

EXECUTIVE LEADERSHIP
TRAINING MANUAL
JANUARY 23-24, 2015

Bennett Union Missionary Baptist Church
401 W. Pine Street | Jesup, Georgia 31598

Host Units

Jesup-Wayne County Branch & Jesup-Wayne County Youth Council

GEORGIA NAACP

FIRST QUARTERLY
MEETING

&

**CIVIL RIGHTS
INSTITUTE**

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TABLE OF CONTENTS

Training Structure	3
NAACP History	3
Constitution	6
NAACP Units	7
Duties of Officers and Executive Committee Members	9
Fiduciary Duties	17
Accounting and Reporting Procedures	18
Year-End Financial Reports	22
Annual Unit Assessments and Convention Assessments	23
Tax Status of NAACP Units	24
Soliciting Donations for Fundraising	24
Fundraising Plan	25
Membership	25
Parliamentary Procedure	26
Conflict Resolution	30
Article IX & X Complaints	31
Ethics	33
Framework for Ethical Decision-Making	34
Supporting Documentation	Appendix

NAACP EXECUTIVE LEADERSHIP TRAINING

“Back To The Basics”

NAACP: TRAINING STRUCTURE

- In October 2006, the Board of Directors approved a new training structure for Mandatory Training.
- This policy states that:
 - All elected executive committee members and officers who have not previously been trained are required to receive an eight (8) hour Executive Leadership Training (Mandatory Training)
 - All elected executive committee members and officers elected at the Annual Meeting or November Branch election cycle, who previously completed Mandatory Training must complete no less than four (4) hour of continuing Civil Rights Advocacy Training by May 31st of first year of term.

Lesson 1: NAACP History

On February 12, 1909, The National Association for the Advancement of Colored People was founded a multiracial group of activists, who answered “The Call.” They initially called themselves the National Negro Committee.

- **1910** In the face of intense adversity, the NAACP begins its legacy of fighting legal battles addressing social injustice with the Pink Franklin case, which involved a Black farmhand, who unbeknowningly killed a policeman in self-defense when the officer broke into his home at 3 a.m. to arrest him on a civil charge. After losing at the Supreme Court, the following year the renowned NAACP National official Joel Spingarn and his brother Arthur start a concerted effort to fight such cases.
- **1913** President Woodrow Wilson officially introduces segregation into the Federal Government. Horrified that President would sanction such a policy, the NAACP launched a public protest.
- **1915** The NAACP organizes a nationwide protest D.W. Griffiths racially-inflammatory and bigoted silent film, “Birth of a Nation.”
- **1917** In Buchanan vs. Warley, the Supreme Court has to concede that states can not restrict and officially segregate African Americans into residential districts. Also, the NAACP fights and wins the battle to enable African Americans to be commissioned as officers in World War I, Six hundred officers are commissioned, and 700,000 register for the draft.
- **1918** After persistent pressure by the NAACP, President Woodrow Wilson finally makes a public statement against lynching.

- **1920** To ensure that everyone, especially the Klan, knew that the NAACP would not be intimidated, the annual conference was held in Atlanta, considered one of the most active Klan areas.
- **1922** In an unprecedented move, the NAACP places large ads in major newspapers to present the facts about lynching.
- **1930** The first of successful protests by the NAACP against Supreme Court justice nominees is launched against John Parker, who officially favored laws that discriminated African Americans.
- **1935** NAACP lawyers Charles Houston and Thurgood Marshall win the legal battle to admit a black student to the University of Maryland.
- **1939** After the Daughters of the Revolution barred acclaimed soprano Marian Anderson from performing at their Constitution Hall, the NAACP moved her concert to the Lincoln Memorial, where over 75,000 people attended.
- **1941** During the World War II, the NAACP leads the efforts to ensure that President Franklin Roosevelt orders a non-discrimination policy in war-related industries and federal employment.
- **1945** NAACP starts a national outcry when Congress refuses to fund their own Federal Fair Roosevelt Employment Practices Commission.
- **1946** The NAACP wins the Morgan vs. Virginia case, where the Supreme Court bans states from having laws that sanction segregated facilities in interstate travel by train and bus.
- **1948** The NAACP was able to pressure President Harry Thurman to sign an Executive Order banning discrimination by the Federal government.
- **1952** The NAACP appealed to the U.S. Supreme Court that segregated schools were unconstitutional. The court had ruled that segregation was acceptable as long as schools were “separate and equal”. A study was presented that showed in the South per pupil spending for white students was \$37.87 compared to \$13.08 for Black students.
- **1954** After years of fighting segregation in public schools, under the leadership of Special Counsel Thurgood Marshall, the NAACP wins one of its greatest legal victories in Brown vs. Board of Education.
- **1955** NAACP member Rosa Parks is arrested and fined for refusing to give up her seat on a segregated bus in Montgomery, Alabama. Noted as the catalyst for the largest grassroots civil rights movement, that would be spearheaded through the collective efforts of the NAACP, SCLC and other Black organizations.
- **1960** In Wichita, Kansas and Oklahoma City, Oklahoma, members of the NAACP of the NAACP Youth Council launch a series of non-violent sit-ins at segregated lunch counters. These protests eventually lead to more than 60 stores officially desegregating their counters.
- **1963** After one of his many successful mass rallies for civil rights, NAACP’s first Field Director, Medgar Evers is assassinated in front of his house in Jackson, Mississippi. Five months later, President John Kennedy was also assassinated.

- **1963** NAACP pushes for the passage of the Equal Employment Opportunity Act.
- **1964** U.S. Supreme Court ends the eight year effort of Alabama officials to ban NAACP activities. And 55 years after the NAACP founding, Congress finally passes the Civil Rights Act.
- **1965** The Voting Rights Act is passed. Amidst threats of violence and efforts of state and local governments, the NAACP still manages to register more than 80,000 voters in the Old South.
- **1979** The NAACP initiates the first bill ever signed by a governor that allows voter registration in high school. Soon after, 24 states follow suit.
- **1981** The NAACP leads the effort to extend The Voting Rights Act for another 25 years. To cultivate economic empowerment, the NAACP establishes the Fair Share Program with major corporations across the country.
- **1982** NAACP registers more than 850,000 voters, and through it's a protests and the support of the Supreme Court, prevents President Reagan from giving a tax-break to the racially segregated Bob Jones University.
- **1985** The NAACP leads a massive anti-apartheid rally in New York.
- **1987** NAACP launches campaign to defeat the nomination of Judge Robert Bork to the Supreme Court. As a result, he garners the highest negative vote ever recorded for a 1989 Silent March of over 100,000 to protest U.S. Supreme Court nominee.
- **1989** Silent March of over 100,000 to protest U.S. Supreme Court decisions that have reversed many of the gains made against discrimination.
- **1991** When avowed racist and former Klan leader David Duke runs for U.S. Senate in Louisiana, the NAACP launches a voter registration campaign that yield a 76 percent turn-out of Black voters to defeat Duke.
- **1992** The number of Fair Share Program corporate partners has risen to 70 and now represents billions of dollars in business.
- **1995** Over thirty years after the assassination of NAACP civil rights activist, Medgar Evers – his widow Myrlie, is elected Chairman of the NAACP's Board of Directors. The following year, Kweisi Mfume leaves congress to become the NAACP's President and CEO.
- **1997** In response to the pervasive anti-affirmative action legislation occurring around the country, the NAACP launches the Economic Reciprocity Program...And in response to increased violence among our youth, the NAACP starts the "Stop The Violence, Start the Love" campaign.
- **2000** TV Diversity Agreements. Retirement of the Debt and first six years of a budget surplus. Largest Black Voter Turnout in 20 years.
- **2001** Cincinnati Riots. Development of a 5 year Strategic Plan.
- **2006** The reauthorization of the Voting Rights Act was successfully accomplished in 2006 with strong input from the NAACP.
- **2008** Benjamin Todd Jealous elected President and CEO.
- **2014** **Cornell William Brooks, Esq. elected President and Chief Executive Officer.**

NAACP Mission

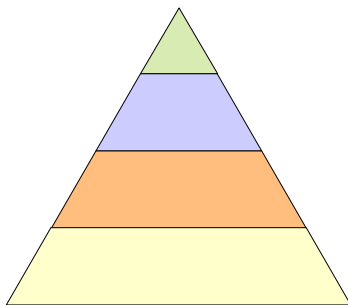
This mission of the National Association for the Advancement of Colored People is to ensure the political, educational, social, and economic equality of rights of all persons and to eliminate racial hatred and racial discrimination.

NAACP Vision

The vision of the National Association for the Advancement of Colored People is to ensure a society in which all individuals have equal rights and there is no racial hatred or racial discrimination.

NAACP: CONSTITUTION

ORGANIZATIONAL STRUCTURE



National Board of Directors

National Office

State/State Area Conference

Units

NAACP: MANAGEMENT

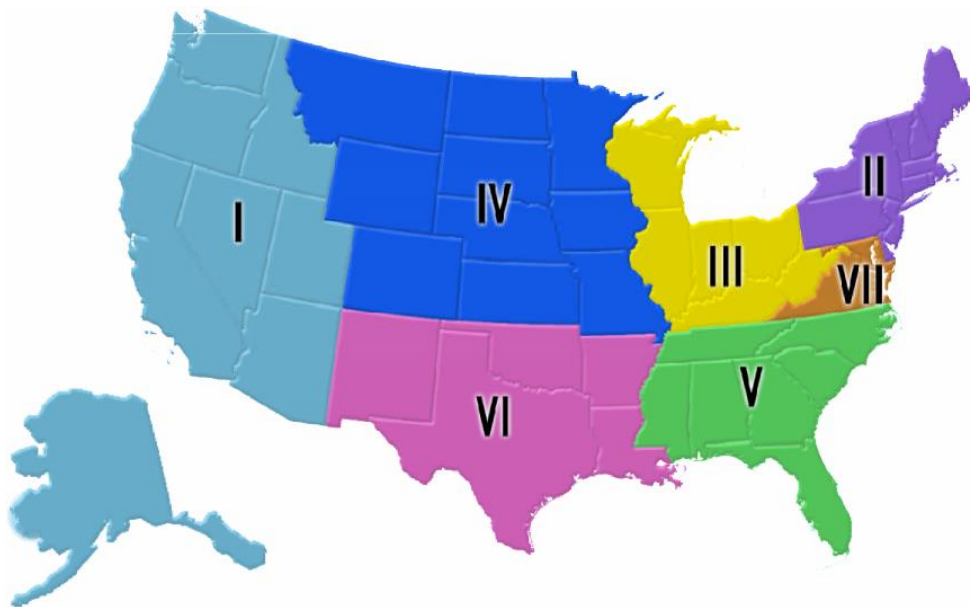
- The management and governance of the NAACP is vested in the National Board of Directors
- The Board of Directors has full power and authority to:
 - Establish all major administrative and other policies governing the affairs of the NAACP
 - Designate and/or fill officers of the NAACP
 - Fill all vacancies in the offices of the Association and unexpired terms of the Board of Directors as specified in the NAACP Constitution(ref: NAACP Constitution – Article V, Section7)
 - Acquire, own, manage, invest, and dispose of property, both real and personal, stock, certificates and securities or otherwise, in the name of the Association.
- The Board of Directors has full power and authority to:
 - Create standing Committees as prescribed in the NAACP constitution (ref: NAACP Constitution-Article VIII)
 - Create all dissolve such special committees of the Board of Directors as it considers advisable to carry out of the purposes of the Association.

- Create from time to time such regions, divisions, departments, or bureaus of the Association as it may deem advisable to carry out the objectives of the Association
- Establish such Units of the Association in such places and under such conditions as it sees fit

National Office: Responsibility

- Coordinate the work of all NAACP Units in support of the Association's mission.
- Provide general support for the work of the Units in the form of technical assistance and limited legal assistance.
- Ensure that information on the work of local Units is disseminated to the general public through the NAACP website, Crisis magazine and other communication vehicles.
- Coordinate national membership campaigns and ensure the efficient processing of membership reports from Units
- Mobilize Units around the Association's federal legislative priorities through the Washington Bureau.

NAACP: REGIONS



NAACP UNITS

- Units are frontline forces of the Association.
- The National Office works to assist Units in the implantation of the goals and objectives of the NAACP in their respective jurisdictions.
- The purpose and the aim of each Unit of the NAACP is
 - To improve the political, educational, social, and economic status of minority groups

- To eliminate racial prejudice
- To keep the public aware of the adverse effects of racial discrimination
- To take lawful action to secure elimination of racial discrimination, consistent with efforts of the NAACP
- To adhere to Constitution and Bylaws and as directed by the National Board of Directors (ref: NAACP Constitution-Article III)

NAACP UNITS: CHARTER

- Each Unit is administered under a charter granted to it by the Board of Directors and in accordance with the Constitution and Bylaws for Units.
- Charter eligibility criteria exist for each Unit; the generic Charter eligibility criteria and discussed on the next slide.

NAACP UNITS: COMPLIANCE REQUIREMENTS

- A unit is required to
 - Maintain a minimum number of members
 - Pay all annual assessments
 - File all year-end reports as required by the Constitution and Bylaws
- A unit must also maintain good standing with its state/state-Area Conference by
 - Filing annual year-end reports
 - Paying all State/State-Area Conference assessments

NON-FUNCTIONING UNIT

- Failure to hold monthly meetings (per Article V, Section 1)
- No functioning standing committees, the work of the NAACP is accomplished through its committees (a monthly, per Article V, Section 7)
- Failure to attend State/State-Area Conference Quarterly
- Failure to provide quarterly written reports, (per Article X, Section1)

NAACP UNITS: ASSESSMENTS

- National Assessments
 - Units are required to pay the Unit Freedom Fund and other assessments to the National Office within 90 calendar days before the Annual national Convention
 - 25% of the net proceeds of each contribution, entainment, or fundraising effort by a Unit (with certain exceptions) are to be disbursed to the National Office
 - A Branch is required to disburse only 15% of its net proceeds of the above contributions for the succeeding year if it increases its membership by 35% from the previous calendar year.
 - A financial report of all entainment, contributions, and fundraising activist is to be rendered to the Unit, the National Office (within days following the event), and the public
- **State/State-Area Conference Assessments**
 - Whenever the Unit is within the jurisdiction of a State/State-Area conference, the Unit assessment shall be paid into the treasury of the State/State–Area

Conference within 60 Calendar days of the annual State/State-Area Conference Convention

NAACP UNITS: REAL PROPERTY

- No Unit, entity, or affiliate may own or maintain or acquire any equitable interest in real property
- NAACP, Inc., however, can hold and/or own real property for the use and benefit of a particular Unit

NAACP TRADEMARKS

- Personal use of the NAACP trademarks, logo, and letterhead is prohibited
- Use of the NAACP trademarks, logo, and letterhead would require a written authorization of the President and CEO

DUTIES OF OFFICERS AND EXECUTIVE COMMITTEE MEMBERS

Leadership Is Action, Not A Position!

NAACP UNITS: DUTIES OF PRESIDENT

- Preside at meetings of the Unit
- Act as Chair of Executive Committee
- Serve as the Official Spokesperson for the Unit
- Appoint the Chair and members of all committees (not elected by General Membership of NAACP Unit or Executive Committee)
- Exercise general executive authority on behalf of NAACP Unit (between meetings of Executive Committee and NAACP Unit)
- Countersign all checks and properly supported requisitions for disbursement from the Unit Treasury
- Perform other functions as voted by the Unit or Executive Committee
- Encourage and assist all Committees in development of programs and performance of duties
- Recommend the removal of an Chairperson of a standing or Special Committee to (Executive Committee)

NAACP UNITS: DUTIES OF VICE PRESIDENT

- Perform all duties of the President in his/her absence or disability
- In event of resignation, removal, or death of the president, the VP automatically ascends to the position of the President.

NAACP UNITS: DUTIES OF SECRETARY

- To act as Secretary of the NAACP Unit and the Executive Committee
 - Give members notice of regular meetings
 - Keep full and accurate records of proceedings of the Unit and of the Executive committee
- Keep a record of all Unit members and their dues

- Give receipts for all membership fees received and transmit such fees to the Unit Treasurer
 - Process memberships within 15 days of receipt
 - Secure membership fees from treasurer and forward portion of fees due to NAACP National Office
 - Aid, coordinate, and integrate work of several committees and divisions of the Unit
 - Submit reports covering status of the Unit and its activities since the date of the last report (to the Unit and the Executive Committee)
 - Keeps the President or CEO of NAACP informed of all events affecting the interests of minority groups in the NAACP Unit.
 - Sign requisitions for disbursements from NAACP Unit Treasury (in conjunction with the President) and maintain a file of receipts and disbursements
 - Be an *ex officio* member of all committees (except Nominating and Election Supervisory Committee).

NAACP UNITS: DUTIES OF TREASURER

- Receive and promptly deposit all monies of the Unit in the name of the Unit in separate account(s) in a responsible bank or trust company
- Act as chief financial officer of the Unit and chairperson of the Finance Committee
- Make authorized disbursements upon requisitions signed by the secretary and countersigned by the president
- Remit through the Secretary to the National Office the portion of membership fees to which the National Office is entitled
- Submit reports covering the financial condition of the Unit, to the Unit and the Executive Committee at all regular meetings (showing receipts and disbursements and outstanding accounts unpaid since the last report)
- Submit an annual report related to the business of his/her office at the annual meeting of the Unit
- Submit year-end financial reports to the National Office

NAACP UNITS: DUTIES OF ASSISTANT SECRETARY

- Perform duties of the secretary in his/her absence
- May perform duties of the secretary under the supervision of the secretary

NAACP UNITS: DUTIES OF ASSISTANT TREASURER

- Receive duties of the Treasurer in his/her absence
- May perform duties of the Treasurer under the supervision of the Treasurer

NAACP UNITS: DUTIES OF EXECUTIVE DIRECTOR

- Give due notice of all meetings of the Branch
- Keep record of all Branch members and their dues
- Process membership within 15 days of receipt

- Aid, coordinate, and integrate the work of the several committees and divisions of the branch
- Manage Branch office and paid Staff
- Supervise annual membership campaign
- Interview complaints and act on behalf of complainants with valid grievances
- Investigate any reported, alleged, or suspected discrimination practices in any place of community life
- Represent Branch at meetings of other organizations (approved by Executive committee)
- Discharge other duties as may arise in the execution of the office or as assigned by the Executive Committee
- Keep the President and CEO of NAACP informed of all events affecting interests of ethnic minorities in the vicinity of the Branch

DUTIES OF THE EXECUTIVE COMMITTEE

- The Executive Committee of each **Branch** shall consist of the:
 1. President,
 2. Vice President (not to exceed three Vice Presidents)
 3. Secretary,
 4. Assistant Secretary
 5. Treasurer,
 6. Assistant Treasurer
 7. Chair's of the Standing Committees of the Branch,
 8. President of the Youth Councils and College Chapters
 9. Branch Advisors in the Youth and Junior Youth Council
 10. Executive Committee members-not to exceed 24

DUTIES OF THE EXECUTIVE COMMITTEE

- If there is no local youth group recognized by the National Office, the Branch must, upon receipt of 25 youth memberships, apply to the National office for a Youth Charter and organize the appropriate youth group.
- The Executive Committee shall have general control of the affairs and program of the Unit, subject to the authority of the Unit and the provisions of the Constitution and approved bylaws.
- The Executive Committee shall render a report, containing the reports of all standing and special committees, at the regular meetings of the Unit and whenever otherwise required.
- At its first meeting following the election, and at any time during the term of office, the executive committee shall approve the Unit President's appointments of Chairpersons of the various standing Committees as presented by the president
- To create special committees as needs arise
- To fill vacancies in Unit offices and on the Executive Committee
- To decide matters of the Unit policy subject to endorsement by the Unit and in accordance with national policy

- In the case of Branches, Executive Committees shall appoint, employ and enter into employment arrangements with employees of the Unit subject only to employment procedures and qualifications approved by the National Office.

DUTIES OF STANDING COMMITTEES

The duties of the Standing Committees shall be:

- a. *Communications, Press and Publicity.* The Committee on Communications, Press and Publicity shall: (1) seek to promote media content consistent with fundamental NAACP goals which include the elimination of racial isolation and fear and the furtherance of multiracial and cultural understanding; (2) work to eliminate employment segregation and discrimination in those industries, [comprising the communications arts and sciences] (radio, telephone, television, motion pictures, newspapers, books, related computer communications, business, cable television); (3) seek to ensure Black minority ownership and control of print and electronic media — both hardware and software; (4) monitor local and national media, especially advertising performance; (5) provide the National Office with research and data on those local businesses engaged in communications arts and sciences; (6) seek to ensure that all people have a meaningful right to choose from and have access to a variety of high quality telecommunications goods and services at reasonable cost; (7) endeavor to secure publicity for the work of the Unit and the Association in the local press and on radio, television and other media; (8) attempt to interest persons in charge of local news media on conditions affecting minority groups; (9) seek to counteract derogatory and erroneous statements in local news media about Blacks and other minority groups; (10) be responsible for forwarding to THE CRISIS items covering Unit activities and important local affairs; and (11) act as far as possible as an agency for the promotion and sale of THE CRISIS. No publicity shall be released without first being approved by the President of the Unit.
- b. *Community Coordination.* The Committee on Community Coordination shall enlist the support of other community organizations on issues affecting the interests of African Americans and other communities of color.
- c. *Education.* The Committee on Education shall: (1) seek to eliminate segregation and other discriminatory practices in public education; (2) study local educational conditions affecting minority groups; (3) investigate the public school system and school zoning; (4) familiarize itself with textbook material there from which is racially derogatory; (5) seek to stimulate school attendance; (6) keep informed of school conditions and strive to correct abuses where found; (7) investigate the effects of standardized and high stakes testing practices; (8) teacher

certification; (9) promote parental involvement in education; and (10) aim to be a center of popular education on the race question and on the work of the Association.

- d. *Finance.* The Finance Committee shall consist of the President, Treasurer, and at least one other member. It shall study the financial needs of the Unit and shall be responsible for drafting an adequate annual budget.
- e. *Freedom Fund.* The Freedom Fund Committee shall plan and conduct fund-raising activities, entertainment and other projects, for local and national purposes within the scope of the Association's program. It shall work closely with the Finance Committee.
- f. *Health.* The Health Committee shall: (1) work to promote, protect and maintain the health of African Americans; (2) assess the health needs of the community; (3) advocate for equal access to health education, care, treatment and research for all Americans; (4) sponsor health-related activities such as health forums, fairs and workshops highlighting issues of importance to people of color; and (5) support health initiatives of the Association.
- g. *Legal Redress.* The Legal Redress Committee shall: (1) investigate all cases reported to it; (2) supervise all litigation in which the Unit is interested; and (3) keep the National Office and the Branch informed on the progress of every case. It shall not give general legal advice.
- h. *Membership and Life Membership.* The Membership Committee shall: (1) work throughout the year to maintain and increase the membership of the Association; (2) be responsible for planning and organizing the annual membership campaign; (3) be responsible on a continuous basis for soliciting new members and for securing renewals; and (4) initiate all possible means to obtain Life Members and sponsor a continuing program towards this end.
- i. *Political Action.* The Political Action Committee shall: (1) seek to increase registration and voting; (2) work for the enactment of municipal, state and federal legislation designed to improve the educational, political and economic status of minority groups; (3) seek the repeal of racially discriminatory legislation; (4) work to improve the administration of justice; (5) work to secure equal enforcement of the law; and (6) keep the National Office and the Unit informed of all proposed legislation which affects minority groups. The Committee shall be *nonpartisan and shall not endorse candidates for public office.*
- j. *Religious Affairs.* The Religious Affairs Committee shall include ministerial and lay religious leaders who are members of the Unit. It shall: (1)

promote an educational program designed to give moral and ethical interpretation to the civil rights struggle; (2) interpret the work of the Association to organized religious groups of all faiths; (3) enlist the support of such organized religious groups for membership, fundraising, and the struggle for equality and full civil rights; and (4) provide resource assistance for religious education and social action activities, associated with the improvement of race relations.

- k. *Youth Work.* The Committee on Youth Work for State/State-Area Conferences shall consist of all Youth Council Advisors, Youth Council Presidents and five (5) persons appointed by the State/State-Area Conference President. The Committee on Youth Work for Branches shall consist of the Youth Council Advisor(s), the Youth Council President(s), and five (5) persons appointed by the Branch President. The Youth Council Advisors and the Youth Presidents shall choose the chair of the Committee. The Youth Work Committee shall develop and coordinate the programs of the senior and youth groups.

The Branch Committee on Youth Work shall turn the names, addresses and membership dues of youth solicited by the Branch over to the appropriate National Office recognized youth group, if any, in their community. The Youth Work Committee shall monitor the youth membership in the Branch. If there is no local youth unit recognized by the National Office, the Committee shall recommend the Branch apply to the National Office for a Youth Charter and organize the appropriate youth group.

- l. *Women in the NAACP (WIN).* State/State-Area Conferences, Branches, Prison Branches and Young Adult Councils of the Association may organize Women in NAACP (WIN) committees subject to the control of the Executive Committee and to such rules and regulations as the Board of Directors may enact. WIN committees shall consist of a Chairperson and/or Co-Chairperson and at least three (3) other members. WIN shall address within the framework of the NAACP, civil rights issues affecting women and children and shall carry out other civil and cultural activities to enhance membership and provide financial support to the Branch.
- m. *Armed Services and Veterans' Affairs.* The Committee on Armed Services and Veterans' Affairs shall: (1) seek to establish a working relationship with those agencies in government, national, state and local, having the responsibility in the affairs of members of the various Armed Services and Veterans and to see that the programs to which they are responsible are administered fairly and justly to members of the minority community; (2) study conditions pertaining to veterans and members of the Military Service and their dependents and/or survivors in the community; (3) serve as a center of information on matters affecting the members of the Active Military, Reserves, State National Guard and

Veterans; (4) maintain a repository of materials, information and forms to be used in assisting veterans and/or dependents of veterans and military personnel with their problems; (5) receive and act on all complaints relative to acts of discrimination on account of race, color, creed, or denial of benefits to which they are entitled because of discrimination; (6) prepare a quarterly report on committee activities to be submitted to the Executive Committee of the Unit and the National Director of Armed Services and Veterans Affairs.

- n. *Economic Development.* The Committee on Economic Development shall implement local efforts and support national programs to preserve and expand economic empowerment among African-Americans and other communities of color by: (1) researching and establishing relationships with private and public entities; (2) supporting the work of the National Office in monitoring the progress and activity of private and public entities designated by national programs; and (3) implementing local efforts to promote the growth of business ownership; (4) increasing employment and job creation; and (5) encouraging business development and home ownership.
- o. *Housing.* The Committee on Housing shall: (1) study housing conditions in the local community; (2) receive and seek to address complaints of discrimination; (3) oppose all restrictive practices whether public or private; and (4) disseminate information and render such other assistance which may eliminate discrimination in housing.
- p. *Labor and Industry.* The Labor and Industry Committee shall seek ways to improve the economic status of minority groups by: (1) working to eliminate discriminatory employment practices in industry and government, wage differentials based on race, unequal opportunities for training, promotion and unfair dismissals; (2) encouraging greater participation in the trade union movement; (3) working to end discriminatory practices in labor unions; (4) securing the enactment of state and federal fair employment practices legislation; and (5) working for improved opportunities in vocational and apprenticeship training.
- q. *Young Adult Committee.* The Young Adult Committee shall consist of Branch members, ages 21-40. It shall be the function of the Committee to: (1) support all branch activities, (2) stimulate interest through advocacy training and solicit membership of 21-40 year olds; (3) create a mentorship program (Branch to Young Adults and Young Adults to Youth Units) to serve as a support bridge from Youth and College to Branch participation; (4) provide networking and social opportunities for young adults in the local community; and (5) encourage the participation of young adults in all activities and leadership within the Branch.

- r. *Prison Branch Support Committee.* The Prison Branch Support Committee shall: (1) work closely and directly with the members of their respective Prison Branch and the Regional Prison Coordinator; (2) Maintain contacts with, and report regularly to the Regional Coordinators; (3) build, cultivate and maintain positive relationships between prison officials, Prison Branch members and members within the local branch; (4) solicit community organizations and businesses to establish a volunteer bank (teachers, writers, businessmen, poets, ministers, lawyers, policemen, judges, government officials, politicians, media personnel) to assist the Prison Branch in carrying out its programs.
- s. *ACT-SO.* The ACT-SO Committee must be properly registered with the National Office and follow all directives outlines by the National ACT-SO Program. ACT-SO is an acronym for Afro-Academic, Cultural, Technological and Scientific Olympics. It is a major project of the NAACP. With ACT-SO, the NAACP is providing an instrument through which Black youths are encouraged and inspired toward excellence in academic and cultural pursuits while benefiting from the maximum support of their communities. It is the goal of ACT-SO to afford the same respect for Black scholastic and cultural achievement that is given to heroes.

ACT-SO conducts annual academic competitions for students in grades nine (9) through twelve (12) in NAACP Branches throughout the country. Participating Branches hold local competitions in the following categories:

Humanities Music Competition Original Essay Playwriting Poetry	Performing Arts Dance Dramatics Music Instrumental/Classical Music Instrumental/Contemporary Music Vocal/Classical Music Vocal/Contemporary Oratory	Science Architecture Biology Painting Chemistry Computer Science Physics/Electronics Physics/Energy Mathematics Physics (General)
Visual Arts Drawing Photography Sculpture Filmmaking/Video	Entrepreneurship	

ACT-SO conducts annual academic competitions for students in grades nine (9) through twelve (12) in NAACP Branches throughout the country. The current procedure is for participating Branches of NAACP to hold local competitions in the categories listed above. The top local winners then compete with the winners from other cities at the National ACT-SO finals during the NAACP National Convention.

- t. All Standing Committees shall report in writing each month to the Executive Committee at its regular meetings.

TENURE

Members of the Executive Committee and of the several standing committees of Branches and Prison Branches shall hold office for two years and until their successors are elected and qualify. Members of the Executive Committee of Youth Units shall hold office for one year.

REMOVAL PROCEDURE

- u. Non-functioning committees shall be discharged promptly by the Executive Committee.
- v. Any member of the Executive Committee, except officers or of any standing or special committee who shall be absent from three (3) consecutive meetings without notice to the Secretary or President or who shall not perform the required duties for three (3) consecutive months, or who shall be absent from any six (6) meetings with or without notice in a twelve month period shall be removed by the Executive Committee by written notification to the delinquent member and replaced in accordance with Article VIII, Section 2(e). A member of any standing or special committee may be directly removed by the chairperson for dereliction of duty. If the Executive Committee fails to act, the President, Secretary, and one member may sign the removal letter.
- w. For any officers who shall be absent from three (3) consecutive meetings without notice or explanation to the Secretary or President, or who shall not perform the required duties for three (3) consecutive months, or who shall be absent from any six (6) meetings with or without notice in a twelve month period, the National Office is to be notified by the Secretary by way of a petition signed by the Secretary, the President and one (1) other member of the Executive Committee. If the President or Secretary is in violation, then any three members of the Executive Committee shall sign the petition. The National Office shall recommend the removal of said officer by the Board of Directors at the next meeting of the Board of Directors following receipt of the petition.
- All Standing Committees shall report in writing each month to the Executive Committee at its regular meetings.
 - **REMEMBER:** If there is no “written committee report”, no meeting took place.

FIDUCIARY DUTIES

Need For Responsible Financial Management

- The purpose of responsible financial management is to proactively control five risk factors:
 - The need to minimize our audit risk
 - The need to limit our liability exposure by controlling the events that might impact the organization negatively
 - The need to maintain pertinent records in accordance with an established record retention and destruction policy
- The purpose of responsible financial management is to proactively control five risk factors:
 - The need to maintain fiscal integrity through the establishment of accounting procedures that comply with generally accepted accounting principles and income tax accounting rules
 - The need to gather vital information with which management can effectively, efficiently, and strategically allocate scarce resources in the ever-changing environment in which the NAACP conducts business

Role of the National Finance Department

- The National Finance Department plays many roles, including:
 - Processing of Daily Transactions
 - Annual Reporting
 - Advising NAACP Units
 - Monitoring and Reporting
- The Finance Department mandates strict compliance with regulations set forth by the IRS and state and local government regulatory agencies.

POLICIES GOVERNING MAINTENANCE AND AUDITING OF FINANCIAL RECORDS AND PROPOSALS

Propriety of Financial Records

- All NAACP Unit records must be properly filed and safeguarded.
- The Unit should also require that records be transferred upon change in leadership/administration.
- The Sarbanes-Oxley Act (2002) imposes significant fines and penalties, including imprisonment, if records are not adequately maintained.

RECORD RETENTION

- Annual Financial Reports should include documents supporting
 - Convention assessments
 - Disbursements
 - Fixed assets

- Fundraising activities
 - Personnel records
 - Receipts
- In an effort to minimize the mis-posting of NAACP remittances, it is requested that NAACP Unit personnel clearly indicate the purpose of each remittance on the face of the check, preferably in the “memo” section. The memo section should include the fiscal year the payment relates to, the appropriate payment code, and the NAACP Unit number.

UNIT AUDITS

- Auditing Units is an absolute right of the National Office (NAACP Unit Bylaws- Article V, Section 19) and is mandated by the National Board of Directors.
- Basis of selection:
 - Random
 - Targeted: Discretion of the President and CEO, National Board of Directors and the National Office
 - Size of Unit: Including amount of revenue earned, expenses incurred, and number of members
 - Delinquency in filing Annual Financial Reports and errors or inconsistencies in Annual Financial Reports filed
- Some of the consistent audit findings and violations are as follows:
 - Documents supporting cash receipts and disbursements are missing
 - Cash receipts are not deposited in a timely manner
 - Bank reconciliations are not prepared in a timely manner
 - Units maintain an excessive number of bank accounts
 - Variances between amounts reported on the Annual Financial Report and internal Unit records
 - Membership dues are not accurately maintained
 - Units do not maintain a list of property and equipment owned
 - Units do not properly disclose their tax status as a 501(c)(4) entity when soliciting contributions from donors
 - Units do not remit annual assessments to the National Office in a timely manner
 - Expense vouchers do not exist to support cash disbursements

GRANT PROPOSALS AND REQUESTS FOR APPROVAL BY NATIONAL OFFICE

- National Office must approve all grants for which the grantor will seek to claim a tax deduction for a charitable contribution prior to NAACP Unit acceptance
- Procedures for obtaining National Office adoption of local program (pertains to all programs for which restricted funds are to be used):
 - ACT-SO and Back-to-School/Stay-in-School (formally adopted by the National Office)
 - Scholarships (must be formally adopted)
 - Other community-based programs (must be formally adopted)
- Written proposals must be submitted to the National Office, to the attention of the Vice President of Field Operations and Memberships

ACCOUNTING AND REPORTING PROCEDURES

Recordkeeping Documents

- NAACP Units must maintain a general ledger system to record activities. In order to standardize reporting across all Units, Quick Books is the recommended software.
- If the NAACP Unit does not possess a computer, a manual record keeping system, should be utilized.
- The Finance Department has designed a monthly bookkeeping format that could be utilized by the NAACP Unit for summarizing its monthly activities.

Cash

- Each NAACP Unit is required to maintain a bank account in the name of the NAACP Unit. **The Taxpayer Identification Number ("TIN") on the bank account is to be that of the NAACP Unit and not the National Office.**
- All disbursements are to be made by check
- Funds may not be withdrawn in any manner other than by check.
- Two signatures are required on each check; Treasurer and President
- Checks must not be pre-signed
- The bank should be notified each time there is a change in authorized signatories and previous signatories must be deleted immediately.
- All transactions must be properly documented and recorded in the Unit's book of record
- Monetary receipts (including checks) must be deposited into the account of the NAACP Unit on a timely basis. The National Office recommends that NAACP Unit funds be deposited no later than the end of the following business day.
- NAACP Unit records, including recorded cash balances, are to be reconciled to the bank statements on a monthly basis.

INVESTMENTS AND MARKETABLE SECURITIES

- Unit maintains significant cash balances, excess funds should be invested in an interest bearing account or other appropriate investment vehicle. Investments are to be reasonable and made with an appropriate business purpose.
- Investments should be short term (generally with a maturity of one year or less) so that funds are easily accessible for Unit operations.
- Investment vehicles should carry minimum risk.
- Each investment must be approved in writing by the NAACP Unit Executive Committee. (approval should be documented in Executive Committee meeting minutes)

ACCOUNTS RECEIVABLE

- The extension of credit to any individual or entity must be approved in advance and in writing by the Executive Committee of the NAACP Unit.
- Under no circumstances are NAACP Units permitted to extend loans.
- To the extent funds are due to NAACP Units from third parties, collection efforts are to be monitored and reported to the Executive Committee.

FIXED ASSETS

- Adequate records must be maintained detailing all fixed assets owned by the NAACP Unit. Records must include the original cost of each asset and any accumulated depreciation.
- It is the responsibility of the Treasurer to determine if the NAACP Unit is required to submit a Personal Property Tax return to the State.
- In the case of donated assets, the Unit should obtain from the donor the fair market value of the asset at the time of donation.
- Since NAACP Units are 501(c) (4) organizations, donated assets for ACT-SO or Back-to-School Stay-in-School must be processed through the National Office if the donor intends to report the donation as a charitable contribution.

OTHER ASSETS

- Prepaid expenses with a life of one year or less should be expensed as incurred.
- Security deposits should be separately identified to facilitate proper tracking.
- "Indebtedness exceeding \$25.00 or \$300.00 per month (Youth & College and Adult Units respectively) in the aggregate shall not be incurred in the name of, or on behalf of the NAACP Unit unless by vote of the Executive Committee". (NAACP Unit Bylaws, Article V Section 15b and 16d).
- "No indebtedness or obligation shall be incurred by the NAACP unit or any of its officers or agents in the name of National Association for the Advancement of Colored People, and the National Office shall not be responsible for any indebtedness or obligation incurred by the NAACP unit or any of its officers or agents." (NAACP Unit Bylaws, Article V Section 15a and 16c).

REVENUE

- All funds received by a NAACP Unit are to be identified as either "Restricted" or "Unrestricted" as to their use.
- Restricted funds generally include:
 - Grants from individuals, corporations, foundations, government agencies - Funds for scholarships
 - Program funds (i.e. ACT-SO, Back-to-school / Stay-in-school) - Bequests that are letter specific
- Unrestricted funds generally include:
 - Membership dues
 - Direct Contributions to the NAACP Units

- Proceeds from fund raising activities may be either restricted or unrestricted depending upon the stated purpose of the fund raising activity.
- Membership dues
 - The NAACP Unit shall remit to the National Office, the National Office's share of all membership fees within fifteen (15) days of their receipt.
 - No NAACP Unit shall retain for the purposes of defraying operating expenses the National Office's share of membership dues and/or fund raising proceeds without prior approval of the President and CEO and/ or the CFO.

OTHER INCOME

- Unrelated business income
 - Unrelated business income is income from a trade or business, regularly carried on, which is not substantially related to the performance by the organization of its exempt purpose or function.
 - An activity will be considered an unrelated business (and subject to UBIT) if it meets the following three requirements: (1) it is a trade or business, (2) it is regularly carried on, and (3) it is not substantially related to the furtherance of the exempt purpose of the organization.
 - Examples include: Advertising revenue, Commercial activities (i.e. operation of a bookstore or parking facility, rental income, etc.).
 - Unrelated business income must be separately reported in the year-end financial report filed by the NAACP Unit. However, the tax liability for unrelated business income remains with the NAACP Unit at the applicable corporate tax rate.

EXPENDITURES

- Salary
 - "Staff may be employed by NAACP Units where the budget warrants such employment, upon terms and conditions approved by the National President and CEO. Such staff shall be elected by the Executive Committee of the NAACP Unit." (NAACP Unit Bylaws, Article VI, Section 1b)
- Employee v. independent contractor
 - The key distinction between "employees" and "independent contractors" is the element of control. An employer-employee relationship exists when the NAACP Unit has the right to control what work an individual does and how the work gets done.
 - NAACP Units must withhold payroll taxes from employee salaries and remit the taxes, along with the employer portion, to the IRS on a scheduled basis.
 - NAACP Units must also file quarterly employment tax returns (IRS Form 941) and an annual employment tax return (IRS Form 940).

DOCUMENTATION

- Proper supporting documentation must be maintained for each transaction. Proper documentation includes:
 - Revenue
 - Member or donor correspondence
 - Check remittance advice
 - Check photocopy
 - Conference registration / ticket sales logs
- Expenses documentation
 - Approved purchase requisitions signed by President and Secretary
 - Approval should be received in advance of placing order for goods or services
 - Vendor invoices
 - Payment approval
 - Canceled check

YEAR END FINANCIAL REPORTS

- Annual report of NAACP Unit financial activities provides information needed by the National Office for the completion of the Federal group tax return filed on behalf of all NAACP Units.
 - Failure to submit a year-end financial report will result in the NAACP Unit being omitted from the Group Tax Return.
- Must be remitted to the Finance Department of the National Office by March 1 following the fiscal year end. Failure to submit the annual financial report will result in a \$100.00 late fee.

ANNUAL UNIT ASSESSMENTS AND CONVENTION ASSESSMENTS

Convention Reminder

- Units must remit to the National Office twenty-five percent (25%) of the net proceeds from fundraising activities no later than forty-five (45) days following the event.
- If the Unit did not host a fundraising event for the year, a minimum assessment is due to the National Office based upon the membership status of the Unit as of December 31st of each year.
- Unit Freedom Fund and other assessments for the support of the Association must be remitted to the National Office ninety (90) days before the Annual Convention for delegates to be eligible to vote.

Unit Assessments

- Annual Unit Assessments
- State Convention Assessments

VOTING STRENGTH

- Voting Strength of Units is determined by membership strength.
 - 25 - 49 2 delegates (Youth)
 - 50 - 100 4 delegates
 - 101 - 500 6 delegates
 - 501 - 1,000 8 delegates
 - 1,001 - 2,500 10 delegates
 - 2,501 - 5,000 12 delegates
 - 5,001 - 10,000 14 delegates
 - 10,001 - 20,000 16 delegates
 - 20,001 - 25,000 18 delegates

Over 25,000 1 additional vote for every 2,500 members.

TAX STATUS OF NAACP UNITS

- All NAACP Units have been designated 501(c)(4) organizations. Contributions to 501(c)(4) organizations are not deductible for Federal income tax purposes as charitable contributions.
- A 501(c) (4) organization is a nonprofit corporation operated exclusively for the promotion of social justice.
- Only the National Office is a 501(c)(3) organization.

SOLICITING DONATIONS FOR FUNDRAISING

Soliciting Donations

- When soliciting donations, NAACP Units are required to disclose through an express statement (in a conspicuous and easily recognizable format) that contributions and gifts to the NAACP Unit are generally not deductible as charitable contributions for federal income tax purposes.

Corporate and Foundation Contributions

- Corporate and foundation contributions should be directed to the National Office if the donor wants an acknowledgment for income tax purposes. Otherwise, contributions or gifts made directly to a NAACP Unit generally do not qualify as charitable contributions. The National Office will facilitate the receipt of contributions made by corporations and or foundations for specific qualifying programs such as ACT-SO, BTS / SIS and Board approved Scholarships.
- Whenever in doubt, please call the National Office for further directions.
- Freedom Fund Dinner and all fundraising events
 - NAACP Units must inform donors that contributions to the NAACP Units are not deductible as charitable contributions.
 - All written communications at the bottom, should include this statement, "Contributions or gifts to this NAACP Unit are generally not deductible as charitable contributions for Federal income tax purposes".

FUNDRAISING PLAN

Basic Fundraising Guide

- Create a budget
- Plan in advance and on paper
- Charge an appropriate ticket price
- Divide labor equally
- Big names attract big bucks!
- Get free professional help with marketing and solicitation
- Always proofread all materials
- Do the necessary research
- Make solicitation letters user-friendly
- Communicate early and often
- Reach out to businesses, community groups, organizations, and individuals to solicit support for the event
- Spread the word
- Program must end the night it starts
- Have only one keynote speaker
- Use technology to make it look good
- Thank everybody
- A few good fundraisers are better than many smaller, poorly planned ones
- Your event must become THE event
- Your goal is never to “break even”

MEMBERSHIP

Membership Is A Privilege

- Anyone who supports the mission and goals of the “NAACP” irrespective of race, religion, political affiliation and ideology can become a member of the Association, Article IV, Section 1.
- Unyielding in our purpose, the NAACP will continue to insure the political, educational, social and economic equality of minority group citizens through the democratic process.
- Remember, we have no permanent friends, or enemies just PERMANENT INTERESTS!

MEMBERSHIP

- **Effective Date of Membership: Article IV, Section 2(a)**
 - The effective date of Membership in a Branch, Youth Unit or Authorized Committee is the date membership payment is received by the aforementioned Unit either at a meeting of the General Membership or of the Executive Committee of the Unit; by the Unit Secretary; or by the Unit office, if there is one.

- In the event the National Office receives a membership fee, the effective date shall be when the unit receives notification from the National Office and its portion of the membership fee.

MEMBERSHIP PREREQUISITES FOR UNITS

- The charter prerequisites for units to be in good standing is found in Article III, Section 3
 - State/State Area Conferences – 6 Branches and 6 Youth Units in good standing, file year end financial report and pay all assessments.
- Branches – minimum of 50 members, file all year end financial reports, pay all assessments, both National and State. File quarterly State reports.
- Youth and College Units – minimum of 25 members, file all year-end financial reports, pay all assessments, both National and State. File quarterly State reports.

MEMBERSHIP REPORTING

- “The Unit shall remit to the treasury of the National Association, the National Office’s share of all membership fees within 15 calendar days of their receipt, in the following proportions, and may retain the balance in its treasury for local purposes.

Type	Total	National	Local Treasury
Adult -	\$30.00	\$18.10	\$11.90
Youth with Crisis	\$15.00	\$10.20	\$4.80
Youth without	\$10.00	\$7.00	\$3.00
Prison Branch	\$12.00	\$7.20	\$4.80
Women In NAACP	\$10.00	\$5.00	\$5.00

PALIAMETARY PROCEDURE

- 1. Call to Order**
 - By the Presiding Officer
 - BE ON TIME
 - CHECK QUORUM
- 2. Opening Exercise, if desired**
 - Welcome, etc.
 - Roll call, if customary
- 3. Reading of Minutes**

Approved as read or as corrected. Reading of minutes can be dispensed with by majority vote without debate. This means they are, not read at the regular time. If dispensed with, reading can be ordered (by a majority vote without debate) any time later during the meeting when no other business is pending. If minutes are not read before adjournment they must be read at the following meeting before reading any later minutes.

4. Reports of Officers

- A. Secretary
- B. Treasurer's Financial Report
- C. Other Officers (call on only if they have report)

5. Reports of Standing Committees - Reports of Special Committees

Standing Committees listed in bylaws are usually called on in the order in which they are listed. A motion arising out of an Officer's report or Committee's report is taken up immediately.

6. Only those Special Committees that are prepared or were instructed to report, should be called on. Those that are to report should be called in the order in which they were appointed.

- A. A question postponed from the List meeting.
- B. Any other unfinished business (Secretary should inform President)

7. New Business

- A. Correspondence that needs action
- B. Bills
- C. Further new business - Members can introduce new items, or can move to discuss any matter that is on the table.

8. Announcements

The Chair may make or may call on other Officers or Members to make any necessary announcements; members may also obtain the floor for such purpose.

9. Program

Although the program is usually placed at the end of the order of business, it can by special rule be received before the minutes are read, or by suspending the rule as, can be received any time. Often in courtesy to a guest speaker, the Chair may ask for suspension of the rules so the talk can be located at an unscheduled point within the business portion of the meeting. Usually this is done by unanimous consent; Chair announces: *If there is no objection, we will hear our program at this time.*

10. Further Business

Chair asks if there is further business before adjournment.

11. Adjournment

May either be done by either by general consent or vote.

Putting Ideas before the Group

1. Obtaining the Floor

Address the Presiding Officer by his or her official title. Wait for recognition. Once you have the floor, you may speak and with exceptions, no one may interrupt you.

2. Making a Motion

All proposals for action by the group must be presented by a "motion." Begin by saying: "*I move that.* . . ." Make your motion brief and concise. If possible, have it written out ahead of time. The Secretary may request a written copy of any motion.

3. Seconding a Motion

Before an idea may be discussed, it must be seconded. You need not agree with a motion in order to second it. If the Chair overlooks the absence of a second and debate or voting has begun, the second becomes immaterial. An absence of a second does not affect the validity of the motion's adoption.

4. Amending the Motion

To add to, substitute or subtract from a motion that someone else has made, submit your idea to the group by "amending the motion."

5. Amend the Amendment

Altering the motion can be carried one step further by "an amendment to the amendment." You now have a primary amendment and a secondary amendment to the MAIN motion. You may not have more than these two.

6. Point of Information

If the issues become confusing, you may ask for clarification by asking for a "point of clarification" from the chair.

7. Divide the Question

It is often possible that a motion may contain two or more parts that you wish to be considered separately. You may ask that each part be considered separately. This often helps clarify the entire motion and keeps only those parts that most benefit the group. This is usually done by general consent as it only requires a majority vote.

Let's Stick To the Facts

1. Point of Order

If you feel a violation in parliamentary procedure exists, call for "point of order" to enforce the rules. The Chair rules, but is obliged to recognize you and pass on your inquiry to the group

2. Appeal from Decision of the Chair

If you don't agree with the decision of the Chair, you can appeal (it must be done immediately following the ruling). It does require a second, then, the Chair must state the question and the whole group votes on whether to over-rule or sustain the Chair. Either a majority vote or a tie will sustain the Chair.

3. Orders of the Day

If the meeting goes off on a tangent and does not: follow the agenda or the order of business, you may remind the Chair by calling for "orders of the day." This requires a 2/3 – vote – and is put to the vote at the discretion of the Chair.

4. Motion to Limit Debate

To prevent a discussion from dragging on endlessly, you can:

- A. Move to limit each speaker's time
- B. Move to limit the number of speakers
- C. Move to limit the overall time of debate
- D. Move to close debate at a set time and vote

These questions require a 2/3 vote - this is an important safeguard as it proves that twice as many vote for an issue as against

5. Motion to Refer

When it is advisable to give further study to a proposal, move that the matter be referred to a Committee. NOTE: The kind of committee, size and power should be included in the motion.

"Call for the Previous Question" – This will close debate on a pending question and require immediate vote by the group on whether to close debate. 2/3 vote is required.

Postponing Consideration

1. Motion to Table

A move to "lay on the table" means to temporarily put aside one action to consider another. It is not debatable and after a matter has been tabled, it may be taken from the table at the same meeting (if other business has intervened) or at the next regular meeting. After that, it would be "DEAD" and the matter would have to be reintroduced.

2. Postpone to a Certain Time

"I move that action on this matter be postponed until
 (state
 time)." If carried, the matter is postponed to the time specified and comes up
 as "unfinished business."

3. **Postpone Indefinitely**

Primarily a strategic motion - used to reject main question without
 incurring direct vote on it.

Voting and Adjournment

1. **Division of the House**

To get a more accurate count than a voice vote - call for a "division of the
 house." A demand of a single member compels the division. This is
 really a request for a revote. If no request for a division is made when the
 vote is announced, the only motions that can change a vote are to
 reconsider or to rescind.

2. **Motion to Adjourn**

May be made any time – requires a majority.

CONFLICT RESOLUTION

What it is!

Intervention aimed at alleviating or eliminating discord through conciliation.

Defining conflict resolution

Conflict Resolution is the process of resolving a dispute or conflict permanently, by
 providing each sides' needs and adequately addressing their interest so that they are
 satisfied with the outcome. Conflict Resolution is based upon the following: Needs,
 Values, Sense of loss, Control, Fairness, Identity, Recognition and Security.

Elements of Conflict Resolution

Needs	Values	Fairness	Sense of loss
Control	Identity	Recognition	Security

Plan for Identifying the Problem Causing Conflict

- What is the problem? (This may have to be conducted on an individual basis)
- How deep-rooted/complex is the problem?
 - Can it be divided into different parts?
 - Can it be added to/combined with additional existing issues?
 - Are there any personal needs involved in this dispute?
 - What will the dispute accept as a win/win situation?
 - What does each disputant need to feel whole again?

- Create a system of rephrasing the problem by asking, “What I hear you saying is...?” (explain the importance of rephrasing)
- Brainstorm possible solutions (all options are available, no matter how ridiculous)
- Understand all points of view
- Develop a follow-up plan
- Conclusion (finalize all options)

ARTICLE IX & X COMPLAINTS

Unfortunately, there are some issues which are the results of either intentional or unintentional violations of NAACP policy. In those situations, the NAACP has in place procedures to address those matters.

Election Complaints – Article IX

- State/State Area Conference Elections (Article IX, Section 1). Here are some dates to remember:

2014 Annual State Convention	7 delegates elected to serve on the Election Procedures Committee
December 15, 2014	Unit in good-standing with State/State Area Conference - For the purpose of running a member in good standing is one whose name appears on the roll of a Unit in good standing within the State/State Area Conference no later than December 15 th .
February 1, 2015	Written notice of the date, time, location and procedures to be mailed to all Units in good standing by certified mail no later than February 1 st .
June 15, 2015	Deadline for consent forms/petitions to be mailed to the State/State Area Conference official mailing address, to the attention of the Election Procedures Committee
June 30, 2015	Election Procedures Committee shall review all nominating petitions, validate the eligibility and file its report with the State/State Area Conference Secretary.
July 15, 2015	State/State Area Conference Secretary shall mail the listing of eligible candidates for each office to all Units in good-standing.
Verification of membership status 30 days prior to Election	Election Procedures Committee shall file a report with the State/State Area Conference Secretary verifying that all eligible candidates for office will be members in good standing as of the date of the election.

Last day to have name removed from the ballot 30 days prior to Election

An eligible candidate may withdraw from contention by forwarding a letter requesting that their name be removed from the ballot. The letter must be sent to the Chair of the Election Procedures Committee.

2015 Annual State/State Area Convention

At the first session of the Convention delegates shall elect 5 delegates to serve on the Election Supervisory Committee, who will conduct the election.

Saturday of the Convention

At 8:00 AM on election day, the Election Supervisory Committee shall convene a special session of the Convention for the sole purpose of hearing from the candidates. Candidates shall be heard in the following order: Assistant Secretary, Secretary, Assistant Treasurer, Treasurer, Vice Presidents and President.

Elections

Immediately following the special session, but no later than 11:00 AM, the polls shall be open and remain open until 3:00 PM. After which ballots shall be tabulated and the Election Supervisory Committee shall post the results.

- If in the event there is a controversy as to the process, the complaint must be postmarked no later than 10 days after the election, and signed by at least 25 voting delegates who were in attendance at the Convention. The said delegates must represent at least 5 units registered at the Convention.
- The National Office will institute an investigation in to the matter, please note that:
 - If it is determined that the allegations are frivolous or completely devoid of merit the complaint can be dismissed, or
 - If it is determined that if all the allegations were true, but would not have affected the outcome of the election the complaint could be dismissed.
- If the complaint has merit and the outcome of the election would be affected, the matter will be referred to the Chairperson of the Committee on Memberships and Units of the National Board. Pending a resolution the past officers will continue to serve.

ARTICLE X COMPLAINTS

- Grounds for suspension or other disciplinary action:
 - The Board of Directors, upon satisfactory evidence that a member is guilty of conduct not in accord with the principle, aims and purpose of the NAACP, or
 - Guilty of conduct inimical to the best interest of the NAACP, may order suspension, expulsion or other disciplinary action.
 - If a member files litigation either against the National Office and/or any of its units without having pursued remedies within the framework of the Association, they shall be deemed as exhibiting behavior not in accord

with the Association meriting suspension, expulsion or other disciplinary action.

- A complaint against an officer or member of a Branch may be initiated by any 20 members of the affected Branch. The printed and signed complaint should be forwarded to the National Office to the attention of the Field Operations Department.
- The complaint must include the mailing address of the individual for whom the complaint is filed against.
- Upon receipt of the complaint, the National Office shall forward a copy of the complaint to the respondent within 10 days.
- The respondent shall have 15 days to file a response with the National Office.
- After which the National Office shall conduct an investigation, render determinations and make recommendations.

Please note: The National Office may seek input from said State/State Area Conference on the complaint.

ETHICS

- State what “ethics” means
- Recognize why identifying ethical standards is hard
- State the five sources of ethical standards
- Outline the framework for ethical decision-making

What is Ethics?

The word “ethics” is often heard in the news these days. Ethics is a philosophical term derived from the Greek word “ethos” meaning character or custom. This definition is relevant to effective leadership in organizations in that it suggests an organization code conveying moral integrity and consistent values in service to the public.

Ethical behavior is that which is morally accepted as “good” and “right: as opposed to that which is “bad” or “wrong” in a particular setting.

- Ethics refers to standards of behavior that tell us how human beings ought to act in the many situations in which they find themselves – as friends, parents, children, citizens, businesspeople, teachers, professionals, and so on.
- What is not ethics?
 - Ethics is not the same as feelings
 - Ethics is not religion
 - Ethics is not following the law
 - Ethics is not following culturally accepted norms
 - Ethics is not science

Identifying Ethical Standards

Why Is It Hard To Identify Ethical Standards?

- There are two fundamental problems in identifying the ethical standards we are to follow:
 - On what do we base our ethical standards?
 - How do those standards get applied to specific situations we face?
- If our ethics are not based on feeling, religion, law, accepted social practice, or science, what are they based on?

Sources of Ethical Standards

- Philosophers and ethicists have suggested five different sources of ethical standards
 - The Utilitarian Approach
 - The Rights Approach
 - The Fairness or Justice Approach
 - The Common Good Approach
 - The Virtue Approach

Combining Ethical Standards

- Advantage of each approach
 - Each approach helps us determine what standards of behavior can be considered ethical
- Problems with each approach
 - We may not agree on the content of some of these specific approaches
 - We may not agree on what constitutes the common good
 - Different approaches may not all answer the question “What is ethical?” in the same way
- Each approach gives us important information with which to determine what is ethical in a particular circumstance

Framework for Ethical Decision-Making

Framework for Ethical Decision-Making

1. Recognize an ethical issue, specifically what is right about the issue, as well as what is wrong.
2. Get the facts
3. Evaluate alternative actions from various ethical perspectives
4. Make a decision and test it.
5. Act, and reflect on the decision later.