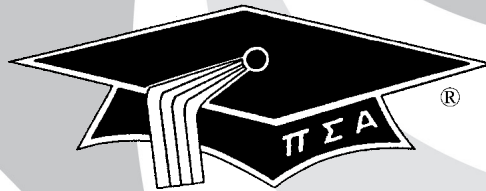


Mortar Board National Conference

GUIDE TO GOVERNANCE AND OFFICER ELECTIONS



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STANDING RULES OF THE LEGISLATIVE PROCESS

Every business meeting at the conference is run according to the following legislative process. Please familiarize yourself with these procedures so the business meetings can operate in an organized and efficient way. Adopting the following conference standing rules will be the first order of business.

1. The order of the national conference agenda will be set forth in the conference schedule.
2. A person wishing to speak in business meetings shall stand to be recognized and shall give his/her name and college/university before proceeding with remarks.
3. Each person may speak twice on each issue before the National Conference. One may speak for up to two minutes at any one time and may not speak a second time until all others wishing to speak have been heard on the issue at hand.
4. Debate shall be limited to ten minutes for each amendment, resolution, recommendation and legislative issue. Within this time frame, the chair shall recognize persons “in favor of” and “in opposition to” motions in alternating order.
5. All proposals for consideration as legislative changes must have been submitted to the Standing Governance Committee by March 15. For a motion to be brought to the business meeting at the conference, it must have been approved by a majority vote of the Standing Governance Committee.
Any proposed amendments to these motions may be made on the floor, but must be presented in writing to the Secretary-treasurer.
6. All proposals for consideration as resolutions or recommendations shall be submitted in writing to the Resolutions and Recommendations Committee before noon on Saturday.
For a group to submit a resolution or recommendation to the Resolutions and Recommendations Committee, the motion must be approved by the majority of the delegates on said committee, chapter development sessions or other forums. A majority vote of the Resolutions and Recommendations Committee is required for a resolution or recommendation submitted by an individual to be put forward in the business meeting.
The Resolutions and Recommendations Committee will review submissions for duplication and wording, and will report all submissions to the conference. The committee may choose whether or not to issue an endorsement of reported resolutions and recommendations.
7. All conference attendees are expected to attend all business meetings and general sessions.
8. Electronic communication devices shall be turned off during all conference sessions.

NATIONAL CONFERENCE LEGISLATIVE PROCESS FOR BYLAWS CHANGES AND RECOMMENDATIONS

Bylaws changes

Ideas are directed to a related committee



If a *Bylaws* change is recommended by a committee, the item is directed to the



Governance Committee
by March 15



If approved it goes directly to the National Conference and is presented by the Governance Committee



If not approved, a related conference committee can reconsider



Conference Committee approves it



Governance Committee decides whether to bring it out of committee



If approved, it goes to the...



Business Meeting

where it can be voted for, against, amended, referred to committee or tabled. *Bylaws* changes require a 2/3 vote.

Recommendations

are received from chapters, chapter officers, official delegates, alumni, members, National Council, section coordinators and conference assistants



Then assigned to a committee



Committees report to the National Council.
If a committee recommends it, it is directly forwarded.



Depending on the issue, it may go to conference as a ***Bylaws change*** or as a **resolution or recommendation**

Resolutions and Recommendations

Prior to the conference:

- Ideas are directed to a related committee
- The committee drafts and votes on the resolution



At the conference:

Items approved by the committee are directed to the National Council ↓ The National Council directs it to the National Conference body through the Resolutions and Recommendations Committee (with or without endorsement) ↓	Conference groups submit resolution(s) ↓ Resolutions and Recommendations Committee reviews and presents it to the National Conference body (with or without endorsement) ↓	Individuals submit resolution(s) ↓ Resolutions and Recommendations Committee needs majority vote to report to the National Conference body ↓
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Business Meeting

where it can be voted for, against, amended, referred to committee or tabled. Resolutions and recommendations require a majority vote.

SUMMARY OF PARLIAMENTARY PROCEDURES

Background

In general, parliamentary procedures were developed to allow for the orderly conduct of business in an assembly. They are the most formal means of communication ever used, but they are also “common sense” when they are fully understood by all participants. However, “common sense” varies according to how much experience and how broad a perspective a person has. The rules are designed to serve and to protect all members, regardless of their background with formal procedures.

A national meeting is governed by the following sets of rules, in order of authority: public law, organization constitution and bylaws, rules of the conference and its specified parliamentary authority. *Delegates should be aware that standing rules that are used in local organizations (SGA, Greek chapters, etc.) might be different from the parliamentary authority or conference rules used by a national organization.* Questions about differences in procedure are expected and will be encouraged.

Motions

Parliamentary procedures require that each decision to be made by an assembly be presented in the form of a motion: “I move that...”

A motion that requires action of the assembly requires a second. No second is required for requests by a member. Motions from a committee are assumed to be seconded by a committee member.

Mortar Board conferences generally include motions for one or more of the following categories:

Motions: These may recommend for one or more of the following categories: committees, officers, etc. These may also be amendments to the *Bylaws*, subject to amendment procedures provided for the document.

Resolutions: These express in a formal manner the sentiment of the conference on the topic of the resolution. They do not require chapter ratification and are not generally binding on any other group or person, unless the resolution specifically calls for some action to be taken.

Debate Defined

Debate is the process members use to discuss their opinions and preferences regarding a motion. Debate must be confined to information that is pertinent or relevant to the motion. The two most common mistakes in debate occur when (1) discussion rambles to include tangents or unrelated topics and (2) members fail to specify whether they are speaking for or against the motion (see below). The chair is responsible for keeping discussion on the topic and for direction discussion between alternating sides.

Order of Debate

Generally, the sponsor of a motion is called on first to state support. An opposing position, if any, is called for next, and supporters and opponents alternate during debate. If more persons wish to speak on one side than on the other, the chair may ask if the assembly is ready to vote, instead of prolonging discussion unnecessarily. The chair may also observe that no new points are being made for either side of the debate and may ask if the assembly is ready to vote.

Amending Motions

Motions can be amended before a vote is taken on the original motion. Each proposed amendment must be voted on before the main motion is voted on before other amendments can be presented. (One exception: if an amendment has been proposed, one amendment to the amendment is allowed. Consult with a parliamentarian if this starts happening!)

The form of the first amendment to a motion is: “I move to amend the motion by replacing _____, with _____.” Also, one may say: “I move to amend the motion to read _____.”

This requires a second and can be debated. If the amendment passes, the main motion is voted on as amended. If the amendment fails, the main motion is voted on as originally presented, or other amendments can be made.

“Friendly Amendments”

Our parliamentary body follows *Robert’s Rules of Order*. When strictly applied, the rules do not allow for a “friendly amendment,” but many organizations have informally

adopted this way of doing business. It works this way:

- a. A motion is made, seconded and discussion begins
- b. Someone proposes an amendment or asks if the maker of the motion will accept an amendment
- c. The chair asks the maker of the motion if the amendment is acceptable. If it is acceptable to the maker, the chair asks the assembly if there is any objection. If not, the amendment is accepted without debate or vote. If there is an objection, either by the maker of the main motion or by someone else in the assembly, the amendment can be made only by having a formal motion to amend, which is seconded, debated and voted on before the original motion is voted on.

Moving to a Vote (“Call the question”)

The chair may determine that the assembly is ready to vote on a motion. If the chair is uncertain, the assembly will be asked, “Are you ready for the question?” If the chair has already determined readiness to vote, the chair will call the motion to be restated and vote immediately to a vote. If a member wishes to close debate before the chair acts to do so, the member must be recognized by the chair and say,

“I move to vote immediately on the motion” (current preferred phrasing)

or “I move the previous question” (old style phrasing)

Such a motion requires a second and must be voted on as a motion *before* the main motion is voted on.

A member who calls out “Question!” in the middle of the debate, without being recognized by the chair, is out of order. If the chair determines that the assembly is ready to vote, the chair should ignore the member who is out of order and call for the vote according to proper procedures.

Ways to Limit Discussion in the Assembly

In addition to moving to vote immediately, there are four primary ways for an assembly to limit the time it spends on discussion:

- a. Limit the time each speaker may speak
- b. Limit the number of times each member may speak
- c. Limit the number of speakers on each side of an issue
- d. Limit the total amount of time for discussion on one main motion

These may be established as standing rules or may be enacted by a motion, with a two-thirds vote needed. They

may be combined. Limits may be extended during debate by a motion to extend, which also requires a two-thirds vote.

Delay in Voting (“Table the motion”)

If the assembly believes that more time or information is needed before it can vote on a motion, it can adopt various motions to delay the vote. A motion can be postponed indefinitely (which effectively defeats the motion), can be referred to a committee, or can be postponed definitely. Each motion would be considered according to its order of precedence before the vote on the main motion.

The form of delaying a vote should be one of the following:

- a. “I move that this question be referred to . . . (name of a committee) and that the committee report to us (name of a definite time, such as the next meeting).”
- b. “I move that this question be postponed to . . . (name of definite time, such as the next meeting).”

In the first case (a), a group other than the full assembly will study the issue and report back to the assembly. In the second case (b), individual members of the assembly may study the issue, but no one is required to provide a report. This procedure generally allows members time to consider information that is already available to them, rather than gather more information. Clearly in an assembly where there is only a limited time to meet, some delaying tactics kill a motion, at least for the current year.

Requesting Information or Assistance

There are several ways to stop debate on a motion so that procedural questions or comfort issues can be addressed. All these may interrupt debate and must be ruled on by the chair before business continues:

- a. “point of inquiry” - to clarify procedures about which a member has questions
- b. “point of order” - to correct a mistake the member has observed
- c. “point of personal privilege” - to call attention to an issue of comfort or convenience to the member(s)

Role of the Chair

The chair or presiding officer is responsible for assuring that the business of the organization proceeds in an orderly fashion and that the rights of members (both

present and absent) are protected. The chair should not take partisan positions but should assure that full, orderly debate is possible and that all members have full access to information pertaining to business before the organization.

The chair does not make motions or nominations. Generally, the chair does not vote except to make or break a tie, but the chair may vote if the chair is a full member of the organization with voting privileges.

There are several actions the chair may take to keep procedures smooth.

1. Explain procedures throughout the meeting, so that all members understand what the actions and procedures are at all times.
2. Provide background information on matters pertinent to the discussion.
3. Request that another person (member or non-member) provide information pertinent to discussion.
4. Declare discussion out of order if it wanders away from pertinent points.
5. Assure that discussion alternates between pro and con, or that discussion ends when no alternating views are presented.
6. End discussion when no new views are being presented.
7. Prevent one person from dominating discussion, by asking if others wish to speak.
8. Ask the assembly's wishes without taking formal votes on procedural matters. (Formal votes must be taken on main motions, however.) For instance, the chair may ask, "Are you ready to vote?" without having a formal vote on closing debate. The chair may also ask, "Are there any objections to...?" If there are none, the proposed action can take effect without a formal vote.

These steps enable the chair to assure the orderly conduct of business without preventing the assembly from freely participating.

General Revision

According to *Robert's Rules of Order*, "Changes of the bylaws that are so extensive and general that they are scattered throughout the bylaws should be effected through the substitution of an entirely new set of bylaws,

called a *revision*. Notice of such a revision is notice that a new document will be submitted that will be open to amendment as fully as if the society were adopting bylaws for the first time."

Prepared by Dr. Charlotte Davis-Lott
Troy University
July 1997

(Revised 2010)

PARLIAMENTARY PROCEDURE GUIDE

To do this:	You must say this:	May you interrupt the speaker?	Do you need a second?	Is it debatable?	Can it be amended?	What vote is needed?	Can it be reconsidered?
Adjourn meeting	"I move that we adjourn."	NO	YES	NO	NO	MAJORITY	NO
Call an intermission	"I move that we recess for..."	NO	YES	NO	YES	MAJORITY	NO
Complain about heat, noise, etc.	"I rise to a question of privilege"	YES	NO	NO	NO	NO VOTE	NO (usually)
Spend further consideration of an issue	"I move to table the motion"	NO	YES	NO	NO	MAJORITY	NO
End debate and amendments	"I move the previous question"	NO	YES	NO	NO	2/3	NO ¹
Postpone discussion for a certain time	"I move to postpone the discussion until..."	NO	YES	YES	YES	MAJORITY	YES
Give closer study of something	"I move to refer the matter to committee"	NO	YES	YES	YES	MAJORITY	YES ²
Amend a motion	"I move to amend the motion by..."	NO	YES	YES ³	YES	MAJORITY	YES
Introduce business	"I move that..."	NO	YES	YES	YES	MAJORITY	YES

The motions listed above are in order of precedence... below there is no order:

To do this:	You must say this:	May you interrupt the speaker?	Do you need a second?	Is it debatable?	Can it be amended?	What vote is needed?	Can it be reconsidered?
Protest breach of rules or conduct	"I rise to a point of order"	YES	NO	NO	NO	NO VOTE ⁴	NO
Vote on a ruling of the chairman	"I appeal the chair's decision"	YES	YES	YES	NO	MAJORITY ⁵	YES
Suspend rules temporarily	"I move to suspend the rules so that"	NO	YES	NO	NO	2/3	NO
Avoid considering an improper matter	"I object to consideration of this motion"	YES	NO	NO	NO	2/3 ⁶	___ ⁷
Verify a voice vote by having members stand	"I call for a division" or "Division!"	YES	NO	NO	NO	NO VOTE	NO
Request information	"Point of Information"	YES	NO	NO	NO	NO VOTE	NO
Take up a matter previously tabled	"I move to take from the table..."	NO	YES	NO	NO	MAJORITY	NO
Reconsider a hasty action	"I move to reconsider the vote on..."	YES	YES	___ ⁸	NO	MAJORITY	NO

Notes:

- 1 Unless vote on question is not yet taken
- 2 Unless the committee has already taken up the subject
- 3 Only if the motion to be amended is debatable
- 4 Except in doubtful cases
- 5 A majority vote in negative needed to reserve ruling of chair
- 6 A 2/3 vote in negative needed to prevent consideration of main notion
- 7 Only if the main question or motion was not, in fact, considered
- 8 Only if motion to be reconsidered is debatable

Adapted from Channing L. Bete Co., Inc., *The ABC's of parliamentary procedure*, 1982.

PROPOSED AMENDMENTS TO THE BYLAWS

PROPOSED AMENDMENT

ARTICLE IV - National Leadership, Section 1 - National Council, Section 1.6

Current language: Article IV, Section 1.6 - Voting shall take place on a single ballot listing all offices to be elected. A candidate must receive a majority to be elected. If no candidate receives a majority, a runoff shall be held between the two candidates receiving the most votes. With the exception of the student representative position, candidates may be nominated for more than one office. If elected to more than one office, that person must select the one in which to serve. The vacated office shall be filled by a second ballot from the remaining candidates.

Proposed language: Article IV, Section 1.6 - Voting shall take place on a single ballot listing all offices to be elected. A candidate must receive a majority to be elected. If no candidate receives a majority, a runoff shall be held between the two candidates receiving the most votes. A candidate may run for only one office.

Rationale: The National Council does not believe that a candidate for Council should be allowed to run for multiple positions. If the person is elected to multiple positions, she/he would then be able to choose which position she/he wants, leaving the other position up for a revote from runners-up. This disempowers the delegates and the voting process. Overall, the recommended amendment would make the election process cleaner and more specific.

Please note, the *Bylaws* of Mortar Board are printed in full at the end of this document.

NATIONAL COUNCIL ELECTIONS

Electing the National Council

The Society's board of directors is called the National Council. It is composed of eight elected officers whose terms run for two years. Each year, Mortar Board's voting

delegates are charged with the task of electing members to fill offices that will be vacated due to term expiration. This year, six of the eight offices are up for election: president, vice president, secretary-treasurer, alumni representative (two positions), and student representative.

Incumbents

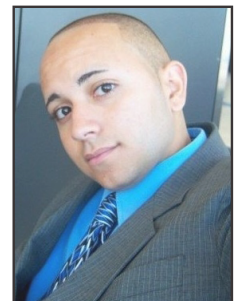
There are two incumbents who will remain in office. Current President-elect Susan Herndon Caples (University of Alabama, 2006), will assume a two-year term as national president. Susan is assistant director of transportation at the University of Alabama (UA) and advises the Hypatia chapter, which made her an honorary member.



Susan Herndon Caples

Susan holds her baccalaureate degree from Auburn University and a master's from UA. She is a member of The XXXI Senior Women's Honorary, Anderson Society leadership honorary, Phi Kappa Phi honor society and Beta Gamma Sigma business honor society. Among her many awards and honors at UA are the Judge Robert S. Vance Student Government Association's President Award, Student Affairs' Meritorious Service Award, SGA Foundation Award and the Outstanding Advisor Award for a universitywide honorary. Susan is a member of Kappa Delta and serves on the Zeta - Alabama chapter advisory board. Last year, Susan received Mortar Board's national Excellence in Advising Award. Susan is married to Bruce Caples and they live in Tuscaloosa, Susan's home town. Susan has two Mortar Board sons, Jay Herndon (Vanderbilt University, 2005) and Robert Herndon (Auburn University, 2008) and two step-children, Emily Caples Meriwether and Richard Caples. Susan is the first honorary member to become national president.

Student representative Vicente Gonzalez (Cornell University, 2010) is in the middle of a two-year term. Vinny just received his baccalaureate degree from Cornell's School of Industrial and Labor Relations. Vinny was communications chair of Der Hexenkreis chapter at Cornell. He is a member of Lambda Upsilon Lambda fraternity. For his work as a columnist for the *Cornell Daily Sun*, Vinny received the 2010 E.B. White '21 Award. In January, he represented Cornell at the World Debate Championship in Gabriel, Botswana. Vinny is from Lynn, Mass.



Vicente Gonzalez

Outgoing members

The National Council members whose terms come to an end at this conference are National President Daniel J. Turner (Northern Illinois University, 1994), Vice President Abigail Diehl (The Pennsylvania State University, 1995), Secretary-Treasurer Angela Schrader (University of Wyoming, 1998), Alumni Representatives Jane Beyer (University of Wisconsin - Milwaukee, 1980) and Bridget Williams Golden (Purdue University, 1997), and Student Representative Jessica Heath Geist (Kansas State University, 2008). Two of these leaders are standing for election at this conference.

Duties of officers, responsibilities and desired characteristics

Generally, a member of the National Council should:

- a. affirm the mission and purpose of Mortar Board,
- b. establish and maintain a comprehensive set of policies and procedures that reflect the Society's governance,
- c. select the Mortar Board chief executive and annually review,
- d. accept fiduciary responsibility, approve and monitor the annual budget,
- e. promote the organization nationally, regionally and locally, and
- f. contribute to the development of programs

The characteristics of a National Council member are:

- a. commitment to higher education and to the values of Mortar Board,
- b. computer literacy and skills to receive electronic communications,
- c. good communication skills—both verbal and written—and the ability to listen carefully,
- d. ability to evaluate, research, propose solutions and make decisions with a group,
- e. demonstrated leadership skills and the ability to work with and attract others to the cause,
- f. at some level, past or current service to Mortar Board, experience with fundraising, donors, or volunteer service programs, and
- g. service on other community or national boards

The duties of members of the National Council, in brief, are, described here:

- a. President-elect - coordinates the work of standing committees, serves as national president in the absence or disability of the president, and serves as

president for one term following term as president-elect

- b. Vice president - serves as a liaison to section coordinators
- c. Secretary-treasurer - keeps accurate minutes of each regular and special meeting of the National Council and of the national conference, investigates sound future financial planning and serves as a liaison to the Mortar Board National Foundation
- d. Alumni representative (two officers elected) - serves as a liaison to alumni members and chapters
- e. Student representative - - serves as a liaison to collegiate members and chapters

A standing Nominations Committee chaired by Dr. Barbara J. Arnold, (The Pennsylvania State University, 1981) has been charged with the duty of recruiting qualified candidates to replace the outgoing officers over the past few months. The candidates for National Council presented by the Nominations Committee follow. Additional nominations may be made from the floor at Business Meeting I on Friday, July 29.

CANDIDATES FOR NATIONAL COUNCIL

Each alumni candidate was asked to answer the following question: What will constitute success for Mortar Board over the next 10 years, and how will you contribute to that success using your connections, knowledge, life skills and personality traits?

President-elect

Martha (Marty) Lewis Starling

Kansas State University, 1962

Degrees earned: B. S., Kansas State University, 1963; M.S., The Pennsylvania State University, 1966; Ph.D., The Pennsylvania State University, 1969

Current employer/job title:

Retired as director of development for The Pennsylvania State University's College of Health and Human Development. Founding



chair of the Discovery Space of Central Pennsylvania, past chair of the boards of the Centre County Community Foundation and Centre County United Way

Response to the candidate question:

National Mortar Board has great potential as the senior leadership organization, but we must work to realize the full vision and potential. We have a rich tradition, and we must embark on a capital campaign that will develop resources to build programming that helps energize our active chapters and develop alumni chapters to encourage continuing member participation.

We must create programming that encourages a lifelong experience for every member—not just a memorable experience for the senior year in college. Networking Mortar Board members can help each other and our organization be recognized as THE senior honor society of scholar-leaders that is worthy of lifelong participation.

My life for the last 30 years has focused primarily on fundraising activity, first professionally and then, as a community volunteer leader. Development experience is why I was recruited as a trustee for the National Foundation. Now I'm offering to give more of my time to help with a capital campaign and to help encourage others to invest in Mortar Board to make a campaign a great success and give National Mortar Board the resources it needs to grow.

Mortar Board alumni service: National Foundation trustee; chapter advisor; recipient of the Alumni Achievement Award in 2003

Vice president

Brian Bock

Valparaiso University, 2004

Degrees earned: B.S., chemistry and biology

Current employer/job title:

Fourth year doctor of pharmacy student at the University of Wisconsin - Madison and a pharmacy intern at Mallatt Pharmacy and Costumes in Madison, Wisc.



Response to candidate question:

Mortar Board success will be measured not in the number

of graduates or students we have, but by the amount of support and continued involvement of our members in the Society. Mortar Board is more than a one-year commitment; it is a lifetime pledge to the three ideals of scholarship, leadership and service. Optimizing our members' involvement will make a stronger and successful Mortar Board.

Mortar Board success is built on the volunteers and the skills that they add to the organization. For me, I am able to bring a nontraditional perspective to the National Council of Mortar Board. I am a graduate student, but not in college administration or any other education field. My field is pharmacy and that will allow me to work in advancing Mortar Board outside the university setting as well as take an active approach to working with fellow alumni who have left their universities for their careers. I am outgoing, easy to talk to, and willing to work hard for what I believe in. I will utilize these skills with my seven years in Mortar Board to support its continued success.

Mortar Board alumni service: Section coordinator; chair of the Alumni Committee

Secretary-treasurer

Vishal Bhandari

Purdue University, 2004

Degrees earned: B.S., economics (honors program)

Current employer/job title: Portfolio analytics associate at BlackRock Inc.



Response to candidate question:

Mortar Board is a great organization built on three timeless pillars:

scholarship, leadership and service. Over the next 10 years, success for Mortar Board will be ensuring that we continue to evolve and ensure these ideals stay relevant, especially as we head into Mortar Board's centennial. Additionally, while students form the core of the organization we also need to encourage more student leaders to continue to be involved as alumni and provide leadership to the organization.

In order to help Mortar Board be successful, I plan on using the evolution of my Mortar Board experiences to motivate alumni to get involved. My Mortar Board

experience started by serving my chapter as treasurer and since then I've been able to serve as a National Office intern, section coordinator and am currently leading a strategic planning team. Each of these experiences enabled me to continue to live by Mortar Board's ideals.

I am also confident that my professional experience working in asset management has prepared me well to successfully serve as secretary-treasurer. I hope to leverage my knowledge to ensure that Mortar Board has a sound financial future and the resources to successfully support initiatives such as Reading is Leading and keep our pillars strong.

Mortar Board alumni service: Section coordinator; strategic planning team leader

Alumni representative

Abigail G. Diehl, Ph.D.

The Pennsylvania State University, 1995

Degrees earned: B.A., advertising/public relations, 1996; M.Ed. higher education, 2001; and Ph.D. higher education, 2007, The Pennsylvania State University

Current employer/job title:

Assistant dean for alumni and college relations and leadership initiatives, College of Health and Human Development, The Pennsylvania State University



Response to candidate question:

It has been my honor to serve Mortar Board for the past decade. I began my service to Mortar Board in 2001 as a section coordinator and advisor to the Archousai chapter at Penn State. I then served two terms as national vice president. During this time I have witnessed the power of the Mortar Board network and have experienced it in my own life as I have interacted with the students in Penn State's chapter, connected with Mortar Board alumni in my community, and served with Mortar Boarders on the national leadership.

Mortar Board has a long and rich history, and to ensure our future success we must celebrate this history while meeting the needs of both our collegiate members and our

vast alumni network. Mortar Board must remain relevant by providing real opportunities for students to enhance their leadership, develop as scholars, and serve others. It must also provide alumni with tangible benefits of continued connection to Mortar Board.

Our new strategic plan charts a course for Mortar Board's success in these areas and I look forward to the opportunity to help accomplish the goals in the strategic plan through continued service on the National Council. Thank you for your consideration.

Mortar Board alumni service: Section coordinator; National Council member; chapter advisor; strategic planning team leader

Alumni representative

Jane Beyer

University of Wisconsin - Milwaukee, 1982

Degrees earned: B.A., with honors, political science and communication, University of Wisconsin - Milwaukee; M.A., public affairs, Robert M. LaFollette School of Public Affairs, University of Wisconsin - Madison, 1986

Current employer/job title:

Vice president talent development, Marhsall & Ilsley Corporation



Response to candidate question:

I am honored to have this opportunity to run for a second term as alumni representative on the National Council. The preceding years have been a busy, exciting and energizing time to be a part of Mortar Board and I anticipate that the next two years will be the same! I was privileged during my current term to serve as chair of the national search committee which led to the hiring of our current executive director, Jane Hamblin. Under her stewardship, the national leadership has embarked on a comprehensive strategic planning process which will take Mortar Board forward to our centennial celebration in 2018 and beyond. As we continue to develop and implement this plan, I believe Mortar Board will be successful if we are able to evolve in the manner necessary to remain a vibrant, integral and contemporary part of today's colleges and universities, while also holding true to

the core mission and ideals which define us. Our success will be further dependent on our ability to continue to reflect the voice and views of our current members, add new chapters while retaining strong, visible chapters at our existing 229 campuses, expand and diversify our revenue sources, and further increase active alumni involvement to help sustain and support the various Mortar Board programs and initiatives. I believe my previous service on the National Council and my many years of active involvement with the Milwaukee Mortar Board alumni group, along with my broad professional and volunteer experience, will enable me to continue to contribute effectively to the leadership and future direction of Mortar Board as the premier college senior honor society.

Mortar Board alumni service: Alumni chapter officer; National Council member; chair of the Executive Director Search Committee

Student representative

Candidates for student representative were asked to submit a brief statement of interest to Mortar Board. Statements received by the stated deadline of June 10 are reprinted, below.

Qualities desired in a student representative

- Be a collegiate member of Mortar Board
- Be completely committed to fulfilling all the obligations of a two-year term
- Have strong communication skills
- Exhibit excellent time management
- Possess the ability to work successfully with students, alumni and administrators

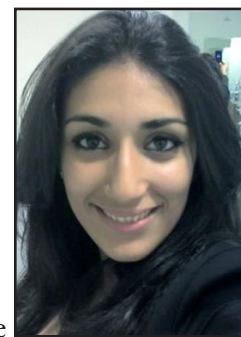
Responsibilities include

- Attendance at the annual national conference and winter meeting
- Participation in every monthly meeting by conference call
- Input in regular email discussions
- Serving on standing committees
- Being a collegiate advocate in all National Council matters

Linda Aguilera

Midwestern State University, 2011

Major: Criminal justice



My name is Linda Aguilera and I am enrolled as a senior at Midwestern State University where my major is criminal justice. I am originally from Houston, but love the serenity I find in the small city of Wichita Falls where I currently attend college. I plan on attending law school in the fall of 2012; this is a true passion of mine. My greatest strength is my commitment. I only commit to endeavors that I feel passionate about, and I am enthusiastic about everything I do. I have represented students in the various organizations I have served on campus in different ways. For example, as a Junior Senator in our Student Government Association I was able to pass a bill that allowed students to use a particular facility not currently available to them, per request of a group of students. I also represented students when it came to traffic appeals. With this in mind, I would like to further say that if I were chosen as the Student Representative, I would ensure that I would fulfill my responsibilities and strive to keep the morals and values that Mortar Board embodies as well as adequately represent our members. I am seeking the National Council office because as a new member, I am intrigued by the history and ideals that Mortar Board represents. I know that I would represent the Society well, and I want to be part of its future. Unfortunately, I would not be on-campus for half of my term (1 year). However, I plan on attending a nearby law school that would allow me to respond to the needs of my chapter as requested. I am accessible and being off-campus would only mean I am absent physically.

Xiqiao Chen

Vanderbilt University, 2011

Major: Mathematics and economics



My name is Xiqiao Chen and I'm a rising senior at Vanderbilt University, studying math and economics. I was born and raised in Guangzhou, the third largest city in China. However, I have lived in the US for over seven years. All of my family members are in China, except my 15-year-old brother whom I have full and

solo guardianship over. When one has the experience of caring and fending for others, they learn a lesson or two on empathy and communication. I had to upgrade my communication skills to make sure that my brother's emotional, physical and academic needs were met. It was not enough to just ask what he needed; I had to be in his shoes and think like a teenager whose parents were thousands of miles away. Therefore, I am confident that my communication skill is one of my greatest assets. With my culturally diverse background, I'm equipped with the experience of interacting with people from various walks of life. With the experience of taking care of my brother, I learned how to effectively listen to others and think in their perspective. I believe good communication skills are extremely important when it comes to representing all the collegiate members in Mortar Board, voicing their opinions and making sure that the demands of all members are met. Becoming a student representative is a great opportunity for me to exhibit my abilities on a national level. I will like to further extend my pride of being a member of Mortar Board and service all the 6,000 members across the nation. I will make sure that my duty is met within my term and on, no matter the circumstance, because being a member of Mortar Board is a lifetime commitment. Let me be your voice and I will make sure it won't go unheard.

Ava Lindeman

University of South Florida, 2011
Major: Biological anthropology and public relations



Greetings! My name is Ava Lindeman. I was born in Vienna, Virginia, but I spent the majority of my life traveling around the country year-round with my family, so I would simply say that I am from the beautiful United States of America. I am currently double majoring in biological anthropology and public relations at the University of South Florida.


My greatest strength as a leader is my ability to see the forest through the trees—I am able to see what is beneficial in the short term, but I can also look ahead and evaluate long-term effects of short-term decisions. My greatest strength as an individual is my ability to listen and empathize as well as to objectively evaluate different issues. I believe that these are qualities that a student representative requires in order to be able to effectively,

fairly and accurately serve as the voice of thousands of other students on the National Council.

It is because of my strengths as a leader and as an individual that I seek this position. I believe that I have the abilities that a student in this position requires, and maybe more importantly—I care. I care about the future of this organization and I would be honored to have the opportunity to ensure that this organization continues to move in a direction that the students who are the heart of this organization support.

With the technology we have today, staying in touch under any circumstances will not be an issue. I often communicate via email, but I am also reachable on my cell phone. If face time is an issue I am more than happy to set up meetings on Skype. Regardless of the distance, these technologies will be there to help bridge the gap.

Below is a sample of the ballot that will be used to elect National Council positions during the conference.



Sample Ballot

Additional nominees from the floor may be written in the blanks supplied under each office.

A candidate must receive a majority to be elected. If, for a particular office, no candidate receives a majority, a runoff will be held between the two candidates receiving the most votes.

Vote for one and only one candidate for each office by placing an X in the box before the candidate's name.

For president-elect
 Martha Lewis Starling, Kansas State University, 1962

For vice president
 Brian Bock, Valparaiso University, 2004

For secretary-treasurer
 Vishal Bhandari, Purdue University, 2004

For alumni representative
 Abigail Diehl, The Pennsylvania State University, 1995

For alumni representative
 Jane Beyer, University of Wisconsin - Milwaukee, 1980

For student representative
 Linda Aguilera, Midwestern State University, 2011
 Xiqiao Chen, Vanderbilt University, 2011
 Ava Lindeman, University of South Florida, 2011

The Bylaws of Mortar Board, Inc.

(As amended at the 2009 Mortar Board National Conference)

ARTICLE I

Name

The name of this Society shall be Mortar Board, Incorporated. The insignia shall consist of a black mortarboard with gold edging and a tassel. The colors of the Society shall be silver and gold, signifying opportunity and achievement and the Greek initials of the motto shall be stamped on the pin: Pi Sigma Alpha.

ARTICLE II

Purpose

Mortar Board, Inc., as an honor society, is an association of individuals selected for distinguished ability and achievement in scholarship, leadership and service, which recognizing the advantages of a national union of senior honor societies, has formed a national honor society, whose purpose shall be to facilitate cooperation among those societies, to contribute to the self-awareness of its members, to promote equal opportunities among all peoples, to emphasize the advancement of the status of women, to support the ideals of the university, to advance a spirit of scholarship, to recognize and encourage leadership, to provide service, and to establish the opportunity for a meaningful exchange of ideas as individuals and as a group.

ARTICLE III

Membership

Membership shall consist of collegiate, alumni and honorary members.

Section 1 - Collegiate Membership

Membership Qualifications

Section 1.1 - Members are selected by the collegiate chapters, annually according to the criteria stated in these *Bylaws* and Mortar Board chapter operational handbooks and guides.

Section 1.2 - Qualifications for active membership shall be distinguished ability and achievement in scholarship, leadership and service, and a commitment to promote the goals and purposes of Mortar Board, Inc. herein after referred to as the Society.

Section 1.3 - A candidate for collegiate membership must be in good standing and duly enrolled in the university or college of the selecting chapter.

Section 1.4 - The candidate shall be at least in her/his junior year or the equivalent status in units or hours, depending upon the institution or the candidate's accelerated

or prolonged curriculum. The intended date for the candidate's graduation shall be no sooner than one (1) semester or one (1) quarter following initiation, summer school excluded. All members initiated into the Society may continue membership until their official collegiate graduation. Members entering graduate work or otherwise enrolled may continue collegiate membership to complete the full year following the initiation. Those no longer enrolled are not eligible to serve.

Section 1.5 - The scholarship requirements for collegiate membership shall be the minimum of:

- A) The grade point average representing the upper thirty-five percent (35%) of the junior class or;
- B) A straight B average, whichever is higher on any given campus.

With the annual consent of the National Office, a chapter may use a higher scholarship standard.

Section 1.6 - If this scholarship requirement is not feasible on a particular campus because of the initiation of a pass/fail system, no grade system, etc., a special written request for an appropriate standard may be made to the National Office. The request shall be submitted by the chapter president and shall contain the signature of an advisor.

Section 1.7 - A candidate's cumulative average for all terms preceding the selection shall be the average used in determining initiation eligibility. All possible information concerning previous college records should be obtained for transfer students.

Section 1.8 - All those students eligible shall be given the opportunity to be considered for membership. No student shall be discriminated against on the base of race, ethnic origin, creed, age, sex, affiliation, marital status, sexual orientation or physical challenge, or any other affiliation or protected class.

Membership Fees

Section 1.9 - All new members must pay a membership fee of seventy-five dollars (\$75). Continuing seniors must pay a membership fee of twenty-five dollars (\$25). All fees must be paid prior to initiation. These fees shall include a one (1) year subscription to the *Mortar Board Forum*, a membership booklet, certificate and a membership pin, which shall be known as the official badge. Students who defer their active membership year must pay the initiation fee as stated above and commence the active year of membership within two (2) years.

Participation

Section 1.10 - Membership in the Society requires active involvement; therefore in order for collegiate members to remain in good standing in their chapter, they must meet the requirements for participation established by the individual chapter and be in good standing with the institution with which the chapter is affiliated. If a penalty of the participation policy includes dismissal, the chapter must follow the dismissal procedures outlined herein.

Resignation and Dismissal

Section 1.11 - An individual member of the Society may resign by notifying the chapter president in writing of his/her intention to resign. The chapter president must then send written notice of the resignation to the advisor(s) and the National Office. The member will be asked to return his/her pin and certificate to the National Office and the member's name will be stricken from the national roll. Membership fees are not refundable.

Section 1.12 - An individual member of the Society may be dismissed as provided herein. Initiation of dismissal procedures must occur no later than six (6) weeks prior to the last day of classes. Cases warranting action after this time will be decided at the discretion of the national vice president. After consultation with the chapter's advisors and the National Office, a collegiate chapter shall have the authority to dismiss individual members pursuant to procedures as provided herein. The chapter president must then send written notice of the dismissal of a collegiate member to the advisor(s) and the National Office. The member will be asked to return his/her pin and certificate to the National Office and the member's name shall be stricken from the national roll. Membership fees are not refundable.

Section 1.13 - In all cases where a chapter wishes to dismiss a member, the following procedure should be implemented by the chapter:

- A) The chapter shall obtain documented evidence of the following and submit copies of the same to the National Office:
 1. Chapter participation and dismissal policy as adopted by and made known to all current chapter members;
 2. Accurate records of member participation;
 3. Immediate personal contact of member in question, by chapter president or designated officer, with an opportunity to meet in person with the chapter executive committee prior to dismissal action;
 4. A letter sent to member in question notifying

of chapter's action and the right to appeal within two weeks of receipt of this letter. Included in the letter must be the National Office's address, to which a letter of appeal should be submitted;

5. A written statement from chapter advisors regarding the proposed dismissal.
- B) In instances in which a dismissed member wishes to appeal the dismissal, the following procedure shall be implemented:
1. The dismissed member shall contact the National Office within two (2) weeks of the receipt of the official letter of dismissal.
 2. The national vice president shall review the decision of the chapter in consultation with two (2) other members of the National Council.
 3. The decision of the national vice president shall be final and transmitted to the appellant and the collegiate chapter.

Section 2 - Alumni Membership

Section 2.1 - Alumni members shall be those members who, by reason of graduation, or other reasons, are no longer collegiate members.

Section 2.2 - Alumni members of local honor societies, which later become chapters of the Society, may become alumni members of Mortar Board by applying to the National Office and submitting the required fees. Formal initiation by a collegiate chapter is optional. If formal initiation is not performed by the member's chapter, the initiating chapter shall send the member's information to the member's chapter. Alumni of a local group may be initiated at any time after the installation, either by their own school or by any school which has a chapter of the Society.

Section 3 - Honorary Membership

Section 3.1 - Honorary membership, being the highest honor given by the Society, may be conferred by a collegiate chapter or the National Council only upon a person who has made a distinguished contribution toward the advancement of the goals and purposes of the Society. Alumni chapters may recommend a person for honorary membership, but honorary membership may be conferred only by a collegiate chapter or the National Council. The National Council shall establish guidelines for the selection of honorary members in the Mortar Board chapter operational handbooks and guides.

Section 3.2 - The chapter's nomination(s) for honorary

membership must be supported by the majority of the collegiate chapter membership. This request must be approved by the National Office prior to tapping.

ARTICLE IV

National Leadership

Section 1 - National Council

Section 1.1 - The officers of this Society shall constitute the National Council and shall be elected as provided herein. The National Council shall consist of the following: president, president-elect, vice president, secretary/treasurer and four (4) members-at-large (two students and two alumni). The executive director and Foundation chair shall serve as ex-officio, non-voting members of the council. All references to the "National Council" in these *Bylaws* shall include the designated representative of the National Council where applicable.

Elections

Section 1.2 - Elections of National Council president-elect, vice president, secretary/treasurer and two (2) at-large representatives shall occur during a conference occurring in odd number years. One (1) student representative shall be elected during a conference each year.

Section 1.3 - The standing nominations committee shall seek to identify and present a slate of qualified candidates for national leadership positions and work with the conference nominations committee to conduct elections at a conference. Qualifications will be established by the National Council.

Section 1.4 - Only alumni members and/or honorary members are eligible for National Council president-elect, vice president, secretary/treasurer and the two (2) alumni at-large representative positions. All collegiate members who attend conference shall be deemed eligible candidates for the student representative positions.

Section 1.5 - A conference nominations committee composed of not more than eight (8) national conference delegates shall present a slate of qualified candidates for National Council positions. The slate may include more than one candidate for each office. Additional nominations may be made from the floor for all National Council positions. All candidates for the office of student representative must attend an informational session in order to be presented by the nominations committee or nominated from the floor.

Section 1.6 - Voting shall take place on a single ballot listing all offices to be elected. A candidate must receive a majority to be elected. If no candidate receives a majority, a runoff shall be held between the two candidates receiving the most votes. With the exception

of the student representative position, candidates may be nominated for more than one office. If elected to more than one office, that person must select the one in which to serve. The vacated office shall be filled by a second ballot from the remaining candidates.

Section 1.7 - The National Council shall fill any vacancy in a National Council position occurring between conferences.

Duties

Section 1.8 - Members of the National Council shall be elected for a term of two (2) years or until their successors are duly appointed and qualified. The president, president-elect, and student representatives shall each serve one two-year term. The vice president, secretary/treasurer, and the alumni members at large shall serve no more than two (2) consecutive terms in any one office.

Section 1.9 - The respective duties of the National Council officers are as follows:

- A) The president shall preside at conference(s) and National Council meetings, sign all charters granted, appoint all committees and committee chairpersons, and perform other duties as assigned by the National Council.
- B) The president-elect shall perform the duties of the president in the absence or disability of the president, shall coordinate the work of the standing committees and shall perform other duties as assigned by the National Council. The president-elect shall become president immediately following his/her term or upon resignation of the president.
- C) The vice president shall serve as liaison to the section coordinators, approve all membership dismissals and perform other duties as assigned by the National Council.
- D) The secretary/treasurer shall be responsible for reviewing all financial statements and transactions, reviewing the annual budget as prepared by the executive director, maintaining accurate minutes of each regular and special meeting of the National Council and of conference(s), ensuring investment policies are followed, and performing other duties as assigned by the National Council.
- E) Alumni representatives and student representatives shall accurately represent their respective constituent groups and perform such duties as may be assigned by the National Council.

Section 1.10 - The National Council shall meet annually at a time and place appointed by the president. Special meetings of National Council may be called by the

president or upon the written request of three members of the National Council.

Section 1.11 - The National Council shall employ an executive director. Additional duties of the National Council are as follows: to govern between conferences, to ensure implementation of policies and procedures as directed by the membership, to articulate the Society's mission and purpose and to maintain its standards, to ensure effective organizational planning and evaluation of programs and services, to endorse the budget and to maintain the fiduciary responsibilities of the corporation, to recommend expansion and/or disaffiliation of chapters, to grant selection exceptions, to call national conferences, to submit an annual report to the delegates, to maintain accurate minutes of all proceedings, to serve as liaisons to committees and to represent the organization as appropriate.

Section 2 - Section Coordinators

Section 2.1 - Chapters shall be grouped geographically into sections and assisted by section coordinators and/or other designated volunteers.

Section 2.2 - Each section coordinator shall be a liaison between the National Council, National Office and the collegiate and alumni chapters, and shall coordinate the work of chapters in their section.

Section 2.3- Section coordinators shall be appointed by the national president for a two- (2) year term and shall be eligible for re-appointment. In the event a vacancy occurs during a term, a new section coordinator shall be appointed to fulfill the unexpired portion of the term and will be eligible for re-appointment at the next re-appointment date.

Section 3 - Committees

Section 3.1 - The following committees and their chairpersons shall be appointed by the National Council and shall be accountable to the National Council: alumni, chapter development, communications, expansion, governance, membership and nominations. Chairpersons shall be appointed for two- (2) year terms and shall be eligible for re-appointment. Committee membership shall include students, alumni and a National Council member who shall serve as a liaison for the committee to the National Council. The executive director shall be a non-voting, ex officio member of all committees. Each standing committee will submit an annual report to the National Office and the National Council.

Section 3.2 - The purpose of each committee follows:

- A) The alumni committee shall review and recommend strategies and programs to maintain ongoing contact with alumni members and for the development of alumni chapters.
- B) The chapter development committee shall review and recommend strategies, programs, and policies in support of collegiate chapters.
- C) The communications committee shall advise the National Office regarding all national publications, and review and make recommendations on editorial policies, public relations, marketing and electronic initiatives.
- D) The expansion committee shall review and recommend strategies and policies for the installation of new chapters. The executive director is the Society's representative with institutions in the expansion process.
- E) The governance committee shall review the Society's *Bylaws* and revisions to the *Bylaws* submitted by the Society's members, committees and/or the National Council. The committee's recommendations shall be presented at a national conference for membership consideration.
- F) The membership committee shall review and make recommendations on membership policies and materials. The national vice president will serve as a member of this committee.
- G) The nominations committee shall seek to develop and identify a qualified and representative pool of candidates for national leadership positions and work with the conference nominations committee to conduct elections at the national conference.

Section 3.3 - Committees shall be authorized to meet as needed and perform their tasks using mail, e-mail or conference calls.

Section 3.4 - The national president shall appoint all other committees with the approval of National Council or as directed by the National Conference.

Section 4 - National Office

Section 4.1 - The National Office shall be the headquarters of the Society. The address of the registered office of the Society is 1200 Chambers Road, Suite 201, Columbus, Ohio 43212. The registered agent of the National Office shall be the executive director.

Section 4.2 - The National Office shall perform the daily functions necessary to maintain the Society in accordance with the *Bylaws*. The executive director shall be hired by the National Council and the Mortar Board National Foundation Fund as the chief officer of the National

Office. The executive director shall hire and supervise staff. The duties of the staff shall be outlined in the job description of each National Office staff member.

ARTICLE V

Meetings

Section 1 - Conferences

Section 1.1 - Any reference to “conference(s)” within these *Bylaws* shall be interpreted to include either the “National Conference” or a “Special National Conference.”

Section 1.2 - The only voting members of any conference, in conference committees or in business sessions, shall be the delegates from the collegiate chapters. They shall be considered the supreme governing body of the Society.

Section 1.3 - All details pertaining to any conferences shall be arranged by the National Office and the officers of the National Council shall be the officers of the conferences.

Section 1.4 - Each collegiate chapter shall be represented at conferences by one delegate who shall be the president of the chapter or the designated alternate. The name of the delegate shall be sent by the chapter president to the National Office. Pending verification of voting credentials, the delegate shall have one vote on all questions, whether or not instructed by the chapter.

Section 1.5 - Conference committees shall be established and assigned as needed. The national president shall appoint conference committees composed of official voting delegates, standing committee members and advisors. Each conference committee shall elect a chairperson from its voting delegate members.

Section 1.6 - The delegates to conferences shall be responsible for reviewing the Society’s *Bylaws*. In addition, the delegates shall pass such resolutions and recommendations as shall be deemed appropriate to assist the National Council in the governance of the Society.

A) Conference resolutions are effective for two (2) years unless affirmed by succeeding conferences at the end of the resolution’s term. Resolutions are the Society’s formal statement of philosophy or its deliberate choice of action. Resolutions are looked to by the Society for organizational direction and by chapters for programming direction.

B) Conference recommendations are items suggested for the Society’s leadership and/or chapters to consider.

Section 1.7 - In the interim between conferences, the government of the Society shall be vested in the National Council.

Section 2 - National Conference

Section 2.1 - The “National Conference” shall be the annual meeting of the Society, and it shall be held at a time and place appointed by the National Council.

Section 2.2 - The National Conference shall include the officers of the Society, section coordinators, standing committee chairpersons, delegates from each collegiate chapter, and other Mortar Board, Inc. members.

Section 2.3 - The National Council may utilize the aid and advice of conference assistants at national conferences. They shall be selected in the manner prescribed by the National Council.

Section 3 - Special National Conference

Section 3.1 - In addition to the National Conference, “Special National Conference(s)” may be held at the request of the national president, with the approval of the National Council, or the national president shall call a Special National Conference upon the written request of three-fourths (3/4) of the active collegiate chapters. Notice of the time, place, method and exact purpose of the meeting must be provided to all active chapters and to the national leadership a reasonable number of days in advance.

Section 4 - Voting capabilities of chapters

Section 4.1 - Voting privileges will be suspended for any chapter whose fees have not been paid, or if the official membership report has not been submitted to the National Office. Chapters whose voting privileges are in jeopardy shall be notified by the National Office prior to the national conference.

ARTICLE VI

Chapters

This Society shall be composed of collegiate chapters and of alumni chapters. The organization and structure of which shall be set forth *herein*:

Section 1 - Collegiate Chapters

Section 1.1 - A collegiate chapter shall be a group of students in a college or university who shall be duly selected, tapped, and initiated as prescribed in these *Bylaws*.

Section 1.2 - The minimum number of members in a collegiate chapter shall be fifteen (15), or ten percent (10%) of the student body with junior standing, whichever is less. The maximum membership of a collegiate chapter shall be fifty (50) members or one-and-a-half percent (1.5%) of the student body with junior

standing, whichever is greater.

Selection

Section 1.3 - A Mortar Board chapter, recognizing diversity and multiple perspectives as strengths, shall bestow honor upon individuals selected from all possible eligible candidates.

Section 1.4 - Any school which is administratively a part of another may consider for membership qualified students who are engaged in academic programs in both schools.

Section 1.5 - New members shall be selected by the existing chapter once a year, after the reporting of fall grades, following procedures established by the National Council as set forth in the current Mortar Board chapter operational handbooks and guides. A unanimous vote standard may not be used.

Section 1.6 - The names and qualifications of candidates selected for membership and the names of continuing members and honorary members shall be reported to the National Office in accordance with the procedures established by the National Council, as set forth in the current Mortar Board chapter operational handbooks and guides. This Official Membership Report must be approved by an advisor, verifying that proper selection procedures have been followed. This report must be approved by the National Office before the announcement of new members.

Section 1.7 - No member of National Council or National Office shall have veto power over the selection of a collegiate member except if the candidate fails to meet the scholarship requirement of the Society.

Section 1.8 - The National Office shall verify the Official Membership Report ascertaining that each candidate meets the requirements of scholarship and intended date of graduation. The National Office may request from a chapter clarification of a candidate's leadership and service qualities and/or reconsideration of a candidate.

Section 1.9 - A collegiate member of the Society who transfers shall be accepted on the new campus and given the privileges of an active member.

Tapping

Section 1.10 - Tapping is the historical act of gently tapping a new member on the head with a mortarboard and is a way to publicly recognize a candidate for selection into Mortar Board.

Section 1.11 - The chapter membership chairperson, with the approval of the chapter president, shall establish a schedule for tapping and initiation of new members which shall be conducted in accordance with the procedures established by the National Council.

Section 1.12 - One (1) or more current members of the

chapter shall tap candidates for membership, in person unless such tapping is physically impossible.

Orientation

Section 1.13 - An orientation program for candidates selected for membership shall be held before initiation, emphasizing active commitment to the purposes and goals of the Society, following the format established by the National Council.

Section 1.14 - The purpose of orientation is to acquaint the newly tapped members with each other, to inform them about the Society and the local chapter, and to motivate them to become active members of the Society. Specifically, orientation will include review of: the purpose and history of the Society, the personal commitment of membership in the Society, the advisors' roles, the offices and their responsibilities, the national project, chapter project(s) and the advantages of membership. More information may be found in the Mortar Board chapter operational handbooks and guides.

Initiation

Section 1.15 - Collegiate and honorary members must be initiated at a ceremony as outlined in the Mortar Board chapter operational handbooks and guides.

Section 1.16 - Initiation shall occur no later than four (4) weeks before the last day of classes of the school year preceding the member's year of service.

Fees

Section 1.17 - Fees for membership shall be sent by each collegiate chapter to the National Office. No person tapped for Mortar Board membership may be initiated prior to payment of the initiation fee to the National Office.

Section 1.18 - The National Office shall not verify membership of any chapter unless all fees, dues and reports, as required by the National Council, have been submitted. The National Council shall notify chapters whose accounts are not clear and said chapters shall not be permitted to tap or initiate new members until such accounts are cleared.

Section 1.19 - Each chapter may award one (1) Coral Vanstrum Stevens Membership fee waiver. The fee waiver may be awarded to one initiate or divided among several initiates based on financial need. This allowance is to be non-cumulative and is to be administered by the National Office. The recipient(s) is (are) to be selected confidentially by the chapter president and a chapter advisor. The waiver shall be marked on the Official Membership Report.

National Project

Section 1.20 - Mortar Board's national project is Reading is

Leading. Each chapter shall develop and participate in at least one literacy program focused on reading and writing skills.

Mortar Board Week

Section 1.21 - Mortar Board Week will be celebrated nationally during the week in closest proximity to the founding of the Society, February 15, 1918. Mortar Board Week is an opportunity to share and promote the ideals of the Society as well as honor those individuals and organizations that have made a significant difference in the lives of others because of their demonstration of the ideals of the Society.

Minimum Standards

Section 1.22 - The following list of standards is essential for minimum chapter operations. Officers should refer to the Mortar Board chapter operational handbooks and guides for the required information and deadlines. Chapters must:

- A) Select new members on the basis of distinguished ability and achievement in scholarship, leadership and service, in accordance with established procedures.
- B) Submit the Chapter Planning Calendar and the Membership Selection Plan according to published deadlines.
- C) Prior to tapping, send the names and qualifications of candidates to the National Office on the Official Membership Report for verification.
- D) Tap new members before the end of the school year.
- E) Hold an orientation program prior to initiation for those tapped.
- F) Hold an initiation ceremony for new members.
- G) Collect the national fees associated with membership prior to initiation. Submit all membership and chapter fees together with the Official Membership Report to the National Office.
- H) Elect new chapter officers before the end of the school year. The outgoing chapter officers in cooperation with the advisor(s) shall orient the new officers before the end of the school year. All officers are to receive, maintain and pass on a manual of pertinent information for that office.
- I) Hold regular and frequent meetings (a minimum of once a month during the school year).
- J) Establish a participation policy.
- K) Have at least one advisor. It is recommended that a chapter have more than one (1) and that advisors serve for a minimum of two (2) years to aid in continuity of chapter operations.

L) Submit an annual report, including a financial report (and appropriate IRS forms, if necessary) to the National Office by the end of the school year. If a chapter's annual income exceeds the minimum threshold set by the Internal Revenue Service, the chapter must comply with the reporting requirements and copy the National Office on all correspondence.

M) Send a delegate to the conference(s).

N) Develop and implement programs related to the ideals of scholarship, leadership and service that encourage collaborations between the chapter and other student organizations, alumni, other Mortar Board chapters or the community at-large.

O) Develop and implement programs related the National Project, Reading is Leading.

Successful chapters will go beyond the minimum list above. The Mortar Board chapter operational handbooks and guides include recommendations for chapter development.

Chapter reports, reporting deadlines for membership, chapter operations and maintenance of tax exempt status will be established by the National Council. The listing of the required reports and optional reports is published in the Mortar Board chapter operational handbooks and guides.

Officers

Section 1.23 - All new chapter officers shall be elected before the end of the spring term by incoming chapter members in the presence of the retiring chapter after orientation and initiation by the retiring chapter. The procedure for election shall be established by the National Council.

Section 1.24 - Orientation of new advisor(s) shall be the responsibility of the chapter president and/or the current chapter advisors.

Section 1.25 - The Officer Address Information Report shall be submitted to the National Office by June 1.

Section 1.26 - Chapter officers shall consist of a president, a vice president, a secretary, a treasurer, a director of communications, an historian, a membership chairperson and an alumni chairperson. The duties of each chapter officer shall be as follows:

- A) The president shall call all meetings and preside over them, vote upon the selection of new members, vote upon all other matters in case of a tie, vote upon requests, be responsible for chapter orientation, ensure officer training, and appoint all committees. The president shall send required chapter reports to the National Office. The president shall be the delegate to conference(s). If

- necessary, the president may appoint a designated alternate to serve as the conference delegate. The president shall hold no other chapter office.
- B) The vice president shall preside and perform the duties of the office of the president in the case of the absence or disability of the president.
 - C) The secretary shall keep the minutes of each meeting and conduct the necessary correspondence. The secretary shall notify new members of their selection and shall notify all members and advisors of each meeting.
 - D) The treasurer shall have charge of all finances, collect fees, pay bills and submit a report to the chapter on a regular basis, as determined by the chapter. The treasurer shall be responsible for the chapter financial report, submit any forms required by the Internal Revenue Service, if necessary, and make an annual report to the National Office.
 - E) The director of communications shall be responsible for chapter publicity and shall act as correspondent to the *Mortar Board Forum*. As such, the director of communications shall be responsible for submitting a minimum of one contribution per academic year.
 - F) The chapter historian shall compile and maintain a chapter history and update the chapter's file in the national archives.
 - G) The chapter membership chairperson shall be responsible for organizing and implementing the selection, tapping and initiation of new members.
 - H) The alumni chairperson shall act as liaison with area and chapter alumni and shall establish and maintain a mailing list of chapter alumni for both local and National Office records.

Officer Dismissal

Section 1.27 - After consultation with the chapter's advisors and the National Office, a collegiate chapter shall have the authority to remove for cause, individual officers pursuant to procedures set forth in these *Bylaws*. Sufficient cause for removal may include, but is not limited to continued unexcused absences from the meetings of the chapter; not attending to assigned or elected duties of the chapter; inexcusably failing to meet financial obligations to the chapter; violating the *Bylaws* of the Society or the *Bylaws* of the chapter; violating a rule, practice, or procedure adopted by the chapter; or displaying conduct deemed contrary to the interests of the chapter. The removal of an officer shall be reported to the National Office. In all cases where a chapter wishes to remove an officer, the following procedure should be

implemented by the chapter:

- A) The chapter shall obtain documented evidence of the following and submit copies of the same to the National Office:
 1. Accurate documentation of the charge(s) against the officer;
 2. Immediate personal contact of the officer in question by another, designated officer with an opportunity to meet in person with the chapter prior to dismissal action;
 3. A letter sent to the officer in question notifying of the chapter's action and the right to appeal within two weeks of receipt of said letter. Included in this letter must be the National Office's address to which a letter of appeal should be submitted; and a written statement from the chapter advisor regarding the proposed removal.
- B) A two-thirds (2/3) affirmative vote of no less than fifty-one percent (51%) of the chapter is required to remove an officer. An advisor must be present at the meeting where this vote is taken.
- C) In instances in which the removed officer wishes to appeal the removal, the following procedure shall be implemented:
 1. The removed officer shall contact the National Office within two (2) weeks of the receipt of the official letter of removal.
 2. The national vice president shall review the decision of the chapter in consultation with two (2) other members of the National Council.
 3. The decision of the national vice president shall be final and transmitted to the appellant and the collegiate chapter.

Section 1.28 - In the case of a chapter officer resignation or other vacancy, the chapter shall elect a new officer following election procedures as established by the National Council.

Advisors and Administrative Liaisons

Section 1.29 - Each collegiate chapter shall select at least one (1) advisor who shall act as the administrative liaison, and be chosen from those persons who have faculty or administrative status and have an affiliation with the college or university. The administrative liaison may assist the chapter in obtaining the names of candidates eligible for membership, maintaining chapter archives, securing access to campus facilities and providing a permanent campus mailing address. Chapters are encouraged to select additional advisors. The National Council shall

establish procedures for the selection of advisors and their duties.

Section 1.30 - The advisors shall meet with the new chapter in the spring and assure that at least one (1) advisor attends selection meetings, assists in the preparation of chapter programs, checks the chapter budget and promotes chapter continuity through orientation of new chapter officers. At least one (1) advisor must be present at every regular meeting. All advisors shall certify the list of new members.

Affiliation

Section 1.31 - Any four- (4) year, baccalaureate degree-granting institution which is accredited by its regional accreditation association may be considered for granting of a charter in the Society.

Section 1.32 - The *Bylaws* of the prospective chapter shall be consistent with the *Bylaws* of the Society.

Section 1.33 - Application procedures for the affiliation of a new chapter will be established by the National Council. Applications will be accepted by the National Office and approved by the National Council.

Withdrawal and Disaffiliation

Section 1.34 - A chapter may withdraw from the Society through a vote of no less than two-thirds (2/3) of that chapter's collegiate members. A written notice, signed by an authorized chartering school official, and if available, an officer of the local supporting alumni chapter, must be submitted to the National Office for National Council approval.

Section 1.35 - After one (1) infraction of the above listed minimum standards, the National Council may place a chapter on probation for twelve (12) months or until the infraction is corrected. Within this twelve- (12) month period, if either the original infraction is not corrected or any additional infractions occur, the National Council may place the chapter on an inactive list and recommend disaffiliation of the chapter at the next conference. If the chapter chooses not to select new members, the National Council shall take immediate action.

Section 1.36 - After having been placed on the inactive list, chapters may be disaffiliated by a two-thirds (2/3) vote of the delegates attending a conference.

Section 1.37 - The national president must request that the following items be returned from any withdrawn or disaffiliated chapter: Mortar Board charter and chapter roll. The group must not use the name of Mortar Board nor its insignia. No published announcement of the action is made, but an announcement is included in the national president's Annual Report.

Section 1.38 - Any withdrawn or disaffiliated school may

apply for reinstatement in the same manner as any school petitioning for a new chapter.

Section 2 - Alumni Chapters

Section 2.1 - Five (5) or more alumni of the Society may associate themselves as an alumni chapter.

Section 2.2 - To remain active, an alumni chapter shall submit the following items annually by June 15 to the National Office: a list of members' contact information, a year-end report, a financial report and the annual dues. If an alumni chapter's annual income exceeds the minimum threshold set by the Internal Revenue Service, the chapter must comply with the reporting requirements and copy the National Office on all correspondence.

ARTICLE VII

Finances

Section 1 - Society Funds

Section 1.1 - The Society shall use its funds only to accomplish the purposes stated in these *Bylaws*, and no part of the Society's funds shall inure or be distributed to the members of the Society. On dissolution of the Society all assets shall be used to discharge any obligations and the funds remaining shall be distributed to one or more duly organized not-for-profit charitable, educational, scientific or philanthropic organizations to be selected by the National Council.

Section 2 - Annual Audit

Section 2.1 - An annual audit of the Society will be conducted by an independent auditor. A financial statement of the Society shall be made available to the membership, chapters, and national volunteers within three (3) months of the completion of the audit. The National Council will follow established procedures for reviewing the financial condition of the Society between audits.

Section 3 - Chapter Funds

Section 3.1 - When an alumni chapter or collegiate chapter becomes inactive, any funds remaining in the alumni chapter or collegiate chapter account after local obligations have been met should be transferred to the Society. If the alumni chapter or collegiate chapter is reinstated within five (5) years, any funds previously transferred by that chapter to the Society will be returned.

Section 4 - National Conference Fee

Section 4.1 - At least six (6) months before each national

conference, the National Council shall determine what portion of the transportation and hotel costs can be paid from the national treasury without jeopardizing funds. Should an additional amount be needed, it shall be determined at least six (6) months in advance of the national conference and shall be divided among the chapters for payment. This shall be known as the conference fee.

Section 4.2 - Expenses for the national conference for one official delegate from each chapter shall be paid from the national treasury.

Article VIII

Awards and Recognition

Requirements and criteria for the granting of these awards will be distributed and shared with chapters in the Mortar Board chapter operational handbooks and guides at the beginning of the chapter year.

Section 1 - Chapter Awards

Section 1.1 - Mortar Board recognizes the importance of the work done by each chapter to promote the ideals of scholarship, leadership and service. Chapter awards, as identified in the Mortar Board chapter operational handbooks and guides, annually recognize these accomplishments and successes of each chapter.

Section 2 - Individual Awards

Section 2.1 - Individual awards, as identified in the Mortar Board chapter operational handbooks and guides, annually recognize individuals for their outstanding contributions and embodiment of the Society's ideals. These awards will be evaluated by a committee of no less than three appointed by the national president.

Section 3 - Other Recognition

Section 3.1 - Citations, as identified in the Mortar Board chapter operational handbooks and guides, may be given annually, by either a chapter or the National Council, to recognize individuals or entities for distinguished contributions to the ideals of scholarship, leadership and service and shall also promote equal opportunities among all peoples while advancing the goals and purposes of the Society. A nomination by a chapter must be submitted to the National Office for approval at least four (4) weeks prior to presentation.

Article IX

Exceptions

In extraordinary cases, permission for exceptions, with the

respect to any of the above may be granted by the National Council or its designated representative. An exception petition shall be submitted to the National Office for consideration in accordance with procedures established by the National Council.

Article X

Supremacy Clause

The *Bylaws of Mortar Board Inc.* shall be the supreme law of this Society, and this Society shall be bound thereby. This supremacy clause provides that when the *Bylaws of Mortar Board, Inc.* are in conflict with the governing documents of any Mortar Board affiliated chapter, the *Bylaws of Mortar Board, Inc.* shall prevail.

Article XI

Parliamentary Authorities

The rules contained in the current edition of *Robert's Rules of Order, Newly Revised*, shall govern the proceedings of this Society in all cases to which they are applicable and in which they are not inconsistent with these *Bylaws* and/or any special rules of order this Society may adopt.

Article XII

Amendment of Bylaws

These *Bylaws* may be amended at any conference by a vote of two-thirds (2/3) or at any time by a vote of two-thirds (2/3), provided that advance notice has been given. Advance notice and copies of any proposed amendments shall be sent to all delegates at least sixty (60) days prior to a vote being taken. A lack of vote constitutes an affirmative vote. All proposed amendments must be submitted to the National Office by March 15 to be considered at that academic year's national conference. The National Council shall refer any amendments submitted after March 15 to the appropriate committee for consideration during the following year.

All proposed amendments must be submitted to the Governance Committee at governance@mortarboard.org by March 15 for amendments to be discussed at the conference held that same year. For items to be addressed at the 2012 Mortar Board National Conference, they must be submitted by March 15, 2012.