



BLUE STAR MOTHERS OF AMERICA, INC.

LEADERSHIP HANDBOOK FOR NATIONAL, DEPARTMENTS, AND CHAPTERS

Effective 14 August, 2011

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LEADERSHIP HANDBOOK FOR NATIONAL, DEPARTMENTS, AND CHAPTERS



ARTICLE I. ELECTED OFFICERS

Section 1. National Officers must have the following qualifications:

- a.) The newly elected NP must have served as an elected officer at least one (1) full year on NEB, or have served as least one (1) full year as the Department President;
- b.) If the newly elected NP held any elected or appointed financial offices, such as Treasurer or Financial Secretary, Big Dipper and Yearbook positions at any levels, she must resign from these duties immediately upon her acceptance of the higher office;
- c.) The Vice Presidents shall be nominated from National, Department, and Chapter officers; and
- d.) The newly elected NT or NFS must have served as a Finance Officer in a Department or Chapter, or have an accounting or financial background.

Section 2. Department Officers must have the following qualifications:

- a.) The President must have served as an elected officer at least one (1) full year on the DEB;
- b.) The VPs shall be nominated from Department or Chapter officers; and
- c.) The Treasurer or Financial Secretary must have either served as a Financial Officer in Department or Chapter or have an accounting background.

Section 3. The Duties of the National Officers shall be follows:

THE NATIONAL PRESIDENT (NP):

Position Summary

The NP is responsible for ensuring that the organization continues to work and promote the Organizational Mission and Spirit, following Ritual Oaths and Ceremonials of the Corporation, together with ensuring all Departments, Chapters, Auxiliaries, and members comply with their obligations; Federal and State Laws, Governing Documents, policies and convey the mutual cooperation that is necessary from every level of the corporate structure to fulfill the requirements and Mission of the Corporation, a IRC.

Governance:

Ensure the NEB, DEB, CBs, and Auxiliaries are aware of, fulfill their governance, administrative and leadership responsibilities in compliance with applicable laws and Governing Documents, Ritual Oaths, conducting board business effectively and efficiently, and are accountable for their performance.

In order to fulfill these responsibilities, and subject to the organization's Governing Documents, the NP presides over the organization at large, National Meetings, proposes, policies and practices; sits on various committees, monitors the performance of National Officers, submits various reports to the board, to funders, and to other “stakeholders”; proposes the creation of committees; appoints members to such committees; and performs and delegates other duties as the need arises.

Qualifications:

1. NP must have served as an elected office at least one (1) full year on the NEB, or have served as least one (1) full year as the Department President;
 - a. If the newly elected NP held any elected or appointed financial offices, such as NT or NFS, Big Dipper and Yearbook positions at any levels, she must resign from these duties immediately upon her acceptance of the higher office.
2. The NP must be thoroughly familiar with every National Officer’s elected and appointed, to include National Chairpersons, and National Committee’s roles and duties; and (the NP must be thoroughly familiar with every National Officer’s elected and appointed role and duties, to include National Committee Chairpersons and Committee Members.)
3. The NP must thoroughly understand or seek to obtain legal guidance to understand Federal Law as applicable to a IRC incorporated charity, understand IRS Regulation, the Charter, Governing Documents, Rituals and Ceremonials, Affiliation Contracts, policies to include Parliamentary Procedure, and their relative order of governing precedence.

Major responsibilities:

1. Represent the organization with dignity and impartiality;
2. Attend events including: Gold Star Mother’s Day, Veterans Day and Memorial Day ceremonies, etc., or appoint the VPs in their consecutive order based on their availability if she is unavailable to attend the event(s);
3. Preside at Convention, NEB, and National Committee Meetings ;
4. Attend Department Conventions or appoint the VPs in their consecutive order based on their availability if she is unavailable to attend a Department Convention;
5. Be knowledgeable in the history and Governing Documents;

6. Appoint non-elected officers, National Committee Chairs and a National DC Representative making sure that the entire organization is represented in these positions;
7. Respond to member questions, inquiries from other organizations, media, etc;
8. Work with the NEB and the NFC to maintain financial income to support the various programs and projects and administrative functions; and
9. Perform all other actions that are necessary to carry out the duties of her office.

Function:

1. As Chairperson of the NEB, assure that the NEB fulfills its responsibilities for the Governance of the Institution;
2. Partner with the elected and appointed officers, helping them to achieve the mission adhering to their accountabilities, responsibilities, requirements and compliance issues as the fiduciaries of the Corporation; a IRC; and
3. Optimize the relationship between the board and all levels of management of the Corporation.

Functional Responsibilities:

1. Chair as the facilitator meetings of the NEB to see that all officers and members of the NEB function effectively, interacting together as a management team optimally, and fulfills all of its duties;
2. Work with the NEB to set the Monthly Meeting Schedule;
3. Develop and distribute meeting agendas;
4. Recommend and assist with the composition of the National Committees;
5. Develop the Management team in leadership skills for possible succession as the NP;
6. Recruiting appointed board members and other talent for whatever volunteer assignments are needed;
7. Bring forward to reflect any concerns the management team has in regard to the roles as well as the overall role of the NEB;
8. Reflect the concerns of the NEB and other constituencies;
9. Present to the Board an evaluation of the pace, direction, and organizational strength of the Institution;
10. Annually focus the Board's attention on matters of institutional governance that relate to its own structure, role, and relationship to every level of management;
11. Be assured that the Board has adequately satisfied and has fulfilled all of its responsibilities;
12. Work together with the National Financial Officers to choose a non-profit certified auditor for the yearly audit and 990 tax filings;
13. Obtain and retain special IRC organizational Legal Counsel;
14. Sign contracts and legal documents as the Corporate Agent;
15. Serve as the official spokesperson;

16. Responsible for charging National Committees with work and instruction to fulfill the organizational mission and administrative compliance;
17. Ability to: Listen, analyze, think clearly and creatively, work well with people individually, and in a group;
18. Prepare for and attend board and committee meetings, ask questions, take responsibility and follow through on a given assignment; contribute personal time in a generous way according to circumstances, open doors in the community, evaluate one
19. Read and understand financial statements; and
20. Possess: Honesty, sensitivity to and tolerance of differing views, a friendly, responsive, and patient approach, community-building skills, personal integrity, a developed sense of values, concern for your nonprofit's development, and a sense of humor.

Key capabilities:

1. Member in good standing;
2. Knowledge of an Incorporated IRC charity;
3. Computer proficiency skills, which should include: Word and Excel;
4. Proficiency at planning meeting agendas;
5. Organized;
6. Prioritization skills;
7. Have an Internet Service Provider;
8. Have long distance phone service;
9. Email etiquette and discussion skills;
10. Leadership skills;
11. Good oral and written communication skills;
12. Excellent Research Skills;
13. Understands the Fiduciary responsibilities, Laws, IRS Regulations and all Governing Documents that apply to the Corporation;
14. Ability to write articles and instructions;
15. Ability to proficiently use the Corporation's Website and Database;
16. Ability to work cooperatively, productively and cohesively in a team environment;
17. Working knowledge of Parliamentary meeting procedure protocol;
18. Professionalism at meetings and when interacting with all members;
19. Basic computer data entry skills. Knowledge of preparing a budget; and
20. Email discussion skills.

Interdependencies with other functions:

1. NEB members and NEB meetings;
2. Financial reporting;
3. Auditor;

4. Legal counsel;
5. Appointed National Officer duties;
6. National Committee Chairwomen duties;
7. National Committee purposes and meetings;
8. DEB operations;
9. CEB operations; and
10. Auxiliary Board operations.

Reporting relationships:

1. NEB;
2. Newsletter Chair;
3. NW;
4. Appointed National Officers;
5. The membership at large; and
6. National Convention Body.

Time required per week:

Time required varies with an average time of approximately forty (40) hours per week. Some weeks will be less, some weeks will require more.

Length of Commitment:

One (1) term year may serve two (2) terms upon election consecutively or non-consecutively.

Key performance indicators:

1. Prepared for all meetings;
2. Timely written content for posting and distribution through the Corporation Website;
3. Timely preparation and leadership to prepare and convene the National Convention;
4. Timely articles written for the Corporation Newsletter;
5. Responsive communication within a reasonable timeframe;
6. Timely preparation for written articles for the Corporation Newsletter;
7. Timely communications prepared to go out to the membership;
8. Availability to answer questions from Departments, Chapters Auxiliaries, and National Committee Chairpersons;
9. Monitor and answer appropriately written email inquiries; and
10. Cooperative, cohesive and productive relationships with the organizational legal counsel, the non-profit CPA, the N1stVP, the N2ndVP, the N3rdVP, the N4thVP,

the NR, the NT, the NFS, the NW¹, the National Washington D.C. Liaison, National Committees, Department, Chapter Committees, Auxiliary Board Members, and all other NEB members as requested.

THE NATIONAL FIRST VICE PRESIDENT (N1stVP):

Position Summary

The N1stVP must receive and compile membership information for managing membership on the Corporation's National Database. She will interact accordingly with all Chapter and Department Presidents and those who are designated at the Chapter and Department levels to update information for members of Chapters and Departments. The N1stVP must have a working knowledge of all Corporation Governing Documents, proper understanding of the sequence of the Governing Documents and relative federal requirements. Represent the NP when the NP is unavailable and all carry out any and all other duties as needed, assigned or required.

Major responsibilities:

Receive and Compile Membership Information

1. Work with Chapters to keep online rosters up to date and accurate;
2. Process and file all incoming roster submissions and forward dues to NFS along with inventory of checks received, and changing the expiration dates;
3. Process all online applications;
4. Maintain a current list of all Chartered Chapters;
5. Forward e-receipt to Chapter or Department with information regarding status of new member;
6. Validate new members, if application was made on line, chapter letter or online;
7. Notify validated members of their user name and password and online status and abilities using contact center;
8. Process mailed in applications and input checks via e-check, and add new members to database;
9. Delete members, associates, and applicants when requested by Chapter officers;
10. Answer all email questions regarding membership, Chapter location, dues and renewals;
11. Handle renewals, delinquencies, lapsed members and fines;
12. Prepare monthly report for NEB; and
13. Mail out membership cards as requested.

¹ National Webmaster (*hereafter known as "NW"*)

Key capabilities:

1. Member in good standing;
2. Computer proficiency;
3. Proficient knowledge of Microsoft Excel;
4. Proficient knowledge of Microsoft Word;
5. Excellent communication skills, verbal, phone, email;
6. Utilize mass mailing feature from the Corporation's Website;
7. Ability to proficiently use the Corporation's Database to input data and pull data for reports;
8. Technical writing skills to accurately communicate how the Chapters and Departments are to update the membership and submit reports to the Corporation's Database;
9. Ability to work in a team environment;
10. Good working knowledge for the use of Parliamentary procedure in all meetings; and
11. Professionalism at meetings and when interacting with all members.

Interdependencies with other functions:

1. NP;
2. N2nd VP;
3. N3rd VP;
4. N4th VP;
5. NRS;
6. NT²;
7. NFS;
8. NW;
9. Responding and giving guidance relative to Department and Chapter issues or conflicts;
10. Participation in Monthly NEB Meetings; and
11. Research and participation on NEB Committees or NEB Projects when need arises.

Reporting relationships:

1. Prepare statistics for NEB meetings;
2. Prepare Reports for monthly executive board meetings;
3. Report to the NP and NEB on problems and for improvements to the membership processes;
4. Prepare statistics and reports in preparation for the National Convention;
5. Assist National Convention Committee with Convention registration needs; and

² National Treasurer (*hereafter known as "NT"*)

6. Requires at least a sixty (60) day commitment to be available after her term ends to inform and train the newly elected N1stVP.

Time required per week:

Twenty-five (25) to thirty (30) hours per week with emphasis on additional time needed at membership renewal periods.

Length of Commitment:

One (1) year term upon election; may serve two (2) terms upon election consecutively or non-consecutively.

Key performance indicators:

1. Timely preparation and distribution of all monthly Department and Chapter reports to the NEB;
2. Timely notifications to members for website access privileges;
3. Forward timely responses for Chapter Charter startup materials to the N4thVP;
4. Timely responses and interactive communication through NEB email discussion; and
5. Attendance and participation at NEB Meetings.

THE NATIONAL SECOND VICE PRESIDENT (N2ndVP):

Position summary

The primary role of the N2ndVP is oversight of the Quarterly Newsletter and Production of the Annual Yearbook. The N2ndVP is a participating member of the NEB and is expected to participate in NEB meetings. The N2ndVP must have a working knowledge of all Corporation Governing Documents, proper understanding of the sequence of the Governing Documents and any relative federal requirements. The N2ndVP is expected to participate in any and all other duties as assigned, needed or required.

Major responsibilities:

Newsletter:

1. Design layout;
2. Collect articles from NP; and
3. Edit for typographical errors.

Yearbook:

1. Install online yearbook software;

2. Design layout on a sixty (60) page or larger yearbook;
3. Communicate with general membership regarding photos;
4. Communicate delivery requirements/options for photos;
5. Respond promptly to any and all questions from general membership;
6. Communicate with online yearbook publishing company;
7. Upload/download large files (150-350 MB); and
8. Photo editing.

Key capabilities:

1. Member in good standing;
2. Computer proficiency skills;
3. Database and data entry skills;
4. Proficiency at Microsoft Word and Microsoft Excel;
5. Proficiency with newsletter and with photo editing software;
6. Excellent oral and written communications skills;
7. The ability to check email at regular intervals;
8. The ability to be available for contact by phone and cell phone when needed;
9. The N2ndVP must have the ability to devote her time and follow through with communication with those presenting articles for publication in the newsletter and follow through with communication to the general membership with Yearbook guidelines. The yearbook editing can be time consuming in the three (3) months prior to convention;
10. Needs to work well with others;
11. Ability to work in a team environment;
12. Professionalism at meetings and when interacting with all members; and
13. Understanding of the structure of the organization.

Interdependencies with other functions:

1. Keep the NP and the NEB informed on the status of the newsletter and yearbook;
2. Work with the NP and any other National Officer or Committee Chairperson presenting an article for the newsletter;
3. Work with the Corporation's Yearbook Committee for the production of the annual newsletter;
4. Work with the NW;
5. Attend all NEB meetings when possible; and
6. Actively participate in NEB Business meeting discussions.

Reporting relationships:

1. Provides monthly reports to the NEB;

2. Provide outlines for each quarterly newsletter;
3. Provides yearly reports at the convention;
4. Work with the NW to post directions, updates and information regarding the yearbook; and
5. Requires at least a sixty (60) day commitment to be available after her term ends to inform and train the newly elected N2ndVP.

Time Required per week:

The time required varies. It can be as little as five (5) hours to as many as twenty (20) hours a week depending on the task at hand.

Length of Commitment:

One (1) term per year upon election; may only serve two (2) elected terms consecutively or non-consecutively.

Key performance indicators:

1. Preparations to report at monthly NEB Meetings;
2. Preparation to report at the National Convention;
3. Interactive and productive participation in the team NEB environment;
4. Attendance at NEB;
5. Meet/set deadlines for newsletter production;
6. Meet/set deadlines for yearbook publication; and
7. Proper and clear communication to general membership for yearbook production.

THE NATIONAL THIRD VICE PRESIDENT (N3rdVP):

Position Summary

The primary role of the N3rdVP is oversight of the Blue to Gold Program. The N3rdVP is a participating Member of the NEB and is expected to participate in any and all other duties or assignments as needed or required. The N3rdVP must have a working knowledge of all Corporation Governing Documents, proper understanding of the sequence of the Governing Documents and any relative federal requirements. All and any other duties as assigned, needed, or required.

Major responsibilities:

1. Order all Gold Star Banners from Service Flags;
2. Also respond to request that Service Flags receive concerning Gold Star Banner and the families of the fallen;
3. Maintain and keep current the Blue Star Mothers Database of fallen heroes;

4. Keep current list of Chapter Blue to Gold Liaisons;
5. Be available to work with all Department and Chapter Blue to Gold Liaisons with any help that they need regarding interaction with Casualty Assistance Officers (CAO) or any part of the banner presentation process;
6. Provide the National Chaplain a list of all fallen soldiers to be honored during the Memorial Service held at convention;
7. A thorough understanding of the Department of Defense (DOD) and Department of Heraldry guidelines for the Gold Star Banner;
8. A thorough understanding of the differences in how the Military awards types of Gold Star pins and honors;
9. Adherence to Corporation Blue to Gold Program guidelines; and
10. Update and make improvement to the Blue to Gold guidelines as needed with the assistance and approval of the NEB.

Key capabilities:

1. Must be a member in good standing;
2. Computer proficiency skills;
3. Database and data entry skills;
4. Proficiency at Microsoft Word and Microsoft Excel;
5. Excellent oral and written communications skills;
6. The ability to check email at regular intervals daily;
7. The ability to be available for contact by phone and cell phone daily;
8. The National N3rdVP must have the ability to devote her time and follow through for banner requests as this could be weekdays, weeknights, or weekends. It can be very time consuming. The majority of banner presentations are time sensitive. There is pressure to meet deadlines;
9. Need to work well with others;
10. Ability to work in a team environment;
11. Professionalism at meetings and when interacting with all members;
12. Understanding of the structure of the organization; and
13. Ability to recognize locations and regions when assigning Blue to Gold Chapter Liaisons.

Interdependencies with other functions:

1. Keep the NP and the NEB informed on the status of the Blue to Gold Program;
2. Work with the N1stVP to ensure Blue to Gold Chapter and Department liaisons are in good standing;
3. The Blue to Gold Program is dependent on communication with the Blue to Gold Liaisons, Casualty Assistance Officers (CAO), Service Flags, and adherence to time constraints to be successful;
4. Contribute relative articles to the Corporation's Quarterly newsletter;
5. Attend all NEB meetings when possible; and

6. Actively participate in NEB business meeting discussions.

Reporting relationships:

1. Department and Chaplain Blue to Gold Liaisons;
2. Provides monthly reports to the NEB;
3. Provides yearly reports at the convention;
4. Work with the NW to post updates and information for improvements and program information; and
5. Requires at least a sixty (60) day commitment to be available after her term ends to inform and train the newly elected N3rdVP.

Time required per week:

The time required varies. It can take as little as five (5) hours to as many as twenty (20) hours or more per week.

Length of Commitment:

One (1) term year upon election; may only serve two (2) elected terms consecutively or non-consecutively.

Key performance indicators:

1. Preparation to report at monthly NEB Meetings;
2. Preparation to report at the National Convention;
3. Interactive and productive participation in the team NEB environment;
4. Attendance at NEB Meetings;
5. To meet the goal to instruct all Chapter and Department Liaisons to honor the memory of the fallen men and women serving in the US Military;
6. Proper instruction to Chapter and Department Liaisons for properly showing the families of the fallen respect; and
7. Proper instruction to all Chapter and Department Liaisons that all families of the fallen are treated equally and according to the family's choices.

THE NATIONAL FOURTH VICE PRESIDENT (N4thVP):

Position Summary

The N4thVP must receive and properly process all applications for new Chapter and Department charters. She will interact with all Chapter and Department Presidents and those who are designated at the Chapter and Department levels to complete online forms for Chapters and Departments. The N4thVP must have a working knowledge of all Corporation Governing Documents, proper understanding of the sequence of the

Governing Documents and relative federal requirements. She will obtain required information regarding state registration and compliance and work with chapters to ensure their EIN and IRS reports are completed by deadlines. The N4thVP is expected to attend and participate in NEB meetings and participate in any and all other duties as assigned, needed or required.

Major responsibilities:

Receive and Process Applications for new Chapter and Department Charters

1. Reply to all requests regarding new Chapters and supply current startup packet when required;
2. Assist new Chapters, as needed, with any and all State registration;
3. Work with existing Chapters to ensure all government and organizational registration and reporting is completed;
4. Respond to phone calls and email questions from pending, new and existing Charters;
5. Follow up with new Chapters and ensure they have received all documents and have access to online document library;
6. Assist Chapter in adding new members to database when Charter approved and/or request the help from the N1stVP;
7. Validate pending members that have joined online when Chapter has been approved for Charter and/or request the help from the N1stVP;
8. Create packets for inclusion when mailing out Charters. Assemble and include all documents and items from checklist, website instructions, membership cards, and Affiliation Agreement;
9. Assist new and existing Chapter Officers in form completion;
10. Notify NEB, Department (if applicable) and NW of new Chapters Chartered:
 - a. Mail out completed Charters and packets;
 - b. Install Chapters when required and ensure installation takes place for all new Charters;
 - c. Assist the N1stPV in maintaining a current list of all Chartered Chapters;
 - d. Requires a close working relationship with the NFS and N1stVP to confirm timely form completion.
 - e. Attend monthly NEB Meetings where the N4thVP will report Chapter Chartering and Chapter status; and
11. Provide education and support for existing Chapters.

Key capabilities:

1. Member in good standing;
2. Computer Proficiency;
3. Proficient Knowledge of Microsoft Excel and Microsoft Word;

4. Excellent Communication skills, verbal, phone, email;
5. Utilize Mass Mailing Feature from the Corporation's Website;
6. Ability to proficiently use the Corporation's Database to input data and pull data for reports;
7. Technical writing skills to accurately communicate how the chapters and departments are to update the membership and submit reports to the Corporation's Database;
8. Ability to work in a team environment;
9. Good working knowledge for the use of Parliamentary Procedure in all meetings; and
10. Professionalism at meetings and when interacting with all members.

Interdependencies with other functions:

1. NP;
2. N1stVP;
3. N2ndVP;
4. N3rdVP;
5. NRS;
6. NT;
7. NFS;
8. NW;
9. Responding and giving guidance relative to Department and Chapter issues or conflicts;
10. Participation in Monthly NEB Meetings; and
11. Research and participation on NEB Committees or NEB Projects when need arises.

Reporting relationships:

1. Prepare statistics for NEB meetings;
2. Prepare Reports for monthly executive board meetings;
3. Report to the NP and NEB on problems and for improvements to the chartering processes;
4. Prepare statistics and reports in preparation for the National Convention; and
5. Requires at least a sixty (60) day commitment to be available after her term ends to inform and train the newly elected N4thVP.

Time required per week:

Twenty-five (25) to thirty (30) hours per week.

Length of Commitment:

One (1) year term upon election; may serve two (2) terms upon election consecutively or non-consecutively.

Key performance indicators:

1. Timely preparation and distribution of all monthly Chapter and Department reports to the NEB;
2. Timely completion of Chapter and Department State registration and reporting;
3. Timely completion of Chapter and Department Federal reporting requirements.
4. Timely responses for Chapter Charter startup materials;
5. Timely responses for chartering when all paper work is properly filled out and returned;
6. Timely responses and interactive communication through NEB email discussion; and
7. Attendance and participation at NEB Meetings.

THE NATIONAL RECORDING SECRETARY (NRS):**Position Summary**

The NRS position requires knowledge, commitment and best practice following Parliamentary guidelines for elements of recording minutes as the legal record of the proceedings and actions of the NEB meetings, Pre-Convention NEB meeting, the National Convention and the Post National Convention NEB meeting. The NRS must have a working knowledge of parliamentary procedure, especially relative to recording minutes, a working knowledge of all Corporation Governing Documents, proper understanding of the sequence of the Governing Documents and any relative federal requirements. Perform all other duties as needed, assigned or required.

Major responsibilities:

1. The exact wording of motions, whether passed or failed, and the way they were disposed of;
2. If the vote was counted, the count should be recorded. Tellers' reports, if there are any, are included. In roll call votes, the record of each person's vote is included;
3. Notices of motions – previous notice is sometimes required for complicated or compound motions;
4. Points of order and appeals;
5. ATTACHMENTS: The official copy of the minutes should have attached to it the original signed copy of:
 - a. Committee Reports;
 - b. Officers' Reports;
 - c. Written Motions;
 - d. Tellers' Reports; and
 - e. Correspondence.

6. Record by tape or digitally, all meeting minutes;
7. Assemble the Post-Convention package and send it to the webmaster to be posted on the National website. Barring any unusual circumstances, this distribution should be completed within sixty (60) days of the close of the Post-Convention Board meeting;
8. Prepare and mail announcements of the new NP's election to office to other Veterans Service Organizations (VSO);
9. Assist the NP in distributing documents as necessary;
10. Assist the NP with writing official Corporation's letters/communication;
11. Prepare and deliver personalized Affiliation Agreements (AA) for every duly chartered Chapter and Department. Arrange for signatures of NEB and Departments where applicable and provide instruction to chapters for signing and returning the documents. Detailed records of delivery and return will be maintained by the NRS. She will report to the NEB, on a frequent basis, the statistics that are gathered from these records; the NRS shall make contact with each sub-entity that fails to return their executed AA to get a status report on that sub-entity and attempt to assist them in resolving any problems that might be preventing their compliance; and
12. Assist the NEB and the Committees of the organization upon request or assignment.

Key capabilities:

1. Member in good standing;
2. Computer proficiency skills;
3. Proficiency with Microsoft Word and Microsoft Excel spreadsheets;
4. Knowledge of parliamentary procedure and the most current version of ***Roberts Rules of Order*** for recording minutes
5. Learn to use a tape or digital recording device to record the minutes of the meetings;
6. Ability to proficiently use and pull information from Corporation's Website and Database;
7. Good oral and written communication skills;
8. Ability to work productively and cohesively in a team environment;
9. Availability to be present to record meetings when required;
10. Working knowledge of Parliamentary meeting procedure protocol;
11. Professionalism at meetings and when interacting with all members;
12. Basic computer data entry skills; and
13. Email discussion skills.

Interdependencies with other functions:

1. The NP;
2. The N1stVP;

3. The N4thVP;
4. The NW;
5. Be available by phone or email for additional communications from all members of the NEB;
6. National Membership for sending and return of Chapter and Department AAs; and
7. Participate in NEB meetings utilizing knowledge of Parliamentary meeting protocol.

Reporting relationships:

1. Prepare to submit minutes for corrections and for approval at NEB meetings;
2. Prepare spreadsheets for compliance counts on AAs;
3. Send report to the appropriate congressional office for the term year;
4. Properly transition all NRS files and recordings to the newly elected NRS; and
5. Requires at least a sixty (60) day commitment to be available after her term ends to inform and train the newly elected NRS.

Time Required per week:

Time required varies with an average time of approximately fifteen (15) hours per week depending on the time of year. Some weeks will be less, some weeks will require more.

Length of Commitment:

One (1) term year upon election; may serve two (2) elected terms consecutively or non-consecutively.

Key performance indicators:

1. Timely preparation to report at monthly NEB Meetings;
2. Timely preparation to report at the National Convention;
3. Use the National Website to pull the address of record for every Chapter and Department president for AA Mailings;
4. Timely preparation of and delivery of AAs;
5. Accurately record the return of all AAs;
6. Timely follow-up on AAs that were not returned;
7. Timely preparation to prepare all meeting minutes for approval;
8. Interactive and productive participation in the team NEB environment; and
9. Attendance at NEB Meeting and all other Corporation organizational functions that require meeting recording duties.

THE NATIONAL FINANCIAL SECRETARY (NFS):

Position Summary

The NFS must: receive and deposit all money to the national treasury bank account (inflows); transmit all bills to be paid with the authorization of the NP, NEB, and NFC. The NFS must maintain records of all inventories and fill orders for supplies; maintain accurate financial records; submit monthly financial reports with the NT. The NFS must have a working knowledge of all Corporation Governing Documents, proper understanding of the sequence of the Governing Documents and relative federal requirements. The NFS must carry out all other duties as needed.

Major responsibilities:

The NFS must have either served as a Financial Officer in a Department or Chapter or have a documented advanced accounting background (**and can show proof**), or is a CPA. The position requires knowledge, commitment and best practice accounting following IRC guidelines as a fiduciary of a non-profit charity, efficient and accurate entry into the QuickBooks Online Accounting software, as well as prior service for at least one Chapter or Department term year demonstrating excellent past performance in best practice financial recordkeeping.

NFS must:

1. Receive, deposit, and record all funds received by the organization, whether funds are electronic or paper-based. Copies of items deposited must be kept and filed with bank-issued deposit receipt. Notations in QuickBooks to show from whom and where deposits are from;
2. The records must identify the donor, or organization, and be recorded in the correct income, expense or balance sheet categories;
3. Specifically, funds due to Chapters and Departments must be maintained;
4. Receive all invoices, either directly from the vendor (preferable), or from the Officer receiving the invoice;
5. Copies of all invoices will be immediately scanned and forwarded to the members of the NFC and the NP for approval;
6. After approval of the invoice, the NFS will receive from the NT the payment, with a copy of the invoice and a pre-addressed stamped envelope for mailing. Upon receipt, the NFS will review the check for accuracy, countersign and forward to the merchant/requester;
7. Pre-authorized payments will be made by the NT electronically. It is the responsibility of the NFS to review all bookkeeping entries to ensure accuracy and timeliness of payments;
8. Maintain accurate financial records and prepare special reports as requested;

9. Working with the NT, submit monthly financial reports to all members of the NEB, to include copies of bank statements, bank reconciliations, profit and loss, balance sheet statements and a listing of all distributions made from the bank account;
10. Respond to the NP's request to select an auditor, submit financial information for the CPA to file the annual 990 tax return to the IRS. Respond to the NP's request for providing financial data for the 990 tax return and allow the CPA to visit her home to inspect the inventory;
11. Manage the Federal Express Shipping Account, ensuring pickup and delivery of required shipments;
12. Maintain and report EIN numbers to the IRS - the Master for all Chapters, Departments and Auxiliaries that are listed under our IRC designation;
13. Participate in all National and appropriate committee meetings, including teleconference calls; and
14. Perform all other duties, as requested by the NP.

The NFS is also responsible for the National Online Store Inventory and Sales and must:

1. Ensure that adequate inventory is maintained at all times, while balancing the projected needs of members with available funds;
2. Maintain and store all inventory in a clean and safe environment, ensuring that the quality of the items are retained;
3. Establish a separate, Excel inventory control worksheet, detailing items available after each mailing:
 - a. Periodically, conduct a random audit of the inventory, using another Chapter member for certification;
4. Process all online store requests in a timely manner, generally once a week.
 - a. If a check is used as the payment, fill the order and note on the order sheet the following, with checks marks, when the items are mailed:
 - i. QuickBooks updated;
 - ii. Inventory updated; and
 - iii. Date mailed.
 - b. When items requested are back-ordered, note on the order form if a partial shipping occurred and retain back orders in a separate folder;
 - c. When payment is made electronically, wait until the transaction appears on the bank statement. Then, using the merchant card processing reports, identify each transaction (could be a store purchase or a membership), print the store order forms and fill the orders. QuickBooks requires specific information on each transaction that is a part of the total deposit. Merchant card processing charges must be deducted for all deposits and tracked separately;
5. Maintain an adequate supply of mailing materials (envelopes, boxes, bubble wrap, etc.) so that orders can be filled;

6. Research and determine the most cost-efficient mailing device to send out the orders;
7. Maintain all Post Office receipts and submit to the NFC and the NP for review; the NT will issue a check for reimbursement;
8. All other expenses must be detailed by type and submitted to the NFC and NP for approval;
9. Perform all other actions that are necessary to carry out the duties of her office, including the research and evaluation of new items; and
10. Prepare and distribute all store-related inventory reports as requested.

Key capabilities:

1. Member in good standing;
2. Prior service as a financial officer for at least one (1) Chapter or Department term year demonstrating excellent past performance in best practice financial recordkeeping;
3. Computer proficiency;
4. Proficient knowledge of Microsoft Excel and Microsoft Word;
5. Ability to become proficient in QuickBooks Online Software;
6. Excellent communication skills, oral, written, phone, email;
7. Knowledge of best practice accounting and SFAF following IRC guidelines;
8. Understanding of her role and duty as a fiduciary of a non-profit charity;
9. Ability to proficiently use the Corporation's Database and QuickBooks to input data and pull data for reports;
10. Ability to work in a team environment;
11. Participate in meetings;
12. Professionalism at meetings and when interacting with all members; and
13. Participation in meetings following Parliamentary meeting protocol.

Interdependencies with other functions:

1. NT;
2. NFC;
3. NFC Chair;
4. N1stVP;
5. NP;
6. NW; and
7. Chapter and Department Financial Officers.

Reporting relationships:

1. Monthly NEB Meetings;
2. NFC;
3. NP;

4. NT;
5. N1stVP;
6. National Yearly Auditor;
7. Submit articles to the N2ndVP for the quarterly newsletter;
8. Assist National Convention Committee with convention registration needs and assistance;
9. Timely and thorough accounting for transition of all financial files, and corporate property to the next elected NFS; and
10. Requires at least a sixty (60) day commitment to be available after her term ends to inform and train the newly elected NFS.

Time required per week:

Twenty (20) hours/week in general and additional time required during membership renewals and preparation and participation in the National Convention.

Length of Commitment:

One (1) year upon election; may serve two (2) elected terms consecutively or non-consecutively.

Key performance indicators:

1. Timely preparation and distribution of all monthly financial reports;
2. Timely preparation and distribution of monthly inventory levels;
3. Budget variance analysis;
4. Timely ordering replacement items for the Online Store;
5. Timely shipments for orders from the Corporation's Online Store and fundraising items;
6. Demonstrated skill at researching and evaluating replacement vendors when they are no longer available or the need arises for replacement;
7. Demonstrated skill at research for utilization of economical shipping methods when fulfilling orders from Members, Chapter and Department orders from the Corporation's sales inventory;
8. Interactive and productive participation in the team NEB environment; and
9. Attendance at NEB meetings.

THE NATIONAL TREASURER (NT):

Position summary

The NT position requires knowledge, commitment and best practice accounting following IRC guidelines and recognizes that she is a fiduciary of a non-profit charity, efficient and accurate entry the QuickBooks Online Accounting program, as well as prior

service for at least one chapter or department term year demonstrating excellent past performance in best practice financial recordkeeping. The NT must have a working knowledge of all Corporation Governing Documents, proper understanding of the sequence of the Governing Documents and any relative federal requirements. Perform all other duties as needed, assigned or required.

Major responsibilities:

1. Pay all bills of the organization upon receipt of disbursement requests ensuring all requests are approved by the NP and the NFC prior to preparing payment;
2. Inspection of all invoices prior to payment for accuracy;
3. Ensure all checks are prepared properly and signed with two (2) approved fiduciary signatures;
4. Enter accurate financial records into QuickBooks Online Accounting program for all outflows from the National Treasury;
5. Proper set up and payment of pre-approved bills paid through Bank of America “Bill Pay”;
6. Invoice tracking of monthly bills to make sure they are received for on time payment to avoid late fees and/or cancellation of services; and
7. Perform any other duties as needed.

Key capabilities:

1. Member in good standing;
2. Computer proficiency skills;
3. Proficiency with Microsoft Word and Microsoft Excel;
4. Knowledge of “Best Practices Accounting” and SFAF where applicable to the Corporation;
5. Good oral and written communication skills;
6. Ability to work in a team environment;
7. Working knowledge of Parliamentary meeting procedure protocol;
8. Professionalism at meetings and when interacting with all members;
9. Basic computer data entry skills;
10. Knowledge of preparing a budget; and
11. Email discussion skills.

Interdependencies with other functions:

1. Attend monthly NEB meetings to report all outflows from the National Treasury;
2. Sit as a member of the NFC and attend monthly NFC meetings. Works closely with members in preparation of Financial Policy and budget through yearly analysis;
3. Be available by phone or email for addition communications from the NEB and the NFC Members;

4. Proactive participation in discussing issues at all NEB meetings; and
5. Participation in NEB meetings utilizing knowledge of Parliamentary meeting protocol.

Reporting relationships:

1. Prepare and submit monthly financial reports with the NFS to the NEB; and
2. Requires at least a sixty (60) day commitment to be available after her term ends to inform and train the newly elected NT.

Time Required per week:

Time required varies with an average time of approximately ten (10) hours per week. Some weeks will be less, some weeks will require more.

Length of Commitment:

One (1) term year upon election; may serve two (2) elected terms consecutively or non-consecutively.

Key performance indicators:

1. Timely preparation to report at monthly NEB Meetings;
2. Timely preparation to report at the National Convention;
3. Timely payment of all bills, invoices, and approved officer reimbursements following the National Financial Policy;
4. Interactive and productive participation in the team NEB environment; and
5. Attendance at NEB meetings

ARTICLE II. NATIONAL APPOINTED OFFICERS AND STANDING COMMITTEES

Section 1. Appointed officers shall include the National Sergeant-At-Arms, National Parliamentarian, National Chaplain, National Flag Bearer, National Patriotic Instructor, National Banner Bearer (Historian), National POW/MIA Flag Bearer, National Color Guards, National Corresponding Secretary (if desired), National VAVS³ Representative, National Washington, DC Representative, and NFC Chairwoman.

The National Sergeant-At-Arms

Position Summary

³ National Veterans Administration Voluntary Service (*hereafter known as “VAVS”*)

The National Sergeant-At-Arms shall set up the meeting rooms and maintain order during the meetings; introduce guests; oversee the elections; assist National Officers during the meetings; represent the Corporation with dignity and impartiality; be knowledgeable about the history and the Governing Documents; attend, represent, and speak at local and state events; volunteer in a VAVS system representing her state, and assist in fundraising for the National General Fund.

The National Parliamentarian

Position Summary

The National Parliamentarian's position requires a thorough knowledge of Parliamentary Procedure based on the most current edition of ***Roberts Rules of Order***, a commitment to research to obtain a thorough knowledge of the Governing Documents. The National Standing Rules and Policies, as well as researching knowledge when needed of Federal Law as applied to an IRC as well as a thorough knowledge of the duties of each National Officer. Perform all other duties as needed, assigned or required.

Major responsibilities:

1. The National Parliamentarian makes sure that the most current edition of the ***Roberts Rules of Order*** is relative to Parliamentary Procedure, all Corporation, Governing Documents, Standing Rules and policies are followed at all Corporation meetings and understands that she is a non-voting member of the NEB.;
2. Attends and assumes the role of National Parliamentarian during monthly NEB meetings, the pre-convention and post convention NEB meetings and the National Convention functioning in the role of the as a non-interventionist, assists and supports the NP in maintaining order, adhering to time schedules and meeting rules as approved by the NEB or the Convention Body where applicable;
3. Be available to confer with the NP as needed;
4. Be available to the NEB members to answer questions about the role and function of the National Parliamentarian and Parliamentary Procedure;
5. Be available to the convention body during normal convention hours or after meetings to answer questions about the role and function of the National Parliamentarian and Parliamentary Procedure;
6. Assist the NP on Parliamentary scripting following the National Convention Agenda;
7. Assist Chapters and Departments with Parliamentary instruction, direction and advice;
8. Assist with the coordination and proper contribution of motions and resolutions;
9. Provide full philosophical support for the Board and the convention body in all matters related to the National Convention and meetings;

10. Serve as a member of the National Bylaws Committee contributing sound Parliamentary advice to committee relative to all Governing Documents reviewed/examined and all suggested amendments;
11. Contribute articles relative to National Parliamentary Procedure for the Corporation National Newsletter; and
12. Contribute Parliamentary Procedure instructional information to be posted on the Corporation's Website.

Key capabilities:

1. Member in good standing;
2. Members who have attended Parliamentary training or who are registered Parliamentarians are preferred and will be given preference to the position;
3. The ability and means to attend the National Convention;
4. Computer proficiency skills;
5. Proficiency with Microsoft Word and Microsoft Excel;
6. Must have an Internet service provider and email address;
7. Must have long distance phone service;
8. Knowledge of Parliamentary Procedure relative to the most current edition of *Roberts Rules of Order*;
9. Good oral and written communication skills;
10. Ability to work productively and cohesively in a team environment;
11. Professionalism at meetings and when interacting with all members;
12. Basic computer data entry skills.
13. Knowledge of preparing a budget; and
14. Email discussion skills.

Interdependencies with other functions:

1. The NP;
2. The NEB;
3. NW;
4. The National Bylaws Committee;
5. The Membership;
6. Professional Parliamentarian, if utilized; and
7. The Convention Body.

Reporting relationships:

1. The NP;
2. The NEB;
3. The National Bylaws Committee;
4. The Membership;
5. The Convention Body;

6. Be available by phone or email; and
7. Requires at least a sixty (60) day commitment to be available after her term ends to inform and train the newly elected NT.

Time Required per week:

Time required varies with an average time of approximately five (5) hours per week. Some weeks will be less, some weeks will require more.

Length of Commitment:

One (1) term year may serve two (2) elected terms consecutively or non-consecutively.

Key performance indicators:

1. Timely and proper Parliamentary action at all meetings;
2. Timely preparation for the National Convention;
3. Attendance, and timely contributions given for the National Bylaws Committee;
4. Attendance at NEB; and
5. Attendance at the National Convention.

The National Chaplain

Position Summary

This is an appointed position by the NP.

Major responsibilities:

1. Lead in the devotional exercises and blessings at all meetings;
2. Obligate new members;
3. Participate in the installation of new officers;
4. Respond to sickness and deaths reported;
5. Assist NP with organization of Annual Memorial service at the National Convention;
6. Work with Blue to Gold Chair in maintaining a list of fallen;
7. Compile list of deceased Blue Star Mothers and Veterans;
8. Write articles for the BSMA quarterly newsletter; and
9. Assist the NP as requested.

Key capabilities:

1. Computer Skills;
2. Email;

3. Spreadsheet skills;
4. Organizational skills; and
5. Sensitive to members in times of need.

Interdependencies with other functions:

1. Blue to Gold;
2. Newsletter; and
3. Spiritual Support.

Reporting relationships:

1. NP;
2. Blue to Gold chair;
3. Newsletter chair; and
4. General membership.

Time required per week:

Two (2) hours.

Length of Commitment:

One (1) year may serve two (2) elected terms consecutively or non-consecutively.

The National Patriotic Instructor

Position Summary

The National Patriotic Instructor provides educational leadership promoting the meaning and need for patriotism within the Corporation, civilian population including children, youth and those who have migrated from other countries.

Knowledge of the organization's Governing Documents and the relationship to the various levels of public government. Special emphasis to be placed on the Corporation's Charter with cited and implied reference to Americanism and Patriotism. Assure the appearance, dignity and professionalism of the Corporation's National Color Guard.

Major responsibilities:

1. Chair the National Committee on Americanization and Patriotic Education;
2. Prepare and issue letters of instruction for the observance of National Patriotic Holidays;
3. Assist the National Chaplain in preparing and issuing letters of instructions to

- Departments and Chapters on the observance of Memorial Day;
4. Provide Departments and Chapters with patriotic topics that should be stressed at Department and Chapter meetings;
 5. Prepare and submit articles on patriotic topics, our nation's flag and general military protocol to the Corporation's Newsletter and Website;
 6. Attend the National Convention leading the members in the Pledge of Allegiance to the Flag;
 7. Lead the National Color Guard carrying our Nation's Flag in the formal entrance to open the Corporation's National Convention;
 8. Lead the retiring of the colors at the closing of the National Convention;
 9. Ensure the colors are posted and retired correctly;
 10. Instruct convention attendees in proper flag etiquette and due respect until the convention closes and the colors are retired;
 11. Desirable to attend and participate in the National Parade of Flags during Veterans Day and Memorial Day Ceremonies at Arlington National Cemetery;
 12. Apprise the NP on the activities of the National Patriotic Instructor;
 13. Perform all other patriotic duties delegated by the NP and/or set forth by the Corporation's Governing Documents; and
 14. Submit an annual written report on the activities and education performed through the NP to the Convention.

Key capabilities:

1. Member in good standing;
2. Computer proficiency skills;
3. Proficiency with Microsoft Word;
4. Ability to write articles and instructions;
5. Good oral and written communication skills;
6. Ability to work in a team environment;
7. Working knowledge of Parliamentary meeting procedure protocol;
8. Professionalism; and
9. Email discussion skills.

Interdependencies with other functions:

1. NP;
2. Departments and Chapters;
3. National Chaplain;
4. N2ndVP;
5. NW;
6. National Convention Committee Chairwoman; and
7. National Washington D.C. Representative.

Reporting relationships:

1. NP;
2. Prepare written instructions submitting to the NP for review/approval for posting on the National Website;
3. Prepare written articles submitting to the N2ndVP for inclusion in the National Newsletter;
4. Submit articles to the NP for distribution to the membership prior to patriotic holidays;
5. Requires at least a sixty (60) day commitment to be available after her term ends to inform and train the newly appointed National Patriotic Instructor;
6. Departments and Chapters; and
7. The National Convention Body.

Time required per week:

Time required varies with an average time of approximately five (5) hours per month.

Length of Commitment:

One (1) term year may serve two (2) elected terms consecutively or non-consecutively.

Key performance indicators:

1. Timely Instructions written and posted on the Corporation's Website;
2. Timely preparation for written articles for the Corporation's Newsletter;
3. Timely Communications prepared to go out to the membership prior to Patriotic Holidays;
4. Availability to answer questions from the National Membership relative to Patriotism and Americanism; and
5. Cooperative, cohesive and productive relationships with the NP, the National Chaplain, the N2ndVP, the National Washington D.C. Liaison, National Convention Chairwoman, and other NEB members as requested.

The National VAVS Representative (VAVS):

The VAVS Representative must have a sincere interest in the health and welfare of America's Veterans.

Position summary

Encourage the membership to participate in the Department of Veterans Affairs Voluntary Service Program (DVAVS). Educate the membership about the various functions of the DVAVS emphasizing the relationship between the VA and the

Corporation mission. Communicate with the DVAVS Central Office, the National Advisory Committee (NAC) and VA Hospital DVAVS Directors regarding changes in policy and procedures regarding the DVAVS program. Maintain well trained Representatives and Deputies in Veterans Administration Hospitals and Clinics. Periodic reports should be submitted to the National President for the NEB. A term report must be included in the convention proceedings.

Major Responsibilities

1. Promote and organize a VAVS Program in each State;
2. Submit recommendations to the NP for the National Deputy(s) and State VAMC Representatives;
3. Upon approval certify State Veterans Administration Medical Center (VAMC) Representative to the DVAVS Director;
4. Train Representatives of her duties including reporting requirements to the BSMA and VA;
5. Notify the State VAMC Volunteer Coordinator of the appointment;
6. Communicate changes at the National level to Representatives;
7. Assist Representatives in recruiting, certifying and training Deputies;
8. Assure Representatives attend their Joint Annual Review (JAR);
9. Maintain an active roster of Reps and Deps;
10. Receive and correlate volunteer statistics reporting to the NEB and membership;
11. Maintain seat on the National Advisory Council (NAC) in the name of BSMA
12. Attend the annual VAVS National Meeting and the NAC meetings; and
13. Quarterly articles submitted for the Corporation's Newsletter.

Key Capabilities

The VAVS Representative must:

1. Be a member in good standing;
2. Have excellent knowledge of the Corporation's Governing Documents;
3. Be familiar with the VAVS program and HIPPA Requirements;
4. Excellent organizational skills, oral and written communication skills and leadership skills;
5. Have proficient computer skills; and
6. Be proficient at Microsoft Word and Microsoft Excel.

*Prior experience as a hospital representative and a volunteer is desirable

Interdependencies with other Functions:

1. Interface with the Chairwomen of the Corporation's Committees (i.e. Wounded Warriors;

2. Interface with the Sew Much Comfort Chairwoman regarding program needs;
3. Communicate problems associated with PTS awareness, and relative VA benefit information and changes to be distributed to all of the Corporation's Members; and
4. Maintain a working relationship with the N3rdVP on the Blue to Gold Program in the coordination of goals, reporting, training, and if necessary presentations and family support within the VA system.

Reporting Relationships:

1. Counsel Representatives not meeting the requirements and standards expected in the position;
2. Confer with the NP regarding problems that might cause removal of the Representative;
3. Quarterly Reports to the NP and the NEB on the status of the VAVS Program;
4. Submit Articles for the Corporation's Quarterly Newsletter; and
5. Work with the NW to post documentation for the VAVS program.

Key Performance Indicators:

1. Adequately search out and certify Representatives in each hospital within fifty (50) miles of a Chapter;
2. Training procedures developed and kept current;
3. Successful communication to the organization regarding the roles and duties of all Corporation's VAVS volunteers; and
4. Volunteer commitments increased throughout the VA Facility network.

The National Washington D.C., Representative

Position summary

The National Washington D.C., Representative, in the absence of the NP in the Nation's Capital, Washington, D.C., the liaison is the ambassador for the organization. The National Washington D.C. Liaison must have an excellent working knowledge of all Corporation Governing Documents, proper understanding of the sequence of the Governing Documents; understand our Charter, and relative Federal requirements as related to an IRC.

Major Responsibilities:

Communicate to the NP meetings or events to which the Corporation has been invited or the presence of the organization would be beneficial. Under the NP's direction, represent and participate in:

1. VA briefings including budget presentations, committee meetings (Veteran's and Memorial Days), Veterans benefit and health presentations, forums, dedications, receptions and ceremonies;
2. DOD briefings, including press conferences, forums, and receptions;
3. Congressional hearings which are related to BSMS mission. If required present testimony as approved by the Corporation;
4. Partner with other organizations (VSOs, military and Veteran organizations and causes) in conjunction with the Corporation's mission; and
5. Help the NP obtain key information needed for her representation commitments in Washington D.C.

Key Capabilities:

1. Member in good standing;
2. Thorough knowledge of the Corporation Governing Documents. Including understanding fiduciary responsibilities for an IRC;
3. Live in city or surrounding the Washington D.C. metro area;
4. Knowledgeable of the Washington D.C. Area and it's public transportation system
5. Professional in appearance and presentation; and
6. Flexible in schedule, particularly last minute notification to attend meetings/functions (wearing uniform when expected as well as dressing appropriately for formal functions).

Interdependencies with other functions:

1. Assist the NP or her representative prepare for D.C. visits– including locating accommodations, transportation, itinerary ;
2. Arrange for the purchase and delivery of wreaths; and
3. Assist the Corporation's National Committee Chairs who may be in the D.C. area on official business.

Reporting Relationship:

Reports directly to the NP to include:

- a. Submits written reports;
- b. Recapping meetings;

- c. Her participation; and
- d. Participation of the Corporation regarding any issue or effort.

Time required per week:

Must be flexible (some weeks no activity) overall time six to seven (6 – 7) hours a week

Length of Commitment:

One (1) year may serve two (2) elected terms consecutively or non-consecutively.

Key Performance Indicators:

- 1. Maintain a favorable reputation through her high profile representation of the Corporation in the D.C. area;
- 2. Timely transmittal of information to the NP and NEB;
- 3. Effective and efficient visits by NP, NEB, and National Committee Chairs; and
- 4. Consultation with the Wounded Warrior Chairwoman, the VAVS Representative and any other National Committee Chair to acquire information where it is important that she be informed on all aspects of an issue.

Note: This position while challenging at times is an extremely rewarding one. Promoting the organization, forming partnerships, coordinating meetings, educating those in high government appointed and elected positions about what it means to have a child serving or who has served our Nation has a huge impact on decisions that are made for our children.

Duties:

Inform the NP of meetings and events at which the Corporation should be represented.

In the absence of the NP, represent and participate at Corporation approved functions to which the organization is invited or where required or instructed to be in attendance:

- 1. VA briefings including budget presentations, committee meetings (Veteran's Day Committee, Veterans benefit and health presentations, forums, etc. dedications, receptions and ceremonies);
- 2. DOD briefings, including press conferences on active duty military, ceremonies, forums, and receptions;
- 3. Congressional hearings which are related to our military and our veterans. If required represent testimony with the approval of the NEB. If approved assist in speaking with congressional representatives regarding legislation;
- 4. Partner with other organizations (VSOs, military and Veteran organizations and causes) for the benefit of our military and our Veterans;
- 5. Submit written reports to the NP for each meeting attended; and

6. Must quickly learn IRS regulations regarding political campaigning and lobbying relative to an IRC charity to ensure the organization remains within guidelines.

At the request of the NP assist committee chairs such as Wounded Warrior, etc when they might be visiting D.C. on official business.

Administrative functions include:

1. Assisting the NP or her representative prepare for her D.C. visits– including locating accommodations, transportation, and amenities;
2. Available during visit to assure everything runs smoothly;
3. Locate a local florist to provide wreaths and delivery when necessary;
4. Prepare and distribute approved organizational reports and information following the instructions of the NP;
5. Being familiar with and using the metro system for cost saving travel while attending functions for the Corporation and assisting the NP in her visit; and
6. If possible provide the transportation by private car for the NP.

The National Finance Committee Chairwoman:

Position summary

Oversight and facilitation of the NFC working and responding with and to the NP to insure the Corporation is financially accountable and that it operates within the bounds set by the IRS for non-profit organizations exempt from taxes under the IRC of the IRS, including the established Corporation's National Financial Policy regarding inflows and out flows from the National Treasury follow best practice and SFAF accounting where applicable to organization. The NFC Chair must have a working knowledge of all Corporation Governing Documents, proper understanding of the sequence of the Governing Documents and relative federal requirements

Major responsibilities:

1. Lead in National oversight committee tasks;
2. Conduct the first Finance Committee meeting in September to ensure all committee members understand the Financial Policy and all budget allocations;
3. Assignment of the committee member to record minutes of the meeting following parliamentary procedure minutes recording protocol;
4. Hold routine meetings that necessitate the need;
5. Filing receipts, invoices and requests for reimbursements;
6. Recommendations to the NP for approval or disapproval of expenditures outside of the boundaries set within the Corporation's National Financial Policy;
7. Good Stewardship regarding the use of the National teleconference line when

- conducting committee meetings;
8. Checking email preferably daily for issues that require committee recommendations;
9. Work closely with NFS and the NT including all committee members to assist in preparation of the yearly national budget for presentation to the NEB and finally to the Convention Body;
10. Ensure minutes are taken for every committee meeting and sent to the NP;
11. Yearly review of the national financial policy preparing a report for the NEB for any recommendations for improvements;
12. Keeping the NP apprised of financial issues that may need attention, recommendations for approvals or disapprovals of expenditures;
13. At the direction of the NP meet to prepare reports for the NEB's approvals to meet National Convention Deadlines;
14. Meeting with the committee for a yearly review of the National 990 and Audit;
15. Prepare the yearly Finance Committee report for presentation to the Convention Body; and
16. All other tasks as assigned by the NP as needed or required.

Key capabilities:

1. Computer proficient;
2. Proficiency in Microsoft Word and Microsoft Excel;
3. Excellent organizational skills;
4. Excellent filing skills;
5. Proficient at researching financial issues;
6. Excellent oral, written and email communication skills;
7. Responsive to questions and assigned tasks;
8. Ability to prepare a meeting agenda;
9. Ability to work well in a team environment;
10. Meeting facilitator skills;
11. Knowledge of Parliamentary Procedure Meeting Protocol;
12. Knowledge of best practice and SFAF accounting;
13. Ability to produce reports, utilizing her read only log-in to the National QuickBooks online accounting software and pulling reports from QuickBooks when needed as well as reviewing the QuickBooks ledger periodically, and
14. Knowledge of best practice and SFAF accounting.

Interdependencies with other functions:

1. NP;
2. All committee Members;
3. NT;
4. NFS;
5. All other Members of the NEB; and

6. National Convention Body.

Reporting relationships:

1. NP;
2. All Committee Members;
3. NEB Officers;
4. National Convention Body; and
5. Requires at least a sixty (60) day commitment to be available after her term ends to inform and train the newly appointed Finance Committee Chair.

Time Required per week:

Varies, can be very busy at certain times of the year to meet deadlines for reports, time devoted to answering email, conducting meetings, planning meeting agendas from an average of a few hours, to 20 (twenty) hours a week.

Length of Commitment:

One (1) Corporation term year. This is an appointed position that requires approval of the NEB to include NEB approval of all other committee members to serve on the committee aside from the National Governing Documents requirement that the NT and NFS are to serve on committee.

Key performance indicators:

1. Timely reporting to the NP relative to all committee tasks that ensure the Corporation stays Financial Sound, keeping with the IRS guide lines, and the Financial Policies;
2. Timely responses to questions from the NP and committee members;
3. Timely review of Finance Committee email correspondence;
4. Timely recognition of requests, tasks and any other conditions that necessitate convening a Financial Committee Meeting;
5. Timely meeting agenda preparation;
6. Meeting required reporting and NFC deadlines that are required for the BSMA term year; and
7. Readiness and planning for submitting the final reports for the NEB and for presentation to the Convention Body required and relative to all tasks of the NFC for the BSMA term year.

Section 2. National Standing Committees shall be: Americanism, Finance, Hospital, POW/MIA, Yearbook, Bylaws and Resolutions, Audits, Disciplinary, and other committees as may be necessary. With the exception of the NFC, their membership shall be determined by the NEB. The NFC shall be comprised of the NFS, the NT, and at least three (3) other officers chosen by

the NEB. The NFC is charged with working with the NEB to ensure that the Corporation is financially sound and that it operates within the bounds set by the IRS for non-profit organizations exempt from tax under IRC, including those rules regarding acceptable accounting procedures.

The National Bylaws – Resolutions Committee

Position Summary

The National Bylaws Chair leads both the National Bylaw Committee and Resolutions Committee, in the review and recommendation for change and improvements to the Corporation Governing Documents. The position requires attendance at the National Convention to present the Committee's recommendations. The National Bylaws and Resolutions Committee Chairwoman must have a working knowledge of all Corporation Governing Documents, proper understanding of the sequence of the Governing Documents, and any relative federal requirements. Perform all other duties as needed, assigned or required.

Major responsibilities:

1. Meet with the NP after appointment to obtain the National Convention dates and to ensure a thorough understanding of responsibilities;
2. Communicate the responsibilities of the committee to all of the committee members;
4. Assign a recorder for the Bylaws and Resolutions Committee meeting minutes;
5. Beginning in September meet with Parliamentarian and all members of the Bylaws and Resolutions Committee appointed by the NP to create a schedule of regular monthly Committee Meetings for discussion and assignment of tasks for each member of the Bylaws and Resolutions Committees relative to review of the Governing Documents and for creation of the Committees timeline to be ready to present the Bylaws and Resolutions Committees recommendations document to the NEB and then have the document immediately ready for the NW to post to the website thirty (30) days prior to the National Convention;
6. Produce written guidelines and instructions together with a deadline for Members, Chapters, and Departments to submit amendments to the Governing Documents, along with explanations, for incorporation into the Bylaws and Resolutions Committees final recommendations. The guidelines need to be posted on the website in early in the term year so that all Members have access to the instructional document and relative deadlines;
7. Submit monthly reminders to the Members, Chapters, and Departments to submit amendments to the Governing Documents in the format requested and reminder of pending deadline to submit, along with their explanations to each submitted change, recommendation, comment, or suggestions.
8. Work with the Bylaws and Resolutions Committee and the National

Parliamentarian to review all Governing Documents line by line to make sure all amendments are presented accurately as they were approved at Convention for posting to the Corporation Website. This includes comparing all documents and amendments to the convention minutes;

9. Work with the Bylaws and Resolutions Committee and the National Parliamentarian to review all Governing Documents line by line to make sure the Governing Documents are not in conflict with Federal and State Law or any other Governing Document to include established procedures and appropriate wording. Review should include attention to detail for items that do not belong in a particular Governing Document and where it should reside appropriately. The Chairwoman together with her Committees prepares the recommendations for change and improvements as a final document to be presented at the National Convention;
10. Prepare a monthly meeting agenda for distribution to Committee members prior to all Committee meetings;
11. Receive and incorporate amendments to the Governing Documents from all National Officers, Departments, Chapters, and/or individuals and prepare them for admission into the final amendments and recommendation document for the National Convention; and
12. Prepare monthly updates for the NEB on progress and ask for help when needed;
13. Be available to answer questions by email or phone from the Members, Chapters, Departments, and the NEB.
14. Send an email back to each Member, Chapters, or Departments with the submitted amendments to the Governing Documents, in the format that will be sent out sixty (60) days prior to National Convention, for their review and acknowledging that their submissions have been reviewed and accepted.

Key capabilities:

1. Member in good standing;
2. Computer proficiency skills;
3. Proficiency with Microsoft Word and Microsoft Excel;
4. Excellent leadership skills;
5. Document preparation skills;
6. Proficient delegating skills;
7. Excellent research skills;
8. A good working knowledge of the elements of all types of Governing Documents;
9. Thorough understanding of the Corporation's mission, relative administration tasks and compliance issues;
10. Good oral and written communication skills;
11. Ability to work productively and cohesively in a team environment;
12. Working knowledge of Parliamentary meeting procedure protocol;
13. Professionalism at meetings and when interacting with all members; and
14. Email etiquette discussion skills.

15. Knowledge of the most current version of *Roberts Rules of Order*;

Interdependencies with other functions:

1. NP;
2. NRS;
3. National Parliamentarian;
4. Legal Counsel advisory;
5. The NEB;
6. Chapters and Departments;
7. Corporation's Website;
8. Professional Parliamentarian if utilized; and
9. Parliamentary website resources.

Reporting relationships:

1. NP;
2. National Parliamentarian;
3. Prepare and submit written monthly progress reports to the NEB;
4. The Corporation Membership;
5. The Corporation Convention Body; and
6. Requires at least a sixty (60) day commitment to be available after her term ends to inform and train the newly elected Chairwoman.

Time required per week:

Time required varies with an average time of approximately (ten) 10 hours per week. Some weeks will be less, some weeks will require more.

Length of Commitment:

One (1) term year, may serve two (2) elected terms consecutively or non-consecutively.

Key performance indicators:

1. Timely written progress reports to report where the Committee is in the process;
2. Timely preparation of written instructions and guidelines for the National Membership;
3. Timely preparation of the Bylaws and Resolutions Committees recommendation document to ensure they meet the organizational deadlines;
4. Professionally present the recommendations at the National Convention;
5. Interactive and productive participation in the team committee team environment; and
6. Attendance, preparation and proper facilitation at committee meetings.

ARTICLE III. DEPARTMENT OFFICER DUTIES

Section 1. The Duties of the Department President are as follows:

- a.) Represent the organization with dignity and impartiality;
- b.) Attend events including Veterans Day and Memorial Day ceremonies, Conventions, etc.;
- c.) Preside at Department Convention, board and committee meetings, etc.;
- d.) Be knowledgeable of the Corporation's history and Governing Documents;
- e.) Appoint non-elected Officers and committee Chairs making sure that the entire state organization is represented in these positions;
- f.) Respond to Member questions, inquiries from other organizations, media, etc.;
- g.) Work with the DEB and the Finance Committee to maintain financial income to support the various programs and projects; and
- h.) Within a month of becoming Department President, must send a letter to all Chapters and Departments with the minutes of the Convention and any Governing Document changes. This letter shall include a list of the current Department Officers and contact information, and a list of all Chapters and contact information for the Chapters.

Section 2. The Duties of the Department First VP are as follows:

- a.) Assist and represent the President as necessary;
- b.) Assist in the running of the organization by communications;
- c.) Attend events and ceremonies whenever possible that the Department President invites her to attend;
- d.) Represent the Department President when she is unable to attend and calls upon the First VP to do so; and
- e.) Assist in any other activities or projects when called upon by the Department President.

Section 3. The Duties of the Department Second VP are as follows:

- a.) Assist and represent the President when called upon;
- b.) Assist in the running of the organization by communications when asked for input;
- c.) Attend events and ceremonies whenever;
- d.) Represent the Department President when she is unable to attend and calls upon her to do so; and
- e.) Assist in any other activities, projects when called upon by the Department President.

Section 4. The Duties of the Department Recording Secretary are as follows:

- a.) Record detailed minutes of the proceedings of the Department meetings, Department Convention and DEB meetings;
- b.) Assist the President in transmitting documents;
- c.) If the Department President does not appoint a Corresponding Secretary, then assist the DEB with any correspondence and mailings;
- d.) Submit these minutes to the Department President for review;
- e.) Send the Department Convention minutes to the Chapters and the NP within forty-five (45) days of the close of the Department Convention; and
- f.) Assist the Department President as asked.

Section 5. The Duties of the Department Financial Secretary are as follows:

- a.) Receive and deposit all money received by the Chapter;
- b.) Transmit all bills to be paid with the authorization of the President, Executive Board and Finance Committee;
- c.) Maintain accurate financial records; and
- d.) Receive and process Membership applications, Roster Forms and dues received from the Chapters.

Section 6. The Duties of the Department Treasurer are as follows:

- a.) Pay all bills of the organization upon receipt of disbursement request;
- b.) Assure all checks are prepared properly and signed by herself and the Department Financial Secretary; and
- c.) Maintain accurate financial record.

Section 7. The following officers are Department Appointed Officers and their duties are as described there under:

Department Sergeant-At-Arms:

- a.) Set up meeting rooms and maintain order during meetings;
- b.) Introduce guests during Department Conventions and meetings;
- c.) Oversee elections; and
- d.) Assist Department Officers during meetings.

Department Chaplain:

- a.) Shall be the current Past President;
- b.) Lead the devotional exercises;
- c.) Obligate new Members;
- d.) Respond to all sickness and deaths reported; and

- e.) Perform such other duties as may be required.

Department Parliamentarian:

- a.) Be knowledgeable of the most recent version of *Robert's Rules of Order*; and
- b.) When requested by the Presiding Officer, give her opinion (based upon the parliamentary procedure contained in the most recent version of *Robert's Rules of Order*), although it should be noted that the final decision shall be made by the Presiding Officer.

Department Patriotic Instructor:

- a.) Display the Flag of our country; and
- b.) Lead the Pledge of Allegiance when called upon.

Department Historian:

- a.) Maintain a record of the Department's accomplishments;
- b.) Display the Blue Star Banner; and
- c.) Lead the Preamble when called upon by the Department President.

Department POW/MIA Banner Bearer:

- a.) Display the POW/MIA flag.

Section 8. An office may be declared vacant after three (3) months of inactivity or non-participation by any officer. The vacancy shall be filled by succession, or by appointment of a pro tem officer.

ARTICLE IV. CHAPTER OFFICER DUTIES:

Section 1. The Duties of the Chapter President are as follows:

- a.) Represent the organization with dignity and impartiality;
- b.) Attend local events including Veterans Day and Memorial Day ceremonies, Blue Star Mother Conventions, Department Meetings, if chapter is in a State with a Department, etc.;
- c.) Preside at Chapter meetings, board and committee meetings, etc.;
- d.) Be knowledgeable of the Corporation's history and Governing Documents;
- e.) Appoint non-elected officers and committee chairs;
- f.) Respond to Member questions, inquiries from other organizations, media, etc.; and
- g.) Work with the CEB and the Finance Committee to maintain financial income to support the various programs and projects.

Section 2. The duties of the Chapter First VP are as follows:

- a.) Assist and represent the President as necessary;
- b.) Assist in the running of the organization by communications;
- c.) Attend events and ceremonies whenever possible that the Chapter President invites her to attend;
- d.) Represent the Chapter President when she is unable to attend and calls upon her to do so; and
- e.) Assist in any other activities, projects when called upon by the Chapter President.

Section 3. The duties of the Chapter Second VP are as follows:

- a.) Assist in the running of the organization by communications when asked for input;
- b.) Attend events and ceremonies whenever possible that the President invites her to attend;
- c.) Represent the Chapter President when she is unable to attend and calls upon her to do so; and
- d.) Assist in any other activities, projects when called upon by the Chapter President.

Section 4. The duties of the Chapter Recording Secretary are as follows:

- a.) Record detailed minutes of the proceedings of the Chapter meetings and Executive Board meetings;
- b.) Assist the President in transmitting documents; and
- c.) In the absence of a Corresponding Secretary, if appointed by the President, then assist the Executive Board with any correspondence and mailings.

Section 5. The duties of the Chapter Financial Secretary are as follows:

- a.) Receive and deposit all money received by the Chapter;
- b.) Transmit all bills to be paid either
 - (i) with the authorization of the President, Executive Board and Finance Committee, or
 - (ii) with the authorization of the Membership (whichever the Chapter chooses;⁴
- c.) Maintain accurate financial records; and
- d.) Receive and process Membership applications, Roster Forms and dues received from the Chapter Members.

⁴The Chapters can also choose to adopt a rule that only bills over a certain amount, e.g. \$500, need approval by the Membership. That way, the Board can take care of ordinary expenses, but the membership is involved in deciding whether to make a major expenditure.

Section 6. The duties of the Chapter Treasurer are as follows:

- a.) Pay all bills of the organization upon receipt of disbursement request;
- b.) Assure all checks are prepared properly and signed by herself and the Chapter Financial Secretary; and
- c.) Maintain accurate financial records.

The Chapter President may appoint the following officers and assign to them their respective duties are:

Chapter Corresponding Secretary:

- a.) Handle the general correspondence of the Chapter as directed by the President and the Chapter Executive Board; and
- b.) Compose all acknowledgements of donations, monetary or otherwise, and mail all acknowledgments to respective donors on behalf of the Chapter.

Chapter Sergeant-At-Arms:

- a.) Set up meeting rooms and maintain order during meetings;
- b.) Introduce guests during meetings;
- c.) Oversee elections; and
- d.) Assist Chapter Officers during meetings.

Chapter Chaplain:

- a.) Lead the Chapter in the devotional exercises;
- b.) Obligate new Members;
- c.) Respond to all sickness and deaths reported; and
- d.) Perform such other duties as may be required.

Chapter Parliamentarian:

- a.) Be knowledgeable of the most recent version of ***Robert's Rules of Order***; and
- b.) When requested by the Presiding Officer, give her opinion (based upon the parliamentary procedure contained in the most recent version of ***Robert's Rules of Order***), although it should be noted that the final decision shall be made by the Presiding Officer.

Chapter Patriotic Instructor:

- a.) Display the Flag of our country; and
- b.) Lead the Pledge of Allegiance when called upon.

Chapter Historian:

- a.) Maintain a record of the accomplishments of the Chapter;
- b.) Display the Blue Star Banner; and
- c.) Lead the Preamble of the Corporation.

Chapter POW/MIA Banner Bearer:

- a.) Display the POW/MIA flag.

Section 7.

An office may be declared vacant after three (3) months of inactivity or non-participation by any officer. The vacancy shall be filled by succession, or by appointment of a pro tem officer.