

# AWA POLICIES AND GUIDELINES

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## **I. Nominations and Elections of Officers**

A. Please review and follow the procedures in the Articles of Association (Articles 41-43).

B. At the April General Meeting, the President shall introduce the slate of nominees and ask for exceptions to the slate or nominations from the floor.\* If there are no exceptions or nominations from the floor, the President shall put a motion before the members present at the meeting to elect the nominees to the Executive Board for the new term beginning on July 1st. If the motion is seconded and passed, the nominees are duly elected.

### **C. Nominating Committee**

1. A Nominating Committee of optimum five members, including only one member from the Executive Board, shall be appointed by the Executive Board in February.
2. Executive Board members holding the positions of President and the First, Second and Third Vice Presidents are not allowed to be members of the Nominating Committee.
3. A member may not serve two consecutive years on the Nominating Committee.
4. The Nominating Committee shall prepare a slate of nominees for the elected positions of the Executive Board to be voted on at the April General Meeting. The Nominating Committee will name one candidate for each elected office and must secure the consent of each nominee prior to finalizing the slate.

### **D. Nominee Selection Process for Board Officers**

1. The AWA members should be informed of the nomination deadline and requested to submit any nominations 4 weeks prior to the close of nominations on the first Monday in March. The Chairwoman of the Nominating Committee collects all the submitted nominations by the first Tuesday in March.
2. The Chairwoman adds to the nominee list all Executive Board members who wish to be re-elected to their current office for a second year.
3. An officer is encouraged to recommend a nominee to fill the position that she is vacating, and the Chairwoman may add such nominee to the list.
4. The Nominating Committee will interview nominees. Each nominee will receive a description of the office to which she is being nominated prior to the interview. The nominees will be informed during the interview that the interview alone is not confirmation of an Executive Board position. At the discretion of the Nominating Committee, an Executive Board candidate may not be interviewed for a position if this will be the second year the individual would hold the position and there are no other candidates for the position.
5. Discussion of nominees is confidential and discreet. The Nominating Committee may request references for the potential nominees.
6. The slate of nominees shall be finalized by consensus of the Nominating Committee.
7. The Chairwoman shall inform the current President of the final slate of nominees during the third week of March and timing must be coordinated with the Office Manager.

### **E. Membership Notification of Slate of Nominees**

1. The Chairwoman of the Nominating Committee is responsible to notify the Director of Operations, and the sitting President of the slate of nominees.

2. Once the President has reviewed the finalized nomination slate,-the office manager arranges for the printing of President's letter announcing the slate + proxy form and their insertion into April AWAre.
3. If the slate has missed the AWAre deadline date, a special email will be necessary sent out to all members no later than 3 weeks before the AGM, announcing the slate of officers and including a proxy form.
4. The Nominating Committee chairwoman will compile biographies of each nominee. These biographies will introduce the nominee to the membership at the April General Meeting and on the website.
5. The Nominating Committee chairwoman does not have a responsibility to introduce a person nominated from the floor at the April General Meeting. As per AWA Articles of Association, there may be nominations from the floor with the consent of those nominated from the floor
6. If a position is contested with a nomination from the floor, that nominee will be responsible for introducing themselves to members during the AGM, and explain why they feel they are best suited for the position for which they have been nominated. The candidate that has been put forward by the Nominating Committee may also have an opportunity to explain their qualifications. Following the presentation of candidates, a live vote by show of hands will be taken for each candidate. The vote must be counted and put into the record. The candidate with the majority of total votes will be nominated into the contested officer position.

**F. Committee Report.**

1. The Nominating Committee chairwoman will write a committee report summarizing the work of the committee, due no later than June 1 to be included in the Annual Summary Report.

## **II. Executive Board**

**A. Elected Executive Board**

- President\*
- First Vice President - Fundraising
- Second Vice President - Membership
- Third Vice President - Activities
- Recording Secretary
- Treasurer
- Community Service
- Charitable Donations
- Education & Scholarship

\*Nominee for President is preferably a United States passport holder. A non-U.S. citizen can become President if no U.S. citizen members has come forth to serve, through vote of approval by first AWA Board, and then membership vote at an AGM.

- B. After the officers are elected at the April Annual General Meeting, incoming officers should begin familiarizing themselves with the responsibilities of the office they will fill in July. All officers should begin forming their committees and planning activities for the coming year (in conjunction with their Board counterpart) as soon as elected. They should be invited to attend a joint May and/or June Board meeting and work closely with the outgoing officer to become familiar with AWA policies and procedures and their position.
- C. Business cards for Board members dealing with the public will be paid for from the administrative funds and will contain AWA's office and fax numbers, as well as the Board member's cell phone number if they so wish.

- D. Board members must read and be familiar with the AWA Policies and Guidelines, the Articles of Association and become familiar with "Robert's Rules of Order" with regard to settling questions of procedure or order.
- E. If there are any changes to officer job descriptions or motions concerning responsibilities, officers shall coordinate with the Recording Secretary, so that the Recording Secretary, or whoever is appointed to do so, can modify the Policies and Guidelines accordingly.
- F. Officers must periodically go through the paper files and Google Docs relevant to their position to ensure the files are up-to-date and complete.
- G. Board members should plan to be at the three General Meetings a year and all major fundraising activities.

An Assistant 1st VP and Assistant 2nd VP can be approved and voted in by the Board as a non-Board (not allowed a vote at board meetings) member.

### **III. Executive Board Meetings**

- A. A quorum at a Board meeting is a simple majority of the members of the Board.
- B. Board meetings shall be scheduled at a regular date and time each month to facilitate planning and avoid confusion, unless there is a holiday or special program, in which case it will be rescheduled.
- C. Board members will provide the President and Recording Secretary with a written report at or, preferably, prior to each Board meeting. This allows the President to include any discussion topics on the meeting agenda.

### **IV. Annual General and General Meetings**

- A. Please conduct all proceedings relating to the General Meetings in accordance with the Articles of Association 7 through 21.
- B. At the April Annual General Meeting, the Treasurer shall put a motion before the membership to approve the audit firm for the next year; the Treasurer will present our audited accounts for the prior Hong Kong fiscal year; and the election of the Executive Board members will be held.
- C. At the May/June General Meeting, the budget, including all proposed and estimated expenditures for the forthcoming year, will be presented to the membership for approval.
- D. September General Meeting will be billed as a Welcome Back Meeting.

### **V. Annual (Audit) Report and Annual Activity Report**

- A. The Annual (Audit) Report:
  - 1. The Annual (Audit) Report is prepared by the auditors at the end of each financial year (from September onwards but not later than March) and presented to the AWA membership at the following April Annual General Meeting. This Annual (Audit) Report is the AR1 that the Recording Secretary must file with the Hong Kong government each year in accordance with Hong Kong government regulations.

2. The Annual (Audit) Report will be available on the AWA website and sent by email and monthly newsletter to members no later than 3 weeks prior to the AGM.

**B. The Annual Activity Report:**

1. The President will prepare the Annual Activity Report summarizing AWA's activities and statistics for the previous year.
2. This Annual Activity Report will be posted on AWA's website and may be presented at the June General Meeting.
3. All committee chairwomen must prepare a written report following a major activity or event for which they are responsible. This report will include a list of the committee volunteers and all relevant information plus written narrative. A copy should be placed in the appropriate activity file and a copy given to the responsible Board Member.
4. Board Members will prepare an annual summary of the activities for which she is responsible and give this summary to the President (generally in May but, at any rate, prior to the Awards Tea) to be used to compile the Annual Activity Report.

## **VI. Office Policies**

**A. Office Hours**

1. The AWA office shall be open to AWA members and the public Monday – Thursday 9:30 am – 3:30 pm.
2. The Articles of Association shall be available on the AWA website.
3. The membership directory shall be available on the AWA website to AWA members and office staff only.

**B. Staff Policies**

1. The AWA office will usually employ two staff members, including the Director of Operations, who each work Monday – Thursday 9:30 am – 5pm.
2. Office staff may choose to be members of AWA with all rights and responsibilities.
3. The office staff may recommend members use the AWA Forum to seek advice on vendors, etc. However, if a specific referral is requested, office staff may do so on a personal basis only, and it should be made clear that this is not an AWA recommendation.
4. All registrants to any AWA Activity will be notified primarily by the activity coordinators or office staff regarding the status of the activity by email.
5. The office staff are entitled to 10 days of annual leave to be taken at their discretion. In addition, they are also entitled to 2 weeks off during the Christmas period and 1 week off during CNY when the AWA office is closed.

**C. Records and Files**

1. Officers may have access to membership files. Officers may use information needed, but under no circumstances shall they be altered (except by the office staff) or removed from the Google Docs or e-files.

**D. Fiscal Policies**

1. All check books and petty cash in the office are to be locked in the office safe at the end of the day. These shall not be removed from the office under any circumstances except by the Treasurer/Director of Operations for cash boxes for events.
2. The Director of Operations (or a member of office staff in the her absence) will, on the last working day of the week, deposit into the AWA bank account any checks and cash payments received during the week.
3. Reimbursement forms can be downloaded from the AWA website (under Admin & Forms) and submitted to the office, together with the relevant receipts, for processing.
4. In addition to the Director of Operations, at least 2 check signatories from the current Executive Board must be authorized at all times. The out-going and in-coming Recording Secretaries must ensure a smooth and timely transition between boards.

**E. Use of AWA Facilities**

By AWA Members: Availability of AWA conference rooms can be checked on the website calendar. Bookings for the AWA conference room can be made in person at the office, by phone or email. Only office staff may enter a conference room booking to avoid confusion over availability. Regular monthly activities held in the office space must also be booked in this manner. If there are any cancellations or changes to the schedule, the office staff must be notified as soon as possible.

By non-AWA members or organizations:

1. Prior approval by the Board or President is required.
2. An AWA member who is familiar with the AWA office and approved by the Board or President must remain at the AWA office the entire time the premises are being used. No office keys may be given or loaned to outside organizations.
3. The Board may determine fixed fee to be charged for use of the office space. This fee may be waived at the discretion of the Board or President.
4. All bookings for the AWA office can be made using the same procedures outlined in Section E above, subject to approval required by Section E(1).

**F. Security**

1. The office door locks are changed annually on or around July 1<sup>st</sup> and a new key is distributed to the incoming Executive Board members upon request.
2. All webmail and Google Docs logins and passwords are changed annually on or around July 1<sup>st</sup> and new login details are distributed to the in-coming Executive Board.

**G. Board Member Responsibilities**

1. Board members must provide the office with a list of all committee chairs for the records.
2. All in-coming Executive Board members will be instructed in how to use webmail and Google Docs by the Director of Operations.
3. It is the Board members' responsibility to ensure their paper and electronic folders are updated on regular basis to ensure a smooth handover of information at the end of their term. The same procedure applies to any paper files being kept in the AWA office.
4. All out-going Executive Board members should return the following to the AWA office prior to July 1<sup>st</sup> – office key, metal name badge and business cards. The same procedure applies to Executive Board members immediately upon their resignation.



## H. Equipment Policies

1. Office equipment is for AWA use only.
2. Office Supplies: If large quantities of white or colored paper, stationery, or envelopes are needed, ten days' notice should be given to the Director of Operations. Before buying supplies for any event, coordinators must check with the Director of Operations to determine if there is anything in stock to use. Supplies may be stored from other events.
3. Computer use: The office has a computer that coordinators may use, but usage must be cleared with office staff. When using the office computer, a committee must have its own typist.
4. Photocopying: Any large copy orders are to be cleared in advance with the Director of Operations. Coordinators must record the number and purpose of the copies made on the copy machine on the record sheet provided. The maximum number of copies per day that may be made using the copy machine is 500, more than this must be sent to an outside print shop.
5. Printing: Office staff can provide the names and addresses of local print shops. Certain standard printed items may already be in stock and coordinators should check with the Director of Operations before ordering more. Any large contracts exceeding HK\$4,000 must have three written quotes and can only be signed for by the appropriate Board member.

## I. Mailings

1. The office staff must be given one week's notice to create labels for a mass mailing, a volunteer list, or a donor list.
2. The tray for outgoing mail to be stamped is located in the Director of Operation's office. Mark all mail with the relevant committee name, so it can be charged to that committee. Office staff will take all mail to the post office on the last working day of the week.
3. ALL the mailing is to be handled by office staff unless otherwise authorized by the Office Manager.
4. When arranging mass mailings (100 pieces or above), please clear the date with the Director of Operations first.
5. Personal mail delivered to the AWA office must be marked as personal otherwise it will be opened by office staff.
6. Any mail delivered to the office on Friday, Saturday or any other day the office is closed is to be collected by office staff first thing on the morning they return to work and stamped according to the date actually received (e.g., Saturday's date).
7. Mail will be stored in each Board member's post box (according to addressee) located opposite reception, and urgent letters will be scanned and emailed to the addressee.

## VII. **Financial Policy**

### A. Budget

1. The Treasurer works with the Director of Operations and accounting staff to monitor bookkeeping activities and oversees, approves and presents budgets, accounts and financial statements.
2. The accountant prepares and presents monthly financial reports for the Treasurer which are presented to the Board at monthly board meetings

3. The Board should review month end management accounts prepared by the accounting staff after the Treasurer has reviewed them.
4. The Treasurer makes a formal presentation of the annual financial reports at the Annual General Meeting and draws attention to important points.
5. The Board, in partnership with the Treasurer, ensures AWA has sufficient financial resources to meet its present and future financial needs.
6. The Board and Treasurer ensure that AWA has an appropriate reserves policy and the Board reviews such policy every three years.
7. The AWA should have an appropriate investment policy and the Board reviews such policy at least annually.
8. Based on advice from the Treasurer, the AWA Board ensures that appropriate accounting procedures and controls are in place.
9. The Treasurer of the AWA advises the Board on the financial implications of AWA's strategic plans including activities, membership and fundraising.
10. The AWA strives to break-even on an annual basis – that is the point in which revenue enables the AWA to cover related costs and expenses without profit and without loss, after depreciation of the office and furnishings.
11. Each fundraising event must have a budget associated with it, for which the 1<sup>st</sup> VP is responsible. Each fundraising event must, at minimum, break event after all direct event expenses are applied.

## **B. Financial Reserves**

### **I. Property, Maintenance and Technology Reserve Policy**

#### **1. Purpose**

The purpose of the Property, Maintenance and Technology Reserve Policy for The American Women's Association of Hong Kong Ltd (AWA) is to ensure:

- a. The AWA's key physical asset is kept in good repair for perpetuity
- b. The AWA's technology backbone is kept up to date
- c. The AWA is financially responsible in planning for the future
- d. Costs are accrued so that the financial impact is spread out across the years
- e. The burden on future Boards of Directors is eased by earmarking funds to cover costs.

The Property, Maintenance and Technology Reserve is intended to provide a ready source of funds for annual maintenance costs associated with the general upkeep of the office, and to accrue funds for larger maintenance and repair expenditures, anticipated capital expenditures related to the office, upgrades to the AWA's technology and website, and remodeling the office in 25 years. It is the intention of The American Women's Association of Hong Kong Ltd for the Property, Maintenance and Technology Reserve to contain at least 20 years' worth of expenses and for Boards of Directors to ensure that this funding level be maintained.

#### **2. Definitions, Goals and Assumptions**

The Property, Maintenance and Technology Reserve is defined as the designated fund set aside by action of the Board of Directors on 26 March 2014. The minimum amount to be designated as the Property, Maintenance and Technology Reserve is equal to 18 years' of average maintenance costs (including accruals). The average annual maintenance costs are comprised of 1) **current expenses**, which generally recur after a short period of time, such as carpet cleaning, pest control, air conditioner

servicing and window cleaning; and 2) **capital expenses**, which generally give a lasting benefit or advantage such as renovations, IT system upgrades, furniture and computer equipment. The amount of average maintenance costs and the type of expenses that should be included in the calculations currently do not account for inflation, interest or compounding, and as such are subject to timely review and revision by the Board as outlined in the Review of Policy section below.

The Property, Maintenance and Technology Reserve assumes that the AWA will carry insurance to cover expenses associated with catastrophes.

It is expected that future Boards of Directors will plan to fund their year's annual maintenance expenses (including accruals) through the annual operating budget. However, should the organization fall short of meeting these expenses, the Board of Directors may extract the shortfall from the Property, Maintenance and Technology Reserve. At the same time, the Board must make plans to replenish the Reserve.

This Policy and Reserve assume the AWA will own and maintain its own office premises. Should those circumstances change over the long term, the Board of Directors may choose to review and revise the minimum amount to be held in the Property, Maintenance and Technology Reserve to reflect 20 years' worth of expenses at that time.

The Property, Maintenance and Technology Reserve is intended to fund the expenses noted above. However, should the AWA be in extreme financial crisis and the Operating Reserve is exhausted, the Board of Directors may redirect funds in the Property, Maintenance and Technology Reserve as appropriate to ensure the survival of the Association. The Board must also make plans to replenish the Reserve once the financial crisis has passed.

### 3. Accounting for Reserve

The Property, Maintenance and Technology Reserve will be recorded as a component in the Reserves Account on the balance sheet. The Reserve will be held in a low-risk, interest-bearing (where possible) account, and segregated from other AWA funds and accounts.

### 4. Funding of Reserve

The Property, Maintenance and Technology Reserve will initially be funded with surplus funds from the sale of the AWA's former Monticello office. The amount is equal to 18 years' worth of expenses in 2014 Hong Kong dollars. Ideally, this number will be increased to 20 years of reserves by future boards. The Board of Directors may from time to time direct that a specific source of revenue be set aside to replenish the Property, Maintenance and Technology Reserve or to add to the Reserve to help fund future years' expenses.

### 5. Use of Reserves

Use of the Property, Maintenance and Technology Reserve requires three steps:

#### a. Identification of appropriate use of Reserve funds

The Board of Directors or Office Manager and staff will identify the need for access to the Property, Maintenance and Technology Reserve and confirm that the use is consistent with the purpose of the Reserve as described in this policy. This step requires analysis of the reason for the shortfall or emergency, the availability of any other sources of funds before using the Reserve, and evaluation of the time period that the funds will be required and replenished.

#### b. Authority to use Property, Maintenance and Technology Reserve

A member of the Board of Directors or the Office Manager will submit a request to use the Property, Maintenance and Technology Reserve to the Board of Directors. The request will include the analysis of the reason for and the use of the funds and plans for replenishment. The request must also include plans to replenish the funds used in order to restore the Property, Maintenance and Technology Reserve to its intended minimum amount. The Board of Directors will approve or modify the request and authorize the transfer from the Reserve.

#### c. Reporting and monitoring

The Board of Directors is responsible for ensuring that the Property, Maintenance and Technology Reserve is maintained and used only as described in this Policy. Upon approval for the use of Property, Maintenance and Technology Reserve funds, the Office Manager will maintain records of the use of the funds and plan for replenishment. The Treasurer will review such records and provide regular reports to the Board of Directors of progress to restore the Reserve to the target minimum amount.

#### 6. Approvals

General membership approval of any and all expenditures from the Property, Maintenance and Technology Reserve must be secured in accordance with policies outlined in the AWA's Articles. If there is no current policy in effect, then any and all expenditures of HK\$100,000 or greater must have membership approval.

#### 7. Review of Policy

This Policy, the assumptions and the needed minimum amount needed in the Reserve will be reviewed every three years, at minimum (starting with the 2016-17 Association year), by the Board of Directors, or sooner if warranted by internal or external events or changes. Changes to the Policy must be approved by the Board of Directors and reported to the general membership of the AWA.

#### 8. Dissolution

Should the AWA cease operations, the Property, Maintenance and Technology Reserve will become part of the AWA's assets to be disposed of in accordance with the Articles.

## II. Operating Reserve Policy

### 1. Purpose

The purpose of the Operating Reserve for The American Women's Association of Hong Kong Ltd (AWA) is to ensure the stability of the mission and ongoing operation of the AWA. The Operating Reserve is intended to be used only for essential items that are needed to keep the Association in operation or in the event of an emergency that puts into risk the existence of the AWA (such as a health or political crisis that causes a significant, unexpected drop in membership or the unanticipated loss of a significant sponsor or donor). The Operating Reserve is designed to buy the AWA time to implement new strategies, and is not intended to replace a permanent loss of funds, eliminate an ongoing budget gap or be used to offset inefficient operations.

Any decision to use the Operating Reserve should be unanimously approved by the Board of Directors and made only after careful analysis and evaluation by the Board of a) AWA's financial needs and b) concrete proposals on how to improve the AWA's financial condition. It is the intention of The American Women's Association of Hong Kong Ltd for Operating Reserves to be used and replenished within 12 months.

### 2. Definitions and Goals

The Operating Reserve is defined as the designated fund set aside by action of the Board of Directors on 26 March 2014. The minimum amount to be designated as Operating Reserve is equal to 12 months of average operating costs. The calculation of average monthly operating costs includes all recurring, predictable expenses such as salaries and benefits, government rates, office, insurance, accounting and ongoing professional expenses. Depreciation, in-kind, and other non-cash expenses are not included in the calculation.

### 3. Accounting for Reserve

The Operating Reserve will be recorded as a component in the Reserves Account on the balance sheet. The funds in the Reserve will be segregated from other accounts and kept as liquid cash or time deposits with duration of not more than three months.

### 4. Funding of Reserve

The Operating Reserve will initially be funded with surplus funds from the sale of the AWA's former Monticello office. The Board of Directors may from time to time direct that a specific source of revenue be set aside to replenish the Operating Reserve.

5. Use of Reserves

Use of the Operating Reserve requires three steps:

a. Identification of appropriate use of Reserve funds

The Board of Directors or Office Manager and staff will identify the need for access to the Operating Reserve and confirm that the use is consistent with the purpose of the Reserve as described in this policy. This step requires analysis of the reason for the shortfall or emergency, the availability of any other sources of funds before using the Reserve, and evaluation of the time period that the funds will be required and replenished.

b. Authority to use Operating Reserve

A member of the Board of Directors or the Office Manager will submit a request to use the Operating Reserve to the Board of Directors. The request will include the analysis of the reason for and the use of the funds and plans for replenishment. The organization's goal is to replenish the funds used within 12 months to restore the Operating Reserve to its intended minimum amount. The Board of Directors will approve or modify the request and authorize the transfer from the Reserve.

c. Reporting and Monitoring

The Board of Directors is responsible for ensuring that the Operating Reserve is maintained and used only as described in this Policy. Upon approval for the use of Operating Reserve funds, the Director of Operations will maintain records of the use of the funds and, with the Board, plan for replenishment. The Treasurer will review such records and provide regular reports to the Board of Directors of progress to restore the Reserve to the target minimum amount.

6. Approval

General membership approval of any and all expenditures from the Operating Reserve must be secured in accordance with policies outlined in the AWA's Articles. If there is no current policy in effect, then any and all expenditures of HK\$100,000 or greater must have membership approval.

7. Review of Policy

This Policy and the appropriate amount to hold in the Operating Reserve will be reviewed every three years, at minimum (starting with the 2016-17 Association year), by the Board of Directors, or sooner if warranted by internal or external events or changes. Changes to the Policy must be approved by the Board of Directors and reported to the general membership of the AWA.

8. Dissolution

Should the AWA cease operations, the Operating Reserve will become part of the AWA's assets to be disposed of in accordance with the Bylaws.

## VIII. **Dealing with Non-AWA and/or Commercial Organizations**

A. AWA generally does not accept any items on consignment for sale at the office.

B. An organization can only secure space for the sale of goods or services at an AWA function with Board approval, or in the case of the Bazaar, the Bazaar Committee.

C. If instructors of an AWA sponsored event wish to sell items related to their business or classes, it must first be approved by the relevant Board member, usually the President.

D. AWA does not endorse any commercial or non-commercial product, but it uses the expertise of people in various commercial endeavors to conduct many of our activities. If a question arises as to whether an

activity is commercial or not, the activity coordinator should request a determination from the Vice President she reports to, or the President.

- E. Advertising within AWA for non-AWA businesses, goods and services is discouraged. No such advertising is to be distributed to AWA members at CHAT, Welcome Coffees or local tours or activities. Such businesses are encouraged to engage in paid advertising in AWAre, the AWA e-newsletter, the AWA website and the AWA Facebook page.
- F. No pyramid selling groups may present to AWA members at AWA sanctioned events.
- G. The Members' Activities Committee should review the credentials/credibility of people who ask to make a presentation to AWA members. AWA members tend to assume that a person or activity that is "AWA sponsored" has credibility.
- H. See Use of Facilities for the procedures applying to the use of AWA office space by non-AWA members or organizations.

## **IX. Membership**

- A. A woman, who may be of any nationality, must be a Hong Kong resident or use a Hong Kong address in order to join AWA, excluding former members who now live overseas and chose to continue membership as an Alumni.
- B. Immediate family members of AWA members, meaning the spouse and children living at home, may join AWA activities and pay the same activity fees as members.
- C. The annual membership dues are payable before the expiration of the 12 month rolling membership.
- D. Any member, who has not paid her dues 3 months after the expiration of her membership, shall be automatically suspended from membership.
- E. All members must sign a disclaimer when paying the annual dues that releases AWA from any responsibility or liability for that member while participating in any AWA activity or event. Non-members shall sign a release form prior to attending any AWA activity.
- F. Alumnae (members who no longer reside in Hong Kong) and continuing members must pay the same dues as new members per year to continue membership, however, only members living in Hong Kong will receive hard copies of AWAre magazine.
- G. The term of membership is 12 months on rolling basis. As of March 2016, memberships will be auto-renewed via credit cards on file. Two courtesy reminder notices will be sent, which will include the option to call the office and cancel/not renew membership.
- H. Membership sign ups are done predominantly online, but can also be done via paper application at the office and at select AWA events and activities, such as the Charity Bazaar, CHAT, and New Member Coffees.

## **X. Activities and Committee Policies**

- A. No chairwoman or committee member shall make a commitment or guarantee beyond the boundary of the fundraising event she is working on.
- B. As soon as possible following an event, the committee chair will submit a report containing the details

of the event to be uploaded into Google docs.

- C. AWA will not supply vendors with participants' mailing list.
- D. An Executive Board member must be present at all times during a paid fundraiser or membership event overseeing the treasury area in the absence of the AWA Treasurer or appointed Event Treasurer.
- E. Postage, printing and other incurred expenses should be charged to each individual event and not to office administration.
- F. All coordinators and members of a committee must be AWA members.
- G. A small number of complimentary tickets for AWA events will be given out on a considered basis, as per committee recommendation.
- H. The administrative fees for activity bookings are not refundable at any time unless the AWA cancels the event.
- I. All contracts on behalf of the AWA of US \$2,000 or more must be signed by one of the Board members authorized to sign on AWA's bank accounts. Any questions should be directed to the Treasurer. All contracts should be available on Google docs.
- J. The office staff must be informed about deadlines and dates for events and meetings, the maximum and minimum attendance, and whether the minimum attendance requirement has been met by the cut-off date
- K. Volunteers for any AWA committee, lunch, activity or event must be AWA members.
- M. Only active members living in Hong Kong can chair or coordinate committees, activities or events.
- N. Neighborhood Coffees, Foon Ying and CHAT coordinators should promote upcoming AWA events even before they are advertised in AWAre and should coordinate with Monthly Activities
- O. Current Activities and Local Tours charge an administration fee, must offer a variety of topics and areas for touring, should not be open to the general public, and must not be an advertisement for private business.
- P. No pets are allowed on any Activities unless an Activity (such as Dog Day Afternoons) is specifically designed to include pets.
- Q. Only persons over the age of 18 are allowed to participate in AWA activities, unless stated otherwise.

## XI. **Charitable Donations**

- A. Allocation Guidelines
  - 1. Funds cannot be allocated to individuals.
  - 2. All awards are granted in the name of the American Women's Association. Organizations receiving those funds cannot disburse them in their own names to individuals or to another charitable organization.

3. All monies awarded are restricted to Hong Kong and shall only be used to benefit persons who live in the Hong Kong Special Administrative Region (HKSAR).
4. Awards are intended for the direct benefit and welfare of the clients served by the charitable organization. Funds are not granted for improvements to or for the benefit of the office environment, for example.
5. The AWA accepts only one grant proposal per organization per year; proposals must be submitted in English, although information about the grant program is available on the AWA website in both English and Chinese.
6. The American Women's Association does not support political organizations or candidates, but it does support/encourage Americans to register to vote/vote in general elections.
7. A member of the Charitable Donations Committee who has a personal interest of any sort in a charity requesting funds (a conflict of interest) may not participate in the decision whether to fund that charity.
8. The board votes on and approves the allocations in prior to the checks being disbursed.

**B. Funding Policy**

1. The AWA funds programs addressing the needs of children & youth, the elderly, the disabled, and low-income individuals. Programs should address the areas of health and social services, humanitarian services and education.
2. Our goal is to be responsive to the needs of people residing in Hong Kong by providing funds to Hong Kong charities and non-profit organizations that offer effective and efficient solutions to existing problems, making a positive difference for those most in need.
3. Funding preference is given to new and pilot projects addressing significant needs and to programs or projects that benefit women and girls exclusively or benefit the low-income population.
4. Funding preference will be given to programs that are ineligible for funding from the Hong Kong Government, the Community Chest, the Hong Kong Jockey Club or Social Welfare.
5. The organizations applying for funds must be registered with the Hong Kong government, either as charities or non-profits.
6. The grant proposal vetting process begins with a careful review of the application. That application must include a description of the grant's purpose and projected clients to be served, and extensive financial information (e.g. last audited financial statements, funding history including past AWA grants) and the organization's other funding sources. Once the basic requirements are met, the vetting team conducts a site visit to ensure that the charity has the capacity (staffing, facilities, etc.) to carry out the proposed activity or service.
7. Grants are awarded in late May/ early June and must be disbursed within 12 months of receipt. Unspent funds must be returned to the AWA.
8. The AWA does not fund capital campaigns, general sponsorship, ongoing administrative salaries, ongoing rent or utilities. Project related salaries can be funded.
9. The Education & Scholarship Committee will be allocated approximately \$80k for VTC scholarships each year, and \$75k for Lignan University Scholarships for 3 girls each year. Slight increases or decreases in funding can be decided per E&S coordinator recommendation and Board vote. VTC and Lignan monies must be approved by the



Board.

10. AWA works closely with the Hong Kong American Chamber of Commerce (AmCham), which also raises money for charities, but relies on AWA Charitable Donations Committee for recommendations on vetted charities. AmCham contributes an amount based on their fundraising year. This does not come to the AWA fund, but goes directly to the charities and is disbursed by AmCham at the AWA Award's Tea in May/June.
11. All monies raised for disbursement to Charitable Donations and Education & Scholarship go to a separate bank account and are not intermingled with other AWA moneys to make the information easier to track.

C. CD Timeline

1. Charitable Donation's process begins during the summer months with a review and update of the grant application and guidelines. In mid-August, the AWA announces its grant solicitation, circulating the information to its own list of past awardees and broader listings of local charities to which the AWA subscribes. In addition CD committee members spread the information through their charity contacts. All relevant materials are posted on the AWA's website.
2. Charities are given 4-6 weeks to develop and submit their proposals. The AWA sends emailed reminders about the approaching deadline, so requests are received by the end of September. The CD Chair may extend the deadline if she believes additional time is required. Ideally, the vetting of proposals is completed by December.
3. The CD Committee's goal is to complete the reviews, including site visits, as efficiently as possible so that the committee can develop a solid, prioritized list of worthy grant recipients. That list then informs the AWA's fundraising effort for the remainder of the CD year and a separate list of meritorious proposals is sent to the Am Cham Foundation for their review in March.
4. In late April/early May, based on final fundraising figures, the CD committee develops its final award recommendations amongst the charitable organizations that submitted grant proposals. The grantees list is submitted to the AWA Executive Board for final vote prior to awarding the checks to the selected charities.
5. The money is given out at the annual Awards Coffee/Tea which is generally held on the last Friday in May/ first Friday in June. This event includes charities who are receiving awards, AWA members, AmCham Management, other funding partners and The Consulate General and designated consulate staff. E&S recipients and special programs within the AWA may also be recognized.
6. Organizations that have received funding must send a written project and financial report to the Chair of Charitable Donations by August of the following year. AWA provides guidelines for the project report. CD Chair informs Charitable Committee, AWA board and AmCham about the results of the project reports in June of each term).

D. Committee Member Recruitment and Management

1. The CD Chair will recruit committee members at the Welcome Back Coffee, CHAT, Foon Ying, etc. and will organizes the committee into review teams. Novice committee members are teamed with more experienced members.

2. Committee members occasionally identify other non-profit funding partners who either give the funds to the AWA for distribution or will donate directly to one of our charitable organizations, fulfilling the grant request.

## **XII Fundraising**

### A. Description

AWA fundraising is done both through events and direct donations throughout the fiscal year/fundraising season (July 1 - June 30). The key fundraising season is November through April, typically kicking off with the annual AWA Charity Bazaar, and culminating in the awarding of scholarships (see Education & Scholarship, Section xii., page 15) and grant money (See Charitable Donations, Section xi., page 12) to recipients in late May/early June of each year.

### B. Goals

The goal for AWA Fundraising each year is to engage our members in our causes, so as to make as much money as possible for the benefit of the local students and Hong Kong charitable organizations we support. The monetary goal for fundraising each year is approximately HKD \$1m. The actual amount raised will fluctuate year on year based on a variety of constantly changing factors, the most significant of which are the state of the economy, AWA membership numbers, AWA volunteer availability, and our ability to use our events to reach outside of our direct membership community and thereby increase our donor pool.

### C. Type of Events

Fundraising Events can be anything from a larger and more formally planned event, to smaller, fun based, member driven events. It is the goal that any event deemed “Fundraising” net HKD \$15k after direct expenses and larger events should net HKD\$60k or more after direct expense, but results will vary based on the nature of the events, their organization and timing within the fundraising season.

### D. Budget Approval

The Treasurer or Director of Operations must review the budget for all fundraising events.

### E. Calendar

Ideally, a calendar is developed for fundraising events prior to each new AWA fiscal year. Larger events generally need to be planned at least six months in advance for optimal success.

## **XIII Education and Scholarship**

### A. Goals & Objectives

The purpose of the Education & Scholarship Committee (ESC) is to allocate funds, raised annually by members of the American Women’s Association (AWA), to our partners in education, Lignan University and the Vocational Training Council (VTC). Through Lignan University, we award 3 internship scholarships to young women students who are high achieving and in great financial need. Through the Vocational Training Council (VTC), our funds are matched by the government to provide approximately 20 students spread throughout VTC’s IVE schools in Hong Kong and the New Territories. As decided upon by the E&S Chairperson, and subject to Board vote, funds may also be put aside for AWA educational programs in primary, secondary and post-secondary schools in Hong Kong which directly benefit and improve the welfare of local Hong Kong students.

The goal of AWA’s E&S programs are 1) to provide English Activity Programs (EAP) in local Hong Kong primary, secondary and post-secondary educational institutions; and 2) to provide financial support for local students through scholarships and programs.

### B. Funding Policies

The AWA provides funding annually to Hong Kong educational institutions to support programs and services that benefit a diverse array of Hong Kong’s student population. These monetary grants are made possible by our members' dedication and hard work in organizing and participating in fundraising events throughout the year.

All Applications for funding are reviewed based on the information submitted, site visits by ESC members when appropriate and are subject to approval by the AWA's Board of Directors:

1. Funding may be considered in two forms:
  - a. Individual Scholarships: money awarded to students who meet the academic and financial neediness criteria as set forth by the individual University; or
  - b. Lump Sum: money distributed to a school to be used for activities, tutors, tuition assistance, and materials.
2. Individuals receiving scholarship money are chosen by the school or university that we support, namely:
  - a. Vocational Training Council with \$80,000HKD per annum. This is matched by the government for a total of \$160,000 and covers approximately 20 yearly scholarships, for both male and female, as selected by VTC staff; and
  - b. Lingnan University with \$75,000HKD per annum. This covers 3 female students to receive financial assistance to attend an overseas internship program as selected by University staff. Applicants will be selected by a committee of 3 AWA members including the Chairperson E & S/Board member.
  - c. HKICC Lee Shau Kee School of Creativity with \$40,000HKD per annum. This covers scholarships for 4 female students.
3. Previously grants were given at the discretion of the Education & Scholarship Chair and Committee to secondary schools that also receive English Program Activities:
  - a. At the time of last allocation in 2013-2014 these schools were:
    - i. Aberdeen Baptist Lui Ming Choi College
    - ii. Buddhist Tai Hung College
    - iii. Ebenezer School for the Visually Impaired
    - iv. Kwun Tong Government Secondary School
    - v. Lingnan Secondary School
    - vi. Tang Shui Kin Victoria Government Secondary School
    - vii. Jockey Club Eduyong College
    - viii. Yuen Long Lutheran Secondary School
    - ix. Nam Wah Catholic School
    - x. United Christian College
    - xi. St. Francis Canossian College.
4. Historical Funding: approximately twenty-five years ago, three loan schemes were set up at the universities below for \$50,000HKD per institution. Students borrow money and repay it as they are able. As of 2014, Education & Scholarship "topped up" the loans for the final time and severed the support to these schools in favor of more financial support at the secondary level.
  - a. Chinese University of Hong Kong
  - b. University of Hong Kong
  - c. Hong Kong University of Science and Technology
5. Program Management  
As of 2018-2019, the following volunteer programs fall under Education & Scholarship:
  - a. English Conversation Program
  - b. Mock Interviews
  - c. Western Dining Etiquette
  - d. Reading ProgramsEach of the programs has a volunteer coordinator that oversees the recruitment of volunteers, liaisons with schools, and management of program over the course of the school year. These coordinators report to the Education & Scholarship Chairperson.

## **XIV AWAre**

### **1. Purpose**

The purpose of the AWAre magazine is to support the role of AWA's commitment to philanthropy, volunteering and social activities and excite both members and prospective members about the many opportunities to get involved with the organization. To provide this support, AWAre's responsibilities are to:

- a. Inform members of activities and opportunities within the AWA;
- b. Promote special events;
- c. Showcase Hong Kong and the region; and
- d. Represent the diverse AWA's membership.

### **2. Frequency**

AWAre is published 9 times a year with two combined issues published in December/ January and June/July/ August.

### **3. Personnel**

The magazine is staffed by volunteers, including an appointed Editor, with support from graphic designers and office staff. The layout and printing are outsourced. It is recommended that the AWAre editor sit on the Board of Directors as a voting member, but it is not mandatory.

### **4. Roles**

#### **A. Editor**

Responsibilities of the AWAre editor are to:

- a. Ensure content is congruent with board policies and highlights pre-determined event coverage;
- b. Meet with the editorial team to discuss content against an established six-month editorial calendar;
- c. Assign articles, series and confirm deadlines;
- d. Assemble photographs and cover image;
- e. Liaise with advertising representatives (volunteers) to ensure production costs are covered by advertising revenue;
- f. Work with the production team to ensure the magazine meets AWA standards;
- g. Ensure content is balanced and consistent;
- h. Establish good relationships with office staff; and
- i. Meet required deadlines for review, approval and print.

#### **B. Assistant Editors**

An Assistant Editor may be appointed by the Editor, at the Editor's discretion. Assistant Editor responsibilities include but are not limited to proofreading submitted stories and editing for grammar, accuracy and readability.

#### **C. Writers**

Volunteer writers can present story ideas for the magazine which must be approved in advance. Copy submitted should be well-written, proofread, meet word count established by the Editor and be submitted on deadline. Stories should not be solicitous in nature and should be helpful to AWA members in learning more about Asia and Hong Kong, AWA activities or the difference we make in the community.

#### **D. Advertising Representatives**

It is beneficial to have an Advertising Sales Representative as part of the AWAre team if an appropriate volunteer candidate can be found. Where possible, this individual should align advertising prospects with the magazine content, and continuously solicit new advertisers.

### **5. Magazine Content**

- A. **Planning.** An overall plan for the year is outlined with the Board to align with AWA, the Board or cultural events e.g., Bazaar, Chinese New Year. Within the plan, allowance is made for additional features as appropriate. It is the responsibility of respective Board Members to ensure there is a schedule/articles focusing on their areas of responsibility, i.e., Charitable Donations, Education & Scholarship, Community Service, Activities, etc.
- B. **Regular features of the magazine include:**
- An article about the work that AWA does in the community with a focus on Education and Scholarships, Community Service or Charitable Donations. A regular schedule is developed for the year to showcase our community service and philanthropic efforts;
  - An article about travel, written from a personal perspective; and
  - Articles about life in Hong Kong could include but are not limited to:
    - a. Neighborhoods, parks, hikes, beaches and day trips of interest
    - b. Members' interests
    - c. Articles about recent AWA activities/events members have enjoyed
    - d. Member profiles that align with an established methodology
    - e. Articles that support fundraising activities.
- C. **Writing.** The Associated Press Stylebook as AWA's style guideline for all communications. American English is AWA's established standard language.
- D. **Story Length.** Each issue will contain stories of different lengths and topics with the aim of holding readers' interest. While subject to the Editor's direction, a full page story is approximately 500 words. Appropriate, good quality photographs are used to enhance the story.
- E. **Advertising.** Advertising for the magazine is crucial to covering the production costs. Advance planning of content enables representatives to seek advertisers congruent to content. Those that advertise for a year can include an 'advertorial' equal to the size of the advertisement placed.
- F. **Photographs:** Photography must be high quality in order to reproduce in a high quality magazine. If needed, photography workshops can be held for contributors.

## 6. Deadlines

- A. **Submission:** The submission dates for stories and photographs is set by the Editor and writers are informed. Any late submissions must be authorized by the Editor;
- B. **Revisions:** Date when editing must be completed;
- C. **Print:** Established by the Editor and printer; and
- D. **Distribution:** Date when magazine is mailed out. The intention is for the magazine to arrive before the first day of the month.

## 7. Evaluation

Feedback from subscribers, advertisers, board and members is an essential part of ongoing improvement and/or change. Discussions at the Editorial team level and Board can be helpful in maintaining high standards.

## 8. Cost Structure

Optimally, AWAre should not operate at a loss, but instead should break-even. To help achieve this, finding sponsorship money to supplement the costs of producing AWAre is advisable, as is steady advertising income. However, AWAre being widely recognized as a valuable tool for the operation of the organization, any operating loss should be covered as an operating expense.

## XV. Social Media Policies

### A. AWA General Social Media Policies

1. The AWA will use social media to share, listen to and talk with members and provide information that pertains to the AWA, its social, educational, and charitable missions and Hong Kong.
2. The AWA social media network should not be used to sell third party products. Advertising of for-profit businesses, services or events on AWA social media is not allowed. Some discretion is allowed by the President and the Board if it is believed that a specific community activity or event is something that falls in line with AWA goals and values, and does not conflict with any of our own activities or events.
3. Posts from Board members or other members are their own responsibility and in no case can be attributed to the AWA. No one is allowed to post in the name of the AWA without express permission of the individual (on the Board or otherwise appointed by the Board) acting as moderator of AWA's social media/network.
4. On the AWA social media sites, a conversational tone will always be maintained along with a friendly atmosphere.
5. The opinions of other members will be respected, even if they are not shared.
6. Insults or use of offensive, racist, violent or xenophobic language, or the promotion of illegal activities is not permitted and may result in membership being revoked.
7. The social media moderator determines what is or is not allowed and her decision is final.
8. The AWA social media moderator will monitor the accuracy and quality of information put on AWA social media sites and should not publish anonymous content.
9. The AWA / members will make a concerted effort to link directly to original sources of external information and explicitly acknowledge the authorship, including posting the URL of Internet content.
10. The AWA social media moderator will promptly correct any discovered factual errors in the posted content.
11. To ensure the protection of minors, it is strictly forbidden to publish on the AWA's social media network photographs, videos or any graphic material of minors without obtaining the permission of the minor's parents or legal guardians.
12. Members should check the copyright policy of content they want to post on AWA sites and avoid publishing, without the permission of the author, content that does not allow this practice.
13. It is highly recommended to avoid posting personal information (address, email or phone number, etc.) on the AWA sites.
14. The AWA members will respect the respective terms of use of the social media sites that the AWA utilizes.

15. The AWA social media moderator reserves the right to delete any message that does not comply with these policies and/or to block the activity of members on AWA sites if they repeat their misbehavior.
16. These policies are to be observed by all who utilize the AWA social media networks. All users are expected to use common sense and maintain a professional approach and style.
17. It is strongly recommended to act with transparency and to respect country laws and the values of the AWA.
18. The AWA will encourage and offer support when possible to an AWA Board member engaging in social networking (blogs, Facebook group, Twitter profile, etc.) for the purpose of promoting the AWA.
19. AWA Board members must use a non-AWA e-mail to register personal accounts (such as Gmail, Hotmail or Yahoo, for instance) in any website not owned by AWA, as this information could be used for unintended purposes.

#### B. AWA Forum Policies

1. The AWA Forum is for AWA members only.
2. AWA Forum is a distribution list to contact members and a resource for members to learn and share knowledge about services and products in Hong Kong and life in general. AWA Forum stores all prior posts to allow for searching.
3. Appropriate use of AWA Forum includes, but is not limited to, the following:
  - Allows AWA members to access information from each other.
  - Enquire about life in and around Hong Kong and East Asia.
  - Get together a group of AWA members for an activity, such as lunch, dinner, or a movie.
  - Inform AWA members about a moving sale.
  - Promote an AWA event or activity.
4. AWA Forum should NOT be used for:
  - Promoting, advertising or publicizing a personal business or product.
  - Solicitation of members for the purpose of marketing a product or service offered through a personal endeavor or business.
  - Promoting or publicizing events and activities of charitable or commercial organizations other than the AWA. (See 2. above)
  - Promoting or sharing knowledge of illegal or unethical practices, e.g. “knock-off” consumer goods”, the hiring of help that does not conform to Hong Kong Legal Guidelines, other.
  - Disparaging the AWA or any of its members in an unconstructive manner.
5. The moderator of AWA Forum is appointed by the President or the Communications Director, if one has been appointed.
6. The President approves all e-blasts to members.
7. AWA Forum moderator duties include:
  - Monitor messages posted by group members daily to ensure compliance with AWA Forum/Social Media policies and purpose.
  - Communicate directly with members regarding posts that violate AWA Forum policies.
  - Send notices to group members as needed, i.e. AWA Forum Guideline reminders and updates regarding technical issues/downtime.
  - Periodically post tips for members, i.e. how to reply to sender and control e-mail frequency.
  - Respond to group members' questions about using the AWA Forum and resend full access

- invitations as needed.
- Monitor and correct member emails that bounce (failed e-mail delivery) and consult AWA Office to update the system and e-Newsletter database.
  - Forward recent important e-blasts. Note, the President approves all e-blasts. E-blasts should be used as sparingly as possible to ensure frequency of email to members is not excessive.
  - At the end of the membership year, delete old files, photos, items for sale, etc. uploaded to AWA Forum.
  - Duties should require approximately 10-12 hours per month: This includes an estimated 10 minutes per day to monitor every post, handle compliance issues, and respond to technical/usage questions.
  - Important for the Executive Board and Office Manager to ensure schedule of e-blasts and information for members communicated to Moderator so the moderator has sufficient time to respond/issue the appropriate communication on a timely basis.
  - If a member continually breaks the rules, which have been explained to them repeatedly, their access to the Forum can be denied. The moderator will flag and bring this to the Board's attention for a vote. Note: most issues that come up with Forum are due to new members who are unaware of the rules.
  - Any emails that do not follow our guidelines will be removed from the AWA Forum by the Moderator.

## XVI. OFFICER POSITION DESCRIPTIONS

### A. General Director/Officer Responsibilities:

1. Must be an AWA member.
2. Makes every effort to attend monthly board meeting. Cannot miss 3 consecutive Executive Board meetings.
3. Cannot be out of Hong Kong more than 6 consecutive weeks between September and June, with the exception of extraordinary circumstances, and per the discretion of the President.
4. Attends as many AWA activities as possible, particularly General meetings and fundraisers.
5. Should have the intention of completing at least one full term of office (one AWA year) and enabling a smooth transition to a successor with restitution of work materials. Serving a full two terms is recommended and most desired for the benefit of the organization.
6. Prepares a report recapping the year's activities for which she was responsible; this summary report must be given to the President in May, on the date determined by the President to enable her to complete the Annual Activity Report in time for the Award's Tea.
7. May be called upon to contribute an article or update to AWAre.
8. Provides monthly updates to the Executive Board.
9. Has knowledge of Email, Excel, Word and Google docs.

### General Director/ Officer Desired Qualities

1. Vision and Leadership: the ability to see the big picture, and to help create and, if necessary, re-set strategy and policy to help the organization achieve its mission.
2. Advocacy, Stewardship and Integrity: the ability to serve and promote the interests and goals of the organization without forgetting the interests of the public and the organization's intended beneficiaries.



3. Knowledge: the willingness to become thoroughly familiar with the mission and how the organization carries out this mission day-to-day through its organizational structure and operations.
4. Personal Commitment and Diligence: the willingness to take the necessary time and make the necessary effort to fulfil director responsibilities, including understanding strategic, financial and operational issues facing the organization, asking questions and following up as needed, engaging personally with the organization, whether through financial support, advocacy, networking, personal service, or other personal support activities, and staying current on sound governance principles and working to apply them to the organization.
5. Collegiality: the ability to work well with others and to show respect for the ideas and views of fellow board members and staff; the understanding that boards operate as a body.

**B. Position title: President**

Responsible for overall running of the AWA. Works with the Executive Board and AWA office staff to agree and set policies and procedures so that the AWA continues to conduct business in an efficient and effective way. It is recommended the candidate shall be citizen of the United States, however this requirement may be waived by a majority vote of the Board.

**1. Job Summary**

The President provides leadership, strategies and objectives and works with the AWA Executive Board members to fulfil the mission of the organization. She endeavours to build a cohesive relationship among the membership as well as between the organization and its partners, stakeholder and the community at large. She coordinates with the leadership of the AWA committees to deliver on AWA goals and objectives as defined by the Board. The Office staff report to the President.

**2. Duties and responsibilities**

**Strategy, Planning and Governance**

- Together with Executive Board, develops and delivers the organization's annual and strategic plans. Inspires, drives and guides the team to achieve goals and objectives.
- Maintains a close working relationship with all members of Executive Board and Office Staff.
- Prepares the agenda and acts as Chairwoman at the Executive Board meetings.
- Prepares the agenda and conducts business at General Meetings.
- Makes decisions in the best interest of the AWA on matters not requiring a vote by the Executive Board
- Selects additional officers for appointed positions on the Executive Board after consultation and agreement with the First Vice President, Fundraising. Can place a suitable candidate in the role of committee head with agreement/vote from the Board.

**Stewardship and Accountability:**

- Ensures fiscal, legal and programmatic integrity, efficiency and effectiveness of the organization
- Ensures stability and security of the organization by securing required registrations and regulatory compliance in Hong Kong.
- Is instrumental in determining matters involving the Articles of Association, policies, decision-making and strategy.
- Will prepare, with the assistance of other Board members, an Annual Activity Report due in June recapping the year's activities.
- Shall be one of several signatories on checks. May be called on to sign checks in the absence of the Treasurer.

**Representation & Reputation**

- Cultivates and manages existing and prospective relationships with partners, sponsors and stakeholder
- Represents the AWA officially as requested in the community.
- Attends membership activities, committee meetings, fundraisers and other AWA events to connect with and inspire members

### 3. Knowledge, Skills and Attributes

- Organized.
- Diplomatic.
- Demonstrates leadership and authority.
- Public speaking ability.
- Knowledge of computers, particularly e-mail and word processing.

### 4. Experience

- Management experience.
- Financial knowledge/background.
- Some knowledge of AWA and Hong Kong.

### 5. Requirements

- AWA Member.
- Working knowledge of and adherence to the Articles of Association and Policies of the AWA.
- Cannot be absent from three consecutive Executive Board meetings.
- Cannot be absent from Hong Kong for more than 6 consecutive weeks between September 1 and June 30
- Presence at as many AWA activities as possible (within reason) particularly General meetings, (Septembers especially to encourage volunteering) Executive Board meetings and Fundraisers.
- Should have the intention of completing one full term of office and enabling a smooth transition to a successor with restitution of work materials such as files, mailing lists etc.

**Time commitment:** 20 hours per week depending on the time of year.

## C. Position Title: First Vice-President - Fundraising

The First Vice President is responsible for all fundraising activities and is a defacto committee member or committee head for all fundraising events.

### 1. Job Summary

The First Vice-President coordinates all fundraising activities. She assumes the President's job function when necessary. In the event that the President resigns during her term of office, the First Vice President assumes the President's position, unless the board, including the 1<sup>st</sup> VP, votes to put another board member or AWA member in that position as interim President.

### 2. Duties and responsibilities of the First Vice President

- Responsible for reviewing and developing fundraising strategies and for all fundraising activities.
- Responsible for creating a budget for each fundraising event/activity.
- Recruits, coordinates and oversees fund raising committees.
- Evaluates the appropriateness of current fund raising functions in order to change, improve, or initiate new fund raising activities.
- Appoints committee chairwomen for fundraisers and helps recruit volunteers when necessary.
- Provides clarification, guidance, direction and assistance to committees, especially where job description, policy and guidelines are concerned.
- Attends fundraising committee meetings as required.
- Acts as a liaison between the fundraising committees and the Executive Board.
- Networks and communicates with members to encourage volunteering at fundraising activities.

- Follows up with her committees on outstanding issues of each fundraiser, such as complying with licensing board requirements and documentation following a raffle and ensuring accounts are balanced and completed to the satisfaction of the AWA Treasurer. Ensures that files are completed after each fundraiser along with a report of the event.
  - Provides active support for the President and substitutes for the President when necessary at meetings or functions.
  - May be called upon to sign checks.
  - Informs the membership of activities via AWAre articles, the website, General Meetings, and so forth.
  - Maintains a file of permanent information such as committee members, procedures, and external contacts.
3. **Knowledge, Skills and Attributes**
- Leadership.
  - Diplomacy.
  - People skills especially in attracting chairwomen and volunteers.
  - Organized.
  - Understanding of financial statements.
  - Creativity in developing fund raising ideas.
  - Ability to follow through on ideas and achieve goals.
4. **Experience**
- Active participation in AWA activities, committee work, volunteering.
  - Background in fundraising in AWA or elsewhere.
5. **Time commitment:** This position requires 10-15 hours per week, and may be more when active fund raising activities (especially first time events) are being organized. This time can potentially go down based on the availability of volunteer event coordinators for the different events/activities. However, regardless of the volunteer situation, the First VP is responsible for the success of fundraising goals and events.

**D. Position title: Second Vice President - Membership**

The Second Vice President is responsible for membership activities, membership discounts and the membership directory.

1. **Job Summary**

The job of the Second Vice President is to develop strategies to increase AWA membership and retention. She reviews and develops membership strategies annually. She works with the communications person to increase awareness of AWA in the ex-pat communities. She plans membership activities to attract a broad spectrum of women, including women of all ages and working women. She coordinates and oversees all Membership groups. These include: General Meetings, CHAT, Neighborhood Coffees, Foon Ying and member discounts. She creates and presides over a Membership Steering Committee.

2. **Duties and responsibilities of the Second Vice President**

- Selects and maintains regular contact Group Coordinators. Provides assistance, guidance and presence when required.
- Centralizes information from Group Coordinators to meet monthly publication deadlines for AWAre and the AWA website.
- Acts as liaison between the membership groups and the Executive Board.
- Oversees the selection of the venue, speaker and menu for a minimum of 3 membership events each year:
  - Welcome Back Coffee, (typically held in 3<sup>rd</sup> week of September)
  - Holiday Party (typically held in first week December)
  - April AGM (typically held 3<sup>rd</sup> week in April, in office with lunch)

- Prepares a budget for each membership event, which is to be voted on at a Board meeting prior to the event.
  - Proactively seeks new vendors to add to the list of those who provide benefits to AWA membership. Approves all vendors on the Membership Discount List and oversees their insertion into the listing on the AWA website.
  - Informs the membership of activities via AWAre articles, the website, General Meetings, CHAT and other membership activities.
  - Maintains a file of permanent information such as committee members, procedures, external contacts, etc.
3. **Knowledge, Skills and Attributes**
- Organizational skills – necessary to manage timelines.
  - People skills – to work with committee heads and the membership.
  - Knowledge of Email, Excel, Word and Google Docs.
  - Diplomatic skills.
4. **Experience**  
Prior committee or volunteer experience within an AWA membership group is highly recommended.
5. **Time commitment:** 10-12 hours per week.

E. Position Title: Third Vice-President - Activities

The Third Vice-President is in charge of all member activities in areas not related to membership or fundraising.

**Job Summary**

1. The Third Vice-President has responsibility for and gives direction and guidance to the various activity groups within the AWA, including Local Tours and Asian Tours groups, all on-going Activities, and sports activities.
2. **Duties and responsibilities**
- Recruits and trains volunteers to serve as coordinators and, if necessary, assists coordinators of each activity.
  - Serves as a sounding board for coordinators and helps resolve conflicts that may arise.
  - Keeps in contact with each coordinator giving help and direction when required.
  - Attends Local Tours/Activities and Asian Tours committee meetings as often as she can and when required.
  - Act as a liaison between the committees, activity coordinators and the Executive Board.
  - Ensures the Local Tours/Activities and On Going Activities' write-ups are sent to the AWAre editor by deadline date.
  - Works with the AWA Office Manager to ensure that costs are covered for Local Tours/Activities and Asian Tours.
  - Stores or clears out office and e-files periodically while maintaining access to the records of the last few years.
  - Informs the membership of activities via AWAre articles, the website, General Meetings etc.
  - Maintains an electronic file of permanent information such as committee members, procedures, external contacts, etc. which shall be uploaded to Google Docs.
3. **Knowledge, Skills and Attributes**
- People skills - Leadership and organization for the many committees.
  - Diplomacy - in dealing with the volunteers and participating membership.
4. **Experience:** One to two years of experience coordinating an activity is highly recommended. Knowledge of the AWA and its policies.

5. **Time commitment:** 15-20 hours per week. Especially busy at the end of the AWA year when coordinators may step down and need to be replaced.

F. Position title: Recording Secretary

Responsible for taking minutes of all official meetings and making all necessary filings with the Hong Kong Companies Registry and HSBC bank.

1. **Job Summary**

The Recording Secretary will keep a record of all general and Executive Board meetings and of all annual reports. She shall keep the Register of Executive Board members and shall file with the Registrar of Companies all necessary returns and particulars. She shall be responsible for the custody of the Seal of Association.

2. **Duties and responsibilities of the Recording Secretary**

- Prior to Board meetings, provide all Board members with a reminder of the time and place of the next Executive Board meeting and circulate the status report.
- Takes the minutes at the Executive Board meetings, General meetings and the Annual General Meeting.
- Maintains a file of minutes for all meetings stated above.
- Ensures that, on the rare occurrence of her absence from the meetings stated above, she finds a replacement, preferably from the Executive Board.
- Maintains a file of all correspondence and filings with the Hong Kong Government.
- Maintains and updates the AWA's policy guidelines.
- Stores or clears out the Recording Secretary files periodically while having accessibility to the last few years of minutes.
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3. **Knowledge, Skills and Attributes**

- Organized, strong attention to details.
- Dependable.
- Flexibility.
- Ideally, familiar with Robert's Rules of Order. If not familiar with before election, becomes so for term of office.
- Knowledge of computers, e-mail and word processing and Google Docs.
- Follow through capability.

4. **Experience:** Has experience with the AWA organization and official meetings.

5. **Time Commitment:** During a week with a board meeting, 4-5 hours. Other weeks, one to two hours per week.

G. Position Title: Treasurer

Responsible for the money collected by and donated to the AWA and for producing the budget and balance sheet.

1. **Job Summary**

Overseer of AWA funds, controller, handles funds reconciliation, does required budget reporting, works with the auditor and is a bank signatory for AWA.

2. **Duties and Responsibilities**

- Maintains the ledger of accounts with AWA office staff and contract accountant.
- Leader of all treasury functions and financial policy maker.
- Picks up duties of all treasury positions not staffed.
- Plans monthly meeting for all treasury positions if there are other sub-treasury positions.
- Ensures all fundraising forms include appropriate requirements for collection of money.
- Ensures all membership and event forms include appropriate requirements for collection of money.
- Participates in membership and event committee meetings as required.

- Creates and distributes reports needed for Board meetings.
- Works along with the office manager and accounting staff person to monitor bookkeeping activities.
- Oversees, approves and presents budgets, accounts and financial statements.
- Makes a formal presentation of the annual financial reports at the annual general meeting and draws attention to important points in a coherent and easily understandable way.
- Supports the Board to ensure AWA has sufficient financial resources to meet its present and future financial needs.
- Ensures that AWA has an appropriate reserves policy and the Board reviews such the policy at least annually.
- Ensures that AWA has an appropriate investment policy and the Board reviews such policy at least annually.
- Reviews month end management accounts prepared by the accounting staff, prepares and presents monthly financial reports to the Board.
- Ensures that appropriate accounting procedures and controls are in place.
- Advises on the financial implications of AWA's strategic plans including activities, membership and fundraising.
- Maintains MYOB System updates and data integrity.
- Reviews and submits MYOB session reports and keeps records for reconciliation activities.
- Prepares end of year reports and submits to the auditor prior to the annual financial audit. Works with the auditor during and after the audit. Approves the Annual (Audit) Report with the President.

**3. Knowledge, Skills and Attributes**

- Experience in accounting.
- Good with numbers.
- Knowledge of spread sheets and budgets.
- Organized, attention to detail.

**4. Experience**

- Experience in bookkeeping or an accounting background.
- Previous work with financial performance report.
- Some past management experience a plus.

- 5. Time commitment:** 3 hours per month to review closing of monthly accounts; 10-15 hours in March/April to review annual accounts and prepare the budget for the upcoming year.

**H. Position Title: Charitable Donations Chairwoman**

Responsible for the vetting of charities and distribution of the charitable donations funds collected by the AWA.

**1. Job Summary**

Oversees all works of the Charitable Donations committee; is responsible for the liaison, administration and coordination of AWA Charitable Donations; administering the soliciting of grant requests, vetting charities and overseeing the donations of raised AWA funds; preparing annual Progress/Feedback Reports from charities who have had AWA funding for one year, and preparation of this report for American Chamber of Commerce charities.

**2. Duties and Responsibilities**

- Recruits a committee for the Charitable Donations Program and maintains regular contact, assistance, guidance, and presence when required with committee and at agencies requesting donations.
- Acts as a liaison between Charitable Donations committee and AWA Executive Board.
- Informs membership of volunteer opportunities within the committee.
- Maintains information on committee members, procedures and external contacts on Google Docs.
- Keeps records of agencies that request and receive AWA donations.
- Stores files, preserving accessibility to the last few years of activity.

3. **Knowledge, Skills and Attributes**

- Organized.
- Ability to communicate, orally and in writing, the impact of the grants made by the committee.
- Comfortable with basic public speaking.
- Diplomatic.

4. **Experience**

- Experience volunteering for AWA is a plus.
- Understanding of the non-profit agency/charity operating environment is highly desirable.
- Understanding of/and monitoring for potential conflicts of interest is helpful.

5. **Time Commitment:** 5 hours most weeks, 10-15 hours during busy period.

I. Position Title: Community Services Chairwoman

Responsible for the committees of AWA members who do outreach volunteering in the community that are not handled by Education and Scholarship.

1. **Job Summary**

Oversees all Community Service outreach programs; is responsible for the administration and coordination of AWA Community Service volunteer committees; administers the volunteer activities that interact with outside charities, except for those covered by Education and Scholarship.

2. **Duties and Responsibilities**

- Recruits or maintains relations with a program Coordinator for each Community Service Program and maintains regular contact, assistance, guidance, and presence.
- Acts as a liaison between Coordinators and AWA Executive Board.
- Informs membership of volunteer opportunities while looking for new avenues to recruit and develop programs
- Attends agency functions if invited or Coordinator unable to attend.
- Informs membership of volunteer needs or activities via AWAre, website, AWA Forum; AWA meetings, and so forth.
- Assists in maintaining the “Volunteering” section of the website.
- Maintains information on committee Coordinators, procedures and external contacts on Google Docs and stores files leaving accessibility to the last few years.
- Actively seeks new agencies and charities to service
- Ensures current programs are viable and of interest to AWA members.

3. **Knowledge, Skills and Attributes**

- Project Management skills
- Leadership skills.
- Comfort with basic public speaking.
- Diplomacy
- Enthusiasm for outreach in the Hong Kong community, especially for women, children and those in need.

4. **Experience**

- Volunteering experience
- Experience in administration
- Experience volunteering for AWA is helpful.

5. **Time commitment:** 7 hours a week average with seasonal fluctuations

J. Position Title: Education and Scholarship Coordinator

Responsible for overseeing the AWA volunteer programs in local schools.

1. **Job Summary**

Administers the AWA Scholarship and English Educational Programs with selected local schools and is the AWA point of contact with respect to education and scholarship enquiries.

2. **Duties and Responsibilities of the Coordinator**

- Chairs committee meetings with program coordinators; visits each program once per year; reviews participation and relative success of each program for recommendation of continuance or recommendation to disband; recommends scholarship budget to the Board for approval and disbursement.
- Manages invitations to awards ceremonies and other activities at educational institutions that we support.
- Develops a budget that is usually spread over a period of 2 years and tracks expenditure to ensure that it is in line, if there is activity beyond just the scholarship programs.
- Ensures that administrative matters (scholarship checks, certificates for the scholarship awardees and so forth) are completed by her, committee members or the office staff.
- Oversees the AWA English Educational programs at the schools through the appointment of Coordinators. Acts as a liaison between subcommittee coordinators and the AWA Executive Board.
- Informs the membership of activities via AWAre articles, the website, General Meetings and so forth.
- Maintains a file of permanent information such as committee members, procedures, and external contacts.
- Stores or clears out office files periodically while having accessibility to the last few years.
- Collaborates with other AWA Executive Board members on joint projects or programs.
- Organizes and hosts (as necessary) any Education and Scholarship events.

3. **Knowledge, Skills and Attributes**

- Leaderships skills-to ensure that the committee works effectively and stays motivated.
- Good people skills-when dealing with volunteers and schools.
- Organizational skills-to manage correspondence and committee timelines.

4. **Experience**

- Previous Education and Scholarship Committee experience.
- Educational qualifications or employment background in Education and Scholarship.

5. **Time Commitment:** 5-10 hours per month.

**K. Position Title: Communications and Brand Management Chairwoman**

1. **Job Summary**

Communications and Brand Management Chairwoman will set and guide the strategy for communications, website, and public relations messages to consistently articulate AWA's mission. The Communications will impact how AWA is viewed within our diverse membership and constituent base. Communications and Brand Management Chairwoman will work closely with the AWA Board as the communications partner on a variety of strategic initiatives and with the Director of Operations and President on all matters pertaining to communication.

2. **Duties and Responsibilities**

- Collaborate with the Board to develop AWA overall communications strategies.
- Implement and evaluate the annual, overall communications plan for AWA.
- Refine AWA's "core" messages to ensure organizational consistency.



- Put communications plan in place to create momentum and awareness of AWA and its initiatives, mission, and goals working closely with Membership and Fundraising coordinators and Vice Presidents.
- Oversee the message consistency in AWA print and electronic media including AWAre, brochures, and website.
- Work with those responsible for online content; coordinate with webpage director to ensure that new and consistent information is posted regularly (article links, stories, and events, etc.).
- Work with Membership and Fundraising coordinators on the advertising and mission plan for general meetings and fund raisers to ensure consistency and timeliness.
- Manage media contacts.

### 3. **Knowledge, Skills and Attributes**

- Collaborative style; experienced in developing and implementing communications strategies.
- Excellent writing, editing and verbal communication skills.
- Solid design skills for creating advertising content recommended.
- A track record as an implementer who thrives on managing a variety of key initiatives.
- Relationship builder with the flexibility and ability to "manage by influence".
- High energy, maturity, and leadership with the ability to position communications discussions both strategically and tactically.
- Ability to work collaboratively with all groups, including staff, Board members, volunteers, donors, program participants, and other members and supporters.
- Self-starter, able to work independently.

### 4. **Experience**

- Previous Communications experience.
- Educational qualifications or employment background in Communications.

### 5. **Time commitment:** 10 hours per week.

## L. Position Title: AWAre Editor

Responsible for the production of the AWA monthly magazine.

### 1. **Job Summary**

To produce 9 issues of AWAre magazine, the signature publication of the AWA. To be produced monthly, except for December/January and June/July/August, on or near the 1<sup>st</sup> of the month.

### 2. **Duties and Responsibilities**

- With input from members of the Executive Board, highlight upcoming activities, fundraising and membership events, and volunteering opportunities.
- Communicate deadlines for space and content to Executive Board members.
- Recruit AWA members to write, edit and proof read.
- Meet with editorial committee to discuss forthcoming articles.
- Oversee the Advertising Manager.
- Encourage AWA members to submit photos for publication, from activities and events they attend.

### 3. **Knowledge, Skills and Attributes**

- Writing and editing skills.
- Leadership, people skills and diplomacy.
- Ability to meet deadlines.

### 4. **Experience**

- Experience in marketing and PR is a plus.
- Some experience in editing needed.
- Project management.

5. **Time Commitment:** 15 hours per month.

[THE END]