



Communication Challenges of Cyberspace

by Kelley Baer, US Western Council Professional Liaison
adapted with Kelley’s permission, for publication in *League Spirit*,
Area Leaders’ Letter for So. CA/NV and USW e-Connect

I have wondered why some email conversations tend to end up frustrating and sometimes hurtful and often without resolution. When I started thinking about the differences between email communication and face-to-face communication, I realized that with email, we often haven't had the advantage of meeting the other Leader in person. We haven't seen her interacting with other Leaders or her children or seen her quick smile or wit, her thoughtfulness or intelligence, or quirkiness. In cyberspace, as a hazard of the medium, people can tend to be dehumanized and can just become a random person on a list or discussion without personal qualities, except the ones we perceive through email, which may or may not be characteristic of her.

For example, when we talk aloud, I hear where you put emphasis on your words—I see you struggling to search for words and can tell whether you're trying to convey something to me carefully

or whether you're, in the heat of the moment, saying whatever comes to mind. Given my understanding, I can choose how to respond, knowing that it may affect our relationship and that our relationship difficulties can “ripple” and affect others. When in a group with others, if someone brings up a sensitive topic, I can see everyone involved—the visible emotions of all parties and hear the intonation of their responses. Even if I can't see those I am in conversation with, I can hear them and I can usually discern the emotion behind their words.

However in cyberspace, without eye contact, facial expression, body language, and oral communication, we can only read words—and those words often take on a concreteness that is not there in oral conversation. They can feel more like an action than thought, because they've lost some humanizing aspect. And at the same time, in email, people may tend to lose the boundaries they have in face-to-face conversation and

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Transitions and Options

by Becky Hugh



There is a lot happening in the world of LLL! Many Areas have completed the final draft of their Area agreements and others are in process. Along with writing agreements, Areas are exploring what options, afforded by

LLLI policy, will work best to meet the needs of their Area, and more specifically the needs of Leaders in their Area. Current LLLI policy, specifically appendices 6A, B, and C of the PSRs, offer a variety of options for connecting to meet those needs.

Some possible options would be to remain as they currently are—connected to USW for accountability and to continue to receive departmental support. Areas who meet the requirements can choose to form their own Area Network and connect directly to LLL USA to demonstrate accountability. Area Networks can opt to receive support from USW or from multiple sources. Areas might choose to change connection entirely for both support and accountability, or change one or the other. The result of these transitions necessitates a change in how USW funds will provide support. At the recent USW Council annual meeting, a menu was developed to allow flexibility for all Areas and Area Networks to select their level of connection and how much departmental support they wish USW to provide. The following is a list of many of the support services that USW provides to Areas:

- ◆ Provides materials and resources for ADCs in each department.
- ◆ Provides training, learning opportunities, and resource materials for USW Leaders, ADCs, and Council. (The USW Leader Toolbox is an example of this.)
- ◆ Provides online technical support and web-based resources for Leaders.
- ◆ Provides direct support to ADCs via phone, email, and mail.
- ◆ Protects LLL assets by reviewing Area financials and all contractual arrangements which have significant financial impact to LLL.
- ◆ Shares information with Leaders and ADCs by planning and attending TEAM (USW's continuing education for Leaders), council meetings, and by Council attendance at local and Area events.
- ◆ Provides experience and consultation in writing Leader, Area and Area Network agreements.
- ◆ Hosted events such as TEAM do not generate a profit and are significantly underwritten from the USW budget to keep costs down for Areas and Leaders.
- ◆ Offers USW grants and scholarships for USW events averaging between \$2000 and \$3000 annually.
- ◆ Welcomed all Leaders, not just Area administrators, to USW events, effective since 2003.
- ◆ Obtains insurance certificates.
- ◆ Co-funds with Eastern US Division, a representative to the United States Breastfeeding Council and Breastfeeding Promotion Council, twice annually.

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- ◆ Publications for Leaders and administrators such as *eConnect* and departmental memos.
- ◆ Participation and support for joint US projects such as the LLL Breastfeeding Helpline-US and World Breastfeeding Week.
- ◆ General costs associated with operating and maintaining the USW AN, much like an Area. (USW Council members are reimbursed for office supplies, copying costs, stamps, etc., just as Area ADCs are).

Depending on the choices made by Areas, they may want full, partial or no support via the USW. To reflect these differing levels of support, USW is offering the following fee options:

For Areas fully connected to USW for accountability and support the fee structure remains unchanged:

- ◆ Affiliation fee \$9.00 per Leader
- ◆ Event fee \$6.00 per attendee per event (ACfs/CEHPs).
- ◆ Membership fee \$2.25 per member

For Areas contracting for department support:

- ◆ Support fee \$2.00 per Leader per department
- ◆ Event fee \$6.00 per attendee per event (ACfs and CE events)

For Areas connecting for accountability:
Accountability Fee \$2.25 per Leader

For Areas changing connections during the course of this fiscal year *all fees* will be prorated on a quarterly basis. Each Area will need to make an exit agreement with USW pertaining to resources provided by USW.

We strive to be flexible and allow for as many options as possible within the parameters of LLLI policy. If your Area thinks of an option not listed above, please contact us and let's talk! Our goal is to work with all Areas to meet your needs in a way that works for your Area and is financially equitable.

USW COUNCIL ANNUAL MEETING

by Rosetta Bartels

Once more I've witnessed the effectiveness of face-to-face meetings. I continue to be amazed that USW Council (formally Staff) accomplishes so much more when we gather together to work, plan, set goals, and learn more about working collaboratively. Between face-to-face meetings we continue to do conference calls, emails too numerous to count, virtual meetings, chats, etc., yet when we are together tasks are completed quickly and efficiently. This time, one of the hard, yet very important pieces of work was planning for the financial health of USW during the next fiscal year. So many pieces are not in place at this time. Budgets are always "best guesses" and we relied on past records as well as what we know about the future as Area Networks are being formed. Much time was spent exploring the possibilities for the USW Area Network and for LLL USA. For me that was probably the most exciting work we did. I continue to be in awe of the wise women in La Leche League and look forward to change, growth, and continuing ways to meet the needs of mothers and babies.



"There is no way to be a perfect mother and a million ways to be a good one."

Jill Churchill

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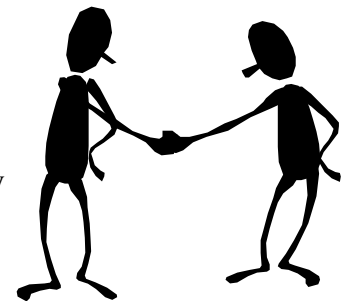
say things more bluntly than they would otherwise. In an email conversation, it's also difficult to get the clarification we'd like before others jump in and the conversation morphs into other areas, which can create frustration. It can often feel like people are talking "at" us or "about" us or "around" us rather than having a conversation "with" us. Too, the opinions of those we "do" know personally seem to take on much more weight than they might if we actually knew the Leader they were in discussion with or had met her in person. Because of the communication challenges of cyberspace, people can feel bullied.

The LLL Community Network (CN) is a good place to share information, but it can also be a difficult place to have a discussion. It can be very emotional and it can be negative at times. When a Leader feels shamed for making an error or she feels her thoughts/opinions have been misconstrued or that motives have been applied that weren't intended, the list doesn't feel like a safe place to be.

At the same time, we're gathered in a circle of discussion on the CN, as both participants and cyberspace observers. It's much harder to convey respect in email and that's why we strive to extend lots of grace when emailing—especially when we have a wide audience listening in on the conversations. Judgments, good or bad, are made on how emails are interpreted. In my mind, we don't extend grace only as we read an email; it begins when we write an email. Individuals composing emails have the responsibility to use caution as they compose a message because although the conversation may be between two people, it affects all who read the posts, and due to its "concreteness" can elicit unintended strong emotion. It's easier to try and prevent miscommunication than try to work it out, which can take a lot of time and energy.

I know we are all different and we each have different criteria we think about when composing an email. This is what I try to consider as I write: What is the purpose of the email? Does it need to be written? Will this email be helpful? If so, who will it help? For example, if it's only helping me by venting emotion, it's not something to share. If I want confirmation of my opinion, how likely is it that discussion will cause others to feel alienated—and how strongly do I need affirmation? How will this email help? Do "I" need to say it or can someone else address it better? If two Leaders are having a disagreement and I agree with a poster, do I need to respond if it will make one of the posters feel outnumbered onlist?

If I have a concern, is it best addressed publicly? Would it be better to address it privately (at least, at first) out of respect for either the Leader I'm dialoguing with or the other Leaders who will be reading/listening in on my conversation? If I decide I need to address it publicly, what's the kindest way that I can do it that allows the other Leader to feel heard and will keep the lines of communication open rather than shutting them down? As I review my email, could I use more active listening and "I-messages?" If I were the recipient of the email, how might I feel? Could my wording make someone feel as if I think they are inferior? Am I giving this person the benefit of the doubt, and should I, if I'm not? If I'm having a conversation with someone I've had difficulty with in the past or people tend to misunderstand, what I'm trying to say? Would it be beneficial to run the email by someone else who can objectively evaluate my response? If I've considered these things and my opinion isn't well-received privately, the Leader and I can agree to disagree. If my opinion isn't well-received publicly, we can again, agree to disagree, hopefully without tearing each other up or down in the process.



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On the whole, I prefer to call a Leader on the phone if I think that we are not communicating well by email or I feel that our conversation is getting emotional or when I'm confused. It helps a lot. It has the advantage that I can also "hear" her voice when I later read her emails. Sometimes I try to work things out by private email rather than onlist. Email is a helpful tool, but it's not the *only* tool.



In LLL, we are a community and sometimes it's beneficial to put our community before ourselves. When we compose emails or respond to emails, we are making a choice whether to build one another (and our community) up or tear one another (and our community) down. There are times to offer an apology or to acknowledge something could have been worded differently—even if I feel the other person is more in the wrong than I am. Sometimes that can help to heal a situation, especially if the disagreement has adversely affected a lot of people, including those listening in on the conversation.

We are all Leaders and share a specific philosophy. That philosophy has influenced the women we are and will continue to influence the women we become. We are not all in the same place, but just as we try to meet the mothers we work with in the place they're at, I hope we can try to meet our co-Leaders (locally and in cyberspace) in the place

they are at. My hope is that our commonalities can outweigh our differences and foster healthier communication.



ATTENTION EVENT PLANNERS

Continuing Education Credits

Until recently, Areas had the option of using LLLI's long term providership to apply for and award continuing education credits for IBCLCs, RNs, and physicians. While LLLI is currently maintaining providerships via AACME (CMEs) and IBLCE (CERPs), it is no longer accepting and processing applications from Areas for their Area events. In the future, it will be determined if LLL USA will pick up this service. Until that determination is made, Areas must apply directly with the applicable accrediting agencies (see links below). Please be sure to allow ample time in your planning to process applications. Most applications must be submitted at least 45-60 days prior to your event in order to receive approval to award credits. Please contact Becky Hugh rshugh@cox.net or Gail Gesley gmgesley@gmail.com if you would like more information.

CERPs for IBCLCs - <http://americas.iblce.org/CERPproviderapplication.php>

CEUs for RNs - individual by state, please check with your State Board of Nursing

Please note these important changes!

There are two important changes to fees as a result of the recently implemented cost sharing plan at LLLI.

Effective this fiscal year the following fees have been eliminated:

- ◆ The insurance fee for Area events of \$.50 per attendee
- ◆ The 5% royalty on items sold bearing the LLLI logo and/or name

Areas no longer need to collect and submit these fees.

Understanding Appendix 6C

by Peggy Wiedmeyer

Q: What is mandatory in an Area Network (AN) that the United States Western (USW) already does and an AN doesn't have or would need to add?

A: Quoting from Appendix 6C of the LLLI Policies and Standing Rules (PSR) Notebook:

To be recognized as an LLLI Area Network (AN), it (the AN) must have:

The participation of at least 5 LLLI Areas. USW is already an AN, currently made up of 23 Areas. Two ANs have started talking (Midwest and Rocky Mountain); several other Areas have indicated they plan to become an AN on their own. (Keep in mind that an Area just needs to have a minimum of 20 Leaders, so any Area that has at least 100 Leaders could be an AN, if that's what the Leaders wanted to do.) As long as there are at least 5 Areas that want to connect to LLL USA through USW, then USW will continue to be an AN. So, the proposed Midwest and Rocky Mountain Networks would each need to have at least 5 Areas to be ANs.

A decision-making body (or method) to establish and refine agreements among those Areas.

Thus far, USW council members have taken the lead on writing the USW AN agreements, just as ADCs have done in many Areas. It is ultimately the

responsibility of each of us Leaders to see that our agreements meet our needs, so it's not always going to be administrators who work on agreements, it'll be each one of us. At the very least, we Leaders will be expected to know where our agreements can be found, what they say and what we've agreed to do when we sign the agreement.



An explicit system of mutual accountability among those Areas with regard to LLLI policies and other agreements made by those Areas. This means there needs to be a system for keeping in touch with each other about our activities—as Group Leaders, as Chapters, as Areas, as Area Networks, etc.

There has always been a system of reporting in place, but usually the accountability hasn't been a mutual accountability system. Traditionally, it has been the Area Coordinator of Leaders (ACL) and her department who were responsible for “making a Leader/Chapter/Group be accountable.” And it hasn't always worked very well!

To be mutually accountable, it means that if I have an agreement with you about how we're going to work together, and I'm not doing what I said I was going to do, it's your responsibility to talk to me about the issue. You won't call our District Advisor (DA) or ACL and ask her to fix the problem. Because the problem lies between you and me, we have to start at you and me. If we're not able to come to a solution, then we can call on a support person to help us work out a solution. This is where the “system” comes in. We need to have a support system as well as an accountability system. If the support system cannot help us come to a solution, then the accountability system in our agreement would.

The same concept of mutual accountability will carry over to ANs. Let's say the AN

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has an agreement with each member Area to process all memberships sold by member Areas. There's a system that has been agreed upon for handling the monies, using standard bookkeeping practices. There's a system in place for appointing one or more people to do this work. There's a system in place for reporting all membership transactions back to the member Areas.

What happens if something breaks down along the way – monies are not distributed according to the agreement?



Reports are not sent in a timely manner? The agreement stipulates what will happen if the work is not being done. Whoever is impacted by the lack of accountability would be responsible for communicating about the problem, at the place where the problem is happening. The agreement would outline what happens if the problem cannot be solved at the place where it began.

An adequate system for handling and reporting monetary transactions. USW has a system in place and is working to make it more transparent and accountable. Any AN that plans to handle money would need to create a financial system.

A means for admitting and removing Areas from the Area Network. This is a new concept for the USA, because the two existing ANs – Eastern United States (EUS) and USW were formed by LLLI based on geography and Leader numbers. The original “dividing line” for the EUS and USW was the Mississippi River, but that still left a lot more Leaders in the EUS than in the USW. So, Wisconsin,

Illinois and Indiana were put in the USW and Louisiana was put into the EUS to equalize the number of Leaders in each Division. Now that we will be organized by Area Networks and Areas have the option of choosing which AN they want to be part of, there needs to be a way to admit and remove Areas to/from the network.

Any USW Area that chooses to connect to LLL USA through the USW AN will automatically be part of that AN, because they are already part of USW. The means for removing an Area from the USW AN in the future will be part of the agreement between Areas that make up the USW AN.

Appendix 6C goes on to say: In addition, an LLLI Area Network must:

Recognize LLLI as the sole source for accreditation of LLLI Leaders, and that such accreditation is valid worldwide. This means that an Area Network cannot accredit Leaders on its own—all accreditation of new Leaders will always be done through the Leader Accreditation Department (LAD), which is an international department. While other administrative appointments in USW Areas are done by the Areas, appointments to work in the LAD must include the voice of an LAD representative. USW Council currently includes at least one member of the LAD.

Ensure the transparency of and access to its financial records by its Areas and LLLI. This means that the member Areas of an AN, plus LLLI, need to be able to access the AN's financial records when needed. USW publishes financial reports annually and is working on ways to be more transparent to its member Areas.

Ensure the transparency of and access to its programmatic reporting by its Areas and LLLI. This means that an AN needs to tell

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member Areas and LLLI what it's doing in the name of La Leche League.

USW currently does this annually, at the request of the Board of Directors. At least once a year, we write a report that details what is being done in the name of LLL in USW. We get this information from the ADCs. Any AN

that forms would need to submit such a report when requested by LLLI.



Regularly provide an outline of its system of accountability and other Area agreements for review by the Executive Director, and its respective accountability network (if applicable).

What this means is that any Agreements need to be seen by the Executive Director, which is why your Area agreements, once they are agreed upon by each Leader in your Area, will then get sent to Barbara Emanuel, our Executive Director. Agreements need to be OK'd by LLLI and right now, the Board of Directors has entrusted that job to the E.D. Typically, the agreement will include the Area's system of accountability—that is, how the Area expects Leaders to be accountable and how the Area will be accountable to its Leaders.

Ensure that the essential elements of its Area agreements are simple enough to be understood by all participating Areas. If a Leader doesn't understand what her Leader agreement says, it's her responsibility to ask questions until she understands. In the same vein, an Area's agreement with the Network needs to be simple enough to be understood. If it's not, dialogue needs to happen and perhaps the wording of the document needs to be changed.

Maintain a primary connection either with LLLI directly or with another LLLI-recognized Area Network, for mutual support and accountability. This means that ANs have to be connected somewhere. In order to call themselves LLL of anywhere, the entity needs to be connected and accountable to another LLL entity. It also needs to have a way to provide support to its member Leaders.

Provide LLLI with a roster of its Areas and Area Networks, and report any personnel changes in a timely manner.

Just as it's my responsibility to report any personnel changes to my Area and the Leaders I directly work with, it is the Area's and the AN's responsibility to report any changes to LLLI. There would need to be a system in place for this, at least to make sure there was someone assigned to communicate the changes to LLLI.



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Has your Area recently used ads in the ALL? Would you like to share with others in Publications how it worked, e.g., lessons learned, pitfalls to avoid, etc. ?

An ALLE or an Area considering ads in the ALL needs to check this resource, *Code of Ethics: Funding* section of the PSR. It covers these important points: Variety of funding sources; funding and protection of LLLI reputation; support of the International WHO Code; donations/contributions; sponsorship by a commercial company for LLLI; endorsements and licensing agreements; advertisements and exhibits; and consultation for health-related advertisements, exhibits and sponsorship agreements. For the full text of this section of the PSR, go to: <http://www.llli.org/leaderpages/PSRc.html#2>

2009 World Breastfeeding Week Celebrations - Breastfeeding: Prepared for Life

The 2009 LLL USA World Breastfeeding Week Celebrations Web site is updated and ready for you at <http://www.llusa.org/wbw>! There is something for everyone, whether you want to donate, register an event, or find an event near you. It all can be found at the LLL USA WBWC Web site!

Lots of new highlights this year:

- ◆ LLL USA and the United States Breastfeeding Committee (USBC) will work collaboratively this year in various ways including joint links to each other's sites with a statement about the value of World Breastfeeding Week.
- ◆ A list of factoids in the Quotes to Use section. Use these to make posters to display at your event.
- ◆ Visa gift certificates as prizes. Mothering magazine subscriptions also available.
- ◆ In the WBWC Kit, link to free AAP flyer on the importance of breastfeeding in a disaster.
- ◆ Dual level of sponsorship (ELITE Platinum) with money split between Helpline and WBWC prizes.
- ◆ Continued rebates for Groups/Chapters: Raise \$750 or more and receive a rebate of 5% to 10%.
- ◆ Continued GUARANTEED First Prizes: Raise \$2000+ and you'll win a \$500 LLL educational scholarship or \$500 Visa gift certificate.
- ◆ Free donation brochures from our Elite Sponsors, ERGObaby, Mothering magazine, and Motherlove Herbal Company. Just email Pat Johnston at pbjoh@hotmail.com and we will mail them at no charge after May 1.
- ◆ CafePress: See the new logo on a variety of merchandise. Check it out at <http://www.cafepress.com/llusawbwc>
- ◆ FREE secure credit card or Paypal donations for registered Groups.
- ◆ New banner ads; paste them into an email solicitation. <http://www.llusa.org/llusa/bannerads.html>



This great logo was designed by IL AFC Loretta McAllister

Are you ready to celebrate?! Everything you need for that great yearly opportunity to raise breastfeeding awareness and funds for all levels of La Leche League is now available!

Access this Web site for FREE online registrations, all WBW Celebration forms, and a wealth of fundraising and publicity ideas. Register yourself, your Group, Area, or organization for any and all World Breastfeeding Week celebrations.

Here's are a few of the favorites that you've come to look for each year:

- ◆ Most pages in the WBWC Kit can be personalized; many are updated with the new **Breastfeeding: Prepared for Life** logo.
- ◆ The opportunity to advertise your own WBW merchandise on the WBWC Web site.
- ◆ Online registrations flow automatically to the WBWC Registrar and the AWC. Forms are also available for postal registrations.
- ◆ Banner ads to place on *your* Web site - new choices for 2009.
- ◆ Advertise on the WBWC site for free.

There's something for everyone, whether you are new to World Breastfeeding Week Celebrations or a long-time supporter, an individual or a large group. Let's celebrate!

Read eConnect online: <http://www.lluswd.org/ECONNECT/index.html>

USW Budget for fiscal year ending 2010 by Becky Hugh

The following budget was adopted by the USW Council for fiscal year ending 2010. As always, a budget is a best prediction based on current and historical data. USW recognizes that due to the multiple transitions in

United States Western Division (USWD) Budget			
Fiscal Year 2010 (April 1, 2009 - March 31, 2010)			
Income			
USWD Affiliation Fee	\$	9,000.00	\$9.00 per Leader X approximately 1000 Leaders
Support connections	\$	1,500.00	
Event Fees	\$	3,000.00	Reduced 50%
LAD Fees	\$	1,500.00	
Membership Dues	\$	2,502.00	reduced by 50%
F2F registration	\$	9,500.00	
Interest	\$	25.00	Interest rates are down
World Breastfeeding Week	\$	2,500.00	
USWD merchandise sales	\$	150.00	"sticky" walls, calculators, books, etc
Savings toward TEAM	\$	7,000.00	from net income FY 2009 and savings if needed
Donations	\$	500.00	
Total Income	\$	37,177.00	
Expenses			
F2F 09	\$	15,000.00	
Incorporation Renewal	\$	27.00	To State of Wyoming
Face-to-Face Meetings (2)	\$	12,000.00	Budget for a stand alone meeting and a meeting in conjunction with TEAM
Cost sharing	\$	1,000.00	place holder
Online/Technology	\$	750.00	Software, equipment, Survey Monkey
Funding for Areas to bring USW Council to ACfs, etc.	\$	3,000.00	Funding staff travel costs to Area Conferences & other Leader gatherings
Scholarship Fund	\$	3,000.00	For Leaders to attend, USW connected
USW Council			
	\$	300.00	Communication Skills
	\$	300.00	LAD
	\$	500.00	Leader
	\$	400.00	Events
	\$	300.00	Finance
	\$	300.00	Professional Liaison
	\$	300.00	Publications/Online
Total Expenses	\$	37,177.00	



Advertisements in Area Leader Letters

By Fran Dereszynski, USW Publications Mentor

Did you know that an Area Leaders' Letter (ALL) may include ads? Ads can help offset the cost of printing and mailing the ALL.

Ads in ALLs have been used over the years—they come and go from year to year and may vary from Area to Area. This is a topic that the Area Department Coordinators (ADCs) can discuss, especially during the current economic times when Area revenue may be lower than usual. An Area Leaders' Letter Editor (ALLE) can come up with a few ideas and start a discussion with the Area team. What income would be a goal? Would it be something your Area would want to try?

Postal regulations

Visit the US Postal Service (USPS) Web site for specific regulations for periodicals published by non-profits: http://pe.usps.com/mpdesign/misc_docs/mqc_html/mqc_2.htm According to the USPS, a periodical is a publication regularly published four times a year. Income from ads is not to exceed the cost of the newsletter production (printing and mailing), since LLL is a nonprofit organization. Also the percentage of ads permitted depends on the number of pages in that particular issue.

Who would be a potential advertiser?

Local Leaders and businesses of interest to Leaders are possibilities. An Area might first take a Leader poll and ask for Leader input.

- ◆ Are Leaders interested?
- ◆ Are there businesses they might recommend?
- ◆ Do Leaders know of mothers who would be potential advertisers?

- ◆ A Leader herself?
- ◆ Or her family business?

Ad pricing and review

If the ads are from local Leaders who have a business, take pricing into consideration based on circulation—number of Leaders getting the publication. Set up a prospective fee schedule. Package fees can be determined on an annual basis or a per-issue basis. A contract or agreement with the advertiser would be needed. A payment deadline before the editorial and printing deadline is set so the ALLE can plan on advertising space. The contract would have a clause indicating that review and LLL approval of the ad copy is required before printing. The review team could be several ADCs or Leaders determined by the Area. Indicate that ads need to be print ready in black and white in jpg, tiff or the format compatible (electronic or hard copy) with the editor's application.

Sponsors

Another venue for income is sponsorship, wherein a company or business donates funds to cover printing or postage. The credit line would be a one-liner: "Printing sponsored or donated by xyz baby carrier, Happy City, Sunny State." If it is a donation, then it could be a tax deduction for them.

The more information you have, the more you can share with Area decision-makers about this idea to increase Area income. If you have questions, contact a member of the US Western Publications Workgroup and Mentors:

Fran Dereszynski:	dereszyn@gte.net
Cathy Coon Bitikofer:	cathybitikofer@kansas.net
Kathy Grossman :	hkgrossman@comcast.net
Nancy March	nmarch@cox.net
Deirdre Knowles	dknowles@eskimo.com

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Invitation to Apply for the US Western Council (event support) Position



Greetings from the USW Search Committee:

Are you looking for a new and rewarding challenge? US Western (USW) Council has an opening for a member whose responsibilities include supporting Area Coordinators of Events (ACEs) and event planners. Please see the job description in this edition of *eConnect* (page 13) and also available at: <http://www.lluswd.org/RESOURCES/HelpWanted.html>
(Note that USW Council was formerly known as US Western Division Staff, or USWD Staff.)

This position is open for a Leader who is:

- ◆ Innovative, flexible and able to take initiative
- ◆ Enthusiastic about generating creative solutions
- ◆ Willing to foster open communication and consensus
- ◆ Interested in the bigger picture of La Leche League
- ◆ An advocate to support and implement the policies of the LLLI Board of Directors
- ◆ Energized by the possibilities and opportunities of distributed leadership

You may recognize these qualities in yourself or a Leader you know. If you have the time and ability to take on the job, don't be shy...recommend yourself! The recommendation form is available at:

[http://www.lluswd.org/RESOURCES/Recommendation for USW Council-comp.doc](http://www.lluswd.org/RESOURCES/Recommendation%20for%20USW%20Council-comp.doc)

You might be interested in knowing more about the procedure for appointing this new member of USW Council (event support). The search committee will write to those who are recommended, or who volunteer, and initiate dialogue about each Leader's interest in the position, the experiences and abilities she would bring to the job, and her goals, dreams, and concerns for the event planners network and USW. This dialogue also allows time for each interested Leader to ask questions and explore all aspects of the position so she can discuss the job's responsibilities and requirements with her family. We want to ensure that the USW Council (event support) position is a good "fit" for the Leader, so her appointment will benefit both the Leader and the USW Area Network. An appointment will be made after consultation among the members of USW Council and the search committee.

We are requesting recommendations from you by May 20, 2009. You may reply to eventsearch@lluswd.org Thank you taking time to recommend a Leader.

With appreciation,
Search Committee for the position of USW Council (event support)

*Marianne Ames
Kelley Baer
Fran Dereszynski
Gail Gesley
Judie Gibel*

US Western Council (event support) Job Description

Position description:

- ◆ Coordinates a network of support and information to help Area Coordinators of Events (ACEs) and event planners present successful events that further the LLLI mission
- ◆ Works collaboratively and cooperatively with other members of the USW Council to manage and support the USW Area Network, in accordance with the policies, bylaws and procedures of LLLI and the USW Area Network
- ◆ Is an accredited La Leche League Leader in good standing with LLLI, her Area and Area Network
- ◆ Tracking events in Areas and Area networks connected to the USW event planners network, reviewing required components and consulting when requested, particularly in the field of contract review
- ◆ Maintaining files, resources and keeping accurate records
- ◆ Providing up-to-date information about event planning
- ◆ Awareness of ethical issues in event planning; willing to consult as needed
- ◆ Promoting a better understanding of LLLI and USW policies and procedures

Helpful qualifications include:

- ◆ Has experience in event planning
- ◆ Communicates verbally and in writing, using a respectful and effective manner and within a timely response period
- ◆ Can delegate and meet multiple deadlines
- ◆ Has organizational skills and gives attention to detail
- ◆ Is flexible and can work under pressure
- ◆ Has or can develop decision-making ability
- ◆ Nurturing skill-building and learning so that the ACE can do her job with confidence and enjoyment, including
 - ◆ developing a personalized orientation with new ACEs
 - ◆ fostering connections among ACEs and event planners

Responsibilities as a member of the USW event support team:

- ◆ Helping ACEs one-on-one, and through the event planner network on the Community Network (CN) and via regular newsletters
- ◆ Planning and leading group activities such as sessions at USW sponsored events (like TEAM)

Responsibilities as a member of USW Council:

- ◆ Coordinates selection of, orients, and supports the USW event support team members (AKA event mentors or Great Event Mentors, GEMs)
- ◆ May join a search committee, as requested by the Area or Area network, for an ACE (or Area network event planner or any Area Department Coordinator)



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- ◆ Schedules availability of event team members for an "on-call" response to a potential Area (or Area Network) event crisis
- ◆ Fiscally responsible; reviews USW finances (including approving an annual budget)
- ◆ Participates actively in USW Council planning, projects and decision-making
- ◆ Attends LLL events, as she is able, USW funding permitting and if her participation is working to purpose
- ◆ Communicates with the USW Council regarding event planner network activities, particularly those that have potential financial or liability impact on LLL (e.g., budgets, contracts, and financial records) and others impacted by her work
- ◆ Brings the perspective of event planners to the USW Council
- ◆ Works by mutual accountability, agreements and distributed leadership
- ◆ Implements policies established by the LLLI Board of Directors

LLLI PURPOSE AND PRINCIPLES

Participants honor each others':

RIGHT AND RESPONSIBILITY TO:

- ◆ Determine their own identity and needs, and follow their own judgment and instincts.
- ◆ Protect what belongs to them, what is important to them and their privacy.
- ◆ Inform their choices considering scientific knowledge, experience and intuition.
- ◆ Voluntarily connect with others to pursue their goals.

RIGHT TO:

Create new parts of the system.

Participants, when working with others:

- ◆ Make room for family.
- ◆ Honor obligations
- ◆ Encourage/educate, not compel.
- ◆ Be open to look for opportunities for generosity and joy.
- ◆ Work through and resolve conflict without threats, coercion or intimidation.
- ◆ Freely and fully exchange information.
- ◆ Are explicit about values.
- ◆ Are mutually affirming, supporting and accountable.
- ◆ Deliberate and make decisions in ways that reasonably represent those who are both relevant and affected without any one dominating.
- ◆ Entrust only sufficient authority and power as necessary to accomplish common work.

Participants work as a system to:

- ◆ Remain open and welcoming to new participants and parts.
- ◆ Ensure diversity and health.
- ◆ Create conditions which foster learning, development and growth.
- ◆ Keep or shift power, authority and resources to the smallest or most local part that includes those affected.
- ◆ Create no built-in advantage or disadvantage for any part or participant.
- ◆ Remain coherent and disciplined as a whole.
- ◆ Protect, not undermine, breastfeeding, mothering and family.

These Principles are interpreted and considered as a whole. No Principle will be applied to the exclusion of others. They are intended to balance and inform each other.

“Agreements--as individual, creative, and original as the Leaders who make them!”
Debbi Heffern, Agreements Consulting