

ARKANSAS-EAST BOLIVIA
PARTNERS OF THE AMERICAS

(Arkansas Partnership)

**MANUAL OF
OPERATING PROCEDURES**

(including the By-Laws of the
Corporation)

1996

ARKANSAS-EAST BOLIVIA PARTNERS
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BY-LAWS
of
ARKANSAS-EAST BOLIVIA PARTNERS OF THE AMERICAS, INC.
(As amended, April 9, 1994)

ARTICLE I. NAME, LOCATION, and FISCAL YEAR.

- Section 1. The name of this non-profit Corporation is Arkansas-East Bolivia Partners of the Americas, Inc.
- Section 2. The Corporation shall have and continuously maintain in the State of Arkansas a registered office and a resident agent whose office is identical with such registered office as required by the Arkansas Nonprofit Corporation Act. The registered office may be, but need not be, identical with the principal place of business in the State of Arkansas, and the principal place of business may be changed from time to time by the Board of Directors.
- Section 3. The fiscal year of the Corporation shall end on the last day of December of each year.

ARTICLE II. PURPOSE OF THE CORPORATION.

The purposes of the Corporation are to participate and unite in the common organization which has groups, associations and partnerships in the United States and Latin America so that, through common efforts, interchange and mutual cooperation, the common goal of advancing the social, cultural and economic well-being of the peoples of the Americas, through private undertakings based upon considerations of human dignity and mutual responsibility, may be encouraged and otherwise fostered and to participate through an international organization called "PARTNERS OF THE AMERICAS, INC.", which joins groups, associations and partnerships throughout the Americas dedicated to the aforesaid common goal, and to consult with the "PARTNERS OF THE AMERICAS, INC." and cooperate with it on major policies affecting such common goal.

ARTICLE III. EQUAL OPPORTUNITY.

The Corporation shall not discriminate on the basis of race, sex or national and ethnic origin or on the basis of physical disability in any of its programs and endeavors. The Corporation shall allow and encourage participation in all of its programs and endeavors to all individuals and groups without regard to race, color, sex or national and ethnic origin or physical disability. All such individuals and groups shall be accorded all of the rights and privileges that have been and are generally accorded and made available to all participants in the Corporation's programs and endeavors.

ARTICLE IV. MEMBERSHIP.

- Section 1. Any person, including a firm, corporation, individual, or other legal entity engaged in any activities contributing to the objectives set forth in the purposes of Partners or willing to do so may become a Member.
- Section 2. Application may be made orally or in writing to the Secretary. Acceptance of an application will be made by the Secretary in writing with approval of the Board.
- Section 3. A further classification of Members is as follows:

- a. Individual Members shall be those single persons or families who are non-students, whose application for membership has been accepted by the Secretary of the Corporation and whose entry dues are paid.
- b. Student Members are individuals enrolled and satisfactorily participating in a regular academic program of school, college or university accredited by the State or Federal Government or by a recognized crediting institution, whose application for membership has been duly accepted.
- c. Sustaining Members shall be those individuals or entities desiring to support the work of the Arkansas Partners on a regular basis beyond the level of individual membership, who pay the annual dues for such class, and whose application for membership has been duly accepted.
- d. A Group Member is any person, firm, corporation, organization, association or group which expresses the desire to be identified with the objectives of the Corporation, and whose application has been accepted by the Secretary of the Corporation. The payment of dues by a Group Member shall entitle it or its selected representative to one individual membership. Group Members are further designated as: Sponsors, Friends, or Patrons.

Section 4. Federated Membership of the Arkansas Partnership in the National Association of the Partners of the Americas, Inc. The Arkansas Partnership shall endeavor to meet the criteria established for federal membership in the NATIONAL ASSOCIATION OF THE PARTNERS OF THE AMERICAS, INC.

ARTICLE V. ANNUAL DUES.

Section 1. Each Member (individual, student, sustaining, or group) shall pay annual dues to the Corporation on or before the date of the Annual Meeting. No Member shall be permitted to vote at any meeting of the Board of Directors or vote on any matter unless such Member shall have paid the established dues to the Corporation. Dues, the amount thereof, and dates for payment for the Members shall be established by the Board of Directors.

Section 2. Dues notices shall be distributed at the Annual Meeting for the next calendar year and sent out following that meeting to all members and prospective members not in attendance at the Annual Meeting. A Member whose dues remain unpaid by the date of the Annual Meeting shall forfeit membership.

ARTICLE VI. BOARD OF DIRECTORS.

Section 1. General Powers. The affairs of the Corporation shall be managed by its Board of Directors. Directors shall be residents of the State of Arkansas and Members of the Corporation.

Section 2. Composition and General Duties. The Board of Directors shall be comprised of persons drawn from the paid membership. All Members and persons not on the Board, may attend a Board meeting and shall be entitled to participate in all

discussions and debates. However, only members of the Board of Directors shall be entitled to vote, with each Board member having only one vote.

Section 3. **Meetings.**

- a. Board Meetings. The Board shall meet at least quarterly in designated meetings on any Saturday of January, April, July, and October. Special meetings may be called by the President or a majority of the Board. At least seven (7) day's notice shall be given to each Board Member. The Board of Directors may designate any place, either within or without the State of Arkansas and a place of meeting for any meeting called by the Board of Directors. Members shall be notified in advance of all meetings. Consideration may be given to rotating location of Board meetings among the organized partnership sites in the State of Arkansas.
- b. Annual Meeting. An Annual Meeting of the general membership shall be held each year in the month of October. At least thirty (30) day's notice in advance by telephone or in writing shall be given, including an agenda showing the time and place and subject matter of the meeting. This notice shall be given to all Members. The annual meeting of the Board of Directors shall be held at the time of and at the same place as the Annual Meeting of the Members.
- c. Quorum and Voting. A quorum of the Board of Directors shall be comprised of a majority of such Directors for the transaction of all business. There shall be no proxies. The affirmative vote of a majority of the Directors present in person and voting shall be the act of the Board of Directors. This same rule applies to membership meetings except elections of Directors pursuant to Article VI, Section 5 of these By-Laws. Qualified (paid) Members only have the right to vote.

Section 4. Powers and Duties. The Board of Directors shall have the control and management of the affairs and property of the Corporation. The Board may delegate certain of their duties to the Officers of the Corporation (Executive Committee), but such delegation shall not relieve the Board of the responsibility for any action so taken.

Section 5. Election of Directors. The Board of Directors shall consist of the Officers, the At-Large Directors and the Past President as outlined below:

- a. The President, Vice-President, Regional Vice-Presidents (one for each active and functioning regional group), Secretary, and Treasurer shall concurrently hold those offices and Board positions. Election to both shall occur simultaneously through the majority vote of the qualified (paid) Members of the Corporation by mail ballot prior to the Annual Meeting. These Officer/Directors shall be nominated and elected for a term of one year.
- b. At-Large Directors. There shall be four (4) At-Large Director positions. At-Large Directors shall be nominated by the Nominating Committee and elected for a term of two years by the majority vote of the qualified (paid) Members.

- c. Immediate Past-President/Director. The Immediate Past-President shall serve on the Board of Directors until the President's term of office expires.
- d. Terms in Office. Two Directors shall be elected each year for a two-year term. Directors may be re-elected to office; however, they shall not continuously hold office as Director for more than two terms. Directors shall hold office until qualified successors have been elected. Missing of two (2) Board meetings by a member of the Board of Directors (regular or special meetings per year) is cause for dismissal from the Board of Directors. Members may be appointed by a majority vote of the Board of Directors to serve unfinished terms of members who vacate the Board.

Section 6. Informal Action by Directors. Any action required by law to be taken at a meeting of the Directors, or any action which may be taken at a meeting of the Directors, may be taken without a meeting if all the Directors consent in writing, setting forth the action so taken, and shall be signed by a majority of the Board of Directors.

ARTICLE VII. **OFFICERS.**

- Section 1. The Officers of the Corporation shall be a President, Vice-President, Regional Vice-Presidents (corresponding in number to the organized and functioning partnership groups in Arkansas), Secretary, Treasurer, and Past-President.
- Section 2. Election of Officers. The Officers of the Corporation shall be nominated by the Nominating Committee and elected by the majority vote of the qualified (paid) membership by mail ballot prior to the regular Annual Meeting of the membership. Any qualified (paid) Member of the Corporation shall be eligible to hold any office in the Corporation. Each Officer shall hold office until a qualified successor has been elected. No person shall hold one particular office for more than two succeeding terms.
- Section 3. Vacancies. A vacancy in any office because of death, resignation, removal, disqualification or otherwise, may be filled by the Board of Directors for the unexpired portion of the term.
- Section 4. President. The President shall be a member of the Board of Directors, shall be the principal Executive Officer of the Corporation, and shall manage and supervise the business of the Corporation. He or she will preside at all meetings of the Members and of the Board of Directors. The President, with approval of the Board of Directors shall appoint such committees as he or she deems advisable to carry out the affairs of the Corporation, shall designate the chairperson and serve as an ex-officio member of all committees except the Nominating Committee. He or she may sign with the Secretary or any other proper Officer of the Corporation authorized by the Board of Directors any deeds, mortgages, bonds, contracts, or other instruments which the Board of Directors has authorized. In general, he or she shall perform all duties incident to the office of the President and such other duties as may be prescribed by the Board of Directors from time to time.

- Section 5. Vice-President. The Vice-President shall become the President after the latter term of office expires and upon his or her affirmance by a majority vote of the membership of the Corporation through the annual mail ballot. The Vice-President shall be a member of the Board of Directors.
- Section 6. Regional Vice-Presidents. The Regional Vice-Presidents shall exercise leadership for their geographic region and may perform such duties as from time to time may be assigned to them by the President or by the Board of Directors. The Regional Vice-Presidents shall be members of the Board of Directors and the number shall correspond to and represent the organized, active and functioning partnership groups in Arkansas).
- Section 7. Treasurer. If required by the Board of Directors, the Treasurer shall give a bond for the faithful discharge of his or her duties in such sum and with such surety as the Board of Directors shall determine. He or she shall keep or direct the maintenance of the books of accounts and other financial records of the Corporation and be responsible for money due and payable to the Corporation from any source whatsoever, and deposit all such money in the name of the Corporation in such banks, trust companies, or other depositories as shall be selected in accordance with the provisions of Article IX of these By-Laws; and in general, perform all the duties incident to the office of Treasurer and such other duties as from time to time may be assigned to him or her by the President or by the Board of Directors. The Treasurer shall be a member of the Board of Directors.
- Section 8. Secretary. The Secretary shall keep the minutes of all meetings of the membership and of the Board of Directors in one or more books provided for that purpose; see that all notices are duly given in accordance with the provisions of these By-Laws or as required by law; be custodian of the court records; keep a register of the post office address of each Member which shall be furnished to the Secretary by such Members; and such other duties as from time to time may be assigned to him or her by the President or by the Board of Directors. The Secretary shall be a member of the Board of Directors.
- Section 9. Past-President. The Past-President shall serve on the Board of Directors until the President's term of office expires. The Past-President shall serve as chairperson of the Nominating Committee and perform such other duties as may be assigned by the Board of Directors.
- Section 10. Executive Director. The Board of Directors may at its discretion appoint or employ an Executive Director. The Executive Director shall have such qualifications as the Board of Directors may require. The Executive Director shall be responsible for such duties as shall from time to time be assigned by the Board of Directors or the President, and will attend all Board meetings as an ex-officio member without vote. The Executive Director shall handle the day-to-day aspects of the Corporation, including: receiving and processing travel/training applications; ensuring travelers are briefed prior to travel to Bolivia; liaison with coordinators to ensure agendas, transportation, room and board and translation services (if required); handling correspondence and maintaining complete files; serving as a liaison for Arkansas

Partners with NAPA; and responding to questions/problems related to all of the above. The Executive Director shall report directly to the Board of Directors, providing reports at all meetings of the Board. He or she shall consult with the President, Vice-President, and one other Board member on actions required between Board meetings.

Section 11. Absence of an Officer. In case of the absence of any Officer or for any other reason the Board of Directors deems sufficient, the Board of Directors may delegate the powers or duties of such Officer to any other Officer, providing a majority of the entire membership of the Board of Directors concurs therein.

Section 12. Removal. Any Officer elected or appointed by the Board of Directors may be removed by a vote of three-fourths of the Board of Directors whenever in its judgment the best interest of the Corporation would be served thereby.

ARTICLE VIII. **COMMITTEES.**

Section 1. Standing Program Committees. The following committees shall be standing program committees established to further the purposes of the Corporation:

- a. **PUBLIC RELATIONS** - university linkages, government liaison, emergency preparedness, communications, journalism
- b. **ECONOMY** - business and trade, economic development, law
- c. **HEALTH** - medicine, dentistry, nursing
- d. **CULTURE** - art, music, literature)
- e. **REHABILITATION** - PATH, drug prevention and therapy, occupational therapy
- f. **EDUCATION** - elementary and secondary (basic and superior), higher education, adult education, library, community development and training
- g. **AGRICULTURE (AGROPECUARIA)** - crops, gardens, animals, veterinary medicine, farmer to farmer and natural resources
- h. **YOUTH DEVELOPMENT AND SPORTS**
- i. **WOMEN IN DEVELOPMENT**

The Board of Directors may establish ad hoc committees such as membership, fund raising, hospitality and others that it may deem appropriate from time-to-time. The chairperson of each committee shall be appointed by the President. Members of each committee shall be recognized by the Board of Directors in consultation with the chairperson of the committee. A Board member shall be designated by the President to be an ex-officio member of each committee.

- Section 2. Annual Plans and Committee Reports. Each standing committee shall prepare and submit at a specified date, to the Board of Directors an Annual Plan and periodic progress reports.
- Section 3. Annual Convention Committee. A committee and committee chairman shall be appointed by the President each year to attend the annual international convention of the Partners. The appointed committee shall be the Official Delegation of the Corporation to the annual convention. The chairman of the committee, in consultation with members of the committee, shall cast the Partners vote on all matters coming before the convention and shall provide a report to the President on all such actions by the committee.
- Section 4. Nominating Committee. The Nominating Committee, consisting of five persons, shall be chaired by the Immediate Past-President and include four other persons appointed by the Board of Directors. The Nominating Committee shall be charged with securing, annually, nominations for expiring vacancies (two or more where possible for each position) on the Board of Directors (including Officers), preparing biographical sketches for each candidate and preparing a mail ballot for the entire qualified membership, to be returned to the Secretary for tabulation prior to the Annual Meeting. The Nominating Committee shall receive recommendations from each region for the nomination of Regional Vice-Presidents.

ARTICLE IX. CONTRACTS, CHECKS, DEPOSITS AND FUNDS

- Section 1. Contracts. The Board of Directors may authorize any Officer or Officers, agent or agents of the Corporation, in addition to the Officers so authorized by these By-Laws, to enter into any contract or execute and deliver any instrument in the name of and on behalf of the Corporation, and such authority may be general or confined to specific instances.
- Section 2. Checks, Drafts and Expenditures of Funds. Checks, drafts, or orders for indebtedness issued in the name of the Corporation, shall be signed by such Officer or Officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors. In the absence of such determination by the Board of Directors, such instruments normally shall be signed by the Treasurer for amounts under \$100.00 and counter-signed or approved verbally or in writing by the President or President-Elect of the Corporation, if the President is not accessible, for amounts in excess of \$100.00.
- Section 3. Deposits. All funds of the Corporation shall be deposited from time to time to the credit of the Corporation in such banks, trust companies or other depositories as the Board of Directors may select.
- Section 4. Gifts. The Board of Directors may accept on behalf of the Corporation, gifts, bequests or devices for the general purpose or for any special purpose of the Corporation.

ARTICLE X. CAVEATS AND CONSTRAINTS.

- Section 1. Distribution to members. No part of the net earnings of the Corporation shall inure to the benefit or be distributable to its Members or Officers or other private persons except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered.
- Section 2. Legislative or Political Activity. No substantial part of the activity of the Corporation shall be the carrying on of propaganda or otherwise attempting to influence legislation. The Corporation shall not participate in, or intervene in, any political campaign on behalf of any candidate for any public office. This shall include the publishing or distribution of statements by such candidates for office.
- Section 3. Restrictions Under the Internal Revenue Code. Notwithstanding any other provisions of these By-Laws, the Corporation shall not carry on any activities not permitted to be carried on (a) by any corporation exempt from federal income tax under section 501 (c) (3) of the Internal Revenue Code of 1954 or the corresponding provisions of any future Internal Revenue Law, (b) by a corporation, contributions to which are deductible under section 170 (c) (2) of the Internal Revenue Code of 1954 or the corresponding provisions of any future United States Internal Revenue Law.
- Section 4. Dissolution of the Corporation. Upon the dissolution of the Corporation, the Board of Directors shall, after paying or making provisions for the payment of all of the liabilities of the Corporation, dispose of all the remaining assets of the Corporation exclusively for the purpose of those organizations organized or operated exclusively for charitable or educational purposes as set forth above and shall at the time qualify as an exempt organization or organizations under section 501 (c) (3) of the Internal Revenue Code of 1954 or other corresponding provisions of any future United States Internal Revenue Law as the Board of Trustees shall determine. Any such assets not so disposed of shall be disposed of by the Circuit Court of the County in which the principal office of the Corporation is then located, exclusively for such purposes or to such organization or organizations as said court shall determine are organized and operated exclusively for such purposes.

ARTICLE XI. **AMENDMENT OF ARTICLES OF INCORPORATION OR BY-LAWS.** The Articles of Incorporation may be amended by an affirmative vote of two-thirds of the total authorized number of members of the Board of Directors or an affirmative vote of two-thirds of the qualified Members present at the Annual Meeting of the Corporation. The By-Laws may be amended by a majority vote of the Board of Directors or a majority vote of the qualified Members present at the Annual Meeting of the Corporation.

BY-LAWS ADOPTED THIS _____ DAY _____
 OF _____ 19 _____

 WITNESS _____

**OPERATING PROCEDURES
OF THE
ARKANSAS-EAST BOLIVIA PARTNERS**

The Arkansas-East Bolivia Partners of the Americas is incorporated as a non-profit organization under the laws of Arkansas. The Corporation maintains records and a registered office in the State of Arkansas as required by the Arkansas Nonprofit Corporation Act. Its registered office is identical with that of the designated resident agent (so designated by its Board of Directors).

**CHANGES IN MANUAL OF
OPERATING PROCEDURES**

The By-Laws of the Corporation may be amended only by a majority vote of the Board of Directors or a majority vote of the qualified Members present at the Annual Meeting of the Corporation. The procedures for the operation of the Corporation are the responsibility of the Officers and Board of Directors of the Corporation, and as provided for in the By-Laws. Normally, changes in operating procedures, including proposed amendments to the By-Laws, will be studied by the entire Board before final disposition.

COMMITTEE STRUCTURE

The present By-Laws of the Corporation designates several standing committees. All committees and committee chairs are appointed by the President, with the approval of the Board of Directors. It is expected that Members designating interest in a particular committee and its work will be asked to participate in that committee's activities. Committee chairs may or may not be members of the Board of Directors. In the event that a committee chair is not a member of the Board of Directors, the President will designate a member of the Board to be responsible for the reporting of the committee's activities to the Board at its regular meetings.

BOARD OF DIRECTORS

The Board of Directors shall:

1. Consist of four Directors and the Officers of the Corporation. The Executive Director, if there be one named, shall be an ex-officio, non-voting member.
2. Have the power to do all acts necessary and expedient to the conduct of the affairs of the Corporation.
3. Receive reports and recommendations from the Officers and committees requiring specific Board action or requiring recommendation for action by the membership.
4. Be responsible for changes in operating procedures after appropriate study, and approve changes in these procedures by majority vote of the Board of Directors.

5. Be responsible for changes in the By-Laws after appropriate study, and approve recommended changes or refer such recommended changes to vote by the membership at its regular Annual Meeting.
6. Be responsible, as individual members of the Board, to faithfully attend all Board meetings unless an excused absence is requested. Acceptance of the responsibility of being a member of the Board, whether Officer or Director-at-Large, indicates willingness to attend all meetings, which rotate regularly around the state.

PRESIDENT

The President shall:

1. Serve as the Chair of the Board of Directors, prepare an agenda for the meetings of the Board of Directors, and preside at such meetings.
2. Be responsible for determining that the decisions of the Board of Directors are correctly enforced within the framework of the Corporation's By-Laws.
3. Appoint the chair and members of the standing program committees, designating chairs from the Board of Directors or from qualified Members.
4. Serve as ex-officio member of all standing program committees, maintain close liaison with the chairs of the committees, and encourage and assist them in developing programs beneficial to the Corporation and to the sister partnerships in East Bolivia.
5. Preside at the regular Annual Meeting of the Corporation.
6. Maintain close contact with the designated representative of the East Bolivia partnerships in the national office.
7. Keep other Officers and Board members advised on significant activities of the Partners of the Americas and solicit their suggestions.
8. Annually, work with the counterpart Presidents in Santa Cruz and Trinidad in developing an Annual Plan of Work well in advance of the Partner's fiscal year (October 1). This Plan of Work should cover all committee activities of current interest to the partnerships, and be developed in concert with committee chairs.
9. Be responsible for the transmission of all travel applications, along with an appropriate cover letter and the duly-signed letter of invitation, to the Washington office. Provide appropriate background information with all applications, as well as the Plan of Work for that area where appropriate. Be responsible for ensuring that all travel applications are correctly filled out, including the information regarding benefits to the partnership, and that the required time constraints for the travel (10-day minimum) are being followed.
10. Be responsible for filing of trip reports and for disseminating information to the Board.

VICE-PRESIDENT

The Vice-President shall:

1. Perform the duties of the President if he/she cannot serve.
2. Become the President after the latter term of office expires and upon his/her affirmance by a majority vote of the membership of the Corporation through the annual mail ballot.
3. Perform other duties delegated by the President or the Board of Directors.

REGIONAL VICE-PRESIDENTS

The Regional Vice-Presidents shall:

1. Exercise leadership for partnership Members in their respective geographic areas.
2. Be responsible for organizing regular meetings of the Members in their area, and special meetings of the Members when visitors from the East Bolivia partnerships or representatives from the national (NAPA) office are present in the area.
3. Be responsible for coordinating committee activities of the Members in their area and acting as liaison for these activities to the respective committee chair and the President and Board of Directors.
4. Report regularly to the Board of Director's quarterly meetings on activities in their area.
5. Be responsible for organizing and developing membership drives and public relations efforts in their area.
6. Be responsible for organizing hosting efforts for visiting Partners from the East Bolivia partnerships, for out-of-town Board members during scheduled quarterly meetings, or for visitors from the national (NAPA) office.
7. Perform such duties as from time to time may be assigned to them by the President or by the Board of Directors.

TREASURER

The Treasurer shall:

1. Handle the financial affairs of the Corporation. This includes depositing all money received by the Corporation into appropriate Corporation accounts, and paying of all expenses and invoices received by the Corporation subject to the approval of the Board of Directors.

2. Provide a written financial report to the regular quarterly meetings of the Board of Directors and Annual meetings of the Corporation. Make such reports as may be necessary to the Internal Revenue Service.
3. Be responsible for maintaining accurate records of paid annual dues for all Members, and for solicitation of dues periodically each year.
4. Provide to the chair of the Nominating Committee an accurate list of paid Members qualified to receive the annual ballot for election of Officers and Board Members.
5. Perform all other duties incident to the office of Treasurer and such other duties as from time to time may be assigned by the President or by the Board of Directors.

SECRETARY

The Secretary shall:

1. Take minutes at all official business meetings of the Corporation, including meetings of the Board of Directors, and the Annual Meeting. All minutes shall be supplied to the members of the Board of Directors and such committee chairs as necessary as soon after the meeting as is practicable.
2. In consultation with the President, inform all Officers and Board members of the occurrence of any official meetings of the Board of Directors.
3. In consultation with the President and Board of Directors, prepare and mail announcements of the Annual Meeting to the membership.
4. Assist the Treasurer in maintaining accurate lists of all Members of the partnership, as well as friends and prospective Members.
5. Make such mailings to the membership as are needed or designated by the President of Board of Directors. Maintain a supply of Corporation supplies and letterhead stationery for use by the Officers.
6. Maintain a supply of this Manual of Operating Procedures, and provide copies to newly-elected Officers and Board members, and to newly-appointed committee chairs.
7. Perform such other duties as from time to time may be assigned by the President or by the Board of Directors.

PAST-PRESIDENT

The immediate Past-President shall:

1. Serve as chair of the Nominating Committee.

2. Serve as an Officer of the Corporation, thereby remaining on the Board of Directors until the President's term of office expires.
3. Perform such other duties as may be assigned by the President or Board of Directors.

EXECUTIVE DIRECTOR

The Executive Director shall:

1. Handle the day-to-day aspects of the Corporation as assigned by the Board of Directors.
2. Be an ex-officio member of the Board of Directors without vote.
3. Coordinate all business activities of the Corporation and maintain the official partner's office, records and correspondence.
4. Report directly to the Board of Directors, providing reports at all meetings of the Board, and serve as liaison for the Board with NAPA.

COMMITTEE CHAIRS

The Committee Chairs shall:

1. Be completely responsible for the development of the program of work for the major committee as outlined in the By-Laws and as further detailed under committee descriptions below. This will include whatever sub-committees might be designated. This will also include all steps in the development of exchanges, including coordination of the work, communication with the counterpart chair in the East-Bolivia partnerships, development of time and itinerary of travelers, including reservations.
2. Work with the President in designating a committee of 6 to 7 persons, representative of the interests of all the organized groups in the State and of the Members. The chair shall select and recommend these committee members to the President for appointment.
3. Be sensitive to the need for and devise adequate means of communication with other members of the committee, to the Board, the President, and appropriate counterparts in the East Bolivia partnerships. Such communication may be by telephone, FAX, travelers, telex or mail - whatever is convenient and expedient for getting the job done.
4. Be responsible for assisting in the development of all travel grant applications and either presenting them to the Board personally for approval, or through a designated Board member charged with this responsibility. Once travel has been approved by the Board, and the travel application prepared, either in Bolivia or Arkansas, they are to be presented to the President for transmittal to the Washington office. Ideally, both the Committee Chair and the President should sign the travel application.

5. Be responsible, with his/her committee, in developing a Plan of Work for the committee a year in advance, or during the months before the beginning of the Partner's fiscal year (October 1). Normally, then, there will be no deviations from the plan during the year it is in operation, with the exception of emergencies, or needed changes in travel exchange dates, etc. **Also**, chairs must remember that, although Plans of Work are approved at the local (state) level, individual travel exchanges may be approved in Washington only one or two at a time, and are always subject to not being allowed if the exchange cannot be funded, or does not meet criteria of the Washington office.
6. Be responsible for developing long-range goals and objectives of the work in consultation with the counterpart chair or committee in East Bolivia. Normally, the long-term objectives should be projected for at least three years, and be sufficiently flexible to allow for changes in personnel, or changes in needs for the work.
7. Be responsible, with the rest of the committee, in identifying travelers, both North and South, to fulfill the objectives of the work. This should include both North and South travelers as necessary for carrying out the work.
8. Develop an adequate time schedule in getting individual trip requests approved, both by the local (Arkansas) Board, the East Bolivia Board, and the Washington office. A **minimum** period of time needed in Washington is 30 days - this means that the process must begin well in advance of this time. **Remember**, it takes time to develop a plan, identify travelers and get them approved, and to develop travel plans. Ideally, the process on individual trips begins from six months to a year ahead of time.
9. Maintain adequate telephone contact with the Washington office representative to be apprised of the progress of the travel application. Only in this manner will the committee chair be able to be in control of the program.
10. Be responsible for booking all travel arrangements, both North and South. Although tickets cannot be issued prior to approval by the Washington office, it will almost always be advantageous to make the reservations well in advance of the final approval, and according to the agreed-upon schedule of the traveler and the host committee. Once the reservation is made, the travel agency will provide a copy of the itinerary (be sure to ask for it!), even before final approval, so that a copy can be provided to the President (of the receiving partnership), and to the traveler. Even these tentative travel plans are of tremendous value in alerting the host persons, so that the traveler will be properly received and provided for when the trip is actually begun. The chair must **be sure** that there are no unexpected arrivals or departures - nothing creates ill feelings more quickly!
11. Advise by memo to the appropriate persons when the final approval is received - again, communication with East Bolivia may often be accomplished by other travelers - but FAX and e-mail capability is now available.
12. Be responsible for proper indoctrination of the traveler, especially Arkansas partners going to Bolivia. This will include impressing upon the traveler the necessity for proper documentation of the accomplishments of the trip, including the trip report within 30 days of return.
13. **Always remember:** keep the Presidents, North and South, fully informed - they bear the ultimate responsibility for the entire program of work. They don't like surprises either!

14. Work closely with the Regional Vice-President who is jointly responsible with the Chair and committee in hosting travelers. This will include finding adequate housing for the visitor, developing an itinerary for the visitor (usually in conjunction with the visitor's local counterpart), and making arrangements for a local meeting of partners in honor of the visitor.
15. Be responsible for submitting a copy of travel reports to the Arkansas Partners President.
16. **BE FLEXIBLE!**

PUBLIC RELATIONS COMMITTEE

The Public Relations Committee shall:

1. Be responsible for developing programs of public interest, particularly in the area of informing the general public about the work of Partners of the Americas. This may be accomplished by publicizing the work of travelers, or by publicizing the visits of travelers from the East Bolivia partnerships.
2. Explore means by which linkages between such public institutions as universities can be advanced, particularly between those in Arkansas and East Bolivia. Often a high degree of interest in Partners can be fostered among persons in such institutions.
3. Seek ways to build points of liaison between governments and their agencies between the partnerships (State of Arkansas and the Departments of the Beni and Santa Cruz). Visits of representatives of these governments to the other partnerships stimulate interest and enhance awareness of the programs.
4. Maintain an on-going program of emergency preparedness. Some of the best and most helpful work of Partners has been in this area. Governmental agencies, both North and South, provide the most effective leadership for these programs.

ECONOMY COMMITTEE

The Economy Committee shall:

1. Be responsible for developing programs of interest in all areas of business and trade, economic development and law, as it affects commerce.
2. Explore ways of devising effective means of commercial interchange between partnership areas. Oftentimes, creative exchanges and interest can be developed through "arts and crafts" projects. Again, such projects are useful in creating new interest in the work of Partners.
3. Examine areas of need in both partnerships so that effective expertise can be identified and put to use in creating new commercial opportunities.

HEALTH COMMITTEE

The Health Committee shall:

1. Be responsible for developing a sound program of exchanges in all areas of health, including medicine, dentistry, and nursing. If necessary, establish appropriate sub-committees for these separate areas of work.
2. Develop a long-range plan of work with sufficient flexibility to accommodate rapidly-changing schedules of health-care professionals.
3. Explore possibilities of working with other voluntary health organizations in accomplishing the goals and objectives of the Arkansas-East Bolivia partnerships. In particular, explore possibilities of enlisting federal agencies to assist in helping achieve these goals.
4. Explore possibilities with working with all major hospitals in the partnership areas of the state for providing new training opportunities for East Bolivia visitors in health.

CULTURE COMMITTEE

The Culture Committee shall:

1. Be responsible for developing programs or work and interchange in the arts, music, and literature. Develop subcommittees if necessary for the efficient conduct of the program.
2. Be particularly sensitive in developing adequate programs in all partnership areas of the State.
3. Investigate the possible involvement of private artists, musicians, and authors in the State. Although all the partnership groups in the State have developed around the major universities, and work of the Culture Committee usually involves, heavily, faculty in these areas, there are many private professionals that should be contacted for possible interest.
4. Explore ways in utilizing cultural exchanges for publicizing the work of Partners. Enhanced awareness of cultural diversity has been a means of overcoming prejudism and lack of understanding among peoples of this hemisphere.

REHABILITATION COMMITTEE

The Rehabilitation Committee shall:

1. Be responsible for developing adequate programs that work towards overcoming debilitating physical handicaps of persons.
2. Continue the work of Partners Appropriate Technology for the Handicapped (PATH). Maintain close contact with the national office for assistance and new information concerning this program.

3. Devise ways to be constantly aware of emerging or changing need in rehabilitation.
4. Identify appropriate persons in the partnerships to continue this work and to create new training opportunities.
5. Discover ways of assisting the efforts of Bolivian agencies in accomplishing drug prevention and therapy. Because this is a particular problem, both North and South, this committee must be particularly sensitive in studying the problem thoroughly before attempting to begin work in this area.

EDUCATION COMMITTEE

The Education Committee shall:

1. Be responsible for all phases of educational programs in the partnership. These will include, but not be limited to, elementary and secondary education, higher education, library, and community development and training.
2. Establish appropriate sub-committees for the above areas where necessary, because of the complexity and diversity of these areas.
3. Be aware of the opportunities that media can offer to this program. Library, and television could well join active programs of community development in advancing the work of the committee.
4. Join on-going programs of an educational nature into the work of this committee. This might include such programs of exchange as architecture, mathematics, and physics, and others, where the primary function is to improve teaching expertise.
5. Be alert to new opportunities for educational interests in the Partners program.

AGRICULTURE (AGROPECUARIA) COMMITTEE

The Agriculture (Agropecuaria) Committee shall:

1. Be responsible for all programs of environmental concerns and agricultural development, including crops, animals, farmer to farmer, veterinary medicine, gardens, natural resources, and other programs of interest to rural life. Because of the diversity of these programs, appropriate sub-committees may be formed from time to time to handle specific parts of this work.
2. Be particularly sensitive in developing programs of work and exchanges that will impact all economic levels of agricultural life with a goal towards enhancing living standards of rural peoples with adequate informational and technical programs of assistance.

3. Explore the availability of both private and public service agencies for assistance in these programs (Camara de Agropecuaria del Oriente in Santa Cruz, for example, the Extension Service and Experiment Station in Arkansas, Vocational Overseas Technical Assistance, and Heifer, Int.).
4. Explore on-going programs of assistance, such as Agency for International Development (AID), Food and Agriculture Organization (FAO) of the United Nations and others that might join their programs with those of Partners.

YOUTH DEVELOPMENT AND SPORTS COMMITTEE

The Youth Development and Sports Committee shall:

1. Devise programs of particular emphasis on the well-being and development of young persons in the partnership areas.
2. Explore possibilities of joining youth programs with others of a particular interest. Rural youth may be encouraged to engage in agricultural programs with persons interested in the work of the Agriculture (Agropecuaria) Committee. Work of this committee might be joined with work of the Culture Committee in the Suzuki strings program, for example.
3. Be aware of emerging programs of interest from the national office - child survival, for example, is a particular program of interest and concern to be addressed by this committee. Involvement of youth in sports is another area of combined interest.
4. Devise effective programs by which partnerships may utilize sports programs to advance the work of Partners.
5. Be alert to means of joining this work with work of other committees to accomplish effective exchanges. Soccer, a sport of great interest in East Bolivia, might well be investigated as a means of further exchange, either through team sponsorships or exchanges, or through representatives of teams, such as coaches.
6. Be alert to programs from the national office that may be beneficial to the local partnerships.

WOMEN IN DEVELOPMENT COMMITTEE

The Women in Development Committee shall:

1. Be responsible for all programs of work that specifically address problems and concerns of women.
2. Be alert to possibilities of joining these programs with other areas of work. Rural women, for example, might have concerns about dietary needs that might be addressed in the Agriculture (Agropecuaria) Committee as well as this one. Women are encouraged to participate actively in the Farmer to Farmer program.

3. Be sensitive to the possibilities of devising programs to assist in the empowerment of women, particularly in Third World situations. Explore on-going programs of work being carried out by other agencies (see above for further suggestions of such agencies).
4. Study new ways in which women may either be involved in the work of Partners, or benefit from specific Partners programs.

