Minutes and Proceedings

of the

40th Western Area Conference
The Links, Incorporated

Westin Kierland Resort & Spa
Scottsdale, AZ

June 23 – 26, 2011

Hosted by the Phoenix (AZ) Chapter

Link Barbra Ruffin - Boston
Western Area Director

Link Maria McDonald McNamar
Western Area Secretary
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40th Western Area Conference

PLENARY I

June 23, 2011
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**Linkspiration**

Link Marsha Carter, Stockton (CA) Chapter delivered the *Linkspiration*. [See Appendix I.]

**Pledge and Song**

Link Barbara Watson Riley, Phoenix (AZ) Chapter, a member of the Scott-Hawkins Leadership Institute - Cohort IV led the attendees in reciting the Links Pledge and singing the Links Song.

Link Barbra Ruffin-Boston requested that Link Maria McDonald McNamar Western Area Secretary, call the roll so that the delegates could be seated. Fifty-five (55) delegates were present.

**Roll Call – First Plenary – June 23, 2011**

✔ Chapter Delegate or Alternate Present in Seat

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Delegate</th>
<th>Alternate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alameda-Contra Costa (CA)</td>
<td>Elaine Needham</td>
<td>Teresa Handis</td>
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<tr>
<td>Albuquerque (NM)</td>
<td>Beverly McMillan</td>
<td>Dorothy Posey</td>
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<tr>
<td>Anchorage (AK)</td>
<td>Tina Johnson-Harris</td>
<td>Tanya Nicole Taylor</td>
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<td>Angel City (CA)</td>
<td>Susan Hill</td>
<td>Dana Perryman</td>
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<tr>
<td>Austin (TX)</td>
<td>Etta Ferguson</td>
<td>Brenda Kennedy</td>
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<td>Evelyn Duckett</td>
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<td>Colleen Louise House</td>
<td>Freddie Grady</td>
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<td>Vivian Crawford</td>
<td>Nanci Spencer</td>
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<td>Dallas (TX)</td>
<td>Jocelyn Kidd</td>
<td>Ida Elizabeth Wilson</td>
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<td>Denver (CO)</td>
<td>Wanda Pate-Jones</td>
<td>Sherry Jackson</td>
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<td>East Texas (TX)</td>
<td>April Gatson Willis</td>
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<td>Fort Bend County (TX)</td>
<td>Kimberly Mayberry</td>
<td>Carolyn Grovey-Brown Stevens</td>
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<td>Fort Worth (TX)</td>
<td>Rosita Knox</td>
<td>Paulette Turner</td>
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<td>Fresno (CA)</td>
<td>Dorothy Toney</td>
<td>Erica Whisenhunt</td>
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<td>Golden Triangle (TX)</td>
<td>Tracie Payne</td>
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<td>Greater Seattle (WA)</td>
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<td>Deryl Brown Archie</td>
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<td>Hawaii (HI)</td>
<td>Sandra Simms</td>
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<td>Houston (TX)</td>
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<td>Inglewood-Pacific (CA)</td>
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<td>Los Angeles (CA)</td>
<td>Nedra Austin</td>
<td>Veronica (Vicki) McBeth</td>
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<td>Mid-Cities (TX)</td>
<td>Joann Mendenhall</td>
<td>Veronica Spencer-Austin</td>
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<td>Missouri City (TX)</td>
<td>Sharon Owens</td>
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<td>Monterey Bay (CA)</td>
<td>Eleanor Mohammed</td>
<td>Alana Myles</td>
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<td>Oakland Bay Area (CA)</td>
<td>Felicia Stuckey-Smith</td>
<td>Joycelyn Crumpton</td>
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<td>Palos Verdes (CA)</td>
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<td>Rena Nash</td>
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<tr>
<td>Pasadena-Altagena (CA)</td>
<td>Eddie Newman</td>
<td>Marlene Cooper</td>
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Plenary 1: Page 2
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<th>Chapter</th>
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<th>Alternate</th>
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<tr>
<td>Peninsula Bay (CA)</td>
<td>Patricia Nelson Doyle</td>
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<td>Phoenix (AZ)</td>
<td>Kay Taylor</td>
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<td>Plano North Metroplex (TX)</td>
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<td>Port City (TX)</td>
<td>Irene Oakley Johnson</td>
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<td>Serena Ashley</td>
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<td>Sacramento (CA)</td>
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<td>San Antonio (TX)</td>
<td>Rosaland Anderson</td>
<td>Jennifer Kelley</td>
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<td>San Bernardino Valley (CA)</td>
<td>Rhea McIver</td>
<td>Robin McIver Brown</td>
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<td>San Diego (CA)</td>
<td>Thomas Inez</td>
<td>Robyn Hood</td>
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<td>San Fernando Valley (CA)</td>
<td>Bernadine Robinson</td>
<td>Jerri Boyles</td>
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<td>South Bay Area (CA)</td>
<td>Mary Cooke</td>
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<td>Shirlyn Hillson</td>
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<td>Stockton (CA)</td>
<td>Marsha Carter</td>
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<td>Tacoma (WA)</td>
<td>Mary Green</td>
<td>Bettye Hartwell</td>
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<td>Texas Spring Cypress (TX)</td>
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<td>Town Lake (TX)</td>
<td>Geraldine Tucker</td>
<td>Toni Williams</td>
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<td>Tri-Cities (WA)</td>
<td>Chauné Fitzgerald</td>
<td>Patricia Norris-Broady</td>
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<td>Trinity (TX)</td>
<td>Ann Williams</td>
<td>Ethel Mymbs</td>
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<td>Pamela Fleming</td>
<td>Wilette Digs</td>
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<tr>
<td>Waco (TX)</td>
<td>Josette Ayres</td>
<td>E. Jean Laster Boone</td>
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**Introduction of New Chapter**

Link Barbra Ruffin Boston recognized a new chapter, *South Bay Area (CA) Chapter*. She called the Plenary Meeting to order immediately following the roll call of delegates.

Link Aisha Toney, *South Bay Area (CA) Chapter*, introduced the members of the South Bay Area Chapter. [See Appendix I.]

Link Ruffin-Boston announced that there were 140 first timers attending the conference.

Link Wendy Phynes, Western Area Chair of Protocol, *Plano North Metroplex (TX) Chapter*, introduced the Dais. [See Appendix I.]

Link Ruffin-Boston asked everyone to stand for the National President, Margot James Copeland.

**Welcome**

The Welcome was presented by Link Jennifer Harper *Phoenix (AZ) Chapter* and 2011 Conference Chair and Link Kay Lovelace Taylor, *President of the Phoenix (AZ) Chapter*. [See Appendix I.]

**Greetings**

Link Ruffin-Boston introduced the 40th WA Conference Chair, Link Jennifer Harper, and the Phoenix Chapter President, Link Kay Lovelace Taylor, to give greetings.
Link Ruffin-Boston greeted the Dais, special guests and attendees. She called on the four visiting Area Directors to give greetings. [See Appendix I.]

- **Link Teree Caldwell-Johnson**, Central Area Director, *Des Moines (IO) Chapter*
- **Link Mary Currie**, Immediate past Southern Area Director, *Atlanta (GA) Chapter*
- **Link Dianne Hardinson**, newly elected Eastern Area Director, *Old Dominion (VA) Chapter*
- **Link Eneid Francis**, newly elected Southern Area Director, *Pontchartrain (LA) Chapter*

### Welcome to First Timers

Link Ruffin-Boston asked for the first-timers to stand and remain standing for the Links Choir directed by Link Hansonia Laverne Harriford, *Inglewood-Pacific (CA) Chapter*.

### Legacy Moments

Link Ruffin Boston introduced the following for Legacy Moments:

- Edwina Gray Higgins, 10th Western Area Director, *Houston (TX) Chapter*
- Nedra Austin, President of the *Los Angeles (CA) Chapter, the oldest chapter in the Western Area celebrating its 60th Anniversary in 2010*. Link Austin presented the story of the *1961 Cotillion*, where both President John F. Kennedy and Governor Edmund “Pat” Brown (Governor of California) were present. It is the only event in the history of The Links, Incorporated where a sitting United States President and a sitting Governor were present. They were the guest of Nat King Cole, whose daughter Natalie was a debutante.

[See Legacy Moments - Appendix III.]

### Response

Link Ruffin Boston invited Sandra Dorsey Malone, 14th Western Area Director, to give Response to the Greetings.

### Credentials Report

Link Tonette Echols, *Phoenix (AZ) Chapter*, Chair of Conference Registration, presented the following report.

<table>
<thead>
<tr>
<th></th>
<th>Registered</th>
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<tbody>
<tr>
<td>Delegates</td>
<td>55</td>
<td>48</td>
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<tr>
<td>Alternates</td>
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<td>49</td>
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<tr>
<td>National Board</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Links</td>
<td>795</td>
<td>502</td>
</tr>
<tr>
<td>Connecting Links</td>
<td>48</td>
<td>33</td>
</tr>
<tr>
<td>Guests</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>871</strong></td>
<td><strong>563</strong></td>
</tr>
</tbody>
</table>

Report adopted.
Standing Rules

Delegates were instructed to turn to page 27 in the 40th Western Area Conference Western Area Program Report (referred to hence forth as the Program Reports Book”)

Link Mary Davis, Standing Rules Committee Chair, San Antonio (TX) Chapter, read the following standing rules:

40th Western Area Conference
Standing Rules

1. The Area Director will preside at all business meetings at the Conference. In her absence, the Vice Area Director shall preside.
2. A quorum for conducting the business of the Conference shall be a majority of the registered delegates.
3. The order of business of the 39th Western Area Conference of The Links, Incorporated shall be a printed agenda as adopted by a majority of the registered delegates.
4. All cellular phones and pagers shall be either in "off" or "vibrate" mode through business meetings. No calls shall be answered or placed in the meeting hall.
5. The Area Secretary shall serve as the Credentials representative, and, at the beginning of the first business meeting, shall report the number of delegates and alternates registered and present with proper credentials. Supplementary reports shall be made when there is a change in the number of registered delegates and/or as by the presiding officer.
6. A voting member must be registered prior to assuming her role as delegate.
7. Delegates shall wear official badges at all business meetings and shall be seated in the designated section and seat assigned to their Chapter.
8. A delegate not seated in her designated seat at the opening of business meetings shall be fined $5, which shall be paid prior to being seated.
9. All fines shall be collected at the door by the doorkeeper/Sergeant-At-Arms Committee and turned over to the designated Finance Officer daily.
10. A member registered as an alternate shall be considered fully certified by the Secretary, and may assume the seat of the delegate at any time during business meetings except while a motion is on the floor.
11. Only registered Links with official badges shall be admitted to the business meetings. Links, Connecting Links, Heir-O-Links and Guests shall be required to wear their official badge for admission to all Western Area Conference activities.
12. All members may participate in debate, but only registered delegates, Area Officers, and Area Chairpersons shall make and second motions. Only registered delegates shall vote. In the absence of the delegate, the registered alternate delegate has the same power and privilege as the delegate.
13. Members wishing to obtain the floor for the purpose of making a motion, or debating a motion, shall: Approach the microphone; address the chair; give her name, the name of her chapter and state, advise the chair if she is a delegate, alternate or member; and wait to be recognized by the chair.
14. Debate shall be limited to two (2) minutes per speaker and ten (10) minutes per question. No member shall speak more than once on the same question until all who wish to speak have spoken. No more than two persons from the same chapter shall speak on a given question.
15. All original main motions and amendments shall be submitted in writing on the form provided. The maker of the motion shall date, sign her name, and chapter, and present the completed form to the Area Secretary immediately following its reading.
16. Conference voting shall be by cards identifying the chapter, unanimous consent, show of hands or standing, roll call, or ballot.
17. All reports and other materials for permanent records shall be typed. One copy shall be given to the Area Secretary and one copy to the Area Director before the close of the Area Conference.
18. The Area Secretary shall record all official business of the Conference. This is the responsibility of the Area Secretary irrespective of other personnel, employed assistance, or mechanical devices used.
19. All meetings shall begin at the designated time and shall adhere to the allotted time in order to conduct necessary business on schedule.
20. The maximum amount of time allowed for candidates' speeches is three minutes for candidates for Western Area Officers, three minutes for the Area Representative to The Foundation candidate(s) and two minutes for the Nominating Committee candidates. An unopposed candidate for an office may waive her right to speak.
21. Timekeepers shall be appointed the duration of the Area Conference and shall be considered ex-officio members of the Rules Committee.

Link Davis moved for adoption of the Conference Standing Rules. Link Ruffin-Boston stated the question on the floor is the adoption of the Standing Rules. There were no questions or changes to the Standing Rules as read. **Motion adopted.**

**Adoption of the 40th Western Area Conference Agenda**

Links were directed to the Conference Agenda (Pages 7 – 16) in the Program Book. Link Ruffin-Boston stated the question on the floor was for the adoption of the Agenda as printed with changes that may be made as needed. **Motion adopted.**

**Appointment of Minutes Approval Committee**

With no objection, Link Ruffin-Boston appointed the following people to serve as a committee to approve the minutes of the 40th Western Area Conference:

- Doris Robinson, *Harbor Area (CA) Chapter*
- Geraldine Tucker, *Town Lake (TX) Chapter*
- Chauné Fitzgerald, *Tri-Cities (WA) Chapter*
- Constance Smith, *Stockton (CA) Chapter*

**Appointment of the Timekeepers Committee**

With no objection, Link Ruffin-Boston appointed the following people to serve as timekeepers of the 40th Western Area Conference:

- Barbara Coleman of *Pasadena-Altadena (CA)*, Chair
- Pat Laster, *Port City (TX)*
- Sherry Elder, *Mid-Cities (TX)*

**Call for Resolutions and Recommendations**

Cassandra Jennings, *Sacramento (CA) Chapter*, Chair of the Resolutions and Recommendations issued a Call for Resolutions and Recommendations request for any chapter who has a resolution or
recommendation to submit to here by Friday, June 24, 2011 at noon so that it could brought to the body. In alignment with National, the committee will also be issuing a Call for Resolutions in late fall as well as in the spring of 2012.

**Adoption of the Minutes of the 39th Western Area Conference**

Link Ruffin-Boston reminded the delegates that the *Minutes of the 39th Western Area Conference in 2009* were sent to them and approved by Minutes Approval Committee. They were also made available to each chapter through e-mail. In addition, they also have it on jump drive that was distributed to them. There were no corrections to the minutes. The minutes stood as approved and submitted.

**Scott-Hawkins Leadership Report**

Link Mildred Edward, *Scott Hawkins Leadership Institute (SHLI) Dean, Wichita (KS) Chapter*, delivered her report. Highlights include:

- With her co-facilitator and Associate Dean, Valerie Kennedy Miller, provided training to 11 Western Area participants.
- The midterm curriculum featured a review of topics previously explored since the Detroit meeting and a new introduction of several new leadership topics to be explored over the course of next year. The topics that have been investigating include:
  - A continuum of leadership focusing on individual, interpersonal and external leadership development
  - Special emphasis on renewing themselves as leaders and their wellness.
  - The curriculum today has included several insightful personal assessments, book studies, teleconferences, two full-day workshops and self-studies.

**Evaluation Report**

Link Chiquita Watt-Eugene, *Town Lake (TX) Chapter*, Chair of the 40th Western Area Conference Evaluation, highlighted the following:

- Attendees should complete the electronic conference evaluation.
- Evaluations will be e-mailed early next week.
- It will represent the following areas: The Community Service Project, all Plenaries, the hotel and its service, all workshops, programs and operations, all luncheons, all exhibits and vendors, the gala and banquet and, finally, an overall evaluation.

**Nominating Committee Report**

Link Thelma Snow-Jackson, Nominating Committee Chairman, *Anchorage (AK) Chapter*, delivered the following report:

Nominating Committee:
- Link Elisa Shanks Stewart from Solano County, California;
- Link Verna Brown Mitchell, Trinity, Texas;
- Link Rosalind Sims, Texas Springs Cypress, Texas; and
- Link Karen Cole, Beverly Hills West.

The committee set 3 goals:
• To assist the chapter nominating chairs with chapter nominations and candidates for Western Area officers and Nominating Committee members;
• To notify the chapter presidents of the nominating process and present candidates for the Western Area Officers and Nominating Committee members; and
• To complete the nomination process and present candidates to the body today

Documentation used by the Nominating Committee in this nominating process were the Constitution and Bylaws 2008-2010 for The Links, Incorporated, and the revised 2010 Nominating Procedures Manual for The Links, Incorporated. The Nominating Committee sent the first Call for Nominations to the presidents on July 26th with a due date of October 15th.

Eleven candidate profiles were received and reviewed by the Committee, and eight candidates were certified. The Committee was unable at that time to certify candidates for Western Area Secretary and Representative to The Links Foundation. Within a couple of weeks, also, one of the certified candidates withdrew her name and so we were left with three vacant positions; the Secretary, Treasurer, and Representative to The Links Foundation.

A second Call for Nominations was sent to the chapter presidents for Area Secretary, Treasurer, and Representative to The Links Foundation on November 28, 2010. The due date for candidate profiles was February 15, 2011. The Committee received a response for a Representative to The Links Foundation only and did not receive responses for Secretary or Treasurer. The Committee, however, did receive inquiries with regards to the qualifications for officers, and members were directed to the qualifications listed in our Constitution and Bylaws, Article III, Section 5.

The Nominating Committee met six times by conference call between July 2010 and 2011 to plan for the nomination process, prepare and send Call for Nomination letters, review candidate profiles and certify candidates, prepare and send certification letters, prepare for 40th Western Area Conference. On behalf of the Committee, Link Snow-Jackson presented this slate of officers:

**Area Director**
Link Constance Fitzpatrick Smith, Stockton (CA)

**Area Vice Director**
Link Jacqueline Howard, Pasadena-Altadena (CA)  
Link Susie Bell, Plano North Metroplex (TX)

**Nominating Committee**
Link Verna Brown Mitchell, Trinity (TX)  
Link Rosalind Reid Sims, Texas Springs Cypress (TX)  
Link Karen Cole, Beverly Hills West (CA)  
Link Vivian Hambrick-Ryan, San Diego (CA)  
Link Susie McClure Johnson, Austin (TX)

**Representative to the Foundation**
Link Tanya L. Downing, Dallas (TX)

Upon the Area Directors’ request, the secretary read from the Constitution and Bylaws for The Links, Incorporated, Article III, Elections 7(b), and Section 10(b).
**Article III, Elections 7(b):**

1. Each Area Officer shall be elected by secret ballot at the regular meeting of the Area Conference. If there is only one nominee for the office or five nominees for the Nominating Committee, election may be by method other than ballot, such as voice vote.

2. Area Officers shall be elected by majority vote of the delegates present and voting.

3. In the event that there are more than two candidates for an office and if after balloting no candidate receives a majority vote, a second ballot shall be cast among all candidates tied for first place in number of votes. If a tie still exists after two ballots, the candidates shall decide the result by lot.

4. A chapter shall not have more than one member holding an area elected office or serving on the Nominating Committee at the same time. If more than one member from a chapter receives sufficient votes to be elected, the one with the highest rank shall serve. The ranking is as follows: A, Area Director; B, Area Vice Director; C, Area Secretary; D, Area Treasurer; E, member of the Nominating Committee.

5. Candidates must be present at the Area Conference in which they are elected.

6. Officers shall assume their respective offices at the close of the Area Conference in which they are elected.

**Section 10(b), Qualifications:**

All members of the Nomination Committee shall:

1. Be active members of The Links, Incorporated at the time of election;

2. Have been a Link for at least five years;

3. Have attended at least two Area Conferences in addition to the Conference at which the election takes place;

4. Physically reside in the locality that the Area serves; and,

5. Have served in a leadership position in their respective chapter.

Link Ruffin-Boston announced that Nominations from the floor were now open for the Office of Western Area Director. Link Constance Fitzpatrick Smith, Stockton Chapter, California, is nominated. She asked if there further nominations from the floor. Since there were none, the nominations for the Office of Western Area Director were closed.

For the Office of Western Area Vice Director, Link Jacqueline Howard, Pasadena-Altadena Chapter, and Link Susie Bell, Plano North Metroplex Chapter, are nominated. Seeing there were no nominations from the floor, the office for the Western Area Vice Director were closed.
She called for nominations for the Office of Western Area Secretary. Wanda Jones, *Denver (CO)* delegate, nominated Deborah Staten. No other nominees were submitted. The nomination was declared closed.

Sharon Owens, *Missouri City (TX)* delegate, nominated Link Roxann Chargois for Western Area Treasurer on behalf of the Missouri City Chapter members. No other nominees were submitted. The nomination was declared closed.

The chair asked if there were any other nominees for the Nominating Committee other than:

- Verna Mitchell, *Trinity (TX) Chapter*
- Rosalind Sims, *Texas Springs Cypress (TX) Chapter*
- Karen Cole, *Beverly Hills West (CA) Chapter*
- Vivian Hambrick-Ryan, *San Diego (CA) Chapter*
- Susan Johnson, *Austin (TX) Chapter*

Since there were no further nominations, the names for the Nominating Committee were declared closed.

For Western Area Representative to The Links Foundation, Link Tanya Downing from the *Dallas (TX) Chapter* is nominated. Since there were no further nominations for Western Area Representative to The Links Foundation, nominations for Western Area Representative to The Links Foundation were closed.

Link Snow-Jackson directed the two candidates that were nominated from the floor to meet with a member of the committee to get certification done for presentation at the next plenary.

**Elections Committee Report**

Link Shari Lamb, Elections Committee Chair, *Plano North Metroplex (TX) Chapter*, presented the proposed Election rules for the 40th Western Area Conference:

**Election Committee Rules**

1. Candidates may appoint one individual to monitor and observe the balloting and tallying of votes.
2. The monitor's name and chapter must be submitted to the Area Election Committee Chair no later than noon on Thursday, June 23rd. For Western Area Officers and the Western Area Nomination Committee of The Links, Incorporated, monitors for candidates will convene at 6:00 a.m. Friday, June 24th, in Cushing, Level 2, Lobby Level.
3. Voting will take place from 6:15 a.m. to 8:00 a.m. on Friday, June 24th in Cushing, Level 2, Lobby Level.

4. Nominees from the floor must present their profiles to the Nominating Committee and be certified before their names can appear on the ballot.

5. Only delegates or alternates, monitors and members of the Election Committee will be allowed to enter the voting area upon presentation of their credentials.
6. Voters must bring a picture identification to be certified. There will be no re-entry or re-admittance into the voting area.

7. Voters must follow the rules and instructions on the completion of the ballot.

8. After balloting for each office and members of the Area Nominating Committee is completed, the Election Committee will review the results to determine if a majority vote has been obtained for each office. The five candidates receiving the highest number of votes shall be elected to the Area Nominating Committee. In the event of a tie, re-balloting shall occur only to the extent necessary to elect the five committee members. The Chair of the Nominating Committee shall be the person who receives the highest number of votes. In case of a tie, the newly elected members of the Nominating Committee shall vote by ballot to break the tie.

9. When balloting has been closed for all offices and the Nominating Committee, the Election Committee shall collect the data and make a written report to the Conference.

10. The Area Director shall declare the officers and the Nominating Committee elected. For the Representative to The Links Foundation, Incorporated,

11. Monitors for candidates for the Western Area Representative to The Links Foundation, Incorporated, will convene at 8:45 a.m., Friday, June 24th, in Cushing, Level 2, Lobby Level, with the Election Committee.

12. Voting will take place from 9:00 a.m. to 1:00 p.m. Friday, June 24th, in Cushing, Level 2, Lobby Level.

13. All members of the Western Area are eligible to vote for the Western Area representative to The Links Foundation, Incorporated.

14. Voters must bring a picture identification to be certified. There will be no re-entry or re-admittance into the voting area.

15. Voters must follow the rules and instructions on completion of the ballot.

16. After balloting is completed, the Election Committee will review the results to determine if the majority vote has been obtained by a candidate. If no candidate has received a majority vote, re-balloting will occur.

17. The Election Committee shall collect the data and make a written report to the Conference.

18. The Area Director shall declare the Western Area Representative to The Links Foundation, Incorporated, elected.

19. The Chair of the Election Committee shall preserve all election data collected and turn it over to the Western Area Secretary.

By direction of the Election Committee, Link Lamb moved the adoption of the Election Rules as presented. Link Ruffin-Boston asked if there was a question or discussion on her motion. Motion adopted.
**Stretch Break**

Link Smith introduced Link Barbra Ruffin-Boston.

**State of the Western Area**

Link Ruffin-Boston presented her report. [Her full *State of Western Area* address is located in Appendix II.]

At the end of her report, Link Ruffin-Boston presented on behalf of the 55 chapters in the Western Area to the National President, Margot James Copeland, a check in the amount of $17,000 in support of the National Building Fund.

**Area Vice Director Report**

Link Constance Fitzgerald Smith, Vice Area Director, *Stockton (CA) Chapter*, directed delegates to the *Officers’ Report* (pages 6 – 7) located on the jump drive.

**Recommendation**

The Chair recognizes Area Secretary Link Maria McDonald McNamar for the support of Secretary and recommendations of the Executive Committee. The secretary read the following recommendation of the Executive Committee:

*The recommendation of the Executive Committee, that after careful review the request of the Peninsula Bay Chapter to change its boundaries to be submitted to the Executive Council for approval. On behalf of the Executive Council, She moved for adoption of the recommendation just read.*

Motion Adopted.

**Area Treasurer Report**

Link Cora Robinson, Western Area Treasurer, *Houston (TX) Chapter*, noted that she served from September 2010 through June 2011 completing the term of Link Patricia Ingram, who was appointed National Financial Secretary following National Assembly. She referred delegates to the Treasurer’s Report found on pages 20 – 23 in the 40th *Western Area Conference Preparation Guide for Chapter Delegates and Alternates*.

Link Robinson provided this report regarding the financial state of the Western Area operations during the fiscal years of 2009 through 2010. The revenues were mainly generated from the National Allotment, Area Conference and Leadership Summit Funds, which were sufficient in support of Western Area operations. Western Area disbursements were made within the approved budgets and did subscribe to sound accounting principles.

The Western Area has four checking accounts and one Certificate of Deposit. The current balance in the accounts as of April 30, 2011 are:

- Operating: $1,023.18
- Historically Black College and Universities funds: $17,006.45

Plenary 1: Page 12
Special Projects: $18,620.83
Contingency Checking Account: $5,404.44
Certificate of Deposit: $70,818.88

She reviewed the balance sheet as of April 30th and she went over 2009-2010 versus 2010-2011.

Current assets, cash in bank: $43,273.74 (versus 2009-2010,$85,170.92)

2010-2011 Certificate of Deposit Balance: $70,818.88;
2009-2010 Certificate of Deposit Balance: $70,587.43,
Total Assets in 2010-2011: $114,092.62 (Compared to 2009-2010, $155,758.35)

In terms of Liabilities and Equities:
Equity, $351,736.49 in year 2010-2011 (Compared to 2009-2010, $238,643.76).

2010-2011 Retained Earnings: $237,643.87 (Compared to 2009-2010, $82,885.41)
2010-2011 Total Liabilities and Equities to $114,092.62 ( Which balances with the Asset).

In 2009-2010, it balanced as well, $155,758.35.

While serving as the Area Treasurer, the following tasks and responsibilities have been fulfilled:

- Assisted Western Area Chapters with clarifications and technical assistance related to chapter finances and mostly questions around budgets and audits;
- Deposited all Western Area funds;
- Posted monthly fund transactions,
- Prepared monthly reports and reconciliations, and
- Disbursed funds;
- Prepared and submitted Western Area financial books and records to Erskine Payne, C.P.A., for the annual audit;
- Prepared financial support for HBCU Initiative;
- Provided assistance with the 40th Western Area Conference;
- Participated on the National Finance Committee;
- Completed the 2011-2013 biennial fiscal year budgets.

She stated that in conclusion, the Western Area finances were sound.

**Adoption of Proposed Budget for Budget for May 1, 2011 through April 30, 2012**

The Treasurer presented the following proposed May 1, 2011/April 30, 2012 fiscal year budget:
Western Area Operating Budget
The Links, Incorporated
May 1, 2011 – April 30, 2012

CHAPTER DEVELOPMENT & EXPENSES

OFFICERS EXPENSES:
Area Director $12,000.00
Vice Area Director $2,000.00
Secretary $1,500.00
Treasurer $1,500.00
Executive Committee $19,000.00
Total $36,000.00

CHAPTER/AREA PROGRAMMING & EXPENSES

PROGRAMS:
Program Coordinator $3,672.00
Services to Youth $2,000.00
The Arts $2,000.00
International Trends and Services $2,000.00
National Trends $2,000.00
Health and Human Services $2,000.00
Initiatives $2,000.00
Total $15,672.00

AREA COMMITTEES AND APPOINTEES & EXPENSES
Parliamentarian $250.00
Communication and Public Relations $800.00
Archives $350.00
Nominating Committee $300.00
Awards $300.00
Music Director $200.00
Rituals $200.00
Protocol $1,000.00
Total $3,400.00

ADMINISTRATIVE AND OPERATIONAL & EXPENSES
Area Conf./National Assembly Expense $10,000.00
Area Conference Seed Money $3,000.00
Area Conference/National Assembly Hospitality $3,000.00
Bonding Insurance $350.00
Audit and 990 $2,700.00
Technology $1,500.00
Courtesies $1,000.00
Administrative Support $1,700.00
Other $150.00
Contingency $300.00
Total $23,700.00

TOTAL BUDGET $78,728.00

Cora Robinson
Western Area Treasurer
June 2011

Link Ruffin-Boston stated that this was reviewed at the June 22, 2011 in the meeting with presidents. Rosaland Anderson, Vice President from the San Antonio (TX) Chapter moved to accept the proposed budget for 2011 through 2012 be adopted. Seconded. Motion adopted.

Plenary 1: Page 14
Adoption of Proposed Budget for Budget for May 1, 2012 through April 30, 2013
The treasurer submitted the Proposed Budget for May 1, 2012 - April 30, 2013. It is a proposed budget of the Operating Committee that was unanimously approved by the Western Area Executive Committee.

Proposed Budget at the 40th Western Area Conference

The Links, Incorporated
May 1, 2012 – April 30, 2013

CHAPTER DEVELOPMENT & EXPENSES

OFFICERS EXPENSES:
Area Director $ 12,000.00
Vice Area Director $ 2,000.00
Secretary $ 1,500.00
Treasurer $ 1,500.00
Executive Committee $ 19,000.00
Total $ 36,000.00

CHAPTER/AREA PROGRAMMING & EXPENSES

PROGRAMS:
Program Coordinator $ 5,150.00
Services to Youth $ 2,200.00
The Arts $ 2,200.00
International Trends and Services $ 2,200.00
National Trends and Services $ 2,200.00
Health and Human Services $ 2,200.00
Initiatives $ 2,200.00
Total $ 18,350.00

AREA COMMITTEES AND APPOINTEES & EXPENSES

Parliamentarian $ 250.00
Communication and Public Relations $ 800.00
Archives $ 350.00
Nominating Committee $ 400.00
Awards $ 300.00
Music Director $ 200.00
Rituals $ 200.00
Protocol $ 700.00
Total $ 3,200.00

ADMINISTRATIVE AND OPERATIONAL & EXPENSES

Area Conference/National Assembly Expense $ 6,600.00
Area Conference Seed Money $ 2,750.00
Area Conference/National Assembly Hospitality $ 5,000.00
Bonding Insurance $ 350.00
Audit and 990 $ 2,700.00
Technology $ 1,500.00
Courtesies $ 1,000.00
Administrative Support $ 1,800.00
Other $ 500.00
Contingency $ 500.00
Total $ 22,700.00

TOTAL BUDGET $ 80,250.00

Cora Robinson
Western Area Treasurer
June 2011
Angela Veale Joubert, *Texas Springs Cypress (TX) Chapter*, moved the adoption of the May 1, 2012 to April 30, 2013 proposed budget. Seconded. **Motion adopted.**

Adoption of the Proposed Interim Operations Budget for May through August 31, 2013

The treasurer presented the proposed operation budget for the interim term of May 1, 2013 to August 31, 2013, noting that it was also approved unanimously by the Western Area Committee.

**Proposed Interim Budget at the 40th Western Area Conference**

| Western Area Operating Budget | The Links, Incorporated | May 1, 2013 – August 31, 2013 |

| **CHAPTER DEVELOPMENT & EXPENSES** |  |
| **OFFICERS EXPENSES:** |  |
| Area Director | $1,000.00 |
| Vice Area Director | $300.00 |
| Secretary | $500.00 |
| Treasurer | $500.00 |
| Executive Committee | $2,000.00 |
| **Total** | $4,300.00 |

| **CHAPTER/AREA PROGRAMMING & EXPENSES** |  |
| **PROGRAMS:** |  |
| Program Coordinator | $500.00 |
| Services to Youth | $500.00 |
| The Arts | $500.00 |
| International Trends and Services | $500.00 |
| National Trends | $500.00 |
| Health and Human Services | $250.00 |
| Linkages | $250.00 |
| **Total** | $3,000.00 |

| **AREA COMMITTEES AND APPOINTEES & EXPENSES** |  |
| Parliamentarian | $100.00 |
| Communication and Public Relations | $50.00 |
| Archives | $50.00 |
| Nominating Committee | $50.00 |
| Awards | $50.00 |
| Music Director | $50.00 |
| Rituals | $50.00 |
| Protocol | $50.00 |
| **Total** | $450.00 |

| **ADMINISTRATIVE AND OPERATIONAL & EXPENSES** |  |
| Area Conference/National Assembly Expense | $0.00 |
| Area Conference Seed Money | $190.00 |
| Area Conference/National Assembly Hospitality | $0.00 |
| Bonding Insurance | $210.00 |
| Audit and 990 | $1,000.00 |
| Technology | $50.00 |
| Courtesies | $500.00 |
| Administrative Support | $100.00 |
| Other | $100.00 |
| Contingency | $100.00 |
| **Total** | $2,250.00 |

**TOTAL BUDGET** | $10,000.00 |

Cora Robinson, Western Area Treasurer June 2011

Plenary 1: Page 16
Lorna Hankins, Gulf Coast Apollo (TX) Chapter, delegate moved that the proposed interim Western Area operations budget for May through August 31, 2013 be approved as presented. Seconded. Motion adopted.

**Area Program Report**

Link Jacqueline Howard, Western Area Program Coordinator, Pasadena-Altadena (CA) Chapter, delivered the report of the Facet Chairs. Her full report can be found on page 12 of the Officers’ Report.

**Announcements**

The secretary delivered announcements and described how announcements can be submitted for the conference.

**Western Area Representative to The Links Foundation Report**

Link Jennifer Giddings Brooks, Western Area Representative to The Links Foundation, Fort Worth (TX) Chapter, directed Links to her report found on page 37 of the Officer’s Report.

Highlights included:
- Western Area had contributed the most money to the HBCU fund.
- Each contributing Chapter will receive a special HBCU Certificate, and each Link will receive a copy of the Western Area HBCU Family Document.

Each delegate will receive a CD funded by a sponsoring partner. On the CD are
- The names of Links, Connecting Links and Heir-O-Links who are attending or graduated from HBCU Institutions.
- The names of our three founding members who are HBCU graduates and
- The names of the 11 National Presidents, including our current National President Link Margot James Copeland, who are graduates of HBCU Institutions.
- Quotes from Links, Heir-O-Links and Connecting Links.

Link Ruffin-Boston directed Links to Page 47 of the Program Book, for the 40-by-40 Campaign which she asked every member to contribute.

She spotlighted five chapters that were lead donors of 2,000 or more. They were:
  - Texas Spring Cypress (TX)
  - Mid-Cities (TX)
  - Beverly Hills West (CA)
  - Oakland Bay Area (CA)
  - Port City (TX)
  - Las Vegas (NV)

She noted that they raised over $58,000.

**Nominating Committee Report**

Link Thelma Snow-Jackson announced that they were not able to certify the candidate for the Recording Secretary for your Western Area, for Secretary for the Area. So she asked the Area Director if she would open that position again.
Link Ruffin-Boston reiterated the qualifications for becoming Secretary:
- Within the last six years, she has been to two Area Conferences and one National Assembly.
- Link for five years

She noted that the nominating committee will be doing a workshop *Step Up to the Plate* looking at beginning in the chapter. She will open the floor to nominations after lunch.

**Announcements/Give-Aways:**

Raffle prizes were awarded.

**Adjourn**

Without objection, the first business meeting was adjourned. 11:44 a.m.
PLENARY II

June 23, 2011
Link Barbra Ruffin Boston called the 2nd Plenary Meeting to order 8:30 A.M. The secretary called roll. All 55 Chapters representatives were present.

**Linkspiration**
Link Sandra Simms, *Hawaii (HI) Chapter*, delivered the Linkspiration. [See Appendix I.]

**Pledge and Song**
Link Venus Carter Ramirez, *Las Vegas (NV) Chapter*, led the attendees in reciting the Links pledge and singing the Links song.

**Nominating Committee Report**
The nominating committee chair announced the profile forms for candidates nominated from the floor are available and they are to meet the Nominating Committee. Corporate headquarters would certify the candidates’ edibility.

Link Barbra announced that the floor was open to accept names for the position of Area Secretary. The following candidates were nominated by the indicated person:

<table>
<thead>
<tr>
<th>Nominee</th>
<th>Chapter</th>
<th>Nominated by</th>
<th>Chapter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Janice White</td>
<td>San Jose (CA)</td>
<td>Katranker Thompson</td>
<td>San Jose (CA)</td>
</tr>
<tr>
<td>Thalia Matherson</td>
<td>Trinity (TX)</td>
<td>Ann Williams</td>
<td>Trinity (TX)</td>
</tr>
<tr>
<td>Marian Burns</td>
<td>Las Vegas (NV)</td>
<td>Juanita Williams</td>
<td>Las Vegas (NV)</td>
</tr>
<tr>
<td>Monique Ingram Garner</td>
<td>Gulf Coast Apollo (TX)</td>
<td>Lorna Hankins</td>
<td>Gulf Coast Apollo (TX)</td>
</tr>
<tr>
<td>Monet Daniels</td>
<td>Beverly Hills West (CA)</td>
<td>Evelyn Duckett</td>
<td>Beverly Hills West (CA)</td>
</tr>
<tr>
<td>Mary Castleberry</td>
<td>Austin (TX)</td>
<td>Etta Ferguson</td>
<td>Austin (TX)</td>
</tr>
</tbody>
</table>

**Credentials Report**
Link Tonette Echols, *Phoenix (AZ) Chapter*, presented the following report.

Those registered as of 1:10pm - June 23, 2011

<table>
<thead>
<tr>
<th></th>
<th>Registered</th>
<th>In Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delegates</td>
<td>55</td>
<td>49</td>
</tr>
<tr>
<td>Alternates</td>
<td>55</td>
<td>51</td>
</tr>
<tr>
<td>National Board</td>
<td>24</td>
<td>24</td>
</tr>
<tr>
<td>Links</td>
<td>795</td>
<td>623</td>
</tr>
<tr>
<td>Connecting Links</td>
<td>48</td>
<td>37</td>
</tr>
<tr>
<td>Guests</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>871</strong></td>
<td><strong>688</strong></td>
</tr>
</tbody>
</table>

Report adopted.

Plenary 2: Page 20
**Legacy Moments**

A slide show was displayed of the Oakland Bay Area (CA) and San Francisco (CA) chapters. Both celebrated their 60th anniversary during a joint chartering on September 23, 1950. Link Ruffin-Boston reflected upon Link Julia Smith (the 6th Western Area Director from the Oakland Bay Area Chapter) who passed away March 10, 2010.

Link Ruffin-Boston introduced the following Links who delivered Legacy Moments:

- **Link Thelma Johnson Rice**, 11th Western Area Director, *Inglewood Pacific (CA) Chapter*, [See Legacy Moments - Appendix III.]

- **Link Eloise Pinckney**, Western Area History and Archives Chair, *Houston (TX) Chapter*, [See Legacy Moments - Appendix III.]

In addition, Link Barbra recognized the Golden Triangle (TX) chapter as being the only chapter in the Western Area to have their 40th anniversary this year the same time of the 40th Western Area Conference.

**Western Area Fund Development Committee Report**

Link Viner Manfoot-Greene, *Western Area Fund Development, Fort Worth (TX) Chapter*, gave the report for her committee. [Her comments are in Appendix II.]

**Western Area Technology Report**

Link Pamela Stevenson, *Western Area Technology Chair, San Francisco (CA) Chapter*, gave the report for her committee. [Her report is on pages 34-35 of the *Officers’ Report*.]

**Western Area Parliamentarian Report**

Link Margaret Winn, PRP, *Western Area Parliamentarian, San Antonio (TX) Chapter*, gave her report. [Her report is on pages 10-11 of the *Officers’ Report*.]

**Western Area Secretary Report**

Link Maria McDonald McNamar, *Western Area Secretary, Tri-Cities (WA) Chapter*, gave her report. [Her report is on pages 8-9 of the *Officers’ Report*.]

Link Ruffin-Boston alerted delegates that certificates for 25- and 40-year anniversary members will be placed with the delegates.

**Nominating Committee Certification of Candidates from the Floor**

The nominating committee chair, representing the Western Area Nominating Committee, presented the following candidates coming from the floor today for the positions of Area Treasurer and Area Secretary.

The nominee for Treasurer (Roxann Thomas Chargois) has been certified.
The following nominees for Area Secretary have been certified:

- Mary Pearl Castleberry, Austin (TX)
- Marian Burns, Las Vegas (NV)
- Felicia Monique Garner, Gulf Coast Apollo (TX)
- Monet Daniels, Beverly Hills West (CA)
- Thalia Matherson, Trinity (TX)
- Janice Lumas White, San Jose (CA)

The candidates will speak after Plenary 2 has adjourned. She added that if no one is running against the candidate, she is not required to speak. Those who will be speaking will have two minutes, the other officers have three minutes, and the Foundation Representative has two minutes. She directed the candidates who were nominated from the floor to see the Area Treasurer to pay $250.

The Area Director asked for Link Bertha King, Sacramento (CA) Chapter to sing a solo.

**National President’s Address**

Link Ruffin-Boston introduced Link Margot James Copeland, President of *The Link, Incorporated*, who gave her State of the Organization Address. [See pages Appendix IV.]

**Announcements**

Link Ruffin-Boston, announced that one of the candidates has withdrawn her name from secretary, Monet Daniels of Beverly Hills West Chapter. The Western Area Secretary read the announcements.

Without objection, the second business meeting of the 39th Western Area Conference was adjourned at 4:46 p.m.
Call to Order
Link Ruffin- Boston called the Third Plenary Meeting to order at 2:30 PM on June 24, 2011.

Western Area Secretary Link McDonald McNamar took roll and stated there were 55 delegates present and seated.

Linkspiration
Link Jacqueline Berryman, Claremont Area (CA) Chapter, delivered the Linkspiration. [See Appendix I.]

Pledge and Song
Link Marnice Cheryl Davis, San Antonio (TX) Chapter, led the attendees in reciting the Links Pledge and singing the Links Song.

Credentials Report
Link Tonette Echols, Phoenix (AZ) Chapter, presented the following report.

<table>
<thead>
<tr>
<th>Category</th>
<th>Registered</th>
<th>In Attendance</th>
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<tbody>
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<td>4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>871</strong></td>
<td><strong>732</strong></td>
</tr>
</tbody>
</table>

Link Echols moved the adoption of the Credentials Committee Report. Report adopted.

Link Gwendolyn B. Lee, 14th National President, South Suburban Chicago (IL) Chapter delivered a greeting.

Legacy Moments
Legacy Moments were presented by:

- **Link Barbara Lord Watkins**, 12th Western Area Director, Dallas (TX) Chapter [See Appendix III.]

- **Link Norma Jean Tucker**, 13th Western Area Director, Alumna member of the Alameda Contra Costa (CA) Chapter [See Appendix III.]

Link Ruffin-Boston invited the Links Choir to sing.

National Membership Report
Link Glenda Newell-Harris, the National Vice President, Alameda-Contra Costa (CA) Chapter, presented her report. [See Appendix IV.]

3:14 The chair declared the meeting at ease.

**National Organizational Effectiveness Report**

Link Jayne Khalifa, the National Chair of Organizational Effectiveness, Minneapolis-St. Paul (MN) Chapter presented her report. [See Appendix IV.]

**National Strategic Planning Report**

Link Gloria Parker, National Chair of Strategic Planning, Harbor City (MD) Chapter, presented her report. [See Appendix IV.]

**Western Area Communications and Public Relations Report**

Link Chrystle Swain, Communications and Public Relations Chair, Austin (TX) Chapter, delivered her report. [Her comments are in Appendix II.]

**Western Area Chair of Strategic Planning**

Link Deborah Beavers-Watford, Western Area Chair of Strategic Planning Co-Chair, Los Angeles (CA) Chapter, delivered her report. [Her comments are in Appendix II.]

Health Break

**Western Area Elections Committee Report**

Link Shari K. Lamb, Western Area Elections Committee Chair, presented the report of the Elections Committee.

**For the Office of Western Area Director:**
Number of votes cast, 55
Number necessary for election, 28
  Link Constance Fitzpatrick Smith received 55 votes.

**For the Office of Western Area Vice Director:**
Number of votes cast, 55
Number necessary for election, 28
  Link Susie Bell received 23 votes.
  Link Jacqueline Howard received 32 votes.

**For the Office of Western Area Secretary:**
Number of votes cast, 54
Number necessary for election, 28
  Link Marian Macon Burns received 8 votes.
  Link Thalia Matherson received 9 votes.
  Link Janice Lumas White received 37 votes.
For the Office of Western Area Treasurer:
Number of votes cast, 55  
Number necessary for election, 28  
   Link Roxann Thomas Chargois received 55 votes.  
There were no illegal votes.

For the Western Area Nominating Committee:
Number of votes cast, 55  
Number necessary for election, 42  
   Link Verna G. Brown Mitchell received 42 votes.  
   Link Karen Cole received 45 votes.  
   Link Vivian Hambrick-Ryan received 45 votes.  
   Link Susan Johnson received 43 votes.  
   Link Rosalind Sims received 45 votes.  
There were no illegal votes.

For the Office of Western Area Representative to The Links Foundation, Incorporated:  
Number of votes cast, 104  
Number necessary for election, 53  
   Link Tanya Downing received 103 votes.  
There was one illegal vote.

The Chair declared elected to position of Western Area Director Link Constance Fitzpatrick Smith.

The Chair declared that Link Jacqueline Howard is elected to position of Western Area Vice Director.

The Chair declared that Link Janice Lumas White is elected to the position of Western Area Secretary.

The Chair declared that Link Roxann Thomas Chargois is elected to the position of Western Area Treasurer.

The chair clarified that this committee needed five and the Chair declared that these members, Link Verna G. Brown Mitchell, Link Karen Cole, Vivian Hambrick-Ryan, Susan Johnson and Rosalind Sims are members of the Western Area Nominating Committee.

Because there was a three-way tie, the Chair would be elected by lot.

The Chair declared that Link Tanya Downing is the Western Area Representative to The Links Foundation, Incorporated.

Western Area Protocol Report
Link Wendy Phynes, Area Protocol Chair, Plano North Metroplex (TX) Chapter delivered her report  
[See Officers’ Report (pages 33 – 34).]

Western Area Ethics and Standards Committee Report
Link Janet Baszile, Western Area Chair of the Ethics and Standards Committee, *Palos Verdes (CA) Chapter* presented her report. [See Officers’ Report (pages 41 – 42).]

**Western Area Legislative Issues and Public Affairs**

Link Cassandra Jennings, Western Area Chair of the Legislative Issues and Public Affairs Committee, *Sacramento (CA) Chapter* presented her report. [See Officers’ Report (pages 30 – 31).]

A raffle was conducted.

The chair called Link “TC” Roberson to give the Exhibits and Vendors Committee Report.

**Announcements**

Announcements were presented.

Without objection, the third business meeting of the 40th Western Area Conference was adjourned at 4:20 p.m.
40th Western Area Conference

PLENARY IV

June 25, 2011
The Fourth Plenary Meeting of the 40th Western Area Conference was called to order at 10:25 a.m. on Saturday, June 25, 2011 by Link Barbra Ruffin Boston. The secretary called roll. All 55 Chapters representatives were present.

**Linkspiration**
Link Sherry Lynn Jackson, *Denver (CO) Chapter*, delivered the Linkspiration. [See Appendix I.]

**Pledge and Song**
Link Alice Davis, *Mid-Cities (TX) Chapter*, led the Links pledge and song.

**Legacy Moments**
Legacy Moment was presented by:

- **Link Marion Sutherland**, 10th National President, *Greater Seattle (WA) Chapter*
- **Link Sandra Dorsey Malone**, 14th Area Director, *Dallas (TX) Chapter*
- **Link Cora Robinson**, Western Area treasurer, (substituting for the Houston Chapter President Jacquelyn Alton) *Houston (TX) Chapter Legacy Moment (TX) Chapter in recognition of celebrating the 60th Anniversary – March 2011*

[See Appendix III.]

**Final Credentials Report**
Link Tonette Echols, *Phoenix (AZ) Chapter*, presented the following report.

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<tr>
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<th>Registered</th>
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<tr>
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<td>Guests</td>
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<td><strong>Total</strong></td>
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<td><strong>860</strong></td>
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By direction of the Committee, Link Echols moved the adoption of the final Credentials Committee Report for the 40th Western Area Conference. Report adopted.

**Recommendation**
The Area secretary read the following recommendation: *The recommendation of the Western Area Committee is that the request of Alameda-Contra Costa to change the boundaries of six chapters of the San Francisco Bay Area to receive 50-mile boundary parity*
in the recruitment of the membership and their service areas be referred to the next Western Area Executive Committee for review after the other five chapters have had an opportunity to respond.

By direction of the Western Area Executive Committee, she moved that this recommendation just read be adopted.

Motion adopted.

**Time and Place Committee Report**

Link Joanie Jones Kelly, *Sacramento (CA) Chapter* delivered her report.

The major goal of the Time & Place Committee was to determine which chapters or chapter clusters in the Western Area would like to be considered as hosts for the Western Area Conference beginning in the years 2015 through 2021. Now, the year 2013 was not included in the survey because the Houston Cluster will host the 2013 Area Conference.

Now, to accomplish the goals of the Time & Place Committee, 55 surveys were distributed to each Western Area Chapter Delegate to determine their interest in hosting the Western Area Conference for the years 2015, 2017, 2019 and 2021. The surveys were a nonbinding expression of interest.

**Tentative Schedule**

**Year 2015**
Northern California Cluster would like to be considered as the Western Area host. The Northern California Cluster includes the following chapters, Alameda-Contra Costa, Fresno, Monterey Bay, Oakland, Peninsula Bay, Sacramento, San Francisco, San Jose, Solano County, South Bay Area and Stockton.
The Conference would be held in Sacramento, California.

**Year 2017**
Six chapters that have expressed interest in being considered as the host for the Western Area, and they are (in alphabetical order).
Albuquerque (NM) Chapter;
Denver (CO) Chapter;
East Texas Cluster, *(includes Longview, Tyler and Marshall, Texas)*;
Palos Verdes (CA) Chapter;
San Antonio (TX) Chapter; and
Trinity (TX) Cluster.

**Year 2019**
No chapters specifically expressed interest in that year.

**Year 2021**
Orange County Chapter has expressed interest with a select group of chapters from their Area.

A final selection won't be made until it's validated by the Western Area Committee.
Evaluations Committee Reminder
Link Chiquita Watt-Eugene, Ph.D., Town Lake (TX) Chapter, Western Area Evaluation Committee Chair, reminded Links about the evaluation, and that it will be sent electronically within 3 days of the close of this conference.

Western Area Elections Committee Report of Nominating Chair
Link Shari K. Lamb, Western Area Elections Committee Chair, reported that the Nominating Committee met according to the Election Rules and the Chair of the Nominating Committee is Link Vivian Hambrick-Ryan, San Diego (CA) Chapter.

Link Manfoot Greene announced raffle winners.

Resolutions & Recommendations Committee Report
On behalf of The Links, Incorporated for the 40th Western Area Conference, Link Cassandra Jennings, Chairman of Resolutions & Recommendations, Sacramento (CA) Chapter presented the following Resolutions:

Resolution 1: A Salute to the Westin Kierland Resort & Spa in Scottsdale, Arizona

Whereas, the Westin Kierland Resort & Spa, the official headquarters for the 40th Western Area Conference of The Links, Incorporated, is one of the most prestigious desert resort destinations in the nation. Management and staff and resort offered authentic hospitality, experienced meeting and event planners and personalized service to ensure a successful Conference; and,

Whereas, the Westin Kierland provided spacious and convenient meeting and gathering areas; and,

Whereas, the Kierland Commons provided the unique array of restaurants, shops and boutiques located a short walking, I should say riding distance from the resort to enhance the overall enjoyment of the delegates, the members and friends who attended the 40th Western Area Conference.

Be it therefor resolved, that the delegates and members applaud and salute the management and staff of the Westin Kierland Resort & Spa for their leadership and service provided during this 40th Western Area Conference of The Links, Incorporated held on June 22nd to June 26, 2011. Let’s all salute them.

Resolution adopted.

Resolution 2: A Tribute to the Officers and Members of the Phoenix Chapter of The Links, Incorporated.

Whereas, the Phoenix Chapter of The Links, Incorporated accepted the call as a single chapter to host the 40th Western Area Conference; and,
Whereas, in the spring of 2010, the Phoenix community and Planning Committee were faced with a huge and controversial challenge that spread throughout the nation regarding the passage of Arizona immigration laws; and,

Whereas, the Phoenix Chapter immediately began to address the controversial immigration law issues that plagued their community through education, advocacy and outreach; and,

Whereas, the Phoenix Chapter members have worked diligently on the Conference committees and in the planning preparation and implementation of the 40th Western Area Conference; and,

Whereas, the Phoenix Chapter provided us with historical review of the presence of African Americans in Arizona through its special community program at the George Washington Carver Museum and Cultural Center; and,

Whereas, the Phoenix Chapter members extended their gracious hospitality to experience the natural beauty and wonders of the valley, restaurants, retail shops, golfing and resort living; and,

Whereas, the Phoenix Chapter rocked the house all night long at the enjoyable dinner and diamond gala; and,

Whereas, the members of the Phoenix Chapter made it extremely bearable in the hot, very hot, it’s so very hot, Valley of the Sun.

Now be it therefore resolved, that the delegates, members in attendance and guests of 40th Western Area Conference commend the host committees, officers, members of the Phoenix Chapter for hosting this Western Area Conference with charm and courtesy embodied in Friendship and Service; and be it finally resolved, that the delegates of the 40th Western Area Conference held June 22nd through 26th of 2011 at the Westin Kierland Resort hereby acknowledge the diligent work and multitude of tasks performed by a single chapter, the Phoenix Chapter of The Links, Incorporated.

Resolution adopted.

Resolution 3: A Tribute to Our 15th Western Area Director Link Barbra Ruffin-Boston

Whereas, Link Barbra Ruffin-Boston was duly elected and installed as the Western Area Director of The Links, Incorporated in San Diego, California, at the 38th Western Area Conference on July 7, 2007; and,

Whereas, Link Barbra Ruffin-Boston assumed the position of Western Area Director with vision, innovation, commitment and enthusiasm; and,

Whereas, Link Barbra Ruffin-Boston identified the Western Area theme, Remembering the Pledge-Delivering the Promise, focusing on building, strengthening and balancing relationships and serving those most in need; and,
Whereas, the Western Area Director has improved Western Area representative communications, increased the utilization of technology, established and sent 44 monthly communiques and visited 46 chapters; and,

Whereas, Link Barbra Ruffin-Boston has provided continuous learning around leadership development for officers and members to perform their duties utilizing the Best Practices Model; and,

Whereas, our Link Barbra Ruffin-Boston established a thrust of programs for youth in Science, Technology, Engineering and Math, STEM, including secured over $100,000 to support through Fund Development and the adoption of the STEM project as a National Initiative; and,

Whereas, Link Barbra Ruffin-Boston delivered on the promise of numerous Western Area initiatives, including the Mayme Clayton Library to preserve our rich history, the heart of the matter on prevention and health risk factors preventing childhood obesity, and Historical Black Colleges and University scholarships that provided over $100,000 to eight colleges in the Western Area; and

Whereas, Link Barbra Ruffin-Boston has received very high ratings for the planning and implementation of the 2008 and 2010 Leadership Summits and the 2009 Area Conference; and,

Whereas, Link Barbra Ruffin-Boston has provided outstanding leadership in the planning and implementation of this 40th Western Area Conference in Scottsdale, Arizona, that empowered members with more knowledge to ensure alignment with National and to make a difference in our chapters and our communities; and,

Whereas, in delivering the promise, the 40th Western Area Conference focused on our history, our heritage, our hope, including the release of the 60th Anniversary History Book; and,

Whereas, the 40th Western Area Conference was invigorating, innovative, enlightening, productive, educational, reflective, meaningful, inspirational, fun, hot, very hot.

Now therefor be it resolved, that the delegates, members in attendance, all of us, and the guests of the 40th Western Area Conference commend, applaud, congratulate and hold in high esteem our 15th Western Area Director for having presided over this 40th Western Area Conference with excellence embodying friendship and service; and be it further resolved, that the delegates of the 40th Western Area Conference record their enthusiastic appreciation for the substantive and very task performed and the numerous duties fulfilled by Link Barbra Ruffin-Boston throughout this Conference; and it is finally resolved, that the delegates of the 40th Western Area Conference hereby acknowledge the dynamic sessions, workshops, the inspirational luncheon and breakfasts, the effective operation of the Conference and exemplary leadership of our own Link Barbra Ruffin-Boston.

Resolution adopted.
Invitation to the 41\textsuperscript{th} Western Area Conference

The \textit{Houston (TX) Cluster} (Fort Bend County, Golden Triangle, Gulf Coast Apollo, Houston, Missouri City, Port City, and Texas Spring Cypress Chapters) performed their invitation to the 41\textsuperscript{th} Western Area Conference, led by Link Lorna Hankins and Sharon Michael-Owens.

Announcements
The Area Secretary read the announcements.

Without objection, Link Ruffin-Boston declared the 40\textsuperscript{th} Western Area Conference adjourned at 11:37 AM.
40th Western Area Conference

APPENDIX I

DAIS
LINKSPIRATIONS
AND
GREETINGS
APPENDIX I

Plenary I – Dais entrance and introductions by Link Wendy Phynes, *Gulf Coast Apollo (TX) Chapter*, Western Area Protocol Chair:

<table>
<thead>
<tr>
<th>LINK</th>
<th>The Dais</th>
<th>CHAPTER</th>
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<tbody>
<tr>
<td><strong>Past National Presidents</strong></td>
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<tr>
<td>Marion Schultz Sutherland</td>
<td>Tenth National President</td>
<td><em>Greater Seattle (WA)</em></td>
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<tr>
<td><strong>National Officers</strong></td>
<td></td>
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<tr>
<td>Glenda Newell-Harris</td>
<td>National Vice President</td>
<td><em>Alameda-Contra Costa (CA)</em></td>
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<tr>
<td>Katherine Wilson</td>
<td>National Treasurer</td>
<td><em>Bold City (FL)</em></td>
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<tr>
<td><strong>Executive Officers</strong></td>
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<tr>
<td>Eris Sims</td>
<td>Executive Director of <em>The Links, Incorporated</em> and <em>The Links Foundation, Incorporated</em></td>
<td><em>Annapolis (MD)</em></td>
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<tr>
<td><strong>Visiting Area Directors</strong></td>
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<tr>
<td>Eneid Francis</td>
<td>Southern Area Director</td>
<td><em>Pontchartrain (LA)</em></td>
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<tr>
<td>Dianne Hardison</td>
<td>Eastern Area Director</td>
<td><em>Old Dominion (VA)</em></td>
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<tr>
<td><strong>Past Area Directors</strong></td>
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<tr>
<td>Marion Schultz Sutherland</td>
<td>Ninth Western Area Director</td>
<td><em>Greater Seattle (WA)</em></td>
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<tr>
<td>Edwina Gray Higgins</td>
<td>Tenth Western Area Director</td>
<td><em>Houston (TX)</em></td>
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<td>Thelma Johnson Rice</td>
<td>Eleventh Western Area Director</td>
<td><em>Inglewood Pacific (CA)</em></td>
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<td>Barbara Lord Watkins</td>
<td>Twelfth Western Area Director</td>
<td><em>Dallas (TX)</em></td>
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<td>Norma Jean Tucker</td>
<td>Thirteenth Western Area Director</td>
<td><em>Alameda-Contra Costa (CA)</em></td>
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<tr>
<td>Sandra Dorsey Malone</td>
<td>Fourteenth Western Area Director</td>
<td><em>Dallas (TX)</em></td>
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<td><strong>National Chairs</strong></td>
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<tr>
<td>Dorothy Jean Hays</td>
<td>National Assistant Director of International Trends and Services</td>
<td><em>Pasadena-Altadena (CA)</em></td>
</tr>
<tr>
<td>Marcella Jones</td>
<td>National Chair of Fund Development</td>
<td><em>Capital City (DC)</em></td>
</tr>
<tr>
<td>Fern Jackson</td>
<td>National Chair of Protocol and Courtesies</td>
<td><em>Alameda-Contra Costa (CA)</em></td>
</tr>
<tr>
<td>Gloria Parker</td>
<td>National Chair, Strategic Planning</td>
<td><em>Harbor City (MD)</em></td>
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<tr>
<td>Jayne Khalifa</td>
<td>National Chair, Organizational Effectiveness</td>
<td><em>Minneapolis-St. Paul (MN)</em></td>
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<td></td>
<td>Western Area Chair of Strategic Planning</td>
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<tr>
<td>Deborah Beavers-Watford</td>
<td>Committee and National Co-Chair of Strategic Planning</td>
<td><em>Los Angeles (CA)</em></td>
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<tr>
<td>Alma L. Dodd</td>
<td>National Director, Programs and Strategic Partnerships</td>
<td><em>Windy City (IL) Chapter</em></td>
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<tr>
<td>Monica Parker</td>
<td>National Director, Health and Human Services</td>
<td><em>Pasadena-Altadena (CA)</em></td>
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<tr>
<td>Argentina James</td>
<td>National Director, Services to Youth</td>
<td><em>Missouri City (TX)</em></td>
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<tr>
<td>Alpha Blackburn</td>
<td>National Director, The Arts</td>
<td><em>Indianapolis (IN)</em></td>
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<tr>
<td>Sharon Richardson</td>
<td>National Director of International Trends and Services</td>
<td><em>Newport News (VA)</em></td>
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<tr>
<td>Wendy Thomas</td>
<td>National Director of National Trends and Services</td>
<td>Huntington (WV)</td>
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<tr>
<td>Patricia Ingram</td>
<td>National Financial Secretary</td>
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#### Western Area Executive Committee & Governance

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<tr>
<td>Constance Smith</td>
<td>Western Area Vice Director</td>
<td>Stockton (CA)</td>
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<tr>
<td>Maria McDonald McNamar</td>
<td>Western Area Secretary</td>
<td>Tri-Cities (WA)</td>
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<tr>
<td>Cora Robinson</td>
<td>Western Area Treasurer</td>
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<tr>
<td>Jennifer Giddings Brooks</td>
<td>Western Area Representative to the Links Foundation</td>
<td>Fort Worth (TX)</td>
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<tr>
<td>Thelma Snow-Jackson</td>
<td>Western Area Nominating Committee</td>
<td>Anchorage (AK)</td>
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<tr>
<td>Margaret Winn</td>
<td>Western Area Parliamentarian</td>
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<tr>
<td>Jacqueline Howard</td>
<td>Western Area Program Coordinator</td>
<td>San Antonio (TX)</td>
</tr>
<tr>
<td>Dene Wallace</td>
<td>Western Area Education Linkage Chair</td>
<td>Phoenix (AZ)</td>
</tr>
<tr>
<td>H. Diane Scott</td>
<td>Western Area Health and Human Services Chair</td>
<td>Indianapolis (IN)</td>
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<tr>
<td>Deborah L. Staten</td>
<td>Western Area International Trends and Services Chair</td>
<td>Denver (CO)</td>
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<tr>
<td>Roslyn Thibodeaux Goodall</td>
<td>Western Area National Trends and Services Chair</td>
<td>Mid-Cities (TX)</td>
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<tr>
<td>Roxann Thomas Chargois</td>
<td>Western Area Services to Youth Chair</td>
<td>Missouri City (TX)</td>
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<td>Mary Jane McCoy</td>
<td>Western Area Chair, The Arts</td>
<td>Spokane (WA)</td>
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<td>Mattie Compton</td>
<td>National Chair, Ethics and Standards Committee Chair</td>
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<tr>
<td>Marcia Rose Walker</td>
<td>Western Area Awards and Recognition Chair</td>
<td>Las Vegas (NV)</td>
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<tr>
<td>Chrystle Swain</td>
<td>Western Area Communications and Public Relations Chair</td>
<td>Austin (TX)</td>
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<tr>
<td>Janet Baszile</td>
<td>Western Area Ethics and Standards Chair</td>
<td>Palos Verdes (CA)</td>
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<tr>
<td>Karen Grays</td>
<td>Western Area Events and Conference Planning Chair</td>
<td>Port City (TX)</td>
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<tr>
<td>Viner Manfoot-Greene</td>
<td>Western Area Fund Development Chair and Event Planning Co-chair</td>
<td>Fort Worth (TX)</td>
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<tr>
<td>Cassandra Jennings</td>
<td>Western Area Legislative Issues and Public Affairs Chair</td>
<td>Sacramento (CA)</td>
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<tr>
<td>Marsha Webb</td>
<td>Western Area Rituals Chair</td>
<td>Fort Worth (TX)</td>
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<tr>
<td>Pamela Stevenson</td>
<td>Western Area Technology Chair</td>
<td>San Francisco (CA)</td>
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#### National and Area Leaders

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<tbody>
<tr>
<td>Margot James Copeland</td>
<td>National President</td>
<td>Cleveland (OH)</td>
</tr>
<tr>
<td>Barbra Ruffin-Boston</td>
<td>Western Area Director</td>
<td>San Francisco (CA)</td>
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</tbody>
</table>
Good morning, Link Sisters. For the past four years, Link Barbra Ruffin-Boston asked to Remember The Pledge and Deliver The Promise by holding close treasured friendship and serving those in our communities that need us the most. This week we have come to celebrate the Promises delivered, our History, our Heritage, our Hope, and our Passion for Service, in this beautiful land of the sun. And this is where we will begin our refocusing, our renewing, our recommitment, our realignment and we will transform ourselves. Let's walk with Barbra this week as she ends her journey and we will prepare for the next journey beginning today, the very First Plenary session.

Let's explore some of the commitments that we can make. Some of you may have already made these commitments, but if you hear something, recommit yourself to that beginning today. Beginning today, we will no longer worry about yesterday. It is in the past and the past will never change. We’re the only ones that can change.

Beginning today, we can no longer worry about tomorrow. Tomorrow will always be there waiting for us, waiting for us to make the most of it, but we cannot make the most of tomorrow without making first the most of today.

Beginning today, we will look in the mirror and we will see a person worthy of our respect. This able person looking back at you will be someone that you should be enjoying spending some time with and someone perhaps you need to get to know a little bit better.

Beginning today, we will cherish each moment of our lives. We will value the God-given gifts bestowed upon us in this world and we will unselfishly share this gift with others.

Beginning today, we will take a moment to step off the beaten path and revel in the mysteries we encounter. We will face challenges with courage and determination. We will overcome what barriers there may be which hinder our quest for growth and self-improvement.

Beginning today, we will take life one day at a time, one step at a time. Discouragement will not be allowed to taint our positive self-image, our desire to succeeded, or our capacity to love.

Beginning today, we will walk with renewed faith in human kindness regardless of what has gone before.

Beginning today, we will open our minds and our hearts. We will welcome new experiences. We will meet new people. We will not expect perfection from ourselves nor anyone else because perfection does not exist in the perfect world, but we will apply the intent to overcome our human ways. We will admire the wonderful wonders of this beautiful land of the sun. We will listen to our favorite music. We will embrace in love our Link Sisters. We will soak in a bubble bath. Pleasure can be found in the most simple of gestures.

Beginning today, we will learn something new. We will try something different. We will savor all the various flavors of life that it has to offer. We will change what we can and the rest we will let go. We will strive to become the best us, Western Area Links, we can possibly be.
Beginning today, and every day thereafter, and I'm going to add this one little thing, and this I promise. Thank you.

**LINKSPIRATION – PLENARY II**
Given by SANDRA SIMMS
Hawaii (HI) Chapter

Aloha. I'm Link Sandra Simms from the Hawaii Chapter, and I bring you greetings from the Aloha State, the birthplace of the 44th President of the United States. Everyone, of course, claims a piece of him. But for us, well, you know.

To our Area Director Link Barbra and our National President Link Margot and to all of you, it is a real honor to bring to you an inspiration for today. When Link Barbra asked me to do the inspiration, you think ooh, I'm not a preacher. So you go within and you pray for something important to come. So something did come to me. And I'll share it with you. It begins with this:

The mind is a terrible thing to waste. We all know this phrase. It is one that is very familiar to us and inspires in us thoughts of how we can inspire young people to pursue fields in education because that's what we're talking about when we use that phrase. But today I want to share a little bit with you about the mind that we know is a terrible thing to waste but I'm going to give you some thoughts to kind of change your mind about how you use your mind.

It's a very powerful thing, our mind, and we often think of it as just being used for things that we pursue. But it also can dictate the course of our actions, our decisions, when we aren't even constantly aware of it. So I want to share with you, first, some thoughts from of course Miracles. It's a book here but it's not long. So don't panic.

Your mind is the means by which you determine your own condition because the mind is the mechanism of decision. You must learn to change your mind about your mind because it's only your mind that can produce fear. It does so whenever it's conflicted in what it wants producing inevitably strain because wanting and doing are discordant sometimes. Only your mind can value and only the mind decides on what it will receive and what it gives, and every gift it offers depends on what it wants. Think about it.

The world is nothing in and of itself. Your mind gives it meaning. So try to identify with that part of your mind where stillness and peace reign. There is a place in you where there is perfect peace. There is a place in you where nothing is impossible. Because the mind that serves spirit is invulnerable. The mind that serves the spirit is at peace and filled with joy. Its power comes from spirit and it is fulfilling happily that function. The mind which means that all it wants is peace must join with other minds. That is how peace is obtained. And when the wish for peace is genuine, the means for finding it is given in a form that each mind that seeks it in honesty can understand. Alone, we can do nothing, but together, our minds fuse into something its power is far beyond the power of its separate parts.

And, of course, that is who we are as Sister Links as we join together. We have power, and that power is in our minds and it can be translated into the works that we do.

When I was given this to share with you, I guess the spirit said okay, I'm going to give you this to share and I'm going to test to see if you really do believe this yourself. So, as I was on my way to the
Conference and I got to Los Angeles Airport, with every intention of being here for the dinner honoring Link Barbra -- huh. I did not get on the plane. And so I was stuck in Los Angeles Airport for five hours. I didn’t arrive here until midnight. So what does your mind do at that time? What would you do? And it was like okay, okay, you gave me this to work with, okay, so I’m going to not go hmm. I’d love to be at the dinner and I’m sorry I missed it because you guys got to jump back and do all that fun stuff. But I was at the airport. I was at LAX. So, okay, Test Number 1. Okay, you’ll get there. There’s another plane. You’ll get on that one and you’ll get to Phoenix. Of course, I did. I got here and all is well.

I said okay, I can do this. I can do this. So I went down the next morning early in the morning because our chapter was setting up an exhibit and we had been informed to ship the exhibit materials ahead of time to the shipping company. Okay? So I go down. I had a cup of coffee. I go down to the exhibit area to put up the exhibit. However, it was not here. And the gentleman from greeting was like we brought everything over and it’s not there. I said no, it’s there. I sent it. So, of course, what do I do or what do we do in this moment? Ooh. It’s here. I know it’s here. This is a test of that thing I’ve been asked to share with you. It’s here. All right. So we went through things. Very polite, calm, because it’s here.

And I remembered that I had a note on the counter at home that detailed where I had shipped this, and that’s what he asked me for. So I call my husband. Lo and behold, he was home and not on the golf course. And I explained that it was this piece of paper and thinking, you know, he was not paying attention to what I was doing. I know for sure he has not a clue. I'll just mention it. I’ll just throw it out there because I’m being calm. Right? So I threw it out there. He said oh, I see it. He said oh, is this the thing that you were sending through FedEx? He says you know there’s a tracking sheet for it over here. He says I saw it. I said you know where the tracking sheet is? Yes. Yes, I’ll go get it. Have you ever known your husband to exactly know where something is? In that instant, I read off the number. He says, oh, yes, I know where that is and we’ll go get it and it will be here at 1:00. And it was.

And then, of course, I went to go get ready and I went to get jewelry I thought I had with me. And in the same conversation I kind of mentioned, you know, I think I was looking for this jewelry. It was the good stuff I was bringing for the Rubies & Diamond thing. And I was going to carry it with me. I thought it’s not here. It’s not in my bag. I hope it didn’t fall out. Breathe. And so, again, same conversation. Oh, there’s this bag here that you put that jewelry in. It’s on the table. Okay, it’s fine. And we have been -- so all is well. See, these things do work. There’s this test of time. We just have to stop and not go into that because we can bring ourselves to a place of peace and calm. Things kind of clear up sometimes and we kind of get where we need to be.

So, finally, I’m going to share something, one more thing with you. As we join together in this Conference, we are recommitting, we are reviving, we are transforming, we are engaging our communities for when we go home to do programs and service in that wonderful tradition that is a part of us. I’m going to share with you from a writing of St. Paul and I’m going to modify it to fit this occasion. And he says: Finally, my Sister Links, whatsoever things are true, whatsoever things are just, whatsoever things are pure, whatsoever things are lovely, whatsoever things are a good report. If there is any virtue and if there’s anything to be praised, think on these things. Aloha.
Linkspiration – Plenary III
Given by Link Jacqueline Berryman
Claremont (CA) Chapter

Good afternoon. Madam Area Director, Madam President, and Sister Links, I’m Jacqueline Berryman and I stand representing the Claremont Area Chapter. It is indeed my pleasure to have this opportunity to address such a wonderful and beautiful group of sisters. I am celebrating my first year in Linkdom and my first Area Conference, and I thought a bit about what I would like to share with you.

It’s always inspirational to know what an awesome God we serve, one who can cause you to get up with all kinds of energy and get on the plane on a Tuesday and look so forward to a Conference like this; by Wednesday, you’re so sick the paramedics are rushing you out to the emergency hospital; and by Thursday, you’re standing on your feet again talking to the audience. So I am inspired.

But in my life’s work, one of the things that I’ve done, and I’m sure you all do, there is a lot of principles that I live by. And one of the principles that I truly believe in is this: We are all ordinary people capable of doing extraordinary things. And if we are all of that, what stops some of us? Maybe nobody in this room. Maybe all of you are being and doing all that you are and all that you can be, and if you fit that category, then maybe what I have to say you can take and share with someone else if you don’t need this. But I have a belief that fear stands in our way sometimes, fear of being too smart, fear of looking too good, fear of having a different idea. Maybe it doesn’t apply to anybody in this room. But so I found a little reading that I’d like to share with you. It’s called Our Deepest Fear. And it’s by Marianne Williamson.

Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness, that frightens us most. We ask ourselves who am I to be brilliant, gorgeous, talented and fabulous? Actually, who are you not to be? We are all a child of God.

There is nothing enlightening about shrinking so that other people won’t feel insecure around you. We are all meant to shine as children do. We are born to make manifest the glory of God that is within us. It’s not just in some of us; it is in everyone. And as we let our light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others. Thank you.

Linkspiration – Plenary IV
Given by Link Sherry Lynn Jackson
Denver (CO) Chapter

Good morning. Madam Area Director, Madam National President and my Sister Links, I am honored to stand before you today. The poem I am sharing with you is taken from my great-grandfather’s book collection and it was printed in 1957.

Drop a pebble in the water, just a splash and it's gone. But there's a half hundred ripples circling on and on and on. Spreading from the center flowing out to the sea and there's no way of telling where the end is going to be. Drop a pebble in the water, in a minute you forget. But there's a little waves of flowing and there's ripples settling yet. And those little waves of flowing to a great big wave have
grown. You've disturbed a mighty river just by dropping in a stone. Drop an unkind word or careless, in a minute it's gone. But there's a half a hundred ripples circling on and on and on. They keep spreading, spreading from center as they go and there's no way of stopping them once you started them a-flow. Drop an unkind word or careless, in a minute you forget. But there's waves of flowing and there's ripples circling yet. And perhaps in some sad heart a mighty wave of tears you've stirred and disturbed the life what's happier you've dropped that unkind word.

Drop a word of cheer and kindness, just a flash and it's gone. But there's a half a hundred ripples circling on and on and on. Barely hope and joy and comfort on each splashing dark wave. To you wouldn't belief the volume one kind word you gave. Drop a word of cheer and kindness, in a minute you forget. But there's a gladness still a swelling and there's joy circling yet. And you've rolled a wave of comfort whose sweet music you can be heard. Over miles and miles of water just by dropping one kind word. Thank you.
**Introduction of New Chapter**

**Given by Link Aisha Toney**

**South Bay Area (CA) Chapter**

In 2008, there began the journey of becoming the South Bay Area Chapter. The chapter was chartered in Berkeley, California, on February 6, 2010 promising to all of the ideals, purposes and true meaning of friendship as embodied in the name Links. The chapter members were honored to become Links chapters within the Northern California region. We share the community within a 50-mile radius of the cities of Oakland, Hayward, Union City and San Leandro. The Far East Oakland is known for the oak tree, San Leandro known for the cherry tree, Hayward known for zucchini, Union City known for the gladiola, and Freemont, the tri-city.

At chartering, 33 lovely, phenomenal and sophisticated women became women of Linkdom. They are Links Myrna Anderson; Link Michelle Banks; Link Wandra Boyd; Link Joyce Brazil; Link Betty Calvin; Link Elizabeth M. Cooke, Corresponding Secretary; our Chapter President, Link Mary Cooke; Link Mikie Cooke; Link Vanessa Cormier; Link Terri Dunn-Dawkins; Link E'leva Gibson; Link Regina Guillory; Link Leslie Jackson; Link Ashley Jennings; Link Willeta M. Jennings; Link Mia Kelly; Link Betty Kennedy-Tapscott, Financial Secretary; Link Norma Lampley; Link Lillian Litzsey, Link Ianthia Mack; Link Karen McHenry-Smith; Link Deneen Ogbeide, Vice President of Membership; Link Jennifer Rose-Pope, Treasurer; Link Norma Ryles; Link Wanda H. Smith; Link Aisha Toney, Vice President of Programs; Link Dolores Ward; Link Norma Williams; Link Connie Willis; Link Donna Wilson Tillery; Link Tommie Wilson; and Link Maya Woods-Cadiz.

As new Links, we were very excited to launch programs that are worthy of Links distinction. In The Arts, the South Bay Area Chapter partners with Hayward Area Historical Society to document and disseminate details of the history and culture of local African Americans celebrating the contributions of African Americans in our service areas. With a focus on health and emotion of wellness throughout the lifespan, the Health and Human Services facet works with African Americans knowledge about their diverse physical needs and provide health maintenance and strategies and resources.

For International Trends and Services, South Bay Area Links collaborate with the Allen Temple Baptist Church in serving the orphan children of Mutoko and Zimbabwe by facilitating donation drives and donating directly. Our vision is to help alleviate the suffering and death as well as improve the quality of life for the affected children of the Mother Peace Orphanage by providing medicine, clothing and books.

The South Bay Area Chapter has made a significant impact within the Far East Oakland community through the Services to Youth facet. We really made it and revitalized the library for the Thurgood Marshall School and hosted the opening of the library in the school community. The students from Thurgood Marshall now have a fully functioning library, research books, research class projects and participate in Links activities. We also secured a part-time school librarian and donated current and culturally relevant books as well as provided funding for reference materials. Our Chapter also holds literacy activities including family reunites and the schoolwide spelling bee.

We, the Links of the South Bay Area Chapter, are proud to serve our Chapter and the Links organization to the best of our abilities, and this we promise. We would like to give a special thank you to Link Barbra Ruffin-Boston, our Western Area Director. The South Bay Area Chapter would like to express sincere gratitude for your ongoing commitment and support.
We would also like to thank the Sister Links within our Chapter that are responsible for creating this presentation. Link Mack, our Technology Chair; Link Elizabeth Cooke; Link Leslie Jackson; and yours truly, Link Aisha Toney.

Greetings from Guest Area Directors
June 23, 2011 -- Plenary 1

LINK TEREEL CALDWELL-JOHNSON, Central Area Director, Des Moines (IO) Chapter

Madam Area Director, it is with great pride and much enthusiasm that I greet you on behalf of the nearly 2,500 members who comprise the Central Area of The Links, Incorporated.

Now, as you all know, the Central Area is indeed the heart, the heart of Linkdom. Thank you. And we proudly boast significant accomplishments, including our 69 chapters in 17 states whose programming excellence and member service is exemplary and impactful. Now, we also have to brag just a little bit. We had our 37th National Assembly in the one and only Motown, the City of Detroit, which I think you all will agree was absolutely phenomenal.

But our proudest accomplishments manifest themselves into incredible and visionary sisters; our immediate past National President Link Gwendolyn B. Lee, and our current and 15th National President Link Margot James Copeland. And while my love for the Central Area, just like still waters runs deep, it goes without saying that my admiration and esteem for my sister Area Directors and their respective Areas is indeed boundless.

For, you see, we all know that the Eastern Area is the proverbial flagship of Linkdom. The Eastern Area has given our great sisterhood its roots and has truly given us our wings. Our rich history and indeed our foundation emanates from the East. And I salute our immediate past Area Director Link Bishetta Merritt and welcome and congratulate our current Eastern Area Director Link Dianne Hardison.

And my dear sisters from the Southern Area, they truly give a new meaning to the term Southern hospitality. Through their Signature Childhood Obesity Project that has now been elevated to a National Initiative, the Southern Area has truly redefined service at its finest. I salute the immediate past Southern Area Director Link Mary Currie, my dear friend, and welcome and congratulate Link Eneid Francis, the new Southern Area Director.

And now to you, my dear sisters from the West, what can I say? When the Links went West, we did so in a big way. And my Western Area sisters are daily delivering on the promise and showing your passion for service through your Signature effort focused on STEM. This Western Area Signature Projects has now been elevated to elite status as part of our new National programming effort, and for this, you should all be commended.

Now, my Western Area sisters, I want you to know that the West is very special to me. For, you see, the West not only gave me my first professional opportunity but my second and my third with the cities of Fort Worth, San Diego County, and the City of San Antonio. It is also the Area where I was inducted.
into our great sisterhood with my sisters from the San Antonio Chapter. And if that weren't enough, my husband of 25 years, Vernon Johnson, was born and raised in Corsicana, Texas, and educated at Wiley College. So, you see, the West indeed is special to me.

Now, speaking of special, a greeting to my Western Area sister would not be complete without a few words about your dynamic Area Director, my dear friend. She is a sister and a friend who embodies those special qualities and undeniable characteristics that we see in our leadership. Link Barbra’s vision, tenacity, courage and quiet strength, even in the midst of unparalleled personal challenge, has set the tone for truthful and productive tenure. Her leadership of this Area is nothing short of phenomenal, and her passion for and commitment to The Links organization and to her Western Area sisters is beyond measure. Link Barbra, thank you for sharing your talents and your treasure with all of us. Not only are you my sister, you are my cherished friend, my loyal confidante and a true, true soul sister. Thanks for being you and allowing me to be me. It is indeed a fun ride with you by my side. I thank you and I love you.

To each of my Western Area sisters, it’s indeed my pleasure to join you as you celebrate this 40th Western Area Conference. Thank you from the bottom of my heart for your generous invitation. Thank you to the Phoenix Chapter for the preparation; and thanks to each and every one of you, my Western Area sisters, for your wonderful hospitality and your warm, warm welcome. Thank you for allowing me to be with you, and again, I greet you on behalf of the Central Area. Welcome.

LINK MARY CURRIE, Immediate Past Southern Area Director, Atlanta (GA) Chapter

Well, I have been on a personal countdown, Madam Area Director, for months. And it’s not because I’ve been anticipating that July 8th launch and final liftoff of Atlantis and National Space Shuttle Program, but instead this week’s 40th Western Area Conference and the opportunity to join you and bring my love, admiration and unshaped friendship and support of none other than your incredible Area Director, Link Barbra Ruffin-Boston.

There were four of us. First it was Bishetta from the East, then I came on, then there was Barbra from the West, and our baby girl Teree from the Central Area. We were all inducted in 2007. We immediately became a very close-knit team that hit it off right from the beginning. In all candor, we have also accumulated a mutual respect, admiration and support system for each other that will withstand all test of time.

As Sisters in the Struggle and Links, life in time has graced us to witness, share and come to appreciate our many individual talents and treasures. One of the greatest of these treasures is friendship. We have found that friendship is a wealth-like glow, and collectively, we became like wind to support and pull each other to soar like eagles. We have seen the major success stories that are created when Links and sisters come together.

Link Barbra, I salute you. Oh, she’s over here. I salute you and I applaud your many successes as Western Area Director. I want you to know that I consider myself fortunate in that our paths came together and our friendship has flourished. I dedicate to you this snip-it from the poem “No Time Like the Old Time” by the famed author Oliver Wendell Holmes: There is no friend like the old friend, who has shared our morning days; no greeting like her welcome, no homage like her praise. Fame is the
scentless sunflower, with gaudy crown of gold. But friendship is the breathing rose, with sweets in every fold.

Congratulations to you, Link Barbra Ruffin-Boston. And each of my Link Sisters of the Western Area, best wishes for a productive wonderful Area Conference. It has been my privilege to have served in the trenches with Barbra and to have joined you here to celebrate the promise and the passion for service.

One of the reasons I believe that the four of us became such a strong bond for each other we accepted our differences as learning tools and we learned early to applaud each other by using some of the most powerful three words, for instance, I miss you; I respect you; I trust you; maybe you’re right; please forgive me; I thank you; count on me; let me help; and go for it. And one that we don't use enough, I love you. And then the one that we all need to remember to say to each other, I'll be there.

Friendship really does work. However, there are days where we must be able to tell some of our darling Link sisters and nothing seems to work. That's when you think of that old hymn that says "when I've done all that I know how to do this day", Link Barbra, when it doesn't work, just say "bless your heart". We will remain Sisters of the Struggle, and I thank you. And I'm having a wonderful time!

LINK DIANNE HARDISON, Newly Elected Eastern Area Director, Old Dominion (VA) Chapter

Madam Area Director, from the peaks of the Blue Ridge Mountains in Virginia; to the bountiful Chesapeake Bay in Maryland; to the District of Columbia, home of the first African American President Barack Obama and where we will rededicate our National Headquarters in November; to the first State of Our Nation, Delaware; to Pennsylvania, and the birthplace of our beloved organization almost 65 years ago, Philadelphia; to the Jersey Shores; to the Empire State, and a city so bad we had to name it twice, New York, New York; to Connecticut; to the Ocean State of Rhode Island; and finally to the Commonwealth of Massachusetts, I bring warm and sisterly greetings from 73 chapters and almost 3,000 Links of the Eastern Area. We wish you a very productive and fun-filled and sisterly-filled 40th Western Area Conference. Thank you so much.

LINK ENEID FRANCIS, Newly Elected Southern Area Director, Atlanta (GA) Chapter

Madam Area Director and my Link Sisters of the Western Area, good morning. I bring you greetings from the almost 3,000 Link Sisters in the 77 Chapters of the Southern Area, and I extend special greetings to my friend Link Barbra Ruffin-Boston. Barbra and I served as Area Directors together, not Area Directors, Secretaries, Area Secretaries for four years. And for about four weeks, we also served as Area Directors. It's almost like old times, Link Barbra.

Western Area, this bouquet of flowers ordered just for you represents Alabama, Florida, Georgia, Louisiana, Mississippi, North Carolina, South Carolina and Nassau in the Bahamas. It has a pink camellia from Alabama and the orange blossom from Florida, the Cherokee rose from Georgia and the magnolia from Mississippi. If you look a little closer, you'll see the American dogwood from North Carolina, the yellow jasmine from South Carolina, and the yellow elder from Nassau Bahamas. We’ve also added the rose or the fleur de lis from Louisiana, my home state. The Links of the Southern Area extend best wishes to the Links in the Western Area for a stimulating, productive and enjoyable 40th Western Area Conference where you reconnect with old friends and make some new ones. We know that you will leave Scottsdale renewed, recommitted, refocused, realigned and transformed, ready to Lead With Excellence and Serve With Grace. Enjoy your Conference.
40th Western Area Conference

APPENDIX II
PLENARY I
WESTERN AREA OFFICERS’ AND COMMITTEES’ REPORTS
Plenary I Reports

Report of Western Area Director

LINK BARBRA RUFFIN BOSTON
San Francisco (CA) Chapter

On July 7th in San Diego 2007, I began an amazing and awesome journey as the 15th Western Area Director. This journey has been exciting, exhilarating. It's been challenging and it's been humbling. It's been all of that to serve the more than 2,000 members of the Western Area. And I'd like to think of the Area Conference as sort of a family reunion. And if you think about the uniqueness of the West, we've got the ten sisters, ten states. We've got six with only one chapter. Oregon has only Portland Chapter. Hawaii has only one. I call them the Power of One, the six states with just one chapter that represent us so well.

But we're different from the other Areas because we have to stop and think Arizona has two chapters; State of Washington has four; and then guess what, because I have the states that are furthest in geographic area but also largest, Alaska, Texas with its 18, and then comes the largest state in the nation in terms of population, California, but we have 25. So, you know, it even looks different from the other Areas, doesn't it? So the challenge is interesting in that we can't drive to meetings, but we express our love and we've got business done in other ways.

Our theme, Remembering the Pledge~Delivering the Promise, has provided a framework where we could focus on building, strengthening, balancing our focus, and serving those most in need. Now, today, I have my special thanks to Link Jacqueline Revis, because I give her credit for the -- we talked for an hour after I was elected. I kept saying I'm so task-oriented. I want this, I want -- and she finally said to me this is what you said. So I give her credit for the theme. If we think about it, endings, endings come for all of us, but it begins with "and this I promise", the pledge that we take when we become a Link, the excitement, the hopes and the dreams that are there. So what happens when we wear white at the ceremony, the ritual to become a member, and God willing for all of us there is a final ritual one day when we're in white and that ends with our chapter. So what happens between those two points. It's almost when we think about our lives and the paths we take, our relationship with God. When we begin and when we end, it's up to us. And so I think about what's happened during the past four years.

Everything begins with service, service in the chapter, service on the operation side, but also service in the community. So I want to share with you -- I think I turned this on. Let's see. Okay, what I've done. Madam President, I forward this under the six strategic goals, even though they weren't there but let's go with it because it fits.

Goal 1, Deliver and Sustain Transformational Programs:
We started out talking about best practices, best practices in operations, best practices in programming. What does it look like? So, in Programming, because we're so vast and so different and have such different communities, we started with implementing the Service Delivery Model. I hope for the Program team, my dynamic Program team they will say I gave them some direction and let them go. But the common thread was how do you use a Service Delivery Model no matter what you're doing? So they had
a one-to-eight ratio, called them PODs. And through virtual teleconferences because of our differences, Leadership Summits and Chapter Workshops, the goal was to get everybody. So what did we do here?Accomplishments: 90 percent of the Western Area Chapters are engaged in sustainable programming by 2011. 58 percent were recognized for Best Practices in 2010. And I will say in terms of getting those program reports in we were at the 96 percent rate, so I will say to you that for this "the promise was delivered". Give yourselves a hand.

**Enhanced Member Services and Engagement:**
We, again, thought with the distance to involve officers of 55 chapters with their counterparts. The Area Vice Director had marching orders to get to know every, first, Vice President of Programming; second, Parliamentarians. So we use the challenge of distance with conference calls, virtual one-on-one training. I kept an open mind with the presidents in terms of regular meetings on conference calls and engaged them all in terms of alignment. When we say alignment, we're talking about what did we do with the documents. Something has changed in National Assembly how do we fold it in.

So, in terms of looking at what we accomplished there, we were to respond within 24 to 36 hours. For the most part, we kept that. I sent 44 monthly Communiqués in the last four years. I visited 46 chapters and expanded the breadth of knowledge as we shared information. And so I will say to that result "the promise is delivered".

**Fund Development and Fiscal Responsibility:**
We sought funding for Western Area Programs, particularly our strategic initiatives, including STEMs. I'm not going to take away the thunder for Fund Development. I know Argentina and also what -- as a matter of fact, Argentina, $10,000 she had gotten in that. So we wanted to ensure that chapters demonstrated the responsibility. What's in the Finance Handbook? What are we doing in our relationship to National? We sought member support for the eight Western Area HBCUs. So, in terms of our big accomplishments here, we received significant funding across the board but particularly in the area of STEMs. We had 100 percent on-time response in paying dues owed to the Links Corporation and Foundation, a 99 percent rate in terms of 990s and bonding, 85 percent rate in terms of HBCUs, more than $60,000 chapters contributed and the final payments are now going to the institutions. I followed a practice that was started in the previous administration where we ask every chapter to submit their budgets by May 15th of each year. We have a 94 percent rate. They are still coming. So, in terms of this, I will say "the promise is delivered".

**Organizational Assessment and Alignment:**
We used surveys, chapter assessments to really talk about what does it look like if you're an effective secretary; what are the essential things you should be doing as for each officer, the elected officers and the parliamentarians. Best Practice, we set targets for alignment with the National organization and the governing documents as they kept changing. We set targets for alignment more recently last year with the six strategic goals. All chapters were asked to do a draft strategic plan prior to coming here.

In terms of accomplishments, I also have worked this past year with Organizational Effectiveness Director which is a unit of the National organization. We engaged them. 96 percent of the chapters have submitted by November 15th of every year their updated Bylaws and documents. 98 percent of the Program Reports have been submitted on time; we've always had one or two that make it just the next day or the next one. 80 percent of the chapters have engaged in draft strategic plans, and 100 percent of the chapters are engaged in Strategic Planning Training. Madam President, on Saturday morning, more than 200 have signed-up to being in the training. "The promise is delivered".

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Leadership Development has been fun. Most of you know in my other life my work has been in professional development, career development. So we have had training development, training development, training development, and we have used the talents that we have within the organization. We’ve had training at chapter retreats. Our summits had been fantastic. 2008-2010 more than 200 people had showed up, and we’ve broken the workshops into what makes sense for programming, operations and then cross that training as it occurred. We’ve ensured that officers are technically proficient to do their jobs. You know, to be effective in any office in Links right now, you have to be very proficient with the computer. So, on the sister relations side, we ask each chapter to identify a Technology liaison. 100 percent of the chapters did it. So, if we had a Link Sister who was in the position and she did not know how to get that information to us or to headquarters, her sister Technology liaison worked with her. And so we’ve had tremendous support with that. We’ve also supported Scott-Hawkins. We’ve had at least ten in each group.

In terms of accomplishments, Leadership Summits, Technology, 99 percent compliance to a paperless system. We’ve moved over. And that’s happened over the last four years. And 100 percent compliance for membership. I know some of you fuss when I sent those forms and you sent it in the mail to me back. We did it online and I’m proud to do that. So, again, "the promise is delivered" in terms of Leadership Development. That continues.

Promoting the Links brand is one that we must continue on because, again, it’s alignment with National. But we have raised awareness. Certainly, in terms of collaborative partnerships with STEMs becoming known for that, we’ve had significant work in our relationships there. Raising the awareness of chapters to say why are you doing what you’re doing, what is it connected to, are you just doing this program because somebody works in the school and knows somebody at this institution. Step back, think about what you’re doing, think about it strategically and also think about how you’re being known in the community. We have one chapter, San Diego Chapter, has done its Achiever’s Program for years. There was a woman not our ethnicity. She gave them how much? How much was it, San Diego? Over $200,000. Now, giving that as an example, this was a woman who she liked what they were doing. She wasn’t a Link. She’s not in our ethnicity. But she left in her will more than $200,000. That’s branding. They are known in the community. They just had their 25th anniversary. So that’s an example of branding and where we’ve tried to raise the awareness. I’m not taking credit for it. I want to shout out for you. We wanted broader National report of STEM. We’ve been fired up about STEMs, the connection with NASA, knowing how much Science, Technology, Engineering and Math.

So, in terms of accomplishments, we will certainly say we received critical support. It’s not across the board but we’ve gotten critical support. I’d rather start small and let it build. We’ve had local chapters refocus on purpose. There are some STEMs and also Childhood Obesity on the other side we should see. STEMs is now a National Initiative. And in terms of this one, while we continue to work, I’m going to take credit for it, "the promise is delivered".

Now, let me just say that San Francisco Chapter has 25 members here. Some of you are working, but stand wherever you are. San Francisco, because I owe it all to you, 27 showed up. And I must say that the best advice -- thank you. The best advice I ever received was from my sponsor Julie. Is she in the room? If I know Julie, she likes to sleep until 10:00 or 11:00. She told me before I was inducted you better know that pledge. Do not embarrass me. And she said do not be a lazy Link. Come in, get involved, get to know your chapter, work, go to Area and National Conferences and Assemblies. And I have not missed a National Conference. I am saying it all comes back "and this I promise".
It's our relationship with our chapter, with our chapter members, where we are. This was a wonderful -- all of you know that Kermit was my main supporter. The second year I was in he died suddenly. But they were on the phone with me within three hours of finding out. When I got home from UC Parnassus, Alice and Fern were in front of my house. So I had been lifted up. And you have to think that on this journey there are things that you go through by yourselves, but there are sisters who are always there to support you. This has truly, truly been a labor of love. I've had a team that has supported me, lifted me up no matter where I've had to stand. And, Link Sisters, you will always be deep in my hearts. Thank you for the opportunity to serve. Thank you so much. Madam National President, please come forward.

Madam National President, Margot James Copeland, as a proud Western Area Director, I am pleased to present to you on behalf of the 55 chapters that compose this Area, Best in the West, a check in the amount of $17,000 in support of the National Building Fund. We make this donation in recognition of the National Programs and Initiative that had the opportunity to be featured and documented in our headquarters, particularly in the new National STEM Initiative, the Area that started in the West. So congratulations.

Plenary II Reports

Report of Fund Development
LINK VINER MANFOOT-GREENE
Fort Worth (TX) Chapter

To Madam Area Director, thank you very much. For the past four years, from 2009 to 2010, I served as the Co-Chair of Fund Development and Argentina James was the Chair. And Argentina and I have been I guess Lone Ranger and Tonto for a long time now. And so she left me when Link Margot took her to National. She told me I didn’t need a Co-Chair. I always do what she says.

So here I am. And we were quite successful in 2009 and 2010 raising funds. So, for 2010 and 2011, I have several loans; one was to identify the Western Area funding needs, to lead the Fund Development Committee and solicit funds; to collaborate with National Meeting Planner and Area Director for key events for the 2010 Leadership Summit and 2011 Area Conference.

I decided to put together a five-point strategy to raise funds. Of course, the first one would be corporate to see what corporate funds we could acquire. Argentina did Chair the corporate funding for me. Then I assembled a committee because I believe that we have to become more self-reliant financially as an organization and as corporate funds disappear and diminish, so I put together a very powerful group of Links that I was familiar with that I knew had resources of their own and also could acquire in-kind. And some of those people are -- we have on that committee. We have Argentina James, Janice Hall, Diane Ramsey, Roxann Chargois, Lorna Hankins, Erma Johnson Hadley, Josephine VanWhite Daniels, Gina Grivens, Sue Whitcliff, Sharon Owens, Audrey Gilbreth, Gladys Bradford and Link Deidra Fontaine. We were able to exceed our goals because of these ladies. We have raised as of today $117,725. We have individual distributors and those are VIPs. Would you please stand if you're here,
all of the VIPs. Thank you. We also campaign for National HBCU which was the 40-in-40. Jennifer Brooks, it came out beautifully.

And then we have our raffle which is the fundraiser that we’re doing today. Everything has been confirmed with these numbers except the raffle, so I’m going to ask you ladies to keep buying and show me the money.

Plenary III Reports

Report of the Communications and Public Relations Chair

LINK CHRYSTLE SWAIN
Austin (TX) Chapter

It is our time to more boldly than ever tell the world who we are and what we do through our branding efforts. Our first goal was to start our brand new initiative from within using our established vistas of communications. Those vistas are The Chain, Linked Magazine, and our Link to Link Newsletter. The Chain was the first newsletter to go green in Linkdom and we have been green for seven years. While we are charged to produce two issues of The Chain per year, we actually produced three. As a member of the National Communications Committee led by Link Cassandra Webster, we revamped the former Link to Link Newsletter and now have a true magazine, your in-home magazine, Linked Magazine. I’m pleased to serve as a contributing writer on behalf of the Western Area.

Our second goal was to establish a unified, graphically-branded look that should appear when sharing the Western Area programs and services. Our graphic representation is that of a green-leafed background. Our motif is that of leaves and roses to appear on your chapter newsletters, your Web sites, media releases and the like. However, the major part of our branding efforts is rolling out the tag line -- Linked in Friendship~Connected in Service. It has been a full circle experience as yours truly suggested that we apply a tag line. And who could have known that the winning entry would come from the West, Gulf Coast Apollo Chapters Link Bobby Verak (ph), beautifully crafted words have fantastic, active and succinct touch points; linked, friendship, service.

As for our next steps, the branding continues and typically takes two to five years to penetrate hearts and minds. However, we are the best ambassadors for rolling out our tag line. And as I leave this role, I ask each of you to please use the tag line, embrace the tag line, incorporate the tag line so that like UMCFs, a mind is a terrible thing to waste, Linked in Friendship~Connected in Service becomes as iconic and as well-known.

Our agreed-upon recommendations to the Executive Council are that the Communications Chair become more closely aligned with the planning of our Area Conferences, to maximize the branding elements so that all of our vistas of communications seamlessly communicate and connect our brand with a membership among our corporate partners, among our not-for-profit stakeholders, and among our media partners as well.

As I leave this post, I want to thank the editor of The Chain, Marcia McFadden, Hawaii Chapter, who is travelling in England at this time. And I also want to ask all the Chapter PR Communications Chairs...
and the Western Area Conference Committee who is bringing you the Daily Linkup to stand with me as we thank Link Barbra Ruffin-Boston for her support in moving ever-forward communications within the Western Area. Will you please stand with me? Thank you so much, Link Barbra.

Report of the Western Area Chair of Strategic
LINK DEBORAH BEAVERS-WATFORD
Las Angeles (CA) Chapter

2009-2011 Goals:

Goal 1: Distribute survey results and mission/vision draft language to all area presidents for comment leading to the adoption of a mission/vision statement.

Goal 2: Distribute draft strategic plan and tool kit to all chapters for feedback, submitting all comments for the National Links strategic plan.

Goal 3: Distribute six National strategic priorities to Chapter Presidents to benchmark chapter goals to six National priorities. After appointing a chapter Strategic Planning Chair, chapters drafted strategic plans aligned to the six National priorities and submitted to the Area Committee, Western Area Strategic Planning Committee for comments. I'd like to thank you for 75 percent response. Give yourselves a hand.

We have about five chapters who we have not gotten responses back to. You will get them as soon as this Conference closes. But everyone else did receive a response, a quick review of your goals which were submitted and gave you feedback on what you need to do to tweak them, and hopefully, you're prepared for our workshop tomorrow where you will learn how to cascade those goals.

The focus was on developing smart, measurable goals and 75 percent was pretty good for three month's worth of work. Cascading goals will be taught at the Area Conference, which is where we are now, but it will be taught tomorrow at the workshop. And following the training, chapters will complete their strategic plans, and the submission date for the Western Area is that all plans completed must be submitted to the National Strategic Planning Committee by January 31, 2012. You are well ahead of yourselves and I have no doubt that 100 percent of the Western Area plans will meet that deadline.

The recommendations to the Executive Council are that the Western Area Strategic Planning Committee will need to review chapter plans to develop the Area plan, and that support from the Area and Vice Area Directors will be necessary to assure that we have a unified response from all chapters and to assure you that the implementation of the Chapter, Area and National plans assure the alignment of transformational programs and the line of sight for the organization and everything lines up.

In closing, I'd like to introduce my committee. And you've met some of them already because four of us serve on the National Strategic Planning Committee. But I'd like to introduce again

Diane Harris-Wilson from the Oakland Bay Area (CA) Chapter,
Ida Seymour Daniel from the Denver (CO) Chapter,
Karla Smith Fuller, *Mid-Cities (TX) Chapter*,
Sonja Johnson Williams, *Oakland Bay Area (CA) Chapter*,
Vellet Wyatt-Finley, *San Diego (CA) Chapter*, and
40th Western Area Conference

APPENDIX III

LEGACY MOMENTS
First Plenary Meeting  
June 23, 2011

Legacy Moments

LINK EDWINA GRAY HIGGINS  
10th Western Area Director

Link Barbra and my beautiful Link Sisters, good morning. Oh, no, you can do better than that. Good morning. All right. I see you all bright-eyed and bushy-tailed, as old folks used to say, and you’re filled with excitement. Now, after about 50 years now, I’m getting to the point where I can’t remember well but it’s coming.

When Link Barbra called me and asked me to bring a Legacy Moment, I kind of hesitated and said I’m not too sure. But how can you say no to Link Barbra? So I said okay. But as I hesitated, she says oh, we’ll pass the mike down to you. I said oh, no, I want to stand before the sisters. So thank you for allowing me to bring this moment to you.

Well, I got to thinking okay, you’ve committed now, so what are we going to do. I began to reflect on the severe changes that are occurring, that is, mothers killing babies. It’s kind of awful. The physical calamities like the fires and the floods and of course the hurricane -- being from Texas, I had to say that -- and of course just the present conditions that we now face.

And so I said well, we are going to come together today to renew our resolve and strategize for the next two years. This brings to mind an excerpt from one of Martin Luther King’s speeches “we will give our tired feet new strength as we continue our forward stride”. Now what does that have to do with the Links? Well, to find the necessary balance between stress and personal pleasure, we need to have some enjoyment in our lives. And you all know that I love to have fun. Now, of course I can only imagine what you must be thinking, wondering what does this have to do with this Legacy Moment. So, Ladies, sit back, relax and visualize this particular saying. Link Thelma reminded me that it was at my first conference that San Fernando Valley held in California that we had a beautiful Area gala, and as the guest audience was the late O.C. Smith. So now you all visualize this:

Here we are and we're all dressed in our finest, and O.C. is sitting in the middle on his stoop. Well, he was singing and we were just enjoying ourselves. We were wiggling, having a good time. And I looked all around. I could see the Sister Links just shaking, having a good time. And I said you know what, we really enjoyed all this music. So we were swinging and we were swinging. Now, after a while, O.C. was starting to sing Little, Green Apples. And for those of you who know and are trained in music -- well, I jumped up, came to the dance floor, waving my napkin. And before I could say "come on, Sisters", the whole room got up and we all started waving our white napkins going around the room singing Little, Green Apples. Those of you who are old enough to remember, we did do it and have a good time. Let me say this -- no, I’m going to go back a little bit. Just give me a chance. You know, the mind isn’t working too well right now. Link Nelson always, and whenever she sees me, the first thing she says to me "do you remember those little, green apples". So we always think of that. That’s a joke between us. Now, the next day was Links dripping in diamonds acting like we were at a rock concert.
So, Ladies, that would be my Legacy Moment. But our Conference allows us the time to be serious and a time to give our feet new strength as we continue our forward stride. So I hope you enjoyed my Legacy Moment. But on Friday night, you're going to find me in my cowboy hat and my boots and I'm going to be doing either the wobble or the Michael Jackson, and as Will Smith says, I'm going to be Getting Jiggy-With-It.
Thank you. Madam Area Director, Sister Links, I invite you to picture this: Long, flowing gowns; elegant, upswept hairdos; tuxedos; gloves; and, of course, furs. The ballroom was sparkling, bouncing, lights bouncing from chandeliers, and exquisite perfumes emanating with full arrangements filled in the air.

The occasion, the Los Angeles Links 11th Cotillion. It was November of 1962 at the Beverly Hilton Hotel. Renowned architect and our Connecting Link, Paul Williams, had paved the way for Los Angeles Chapter's relationship with the Beverly Hilton Hotel, since you know in those days the events of our people were not readily received. But the night was special and exceptional all around. There was a buzz in the air. There was talk that Nat King Cole, a father of one of the debutantes being presented that evening, Cookie Cole, had invited California Governor Edmund Brown, Sr., and President John F. Kennedy, Jr., as his guests that evening. But was it possible that either or both would attend? They were both in town for a Democratic Party event and not too far away, but their actual appearance was too much to imagine. Was it hype or was it real?

Well, suddenly, there was an announcement that everyone was to remain seated. If you had stepped out of the ballroom, you had to remain out. But shortly following, an advanced team of security appeared from nowhere, not what we’re accustomed to seeing today but an entourage of Secret Service that was an impressive presence, nonetheless. Then all of a sudden there was applause, gasps and sounds of astonishment. Members and guests could not believe it. Yes, President Kennedy and Governor Brown were actually there at the Cotillion. What a fantastic and unbelievable scene. Their greetings were brief and then they graciously posed for photographs, one with our Chapter President Link Ursula Murrell, who later would become a Western Area Regional Director, and another with the host Nat King Cole.

Then as magically as they appeared, they and their entourage were gone. But the feelings of excitement and the giddy chatter of the guests continued for most of the night. They had just witnessed a historical event; both the President of the United States and the Governor of California had attended the 1962 Los Angeles Links Cotillion.

Sister Links, this is truly a Western Area Legacy Moment! Thank you.
Good afternoon once again. I wish to begin by expressing my sincere thanks to our dedicated, focused and energetic Western Area Director for giving me the opportunity to serve as the Chair of Archives and History. It was my pleasure working with an outstanding team of Executive Committee members who exemplify the true meaning of the word friendship.

The mission of the Committee of the Western Area of The Links, Incorporated, believing that records have both historical and legal values, desires to maintain and preserve the Area archives and the 55 chapters which serve to enrich public knowledge of their civic, cultural, and educational developments.

Goals: Participate in the presentation of National and Area workshops in conjunction with the National Archives and History Committee; to produce a legacy newsletter; to provide a service to chapters that have questions on research of documents and archives and history for their chapters; and to complete and review an update of the Western Area History.

Successes: Fact sheets were produced and distributed to chapters on Preservation Measures, Storing Archival Material, Preserving the Past, and the Legacy Keeper Annual Chapter Profile; provided the chapter archivists with checklists of items to be stored at their repository; developed a template for chapter's history to be submitted and recorded; edited and updated the Area history book. Now, all of the delegates, you should now have a copy at your place. I hope that everyone has a copy. The legacy newsletter was produced providing information focusing on envisioning the future and acknowledging the past and present.

I am sincerely grateful to those past Area Directors and chapter historians and archivists and presidents who responded to the call for chapters' historical documents and photographs to complete the Western Area History Book. My appreciation once again extends to our Western Area Director, Barbra Ruffin-Boston, for her support in the implementation of this challenging, rewarding, and a labor of love. Thank you.
Second Plenary Meeting  
June 23, 2011

Legacy Moments

LINK THELMA JOHNSON RICE  11th Western Area Director

Madam Area Director, Madam National President, Sister Links, in 1991, you elected me to serve you as the Western Area Director. Coming aboard with me was some of the finest women in the Western Area, very capable, and I might do a special legacy on each one of them. They helped to make this administration an outstanding one.

I, however, have opted to recognize only one from my administration. And that person I am going to give a tribute to posthumously because she did die about two years ago. Her name --, Lois Miles, from Phoenix, Arizona. Lois did all sorts of research in order to do the first history book for the Western Area starting with the first Area Director Loraine Rickmond. She did research with everything that she could find on Loraine Rickmond. She went through every Area Director up to the 11th when she went out of office and so did I.

We know that history is made daily. We cannot stop making the history of the Western Area. We make history every day, and we should be recording everything that has happened. We must know that we have no means of judging the future except that we know about the past.

I want to thank you and please keep in mind that Lois Miles did the first history book in the Western Area.
Third Plenary Meeting
June 24, 2011

Legacy Moments

Link Barbara Lord Watkins  12th Western Area Director

To our dear Western Area Director Barbra Ruffin-Boston, and our 15th National President Margot James Copeland, and to all my Sister Links, good afternoon.

Let me first express my gratitude to you, Lady Barbra, for your stellar, stellar vision and leadership. Because of what you’ve been able to achieve these last four years, you have raised this Area to a new height, and we are very, very proud of you.

To Link Margot, there can be no doubt from your presentation on yesterday on the State of this Organization and from your many years of leadership in The Links, Incorporated, that you will continue with robust candor and transparency to ensure that friendship and service with grace will be what every Link will hope to achieve. You remember that grand statement that said you’re in good hands with...well, I think it goes without saying we’re in good hands with Link Margot.

But when one thinks of the term legacy, it usually connotes thoughts centered around what one has done to make life different, hopefully better for others. Well, my a-ha moment did not occur specifically during my administration because, as you will see, it’s still a work-in-progress. It began in 1995. It was my first Executive Committee meeting. And I looked around the table and I saw the following people:

I saw Mattie Peterson Compton, Sandra Dorsey Malone, Barbra Ruffin-Boston, Constance Fitzpatrick Smith, Veronica Spencer Austin, Lilly Fontinell, our deceased loving member from Phoenix Lois Miles. These individuals really give all of us a great sense of pride because they continue to provide outstanding leadership and service to this organization. These women did what it took our National basketball team, the Mavericks, many years to learn, and that is: It’s not about an individual; it’s about a team.

I mention this because when you hear things like, you know, we were the pilot Area to do online registration or we submitted Rosa Parks’ name for membership or we found a permanent home for our archives or we raised money from corporations, Argentina James was right there at the time, or when we did or had our very first, our very first primary school as part of Education Across the Miles, those were all very, very important; yes, they occurred on my watch; but it was the women that I mentioned earlier and the women you elected, like Norma Jean Tucker and Cheryl Anderson and Ruby Lee and Thelma Rice, who I follow, these are the women that made up the team that had things happen for you. So this year’s Legacy Moment and Moments are dedicated to the team that keeps on giving.

Now, finally, I must leave you with the picture in your mind of our very first Area Director, if you would, please. There she is. Our first Area Director and the person I refer to as my soulmate for many, many years, Link Loraine Rickmond. She and I became friends when I honored her at my first Area Conference, the one that I presided over. I don’t need to tell you she was something else. She did not hesitate to call me late at night and she would say to me ”dear, are you thinking about me; I’m thinking about you”. She never hesitated to let you know what was on her mind. She loved music. She loved
dancing. She loved painting. And what she would do is she would paint these beautiful, beautiful notes and would write me messages on those notes. Here are a couple of her paintings on the screen. They were absolutely, absolutely gorgeous. Well, she also played the piano and she played the piano up until a couple of months before she passed. This lady loved her champagne, loved her champagne. She loved The Links. And she would tell me, she would say Charles would give me anything, Charles is her husband, Charles would give me absolutely anything for the Links because he loved good-looking women. That’s right. She believed that the Links, at least most Links, were the smartest women in the country. She said they knew what to say, what to do and what to wear. I too, Sister Links, I recognize you as the best and the brightest, the best and the brightest women in this country with a passion for service and friendship.

Thank you, Link Barbra, for providing me this time on your program. And to each and every one of you, may God continue to shower blessings on you and make each of you have peace. Thank you.
Third Plenary Meeting
June 24, 2011

Legacy Moments

Link Norma Jean Tucker
13th Western Area Director

Link Barbra Ruffin-Boston, our Western Area Director from across the bay; and to my girlfriend, we were together eight years, Vice Directors, Directors, Link Margot James Copeland, our National President, I have so much to say, so many things to tell you. But I was given three minutes and some of you may remember three minutes that I used to send and so this is a three-minute bulletin. I want to acknowledge those who served with me in my era of excellence, those who worked tirelessly to build on the foundation of this unparalleled organization. They're the ones you do not see standing now when names are called. They're the ones you may have forgotten but they are the ones who laid a brick on the foundation, each one of them, to make this organization as strong and sturdy as it is. It is as strongest and sturdiest as a giant oak tree whose branches reach out to the heavens those who have served.

And I want you to know that some of them have served and are continuing to move up. And to those of you who are here for the first time, I want you to take notice of some of the things you have seen here this weekend of how well things have been planned. But it took hours, countless hours to make this Conference happen the way it is happening. Everyone with whom I have spoken has said it's a wonderful Conference, chaired by one chapter. Some of the things I have seen I said I know they have stayed up late at night planning, planning, planning, and when you plan well, it turns out well. And that's what my team did.

And I want you to know, and I'd like for the lights to come up a little bit, Madam Chairman, so we can acknowledge them and so you can see some of them. Sandra Dorsey Malone was my Vice Director from Dallas. Ada Cooper -- don't applaud. Ada Cooper was my Area Secretary from Missouri City. Evelyn Rose Coker was my Area Treasurer and then when she went up higher to National Treasurer Evelyn Banks Neely became my Treasurer. Barbara Lord Watkins served on my team. She served on Thelma's team. We each received good instructions. We each received good assignments. We each had a lot to do. We stayed up late at night. That's what makes things perfect. Evelyn Banks Lee was first appointed my Parliamentarian Chapter. And when Evelyn Rose Coker left, I made her my Treasurer. And then she became the Treasurer for Sandra Dorsey Malone.

So you see how leadership can continue to go up. Susie Bell, the bell you heard about yesterday, was my Program Coordinator. She left and then Stephanie became my Program Coordinator. Chrystal Weinberg from Greater Seattle was my Chairman of them all. Joyce Black from Beverly Hills West was my Chairman of International Trends and Services. And you see -- you saw if you went to the workshop -- what International Trends and Services is doing. Delores Smith out of Missouri City Chapter was my National Trends and Services Chairman. She was on Thelma's Board also. Dorothy Goodrich, and you heard all the awards that the achievers received this morning. Dorothy Goodrich was a part of that planning, of that fundraiser for her chapter, Angel City, and so I selected her to be my Services to Youth Chairman because I had seen what she had done. Jean Marie Burks out of San Francisco I sat in her kitchen many a day, called, we need to plan. So Jean, Evelyn Banks Neely and I -- you know the kitchen
cabinet? That was my kitchen cabinet. She cooked. We planned. We had the best two conferences in Denver, Las Vegas, good planning.

Doris Johnson out of Mid-Cities Chapter was my Links Foundation Representative and we decided we were going to do something different. We have a presidents dinner, not a reception, but a fine dinner. So Doris Johnson and Jean Johnson out of Denver and their Connecting Links, because we had to have them, we had the finest dinner for our presidents and I think it was the first.

We had a Nominating Committee and Sandra Simms out of Hawaii was our Chairman. You saw her up here on this Dais. Eleanor, Denver; Myrtle Hightower, Plano North Metroplex Chapter; Veronica Spencer Austin, Mid-Cities Chapter on the Nominating Committee; and Jacqueline Ryan out of Los Angeles, these were ladies who served with me. These were ladies you see here, some of them, some risen to other positions that are higher than they had been. We had from our Area individuals who served with Link Lee. But these are the ladies who have laid bricks on the foundation that has made this organization what it is.

So I send a charge to you in my three minutes: Work hard in your chapter. Serve on committees. Come to conferences. Seek offices. You see what we had to do for the Secretary yesterday. And some of you I know would like to sit in these seats. If you work hard and do it, you can be here.

I'll end my three minutes by saying, by mentioning the four of us that had worked together and to see where one of us had gone. So I say to you continue to work hard as a chapter member. Believe in Linkdom because it is one of the finest organizations in this nation. I know you're proud to be a Link. I am. And I want you to be too. Thank you very much.
Fourth Plenary Meeting
June 25, 2011

Legacy Moments

LINK MARION SUTHERLAND
10th National President

Thank you, Ladies. Thank you, Link Barbra. And our National President is here, Link Margot. Link Gwen, our 14th National President is here and to help us celebrate. Thank the Phoenix Chapter for this wonderful Area Conference that you prepared for us, how well things have gone, and of course, a lot of that goes to our Area Director and her people that have worked with her. And I want to say particular thanks to the Protocol Committee which had gone over and above to make things nice for me.

Now, I have a little story I want to tell you, not very long but it's important. Those of you who have been in Area Conferences and heard me speak before know I never leave this podium without saying this: It was on my birthday July 3, 2009 that I had just come home from the hospital for some tests and someone called me and told me that Glenda Newell-Harris had been elected National Vice President. And I said praise the Lord, you couldn't give me a better gift. I've always said please, get on the ball and -- I'm tired of being the first only. Bring somebody else on. Well, now I see the promise land. Praise the Lord. I may not get -- you know that I love you and I appreciate everything. Thank God. Thank God for you.

Fourth Plenary Meeting
June 25, 2011

Legacy Moments

LINK SANDRA DORSEY MALONE
14th Western Area Director

Madam Area Director, Madam President, Sister Links, good morning. Isn't it a wonderful day? You know, one of the desires of every Area Director and every National President is to make sure that legacy includes something to ensure the continued growth of our beloved organization during their administration. What they want to do is to make sure that new chapters are established during their administration. Now, most of the sisters you see seated before you have realized this dream, except those that have not had their first Area Conference or National Assembly.

I'd like to ask the past Presidents and past Area Directors to hold up the number of fingers that correspond with the number of chapters that they helped to establish in this organization. I was not able to do that. It's funny how things work. There was a moratorium on Chapter Establishment during my administration, so I was not able. However, I was able to become involved with the preparation, chartering and nurturing of two chapters; one during the administration of the Area Director before me, Link Norma Tucker, and one during the administration of the Area Director who came after me, Link Barbra Ruffin-Boston.
As Area Vice Director and Membership Chair under Link Norma, I was able to assist the National Chapter Establishment officer, Link JoAnn Brown -- is she in the house -- with an interest group in Anchorage, Alaska. I think she's there. And later when the National Vice President, Link Gladys Gary Vaughn, was unable to get to the chartering of this new chapter in the 49 states because of a terrible mixup in travel arrangement, I was called on to stand in for her to conduct a membership workshop on their chartering weekend. Now, she faxed to me material. You know, you couldn't e-mail at that time. She faxed to me materials for the workshop the night before. Now, you know the kind of author Link Gladys is, and I am in no way in that category. However, despite the substitution, the chartering of the Anchorage Chapter was otherwise perfect. If you know Link JoAnn Brown, she had a rehearsal before the charter. It included an inspection of the dress that they get to wear, the hose, the shoes and everything the night before.

As Western Area Director, I was able and it was my privilege to nurture the growth and development of the Anchorage Chapter, the 54th Chapter of the Western Area. I'd like to ask the members of the Anchorage Chapter to stand at this time. These were the ones I became involved in and you see how they have grown. Any other Anchorage Chapter members here?

And then during the administration of Link Barbra Ruffin-Boston I was invited to participate in the orientation of the newest chapter, the South Bay Area Chapter in California, and I was also invited to attend their chartering. And now because I've been appointed the National Assessment Chair by our own President, Link Margot James Copeland, I have the opportunity now to participate in the nurturing of the 55th chapter in the Western Area, the South Bay Area Chapter. Is South Bay Area Chapter here? Members, please stand.

So, even though I was unable to charter any chapters during my administration, it's funny how things work out. Isn't it? Thank you.

Fourth Plenary Meeting
June 25, 2011

Legacy Moments – Tribute to Houston (TX) Chapter

LINK CORA ROBINSON
Link Cora Robinson, Western Area treasurer, (substituting for the Houston Chapter President Jacquelyn Alton) Houston (TX) Chapter Legacy Moment (TX) Chapter

Good morning, Link Sisters. I proudly am the substitute for our Houston Chapter President Jacquelyn Alton. Our Legacy Moment, the Houston Chapter proudly celebrated our 60th anniversary in 2001. We are the only chapter to be chartered in one Area and moved to another. The Houston Chapter was chartered in the South and moved to the West. We're proud to be a part of the Best in the West. Our chapter's history is rich, including National and Area Officers, including Area Directors Vera Codwell and Edwina Higgins. We have members such as Congresswoman Sheila Jackson-Lee, the first black to
graduate from the University of Arkansas Medical School, and she's also a very close friend of President Bill Clinton. We also have Diana Fallis who was the first black female anchor in Houston.

We celebrated our anniversary in true Link style with a focus on our newest facet, Health. The U.S. Surgeon General, Regina Bell, was the key note speaker. Her appearance was orchestrated by the Congressman Sheila Baxter. And attended was more than 600 people, including all our former presidents of the chapter. Thank you.
40th Western Area Conference

APPENDIX IV
THE NATIONAL OFFICERS’ REPORTS
Report of the National President
Margot James Copeland
Cleveland (OH) Chapter

You all are going to make me cry before I get started, and I've been saving up for this moment for some time and so happy to be here. Madam Western Area Director, my dear friend, and when I say that, I mean it earnestly and sincerely. Later on when I give my speech you'll hear something else that's going to underscore that. But it has just been an awesome pleasure and privilege to work with you. I'll say more at the White Rose Banquet, but it has been so, so inspiring to work with you. And I just want you, my Western Area sisters, to know that this is a hardworking sister. And she has been so focused on your behalf.

And to my beautiful sisters of the Phoenix Chapter, my God, to take this on, one chapter, I mean kudos to each and every one of you. Thank you for your graciousness and your warm and wonderful reception.

And to all of you, my Western Area sisters, I said earlier that I've made more trips to the Western Area as a guest of chapters or clusters than any other Area. And so, of course, somebody on my Board here who is from another Area challenged that. So I made a list of where I've been. I've been to Los Angeles for the 50th anniversary, excuse me, 60th anniversary. I was in San Francisco and Oakland Bay Area for their 60th. Austin (TX) for the 50th. San Antonio for the 50th. And I was in Houston, Texas, on another matter unrelated to Links and the chapters in Houston held the most gorgeous reception for me just for a Links thing. My sisters, thank you for bringing me to your home and welcoming me into your hearts. I will tell you when you're travelling on the road that means more than I can say. You're so wonderful and gracious. I love to always be with my sisters and be surrounded by you, my friends, and I especially enjoy addressing you to share the information pertaining for our organization.

I stand before you after approximately one year of becoming your National President and am prepared to provide you with an update on how your National leadership has performed towards meeting our commitments to you, where we are in the following and deliverables on those things that we clearly articulate on the beginning of this administration and the direction that we must take to secure what lies ahead for our organization.

Before I begin, I want to recognize the members who served on either the Executive Council Leadership Council or the Board of Governance. I have to start where it is just an incredible, incredible, wonderful time, fun time, joyful time working with your own Glenda Newell-Harris as my National Vice President. Glenda and I have known each other for a number of years but we've never really worked together. And we are formed and we've formed such a wonderful relationship. I love this child. And talk about someone else focused on your behalf and advocate for the members, there's not a meeting we have where she does not give voice to member issues, concerns and the hopes that we have and dreams. So thank you, thank you so much and welcome. Thank you, Glenda.

Our National Secretary is unable to be with us today, Kim Jeffries Leonard. And then on the other side, stand up, baby, this is my boo. This is your National Treasurer, Katherine Wilson. And I will tell you she has brought an order and structure to the finances of The Links, Incorporated and The Links Foundation that is unparalleled and unmatched. Then you know where you are and you know where
you have to be and now underscore where we have to go. But at least I know where we are, so I want to thank you for that and even more than what she brings to the organization.

And thank you, Area Directors, our outgoing Area Directors. Mary Currie from the South, special is she and just a great servant leader for the Southern Area. My Area Director Teree Caldwell-Johnson, who I used to help her across the street. I used to hold her little hand. And I do take credit for Teree because she is someone that came into the organization and moved up at a very young stage and I was a peer of her sister, and to see Teree come in with extraordinary leadership for the Area is a pride thing to watch. And in her absence, Link Bishetta Merritt, who could not be with us today, but she led the Eastern Area with all of her heart.

And to the forming new team of Area Directors, Link Dianne Hardison, Link Eneid Francis and soon-to-be, if you all vote for her, Constance Smith. The current Area Directors and your candidates for Western Area Director were part of the membership team to help the National Vice President. When I became President, I had to turn them over to Link Glenda, and one day Link Glenda said well, I've got my team. I said my team? My team. I said you have to wait to get your team. You'll find out in a minute. No, seriously. Thank you all for being so supportive during the transition and your support of our Vice President and in your ongoing support of me. Thank you. I love you.

I also want to say at this time that we have -- I don't like to let talent leave us and I don't want to let it go, but I have asked the outgoing Area Directors to take on really key roles for the organization. Link Mary Currie has been asked to take on an opportunity, an opportunity -- she said Margot, what do you want me to do. I said I don't know but we'll figure it out -- to Chair Alumna and Platinum Affairs. And it will be an engagement strategy so that we continue to embrace the wealth of talent, knowledge and history housed within these ranks of our membership. All too often our members go along and we don't hear from them or, as active members, we don't reach out to them. So this is a way to begin to coalesce them. And many of them would come to conferences like this and National Assemblies and don't know each other, and when they go alone, they don't see each other anymore. So we really do have a home place for them and to recognize appropriately and to engage them as we move along. I could not think of a lovelier person, a person who understands dynamics and group dynamics probably better than any I have worked with, Mary Currie. I thank you, my sister, for agreeing to that role.

I have another change. A year ago when I took office I had an individual in mind that I wanted to be the National Chair of Programs. And the person that I wanted to be the -- National Director Programs. It was not available at that time. Now, I don't know how many of you all know "leaning on the shield". If you're Greek, you know what that means. Lean on the girlfriend. Lean on the shield. I went to my dear friend, Alma Dodd, who had already served for four years in Link Gladys' administration as National Trends Chair and then for four additional years in Link Gwen's administration as National Program Chair and I asked her would she just serve one more year, one more year to get me through this period until a person I want is -- we were laughing over here because we were trying to give Link Barbra instructions and we were wrong. I said you got too many cooks in the kitchen. You'll find out about it later. Anyway, bottom line is Alma graciously agreed to serve and Audrey Hines from the Dogwood City (GA) Chapter agreed to step in as Co-Chair. If you were paying close attention, you'll notice I did a change to their title this year. It said National Programs and Strategic Partnerships. They are now going to spin off and be the Chair and Co-Chair of Strategic Partnerships because we need to get sharp focus of that and I think that's pretty understanding.
The person who I asked now to step in as the National Program Chair is Link Barbra Ruffin-Boston. Someone suggested she stand up. She said I don’t need to stand. I know you’re tired. Don’t worry about it. It’s going to be fine. We will go on from there.

Also, other members of the Executive National Program team -- I’m sorry, it’s the National Program team. I can’t read that far away. As I call your name, please stand up. I mentioned Link Alma Dodd from Windy City; Link Argentina James is here with us, Director of Services to Youth, Missouri City; Link Alpha Blackburn, Director of The Arts, Indianapolis; Link Wendy Thomas, National Trends and Services, Huntington, West Virginia; Sharon Richardson, Director of International Trends and Services, Newport News; Monica Parker, Director of Health and Human Services, Athens, Georgia.

On the Executive Council, these are your sisters with the Western Area: Mattie Compton, Chair, Commission on Ethics and Standards, Fort Worth; Erma Johnson Hadley, Chair, Education Linkage, Fort Worth; Pat Ingram, Financial Secretary, Gulf Coast Apollo; Fern Jackson, Chair, Protocol and Courtesies, Alameda-Contra Costa; Sandra Malone, Chair, Chapter Establishment, Dallas, Texas; and Jacqueline Spriggs Revis, National Parliamentarian, San Antonio.

Our Leadership Council, we have Deborah Beavers-Watford, Co-Chair of Strategic Planning, Los Angeles; and Dorothy Jean Hays, Assistant Director, International Trends and Services, Pasadena-Altadena.

I’m not going to read the next set of names. We’ll have it posted on the site. But I want you to know the total of the names I have read there are 83 members of the Western Area that hold positions within this administration, and yes, I did come to the West’s call. I came to the West real hard. So thank you, my sisters, who have agreed to serve and be supportive. And thank you, my sisters, who will support them in-kind.

I want to talk a little bit about internal collaboration. This is very, very important to me that collaboration means that you can work across different lines of authority with different people, that you don’t have turf and you just don’t have it's your space and you got to be better than somebody else. You understand the importance of internally working collaboratively. I think we kind of understand how to work collaboratively with partner organizations but internally we need some help in doing that, so we put a model together and we had a Leadership Summit last year in Cleveland, Ohio, and we put a model together that in my view represents how the organization is structured and how it should feed in to support one another and also the organization.

So, on the first slide, the orange slide, you see that’s the slide focused on membership and the various categories of membership and the elements that exist there. The blue circle is programs, that’s the heartbeat of what we do, facets, strategic partnerships and alignment. You’re going to hear that word a lot from me. And the yellow slide, that’s the support organizations where we have the staff and headquarters operation, finance, fund development, communications. But you’ll see in the center of those three concentric circles are chapters, presidents and members. When we say alignment, my sisters, we’re talking about I’ve been a Chapter President, I’ve been a Chapter Facet Chair and I’ve done all that kind of stuff. And I just remember stuff comes at you from National Headquarters, do this, that and the other. And stuff comes from you at Area, do this, that and the other. And then you have the community coming to you from the side, we need this, that and the other. We’ve got to be aligned. We
have to understand what we can do to deliver and execute on that and be the sharpest and the best at that. That's what we want to be for the chapters and the presidents.

I said up until last year the hardest job in Linkdom, in my view, was adopting the role of Chapter President. I've changed my mind. That's the second hardest job. Yes, Chapter President is hard and, with all due respect, Vice President and even Area Director, in my view. But the National President job is harder than being Chapter President. I guess you rise to your own incompetence, but whatever. But that's the model. And what I said to my officers, I said we will not make any decisions. Every deliberation should be focused around how it impacts the chapters, the presidents and the members. You're at the heart of our discussion in our deliberations and communications.

Now, we have a theme that I chose for this administration and what does it mean, Leading With Excellence and Serving With Grace. I believe the meaning has given our leadership team and the organization an aspiration, an aspiration and a direction not only providing a roadmap to search and seize excellence in every manner possible but has also provided us with incomparable foresight in determining our approach to challenges internal and external to the organization. It has helped us in understanding how we must treat each other and at the same time serve with grace, sister to sister, Link to Link. It has helped us to understand that as a 65-year old organization every action we take and the method of our performance is being measured for its level of excellence. As a result, with our focus on grace, our approach with people whom we currently collaborate with and hope to collaborate with in the near and distant future is strategically managed in a pleasing manner resulting in a phenomenal favor.

Use of the theme of this administration. Last summer's retreat we developed six strategies to further our work, an enhancement of the ability to expand the bandwidth to meet and exceed our own expectations. You have seen these six strategies in various communications and on our Web site but they bear repeating in providing you with some examples as to how we are doing towards achieving the goals.

And I want to say that these strategies really fall from the plan that was presented to us in Detroit. We've got to stop, you know, start and stop every four years. We have got to understand what continuum of leadership means. No one leader, no one chapter president can do it all. No National President can do it all. We have to go with what's good, move that forward and you hand over the organization to a better place where you left it but you have to build on that. So these strategies came from you. Last four years we had all sorts of focus groups and inputs and surveys and everything, so we've heard from you. So here we are. Your Executive team met and this is how we broke down the priorities.

Organizational assessment and alignment, evaluate all aspects of the organization, including but not limited to, partners, the membership, leaders, programming, partners, funders, chapters, staff, et cetera, facilitate connecting all aspects of the organization.

Promoting the Links brand, reach consensus about who we are, what we do and the value we bring. We communicate and collaborate effectively both internally and externally.

Leadership development, train leaders at all levels of the organization, including Chapters, Areas and National. Members are prepared to lead within the organization to ensure consistency, continuity and to manage intergenerational opportunities.
Four: Enhanced member service and engagement. Ensure that members get what they need, when they need it, in a manner that is appropriate and most effective for their organization at all times and all levels of the organization. It involves embracing friendship, engaging the training and communicating effectively.

Fund development and fiscal responsibility, ensure that the organization has adequate resources to support strategic priorities at all levels. It focuses on transparency, accountability and good stewardship.

Delivering and sustaining transformational programs, deliver programs that are community relevant and have positive sustainable impact, ensure that we are meeting the needs of the community in the design, implementation and delivery.

From these priorities, the work of the National Strategic Planning Committee was launched and kudos to Link Gloria Parker from Harbor City, Maryland, and Link Deborah Beavers-Watford from Los Angeles. Let me tell you something, turned it around in less than 12 months. And I am so pleased, when you all have your workshop, I am so pleased your Area Director has the presidents coming in here with their own chapter plans. When you finish with this -- I will tell you these ladies performed already at Eastern, at Southern. At Southern they got a standing ovation. We couldn't get in the room. You will come in ahead of the other Areas because you already have your plans in hand, so you'll be able to work realtime live with these experts doing this. I thank you. Thank you. Thank you. And I look forward to your experience.

These are a few examples from my campaign speech and the promises that I made to you last year in Detroit as to what kind of leader I would be, and I wanted you to know these would not be empty promises. We are fulfilling objectives that were instituted and fulfilling with action and urgency. Robust communications, we are real with where we are on our communications and we hope you are too. We have designed -- I'm sorry. I think I moved ahead of myself. Go back one slide, please, one more. I apologize. Organizational effectiveness, we have seen the outstanding result of our Scott-Hawkins Institute but some of the institutes come from this Area. This was the concept, as you know, an idea of Link Gladys Gary Vaughn and Link Josephine Davis served as the first Dean and Dean Emeritus. The Links involved in training our new members have demonstrated great leadership and continue to provide them with insight and knowledge that will guide Generations X and Y into the future leadership of this organization.

But I do believe there are those of us who are over 45 years of age, I had to go back to this slide, who with some mentoring and guidance and relationship building and leadership development in Linkdom, because you may live somewhere else, you may charter somewhere else, I was -- this is a whole different animal here. So there's some nuances about leading inside The Links, Incorporated. We can also provide the support that our leaders need at the local chapter level as well as the Area level. So what we are in the process of really organizing moving across the country is organizational effectiveness model. This model is something that I am proud to say it started when I was Central Area Director, and it's a model that continues to grow and much better now in the Central Area with Link Teree than it was when I was there. It's supposed to inherit from your successors and build upon it and make it better, so I'm proud we know this model works. But what really, in essence, organizational effectiveness is is to
provide tools and resources so that the organization can be as effective and as enhanced as possible. I've selected none other than Link Jayne Khalifa to lead this effort. Link Jayne, stand up.

Margot appointed her friends, yes, I did, because it's people I know who I know can do the work. I have a lot of friends. I have a lot of friends in Links. But they're not on the stage. I love them all. But the women who I have appointed are the women I know can execute and deliver on these challenges. So, in Link Jayne's case, I'll tease her a little bit, conflict resolution is tough. Jayne had to go into chapter situations. For years, she's done this. And she had to do that and really help chapters stop fighting with each other and bickering and really focus on what we need. Not too many people are skilled at that and not too many people -- Jayne loves it. If you say there is a conflict in the country, you know who to send. But that organizational effectiveness is far more than conflict resolution. It really is about planning, strategy setting, enhancing how you deliver your services and programming. With that and more, we are going to establish a Links Academy which will be for members who really want to bring in their leadership profile into the organization and enhance their contribution to the organization with the academy. These are women who are 45 and oldest. Let's say tuned for that.

Now comes communications, a place to stay in touch with you. We wanted to have robust communications. You have heard from us through the Linked Magazine, the Link to Link which you just received earlier this week. Your Program teams has sent you updates periodically which is wonderful. Linkspiration by Mind, Body and Spirit, the team sends out these thoughts for you to reflect on and carry with you for the day. Direct e-blasts on topical issues from the President himself when he gives a message to us that we can help to get out the vote and immediately got on that. Update on our Headquarter Building Project. We want to communicate with you because, one, we understand communications is a two-way street. We don't want the Washington, D.C. office to be some mystery place on the East Coast that only 12 people go to. We want it to be your operation. This is your National Headquarters and your National organization.

The financials, under the very able leadership of Link Katherine Wilson, 2009 Foundation audit has been completed without exception. That means that's a good thing. The 2010 audit is in process and we're looking for a completion of that by mid summer. Construction of the National Headquarters is complete and it came in under budget. I want you to know I'm going to pause at that one because when we inherited the building we inherited, and I'll get to the phases later, when we looked at -- sometimes our dreams and aspirations don't line up with our pocketbook, so what we had to do -- the house is lovely and it's wonderful but we had to kind of reduce some of the things we really wanted to do and make it more practical. The fact that we brought it under budget is a proud thing. We received $3.9 million in Building Fund contributions from the membership to date, and 2,000 members have not made their contributions. I will get to that in a minute.

This is your new home and we are really happy with where we are with this. And I just have a question. I want to ask for a show of hands. Raise the lights. I need to see a show of hands. Raise the lights, please. Thank you. I want to ask how many people have ever been to the Headquarters of The Links, Incorporated? How many of you have ever been to Washington, D.C.? Don't ever come to Washington, D.C. again without walking into your house. That is your house. You paid for it, every brick by brick. The staff is on daily alert to receive, and receive and appreciate anybody who is in town. Link Diane Scott from Pasadena, California, was in town and she's been by to see the house. You liked it, didn't you? That's what I want you to do. Everybody goes to Washington, D.C. That is your house. I want you to feel attached to it and a kinship for it, and it's so important because we've invested much.
Now, even after putting together the objectives and moving forward and shifting to educating future leaders, we have to consider the work that is started before my administration and provide the context for what this house will be used for. Link Gwen and her administration, her team are to be given great credit for the vision to beginning to acquire the adjacent property and have a set design and concept plan together for the renovation for the building at 1200 Massachusetts Avenue. It was our job, this team, to go into Phase 2. And we have the financial side of it, the construction side and completion of that. And that’s what you do with the continuum of leadership; you build on successes and you close them.

I knew that I couldn’t show up in Orlando next year and not finish this house, so I am proud to report with the ability and expertise of a very superior team the building is now complete. The staff moved in the week of April 19th. We are already receiving requests from organizations such as the Smithsonian Institute and key Washington officials to use our space in joint ventures in collaboration that align with our mutual agendas. What’s important, this has to be a community house. The City of Washington, D.C. wants us to make space available for groups to come in and use it and fulfill it, so any organization that you are affiliated with that bring you in town -- it’s not a big -- you know, we cannot do this like the hotel. But we have small intimate gatherings. By all means, we really want you. This is your home away from home. Even if you’re just in town and laid over for a couple hours, you can go in, get a free desk, that’s right, Kathy, right, and a work docking station for you. This is your house. We want you to take full advantage of it.

Extraordinary leaders took this on last summer. Sherry Blount Gray from the Potomac Chapter, who is a partner in a prestigious law firm in the Washington area, she’s also our general counsel. It makes sense to have a general counsel that actually lives and works in Washington, D.C. and can practice there. She is a contract attorney and so every single contract that we’ve entered into with the construction folks, the building design people, she’s gone over and approved.

Kathy Wilson, what can I say about her? She has a partnership with the pilots at Southwest Airlines. I think every other week she’s in Washington and has been so dutiful about that and making sure the financial side is taken care of. And I have to say Paula Wall, who is the staff person who handles technology, Paula was at that work site every single day. Now, you know if you’ve ever built or renovated or constructed anything either for work or home the owner has to be present and visible, and she represented the face of the owner and that’s why we were able to move this thing along with the collaboration and partnership with excellent women, not the least of which is our National Executive Director Eris Sims, who has done a wonderful job coalescing all the staff, a fine and superb leader and a great partner for your National President. I expect more to come, expect more to come, and I’m pleased with the results.

But I have to share with you that we also had to finance the balance through Wachovia Bank. Now, what I said to you that 2,000 members have not paid on their assessment. Let’s turn it around more positively. 8,500 of you have paid your assessment, have given more than your assessment, or are in the process of completing paying on your assessment. To the 8,500 members, I say thank you from the bottom of my heart. This is a formal thank you because I want you to know at the ribbon-cutting we’re dedicating this new home -- the President stands up with some grand speech. This house will be dedicated to the members of The Links, Incorporated. So it’s your house. You’ve given unselfishly. We now owe approximately $1.5 million, and in order to pay off the project, we had to go to Wachovia Bank.
to get a bridge loan for us. Now, when the members that have not paid anything come in, we'll be able to pretty much take care of that obligation in short order. And Link Kathy in her vision has arranged with Wachovia for there not to be a prepayment penalty, which is absolutely wonderful, very visionary and a lot of foresight. So we really need our sisters to get in.

I'm not going to read all that's there but the reality is the deadline is the final payment, whether you owe $200 or $600 or whether your members owe whatever they agreed to pay, the deadline is November 30th. When November 30th comes, if a member says to you "can we get an extension", tell them -- and don't tell them November 30th. Tell your chapter members now this is the extension. The deadline really was February, February 1. And we want to make sure this administration that we provide clarity on how this was to be paid, what we've needed. We've already extended it. We have got to meet these financial commitments, Ladies. You have been getting in-kind. Throughout the balance of this year, the presidents by the fall will get a note that any of your members who are outstanding, so you can help us in this communication because we don't want to lose one thing over $600. I will tell you what, when this came up with my chapter, and I was not in the room, I wanted them to debate the issue on their own. I should have stayed in the room. I gave them latitude. And one person who had a lot to say that wasn't encouraging and supportive, one member said to her girl, you got more than $600 on your own feet. And so this is not about $600. We know it's not about $600. And we know that we have to begin to connect with you in ways that maybe we have not connected in the past, and that's what we're here earnestly to do. But we really want you to encourage your members to really make this happen and to happen quickly. Please don't wait until November 30th. Anything that happens, snow in the mail, please get that out. We're going to work hard to communicate with you effectively so you really understand. You already received a notice on what you paid and what your balance may or may not be.

So, as to have a positive story, we are going to continue on the other side of this assessment. All new members coming in will still be assessed the $600. You may say well, why are they doing that? Well, what we've learned from prior history, one of the reasons that we've had to really almost dismantle the place and gut it, when Kathy and I walked in there in July, it was a dirt floor and God in the sky. I mean we looked all the way up just like that. And I said you all bring me back when there's something to see. I mean it was scary. It was scary. We had to rebuild that. Part of all that interior had to be taken out because it was not liveable. You would not want a family member of yours working in a space like that. If you had been to the house before this transition happened on one of your trips to D.C., you would have been embarrassed. This was a place that once hosted Dorothy Hyatt and once hosted members of - - we talked about JFK earlier. One of his cabinet members was at the house. This is a place that once was a grandeur and no longer was it that place, so now we have restored and brought it back. We're the only African American organization to own property on Embassy Row. It's very prestigious. We can invite the First Lady and all her friends to come. The new members pay 600 a year when they come in because typically about 500 new members join us on average. That's about $300,000 that comes in. That's what we'll use to maintain the property. Everyone who is a homeowner you know what you have to do on a regular basis, but that's that money. That will seed the future of that when new members come in. If they have questions, you tell them this is their obligation and it can be paid within a three-year window. They don't have to pay it all up front. They can pay it down the line.

Save the date, we know that this was a wonderful vision in the very beginning of Link Dolly Adams for us to own property and this is a vision that borne fruit. We dedicated the house November 1985, so we are going to dedicate the house in November of 2011. We're going to rededicate the house. This conception basically was done out of really with little resources, and Link Dolly moved into that, every
bill was paid. How wonderful that must have felt. So we want to have a grand weekend for the rededication of the house. And then while there we’re going to have ribbon-cutting, open houses. You can’t show up together at one time. There’s going to be buses to stage along the way so that you can have time to experience it. We’ll do it over a two-day or three-day period. You’ll sign-up for one of those shifts. We’re going to have a service on that Saturday morning, the spiritual, and it moves us forward in friendship and service. And all of the things I just described are at no cost to the members.

We have a fundraising gala planned for the evening of November 12th and this is a clear fundraiser. We are -- and I want to also make clear this is not a fundraiser to raise money for the house. That house is taken care of through the members. I want to pause here too. I’ve said the other day too a CEO of a major company who we were talking about Links I said we’re the only organization that I know that has paid for their own property, their own headquarters facility without going to external resources. That is incredible, an African American or any American organization to be able to pay for that themselves. So be proud of that. So this fundraiser is not for the house. This fundraiser is for The Links Foundation that we can build to capacity. I have selected none other than Link Marcella Jones to lead this fundraising effort. We were looking for Link Marcella this morning. She had a Dais seat. I was texting her. She said girl, I’m up here making phone calls. She’s raising all sorts of -- that’s where she was this morning. She has her team directive. Our goal was to be able to net $1 million for The Links Foundation. Now, to net $1 million, you have to raise over 1.3. We said net. We want to take that home. God forbid we don’t make it, but if we come close, we’ll be happy. And we are in the process of planning a wonderful evening. So stay tuned. I can’t announce it yet because all is not finalized but we’re in the process of doing that.

I also want to say without embarrassing her Link Marcella and her husband Terry have donated $50,000 of their own money. We all can’t do that. You are looking at somebody who can’t. I can do five and a couple zeroes. Don’t think I’m trying to lay it on you for pressure. When we said that in Southern Area, a Link sister walked up to her and she said "if you can do 50, then I can do 25". So there’s somebody in here that wants to do that; I know. This is Link Marcella. But thank you.

I guess I said all that is to say. We knew this was going to be a bit pricy. The ticket price for this event is going to be very pricey. To raise the kind of money that we’re talking about it’s very, very expensive to do. But I sit in ballrooms for organizations all across this country and I see them bringing in $2 million and $3 million in a night. And I said why can’t the Links do that? Because, quite frankly, I think we do and deliver so much more for our community. We have got to stop thinking of ourselves as simply service delivery people and volunteers. We have got to lift up from the powerful base that we truly are. There are partners out there that want to partner with us. And yes, my sisters, we are working the West Coast. We are working -- Link Valerie Lewis from Oakland is helping me with that, helping us with that, and we are working every part of this country. This is not going to be a D.C. gala for folks that live in D.C. and Maryland and Virginia. This is a National event. We want as many of you who are able to come and be there. We want you to pay for the price of the ticket or connect with a company that will buy the table on your behalf. We don’t care how you get there. Just get there. And if you’re not feeling like putting this kind of money out, don’t sit on bad vibes, just wish us well.

To achieve this level of commitment, Link Marcella Jones at the helm and Fund Development Committee outlined letters what we had to do to cross that bridge. After weeks and weeks of looking for that one, big sponsor that could help us cross this bridge, we were able to secure $250,000 from FedEx. This is more than the money. This is more than the money. Because when you have a sponsor that’s willing to
come in at that level, that means they believe in you. They believe in what you're doing, and they're lifting you up to a different level and recognizing you. Our own Link Sister from Capital City, D.C., Chapter Gina Adams, who is a Senior Executive for FedEx, orchestrated that for her organization and made that commitment. When one of your own sets up that way, it's huge, it's big, and we are so thankful to Gina. We have several Link Sisters who are executives at FedEx. We are so thankful to them. So I don't say UPS anymore. I say FedEx. It's a beautiful thing.

One of my goals as President is to align the work from National with The Links Foundation. I want to seek new Best Practices, align philanthropy with our rich history as well as our talented members. In order to achieve that goal, we have established an Office of Philanthropy building and operating like a true foundation. Right now we have Links Foundation which is fine. But money comes in and money goes out; money comes in and money goes out. Most of you know that I'm Foundation Executive. That's not how foundations operate. We have got to begin to operate like a real foundation. So one of the first things you have to do is rebuild the corporation, and that's what you're doing with the fundraiser. With that, however, with money in hand, you still have to know what money to give and why. That's the philanthropic investment strategy. We’re going to be announcing a new position on this Board, Director of Philanthropy, who leads those kinds of decision-making due to the number of requests that come into us asking for money. People think we have money. I mean I get calls from the staff, and the President shouldn’t be making these decisions in isolation. Yes or no? The President shouldn't do that. We need to have a process. We have a process of a thinking route that takes all that into consideration. What do we want -- when you give money, you want your name. Stay tuned to hear more about strategic philanthropy in the coming weeks.

These are our new National Initiatives that I'm very proud of what we see. You will notice from them they are at the center stage of working with children and what we do for you at all levels. If anybody -- my legacy, what do you want your legacy to be, I'm an education president. That's what I want to drive home during those four years in support. We had from your Area awesome leadership leading our Services to Youth area, Argentina James. Is Kathy here? She's on her way, I know. Erma is Education Linkage Chair. Powerhouses they are. West for the Best. So we have this initiative. So we have obviously our focus on National HBCUs and that really is to, one, promote the retention of these children in schools. HBCUs have the worst retention rate. You lose the kids and you lose the kids primarily because they run out of money. We also lose the kids because they're not quite ready to go to college. So that's one other issue.

I'm going to flip down to four, Achieving the Dream Initiative will tie in with HBCUs because achieving the dream -- colleges are rich places in all our communities and many of our children can start there and get the remediation they need because they come out of high schools, as you know, not as prepared as they need to be. That can bridge over to HBCU or four-year majority institution in their community. This is a partnership. We are excited between Erma and Dot because they're running all over the country speaking to HBCU presidents a second time when we get back in July to talk about this partnership. So stay tuned. We've got a grant request in place, a major funder. And pray for us that this comes through. This will be very huge if we take this on and be the only at home. We know who you are and we know you're successful. We're all successful, so let's not talk about that. Let's talk about the folks out here versus what we're doing. Also, another point, there is no better or best chapter in a cluster. Rather, there should be a cluster of chapters that individually and collectively perform and deliver excellence by proactively implementing programs necessary for uplifting and serving our people.

Appendix IV – National Officers’ Reports
Now, ready to go into the deep water with me? It is fruitless to compete Area versus Area or Area versus National. Rather, we must have four Areas and a National office that excels at driving an agenda that places The Links, Incorporated at the heart of the most pressing issues facing our cities, our communities and our country. It is time for all of this to change, my friend. I've been an Area Director, I've been a Chapter President, I lived in a cluster. Everything I just spoke is the truth. It is true. I'm calling a timeout on all of this. We are aligned.

I don't have to read all this stuff. I am going to move further. Let me say something really funny that happened this morning. I was standing with a group of people out here talking and a Link Sister came over to me. She didn't come to me per se. She came to the group. She said I need to have my card swiped. I said I'll talk about that this afternoon. She said no, really I've got to get this swiped because I got to do my 1-in-5 and I need this swiped. I said don't worry, I'll talk about it this afternoon. So she walked away a little doubtful. She circled right back and she said "what's your name". She was going to tell somebody what Margot said. We need those humbling moments. And I'm National President. That was a very humbling moment. But I will tell you, I love it. I hope you know me. That's real. Let's keep it real. I love that. So wherever you are, my sister, we have gotten rid of swipe cards.

Let me tell you how that came about. It came about right here in the Western Area. We were sitting around this beautiful reception. Sitting around afterwards I thought I was handling the questions that were coming back and forth pretty well, and one sister stood up and asked a question that I didn't have an answer for. She said why do we have swipe cards at conventions. She said it doesn't do dignity to the process. It's insulting like you don't trust us. Then she said the people who knew how to get around the system cheat. They knew the doorkeeper and they will go shopping, whatever.

I sat there and I was going to say I never thought about it. I thought about that question on the plane going home and I thought about it the next day, so I thought about it so hard I said let me call the Area Directors and see what they think. When we look at what it cost to put that in place, here and at the National level, and the fact the people who want to cheat will figure out how to cheat and those of you who don't cheat, which is most of you, you're mad at us, so why should we do it. Let's get rid of those things. We've got to have trust and faith in each other. We were in the Southern Area, Eastern Area; the plenary sessions were packed, if you will, just like this room and every workshop was at capacity. I know. People don't think this is going to work. They said you're really a fool for getting rid of that. I believe in you and don't let me down. I want you in all those workshops, etcetera. That's what it's about. We hear you, my sisters. We listen very carefully and work doing our best to incorporate those things that are important to you and at the heart. You're at the heart of our work as the organization magnifies. This is something that we want to know is a true alignment for the organization, a true back-and-forth relationship partnership, that we want National, Area, chapter and member to all have the same focus, the same vision and the same feelings of affection and trust for each other. We don't all have to be friends but we are all sisters and we have to behave in a sisterly way. And one way to do that is faith, honesty and trust, transparency and treating everyone with the dignity she deserves to be treated and received in. This is what we mean when we talk about Leading With Excellence and Serving With Grace.

I just want to thank you my Western Area sisters. I know I've gone over my time but it's very important that we let you know where we are Year 1. Stay tuned. More to come. And continue to let us hear from
you. You have made this journey very powerful, very rich and wonderful, wonderful for this President, and I thank you with a very sincere and glad heart. Thank you very much.
Kahlil Gibran wrote: *In the sweetest of friendship, let there be laughter.*

_Madam Area Director, my Sister Links, good afternoon. It is a special pleasure and honor for me to greet you here in my own Area, the Western Area, as your National Vice President. In the words of Dorothy, there’s no place like home, and thank you for showing me the sweetness of friendship._

_This action-packed week has been filled with engaging laughter and conversations, but most of all, it’s been a time to renew, recommit and refocus. Your expressions of friendship have sustained me and I am especially grateful for your support, suggestions and your interest in helping to address membership concerns because you are the pulse of this organization. It’s been a busy 11 months filled with excitement, some challenges, new opportunities, but most of all, never a dull moment._

_And I must stop with my three minutes and just say it’s a very, very special opportunity to serve and work with our National President. She’s visionary, she’s been a wonderful mentor, and I just can’t say enough about her. I have connected with you at chapter events, I have talked to you by telephone, conference calling, e-mail, text, and Skype. And here are just some of the ways that we plan to assist you in the coming months. And those of you who attended the workshop, in an effort to attempt to streamline and clarify some of our processes around membership, we are creating three new forums for you: an Alumna member forum, Platinum member forum, and Year 3 Leave of Absence forum. Time will not allow me to go into those things today but you can see me afterwards and you can talk with your Vice Presidents and they will share more details._

_How about being able to go to a membership page on the National Web site? In addition, we are refocusing on members whose lives have transformed and, therefore, encouraging all affiliate members who live within a 50-mile radius of a chapter to transfer into nearby chapters. We want our governing documents to speak in harmony. Therefore, we are revising and realigning our membership manual. Stay tuned._

_We are recommitting to remind members of their pledges to the Building Fund assessment by the requested deadline, and we would love you even more if you would bring that money toward us before the deadline. Stay tuned for a membership process that promises to be paperless._

_In closing, cherish your membership in Links because we are fed by the sisterhood and the service. Renew old friendships. Recommit to the ideals that once made you smile in anticipation of a Links event. Refocus your areas of interest so that you can benefit from the value of working with someone new. Realign your priorities so that you will understand and appreciate the priceless gift of friendship. And if life is not providing you with meaningful relationships, transform those relationships, make new friends, explore new relationships, and take new risks. An unknown author once wrote: Friends are the part of our family we get to choose._
Your National Membership team is honored that you have chosen us, and we are depending upon you to continue to select and encourage quality women to join us as we lead with excellence and serve with grace. Thank you.
Report of the National Organization Effectiveness

**Link Jayne Baccus Khalifa**

*Minneapolis-St. Paul (MN) Chapter*

Hi. Good evening. We just had a lot of fun in our workshop. And I just want you to know that -- first of all, I want to thank Link Barbra Ruffin-Boston for her gracious invitation to have me participate as part of the Organizational Effectiveness team here in the Western Area Conference.

I've been asked to briefly talk about the work of the Organization Effectiveness team which was created by our National President Link Margot James Copeland at the start of her administration to provide assistance to the membership upon request to operationalize her theme Serving With Grace and Leading With Excellence -- Leading With Excellence and Serving With Grace. Only a team provides assistance by request to our National Vice President Link Glenda Newell-Harris, the four Area Directors and the Boards, the National Executive Board of The Links, Incorporated, and the Links chapters. The OE team is Co-Chaired by Link Patricia Larkins-Hicks and we have seven additional members who make up the total OE team. Four of those members are from the Western Area and they're all here and I would like them to all stand now, if they can raise the lights just a little bit, and be recognized.

OE can best be described as an in-house organizational consultant service. We have assisted chapters with chapter retreats, membership and service program assessments and realignment and the development of program outcome evaluations. We're also finishing the curriculum for a much anticipated new leadership academy that many of you have requested that is going to be designed specifically for our more seasoned Links.

We are available to work with your chapters. We come cheap. So, if you would like to know more about our work, feel free to contact me or your Area Director. Thank you very much.

Report of the National Strategic Planning

**Link Gloria Parker**

*Harbor City (MD) Chapter*

Good afternoon. Madam President, Madam Director, and thank you so much for this time, and to my Link Sisters, I just want to take a few minutes to talk a little bit about what we’re doing with strategic planning.

But before I do that, I want to recognize this is just an extraordinary team I have here in the Western Area; they’re the best. If I can have a little bit of light so I can see them, thank you. First, I want to recognize my Co-Chair Deborah Beavers-Watford. She is the world’s best. I love her. She’s awesome. And you all probably can tell we have a really good time together.

I’d also like to recognize Diane Harris-Wilson. Is Diane in the room? There's Diane. Diane led the team, the subcommittee that developed the strategic plan, the National Strategic Plan. She was just awesome leading that team.
And then I’d like to recognize Sonja Johnson Williams. There’s Sonja. Sonja led our subcommittee on cascading goals, did a fabulous job. I was thinking I was going to really have to spend a lot of time. Once I explained it to her she took off with that. And on her team from your Area was Ida Seymour Daniel. Ida? There she is. And Karla Smith Fuller. They are awesome. And I will say this. I know we have some other Area Directors here, but the Western Area, they are really leading the charge on strategic planning. I know the other Areas are going to catch up, but you are all already submitting strategic plans and I’m really excited about what you’re doing. Thanks for the lights. You can put them back down.

Let me just talk a second about why what we’re doing is so important. There are very successful corporations, impactful corporations. They’re very successful and impactful organizations. These organizations and corporations measure their impact. They measure corporations through the profit that they make in doing business. And that profit or that direction comes from one leader, typically their CEO. Organizations measure their impact, their success based on the impact that they’re making on the communities that they serve and they again take leadership from a leader, who in many cases is a president or whatever other title that leader has.

There’s several things that these very successful and impactful organizations have in common. One thing that they have in common is they have dynamic leadership, extremely awesome leadership. And we certainly have that in our National President and her team, and I applaud them for just extraordinary leadership.

The other thing that they have in common is vision to achieve outstanding results. They have strategic goals and plans to achieve the vision, and they have what we are calling a “line of sight” where all the components of the organization are working together to achieve common objectives. I always think of it as National is -- they’re providing a direction. But National can’t do this by themselves. It’s the arms and legs of the organization, and those are the chapters who make all of these things happen. Minus the line of sight and everybody pulling together, there’s only floundering that can go on if we don’t have that.

That’s why we’re proud to present an all-inclusive strategic plan, and I said all-inclusive because it wasn’t created in a vacuum. It was created with all of the leadership of Links organization pulling all programs together and determining what it was that they wanted to achieve. We found that with cascading goals, cascading goals give us the line of sight from the organization leaders all the way through the working arms and legs of the organization. We cascade those goals through to ensure that we’re all working to achieve the same goals.

To that end, we’re going to be presenting a Strategic Planning Workshop tomorrow morning. I’m understanding that we’re going to have a full house. That’s really exciting. And I also want to mention that at the end of the Conference you will have on your sites, on your Web sites the cascading goals video that continues to teach you how to do cascading goals, and we’ll be conducting webinars and we’ll also come out and help clusters with their strategic planning. So I want to once again give kudos to the Western Area for being so ahead. Debbie just told me that 75 percent of your plans are already in, so I’m real excited about that. Just keep up the good work. Thank you.
40th Western Area Conference

APPENDIX V
Motion Summary Forms
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<tr>
<th>Date of Meeting</th>
<th>Subject Code</th>
<th>Motion</th>
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<td>6/23/2011</td>
<td>GBS</td>
<td>Adoption of Plenary 1 Credentials Report (See Page 4)</td>
<td>Tonette Echols, Phoenix (AZ) Chapter</td>
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<td>6/23/2011</td>
<td>RR</td>
<td>Adoption that after careful reviewed studies the request of the Peninsula Bay Chapter to change its membership boundaries be submitted to the Executive Council for approval. (See Page 12)</td>
<td>Western Area Executive Committee</td>
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<td>Rosaland Anderson, San Antonio (TX) Chapter</td>
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<td>Lorna Hankins, Gulf Coast Apollo (TX)</td>
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## Motion Summary Form

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<td>Resolutions Committee via Link Cassandra Jennings <em>Sacramento (CA) Chapter</em></td>
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<td>Resolution 2: <em>A Tribute to the Officers and Members of the Phoenix Chapter of The Links, Incorporated.</em> (See Page 32)</td>
<td>Resolutions Committee via Link Cassandra Jennings <em>Sacramento (CA) Chapter</em></td>
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<td>Resolution 3: A Tribute to Our 15th Western Area Director Link Barbra Ruffin-Boston (See Page 33)</td>
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**Subject Code**
- Finance – FI
- Membership – MBS
- Chapter Establishment - CE
- General Business – GBS
- Program – PGM
- Recommendations/Resolutions - RR
- Bylaws - BYL

Appendix V – Motion Summary Form: Page 3