

The Association For
Equality and Excellence In
Education, Inc.

**P3 Policies, Procedures and
Protocols**



Purpose of Manual

This manual, distinct from the by-laws of the Association, has been developed with the goal of providing future Boards with a reference, or an “organizational memory” to assist them as they conduct the affairs of the Association. By contrast, the by-laws establishes the broad purpose and mission of the Association, provides definitions for membership, describes the processes by which officers are elected and broadly outlines the responsibilities of each officer, names the key committees of the Association, explains the process by which meetings are conducted, and addresses other issues relevant to incorporated organizations.

Within this manual you will find policies, procedures and protocols commonly associated with the Association’s business affairs, but not found in the by-laws. The manual is intended to support and complement the by-laws of this Association, but not serve as a substitute for them. In any matters where a conflict appears between the P3 Manual and the by-laws of the Association, it is the by-laws that serve as the legal and final judgment.

In addition to being distributed to Board members each year, this manual shall be available to the membership and to all committee chairs and members via the Association’s website. It will be the responsibility of the President-elect to undertake a review and update of the manual, with approval from the Board of Directors, as needed.

Grateful acknowledgement is made to the individuals of former Boards of Directors for their assistance in making this manual possible. They recognized the need for such a manual and provided much of the information found herein.

History and Background

The Association for Equality and Excellence in Education, Inc. (AEEE, Inc.) has been incorporated since 1977. It is one of ten regional associations throughout the United States, Puerto Rico, the U.S. Virgin Islands, Guam, and Samoa. The Association’s membership is comprised of professional and support staff that work in TRIO Programs and other educational opportunity programs located in New York and New Jersey.

Official Address

The official address of the Association is as follows: (as of April 2011)

Association for Equality and Excellence in Education, Inc.

P.O. Box 1515 Manhattanville Station

New York, New York 10027

AEEE is a non-profit organization designed to:

- Bring together into a work and study community those persons who have an active interest in or who are professionally involved in broadening accessibility for formal secondary and post-secondary students and helping them achieve success in those environments;
- Coordinate efforts with other like organizations with like purposes and goals;
- Promote, encourage, and assist in research evaluation, programmatic and fiscal planning and training to explore issues involving the accessibility and success of students in secondary and post-secondary endeavors;
- Develop and disseminate timely and meaningful responses to issues and concerns affecting the educational resources and environment of non-traditional students.

Past Presidents of AEEE

1977-1978 Vernon Haley
1978-1979 Vernon Haley
1979-1980 Larry Dais
1980-1981 Earl Van Farrow
1981-1982 Nathan Johns
1982-1983 Nathan Johns
1983-1984 Paula Jean Martin
1984-1985 Felicita Rodriguez Torres
1985-1986 Joseph Parker
1986-1987 Voncille Enmond
1987-1988 Frank Alston
1988-1989 Erwin Ponder
1989-1990 J. Glenn Hopkins
1990-1991 Felicita Rodriguez Torres
1991-1992 Laurence "Tony" Howell
1992-1993 Laurence "Tony" Howell
1993-1994 Maria I. Rijos-Marini
1994-1995 Maria I. Rijos-Marini
1995-1996 Jorge Antonio Martinez Santiago
1996-1997 Laurence "Tony" Howell
1997-1998 Robert Levine
1998-1999 Henry McCloud
1999-2000 Karen K. Texeira
2000-2001 Loretta Hauser
2001-2002 Beth Olivares
2002-2003 Jeffrey Rosenthal
2003-2004 Elliott Palais
2004-2005 Cassandra Davis
2005-2006 Rogernelle Griffin
2006-2007 Karen Texeira
2007-2008 Crystal Floyd
2008-2009 Michele Danvers Faust
2009-2010 Anthony Culpepper
2010-2011 Beth Olivares
2011-2012 Barbara Thompson
2012-2013 Mary Ellen Mulvey

Membership

Membership (effective May 2011)

- INSTITUTIONAL MEMBERSHIP \$275 (UP TO 5 INDIVIDUALS AT ONE INSTITUTION)**
- PROGRAM MEMBERSHIP \$150 (UP TO 2 INDIVIDUALS-IS TRANSFERABLE)**
- ALUMNI/RETIREE (ANY TRIO PROGRAM ALUMNI OR RETIREE) \$55**
- NEW PROFESSIONAL MEMBERSHIP \$65**
- RENEWAL PROFESSIONAL MEMBERSHIP \$55**

BENEFITS:

INSTITUTIONAL: Covers up to 5 staff members from one institution
All have voting privileges in the Association

- All Eligible to run for office after being a member in good standing for one year
- All receive discounted registration for AEEE Annual Conference
- All may participate in Regional Roundtables on Policy and Advocacy Efforts
- Eligible to participate in Regional and District Meetings, Emerging Leaders Professional Development Programs, Policy Seminar and TRIO Day activities

PROGRAM: Covers up to 2 individuals designated by title

- Full voting privileges in the Association
- Eligible to run for office after being a member in good standing for one year
- Receive a discounted registration for AEEE Annual Conference
- Eligible for Peer Review services from AEEE Professionals
- Reduced or minimal cost for Regional Roundtables on Program Management
- Eligible to participate in Regional and District Meetings, Emerging Leaders Professional Development Programs

ALUMNI/Retiree: Available for alumni or retirees from any TRIO program

- Full voting privileges in the Association
- Eligible to run for office after being a member in good standing for one year
- Receive a discounted registration for AEEE Annual Conference
- Eligible to attend Regional TRIO Day and Emerging Leaders Programming
- Eligible to receive discounted registration for Policy Seminar

PROFESSIONAL: Covers one named individual

- Full voting privileges in the Association
- Eligible to run for office after being a member in good standing for one year
- Eligible for Peer Review services from AEEE Professionals
- Receives discounted registration for AEEE Annual Conference
- Eligible to participate in Regional and District Meetings, Emerging Leaders Professional Development Programs, Policy Seminar and TRIO Day activities

Certification of Membership

It is the responsibility of the President-elect, in consultation with the Treasurer, to certify membership. Such requests have, in the past, come from those individuals coordinating the association's awards and scholarships.

Responsibilities of Board Members

Responsibilities of Board Members

The Responsibilities of the **President-Elect** (1 year term)

- Chair the Membership Committee
- Serve as a member of the Finance Committee
- Serve as a delegate to the Council for Opportunity in Education
- Serve as chairperson of any meeting of the Executive Committee at which the President is absent
- Perform other duties assigned by the President or the Executive Committee

The Responsibilities of the **President** (1 year term)

- Preside at all meetings of the Association
- Serve as chairperson and preside at all meetings of the Board of Directors and the Executive Committee
- Appoint a parliamentarian, and chairpersons of all standing committees
- Serve as ex-officio member of all standing and ad hoc committees
- Submit an annual report and report on the status of the Association at the Annual Conference
- Serve as a delegate to the Council for Opportunity in Education

The Responsibilities of the **Immediate Past-President** (1 year term)

- Chair the Nominations and Elections Committee
- Serve as a delegate to the Council for Opportunity in Education
- Perform other duties assigned by the President or the Executive Committee

The Responsibilities of the **Secretary** (2 year term)

- Document the presence of Board members at all meetings of the Board and the Executive Committee
- Record in “minutes” form, the discussions, motions, and actions of the Board and the Executive Committee
- Maintain the minutes in a permanent binder and furnish to a successor upon completion of term
- Maintain all Association records, including those of the Board and the Executive Committee (financial information notwithstanding)
- Mail notices of meetings and other communications as needed to Board members
- Perform other duties assigned by the President or the Executive Committee

The Responsibilities of the **Treasurer** (2 year term)

- Maintain financial records in an appropriate fashion
- Provide an accurate and complete report of the Association’s financial matters when requested by the Board or the Executive Committee
- Serve as the credentialing agent of the Membership Committee
- Serve as a member of the Finance Committee
- Represent the Board and be responsible for the receipt and expenditure of funds in accordance with the directives established by the Executive Committee
- Furnish all financial and other records to a successor immediately upon completion of term
- Perform other duties assigned by the President or the Executive Board

The Responsibilities of **District Representatives** (2 year term)

Currently, the Association is divided into seven districts. Each district has its own representative to the Board of Directors. New York is divided in this manner: Metro/Long Island, North, Central, and West. New Jersey is divided in this manner: North, Central, and West.

- Coordinate and plan all regional activities
- Establish, coordinate and arrange a communication network
- Represent regional concerns at Board meetings
- Follow up directives from the President
- Convene a meeting of the State at the Annual Conference

The Responsibilities of **Board Members-at-Large** (currently, 9 at-large positions serving staggered 3 year terms)

- Assist the officers of the Association in conducting the Association's affairs
- Serve on at least one standing committee, special committee, committee or task force
- Perform other duties assigned by the President or the Executive Board

The Responsibilities of the **Parliamentarian**

The Association's President, in consultation with other Board members, will nominate an existing Board member to serve as parliamentarian. The parliamentarian, who serves in this capacity at the discretion of the President, will be responsible for ensuring that meetings conducted by the Board of Directors, the Executive Committee, and the Association Membership abide by generally accepted rules of order. The parliamentarian shall not assume authority in any other additional capacity and will not hold any other power other than those given to him/her as an elected Board member.

The Council for Opportunity in Education

The Responsibilities of the AEEE President

As a delegate to the Council for Opportunity in Education (COE), the President serves on the COE Board. During the President's tenure, it is important that he/she be aware of the following:

- Prior to September, the Council Board Chair will make initial appointments to COE committees. As a new COE Board member, the President-elect can request an appointment to a Board committee of his/her choice at or after the first COE Board meeting. Otherwise, the COE Board Chair will appoint the President-elect to a committee.
- COE Committee Chairs appointed by the COE Board Chair should be familiar with their charge and responsibilities. Committee Chairs should work closely with the COE Board Chair to schedule appropriate meetings or conference calls throughout the year, set timelines for the accomplishment of committee tasks and submit reports for each COE Board meeting to the Chair.
- COE Board Meetings – The Council pays airline costs to the May and December meetings for all Board members. COE Committee Chairs' travel and expenses to the specific Board meetings the Chair designates are also paid by the relevant Council budget line. **All other expenses for Board members are the responsibility of the regional associations.**
- The September Board meeting directly precedes the Annual Conference and neither travel for Board members or Committee Chairs is paid by the Council for that meeting.
- Board members are voting members with voice privileges of the Council's Board of Directors from the first minute of your first meeting. **Each member association has three votes and according to the "unit rule" outlined in the COE by-laws, a region always has three votes if at least one member is present.** Of course, attendance at every Board meeting by every Board member is strongly advised.
- The December meeting will include a Board Retreat designed by the sitting Council Chair. COE Committee Chairs may be invited to participate at the Chair's discretion. Although such Chairs do not have a seat or voice at the Board during the actual Board meetings, they are welcome to sit in chairs on the perimeter of the Board meeting room as observers.
- Board members will receive a memo and agenda with the details of each Board meeting and logistics concerning travel arrangements approximately six weeks prior to each meeting.
- Fair Share – The Fair Share Year is July 1 - June 30. It is the responsibility of the AEEE President to see that your regional association's dues are paid in a timely manner. Members of this COE Committee are expected at minimum, to contribute at the President's Council level (\$100-249) and to encourage others to make personal contributions to the Council.

Policy Seminar – Participation at this March Seminar is of paramount importance. The President

will ask a member of the AEEE Board to coordinate that year's Policy Seminar activities. At Policy Seminar, the President will collect reports from all team leaders, summarize and make a presentation at the de-briefing. Board members are typically asked to preside and/or introduce a speaker at some point during the Policy Seminar or the Relations with the Department of Education that follows.

- Governmental Relations – The President will relay to COE any issues, concerns or questions from the membership to COE.
- Council Board Meetings in Your Region - When the Council Board meeting is held in your region, it is traditional for your association to host the board at a social function. These functions range in format. You can get ideas from other regions on what has been done. Plan this event with the Board Chair.
- COE's Annual Conference - The President sits at the Awards Banquet head table and accepts the Fair Share award and may be asked to preside and/or introduce a speaker during the conference. The receptions/meetings/functions you will be expected to attend may be extensive, but these are responsibilities that are important and necessary. All COE Board members will receive a schedule that details all of their responsibilities at the conference.
- Communications - Your region will be asked to submit an ad for the annual conference program and CEF Conference (Committee for Education Funding). You may be asked to write articles for Equality on news from the region and are expected to keep updated information from the region on our web site - aeee.homestead.com, as well as the Council's web site.

Board Meetings

Board Meetings and Agendas

Board meetings are generally held four times each year, (not including meetings of the Board at the annual conference) usually occurring once every three months. However, these meetings can occur more or less often as needed. It is recommended (and has been past practice) that Board meetings take place at various institutions in New York and New Jersey where TRIO Programs exist.

A typical Board meeting agenda consists of the process described below. A Board meeting may take place in one or two days, depending on the location of the meeting, the length of the agenda, and weather conditions.

- Call the meeting to order
- Take attendance to establish a quorum
- Ask if any proxies exist
- Approval of the previous meeting's minutes
- Review of Agenda
- President's Report/Officer's Reports
- Committee Reports
- Old/Unfinished Business
- New Business
- Announcements
- Date and place of next board meeting
- Adjournment

The President of the Association is responsible for creating the agenda and facilitating the meeting. However, it is the Secretary's responsibility to notify Board members of the date, time, and place of the meeting. Developing and sharing directions may be coordinated with input from the President, Secretary and/or individuals employed in the TRIO Program at the host institution.

It is preferable that the agenda be distributed at least one week in advance of the Board meeting. This can be done via e-mail, fax, or U.S. Mail. However, in unusual circumstances, the agenda may be distributed at the meeting. The President is also responsible for notifying key individuals of their obligation to submit a report and to present that report at the Board meeting.

It is expected that the host institution will coordinate refreshments for Board members. The costs associated with this activity are reimbursable.

If weather conditions prohibit safe travel, the Board may decide to hold a conference call to discuss Association business. Any conference call will be treated as a regular Board meeting, with quorum still required.

Board Meeting Attendance Policy (reprinted in part from an e-mail sent to Board members on 1/30/01)

In 2000-2001, the Board of Directors moved that the following attendance policy be adopted: **Board members are allowed two absences per office year. After the third absence, the Board member will be asked to resign his/her position.**

In addition, Board members are asked to abide by the following expectations:

- All Board members are expected to arrive on time and are expected to stay for the duration of each Board meeting;
- If for some reason, you cannot stay for the full meeting, you are asked to notify the Board President prior to the meeting so that your report, if any, can be placed earlier on the agenda;
- Board members who are committee chairs are expected to present at each Board meeting, both orally and in writing, to update the Board on their respective committee activities. Since copies of the report will be distributed to each Board member, it is the responsibility of the committee chair to bring sufficient copies of their report (at least 25 copies) to distribute to each Board member;
- When travel is necessary for Board members, it is asked that every effort be made to use the least expensive form of transportation to and from Board meetings. Board members should coordinate travel with other Board members to the greatest extent possible.

Travel Policies

AEEE Board Members Travel Policy

In order to maintain the highest ethical practices, it is critical Association-related expenses be reasonable, related to Association business affairs, and reimbursed in the appropriate manner. Board members may be reimbursed for Association-related travel expenses. If traveling by car, one may be reimbursed at the rate of .50 cents per mile (1/2010). Board members must submit a completed *Travel Expense Report Form* to the Treasurer within 30 days of the incurred expense in order to be reimbursed. It is inappropriate to charge individual grant programs for expenses related to one's responsibilities as a Board member. The Association will reimburse approved expenses as long as the guidelines outlined herein are strictly adhered to.

Reimbursement of Travel Expenses

The basic policy governing Association travel expense reimbursement is that a representative of the Association traveling on Association business should neither gain nor lose personal funds as a result of said travel. Travel expenses incurred by representatives of AEEE on bona fide AEEE business are reimbursable provided the following conditions are met:

1. Sufficient funds are available,
2. Expenditures are authorized by the Treasurer
3. Original receipts and other supporting documentation are submitted and,
4. Reimbursement requests are consistent with the policies and procedures outlined in this document.

AEEE does not issue travel advances. Outlays of personal funds or use of personal credit cards will be required for hotel, meals, and automobile rental expenses.

In cases where the representative expects travel costs to be in excess of \$250 for board meetings or \$1,000 for COE board travel, the Treasurer should be consulted prior to said travel.

Typically, the Association will pay travel costs associated with board member attendance at regular board meetings. In addition, the Association covers the cost of lodging and meals for AEEE delegate travel to COE board meetings, including the September, December, and May meetings. However, the Association ONLY covers the cost of the board meeting, not the annual conference (in the case of COE's annual conference in September).

Transportation To and From Hotels and Terminals

The most economical mode of transportation should be used to and from hotels and air, bus and train terminals. When appropriately documented, these expenses (including reasonable gratuities) are reimbursable. Modes of transportation to be considered in order of preference are as follows:

1. Public transportation (e.g. bus, subways)
2. Private transportation
3. Personal automobile
4. Automobile rental

The Treasurer will provide assistance in the determination of the most convenient and economical mode of transportation.

In cases where a member utilizes a more expensive mode of travel when less expensive means of transport are available, the member must provide adequate justification on the travel expense form. The Treasurer, in consultation with the Finance committee (if necessary) is hereby given the latitude to determine whether the member's justification is "adequate."

Automobile Rental

Automobile rentals should be limited to situations where other means of transportation are not economical or available. Compact cars must be used except when five or more representatives are traveling together.

The following guidelines apply when renting an automobile on Association business:

- The collision damage or personal accident insurance must be purchased because insurance coverage does not through the Association.
- Check the car class and rate on the rental agreement against the class and rate that were confirmed upon receiving the car.
- Refuel the vehicle before returning it.

Personal Automobile Travel

When traveling short distances where air, bus, or rail transportation is not practical, or to reduce the cost for several AEEE representatives traveling to the same destination, a personal automobile may be used for AEEE travel. Reimbursements for the use of personal automobiles will be at the rate allowed under government contracts (currently .485 cents per mile – as of 1/2009) plus tolls and reasonable parking fees. All expenses must be appropriately documented. Gas, oil, insurance premiums, repairs or other costs are presumed included in the mileage allowance and are not separately reimbursable. Fines for automotive violations are also not reimbursable.

Lodging

The Association will reimburse representatives for all authorized hotel expenses. A copy of the actual hotel bill will be required for reimbursement and should be attached to the Travel Expense Report. An AEEE representative attending a meeting, conference or convention that is being held in a resort or premium hotel may stay in that hotel. However, every effort must be made to conserve funds; therefore, if members can share rooms or stay in a less expensive hotel, that is preferable. The Association will only reimburse hotel nights for the days associated with Board meetings (Association Board and COE Board), and not for the annual conferences of either AEEE or COE.

In the case of Association Board meetings, lodging will be reimbursed to a member only if the meeting is held more than 100 miles from his/her personal residence; if the meeting is more

than one day in duration; or if other justification is provided to the Treasurer and Finance Committee PRIOR to the member's incurring the expense.

Traveling with a Spouse, partner, or other companion of any age

If an AEEE representative is accompanied on a business trip, expenses that are not specifically related to the *representative's* travel, including transportation, meals, and additional lodging expenses will be covered by the Association.

Meals

Expenses incurred for meals when traveling on an authorized Association budget where overnight accommodations are required are reimbursable within reason. In general, up to \$40.00 per day. When traveling on an Association budget where overnight accommodations are not required, meals are reimbursable as follows: Breakfast, \$5.00; Lunch, \$10.00; Dinner, \$20.00. Reimbursement will be made for only documented (original receipts) expenses including a reasonable gratuity.

Note:

The Treasurer is responsible for determining what travel expenses are reimbursable. She/He, therefore, will be considered the budget administrator for the purposes of approving travel related expenses through the Travel Expense Report Form. (Adopted 6/11/96)

Addendum to AEEE Travel Policy

COE Board Travel Reimbursement

The Association will cover travel expenses (e.g. hotel, ground transportation and meals) not covered by COE as well as overnight accommodations with receipts not to exceed the actual cost of the hotel room, and a reasonable per diem.

AEEE Board Members Travel Reimbursement

The Association will cover travel expenses (e.g. hotel, ground transportation and meals) with receipts for Members attending Board meetings. Travel expenses should be pre-approved by the Treasurer in every instance.

Other Policies recently established by the AEEE Board

1. A Special committee should be established to research and identify the conference location site two years in advance. (Adopted 9/19/96)
2. The Treasurer has authority to make payments of up to \$500.00 for COE and Regional board travel expenditures and other routine expenditures. (Adopted 2/20/97)

Henceforth all approved policy statements shall be produced in the minutes and separately for insertion into the addendum of the Policy Procedures. (Adopted 1997)

AEEE Committees

Current Standing Committees of the Board

The following Committees are currently active: (as of May 2011)

By-laws

- Complete a review of the current Association By-laws as well as COE's By-laws, and recommend any necessary revision suggestions stemming from that review
- Generate, via survey, the membership's concerns with the current By-laws, and determine if changes need to be made
- Provide written progress reports at each Board meeting
- Complete an initial review and make a final determination of needed revisions by the January Board meeting
- Present suggested changes to the membership at or before the annual conference for ratification

Conference

- Develop and organize a comprehensive and relevant professional development experience for employees of TRIO and other educational opportunity programs
- Establish goals reflecting the total number of conference participants desired
- Create sub-committees to assist in coordinating a comprehensive conference

FairShare

- Manage and oversee AEEE's fair share progress
- Communicate with the membership regarding the importance of and benefits of institutional membership in COE
- Assist the Association in exceeding its fair share expectation
- Identify, establish, and maintain contact with possible funding sources for the work of the Association
- Provide written progress reports at each Board meeting
- Correspond with the general membership once per semester, via newsletter
- Correspond with non-subscribers and non-institutional members on an on-going basis (at least once per semester, but preferably more frequently)
- Ensure that all correspondence indicate the association's status as a 501(c)3 non-profit charitable organization and that all gifts are tax-deductible

Emerging Leaders

- Develop and organize professional development and leadership training workshops for new members and those interested in future Board service

Finance (President-elect and Treasurer must be members, plus three additional members)

- Create a five-year plan for the Association's fiscal matters
- Maintain and complete tax forms in a timely manner (seek professional assistance)
- Ensure the timely filing of articles of incorporation
- Have the Association's fiscal records audited annually by a competent professional

Membership (chaired by the President-elect)

- Actively promote membership
- Determine membership status and eligibility for the purposes of participation in the Association's activities
- Retain membership information for immediate ease of use
- Track current membership trends
- Increase membership, including new and lapsed members

Nominations and Elections (chaired by the Immediate Past-President)

- To determine openings on the Board for the succeeding year
- Solicit nominations from the membership in accordance with the Association's Bylaws
- Hold elections in a timely manner in accordance with our By-laws

Publications

- Ensure regular and timely communication of information between Board members and the general membership
- Solicit information from the membership regarding program news and from Board members for Board news
- Develop, write and distribute a quarterly newsletter
- Develop and maintain a regularly updated website for the Association
- Develop and publish an informational brochure about the Association

Strategic Plan

- Develop a strategic plan for the Association that will ensure its survival and the continuity of its programming over the next five year period
- Answer the following four questions: Who are we? Where are we now? What do we want to be in the future? How do we get there?
- Develop, plan, publicize and implement TRIO Day celebrations across the region

Policy Seminar

- The President will appoint a member of the Board to coordinate Policy Seminar activities.
- The Coordinator will ask approximately 10 AEEE members to serve as "Team Leaders for New Jersey and New York."
- Individuals deemed "Team Leaders" will bear the responsibility of contacting congressional representative offices (the Congressperson's "Scheduler"), normally in their own general geographic region and scheduling appointments for that day.
- Although it is ideal that the meetings take place with the Congressperson, often the group will meet with the Congressperson's legislative aide or the individual who handles educational issues.
- Congressional offices normally will ask that your request for a meeting be faxed to their office.
- When scheduling meetings, be sure to leave enough time to get from one office to the next.

Budget

Budget Categories

Budget categories reflect, at a glance, the mission and purpose of the Association. These categories will likely change as the Association's needs and priorities change. Below is a template for future Boards to use as a reference. By no means does this template imply that the budget categories described below will remain a permanent fixture on future budgets. Each respective Board of Directors determines specific budget categories and amounts.

Account Description
3-0100 COE Fairshare
3-0200 Legal and Professional Fees
3-0300 Meetings and Travel
3-0305 COE Delegate Travel
3-0310 Dir Travel to Board Meetings
3-0315 District Representative Mtgs
3-0400 Communications
3-0405 Mailbox rental
3-0410 Web site fee
3-0415 Advertising
3-0420 Postage
3-0425 Printing
3-0430 Telephone
3-0500 Conference 2003
3-0505 Hotel Fees
3-0510 Speaker Fees
3-0515 Speaker Travel
3-0520 Audio Visual
3-0525 Entertainment
3-0530 Fun Run
3-0535 Conf Materials (not printing)
3-0540 Misc conference
3-0600 Conference 2004
3-0700 Committees
3-0705 Awards
3-0710 Scholarships
3-0715 TRIO Day
3-0720 Publications
3-0725 By-Laws
3-0730 Training
3-0735 Development
3-0740 Membership
3-0745 Finance
3-0750 Standards
3-0755 Emerging Leaders
3-0760 Strategic Planning
3-0765 Nominations and Elections
3-0770 Policy Seminar
3-0800 Scholarships
3-0900 Awards
3-0999 Miscellaneous
Total

A Word about Fiduciary Responsibility

All Board members have a responsibility to be aware of the financial situation of the Association. All members **MUST** meet certain fiduciary responsibilities. This is the **MOST** important part of Board service. Every Board member should explicitly assume responsibility for stewardship of the association.

Fiduciary responsibility involves a trust held for the greater community - it describes individuals in the community that have been selected to be custodians of the association.

Board Members make and enforce policy, budget and authorize the expenditure of funds, establish and effect the operation of programs, and protect the integrity of the organization - on behalf of and in service to the greater community

There are three duties upon which board members must honor:

- **The Duty of Care**

- Relates to the level of competence required of each Board member -It's what an ordinarily prudent person would exercise in a like position and under similar circumstances -Attend meetings consistently -Be informed about issues and organizational activities -Ask questions!!! -Utilize trustworthy sources of information in making decisions -Delegate only to responsible people and follow up regularly

- **The Duty of Loyalty**

- It is a standard of faithfulness to the organization -You may not place personal interests, family interests, or related business interests above those of the association

- **The Duty of Obedience**

- Ensures that the association remains faithful to its central mission and purposes.
- Board members should not exceed their delegated authority or direct the association beyond its purpose or mission as set forth by the by-laws. Such actions violate the trust invested by those who hold membership and can imperil the association's tax-exempt status
- However, board members may exercise reasonable judgment in determining how the association can best fulfill its purposes

- Taxes must be filed each year
- Articles of incorporation must be reviewed each year and be in proper order

Fiscal Management Preparation of an Annual Budget

It is the responsibility of the Finance Committee to prepare an annual budget and submit that budget to the Board for approval. This process should take place well before the first day of the new fiscal year (July 1). It is strongly suggested that the Finance Committee present their preliminary (or first draft) budget to the Board at the March/April Board meeting. The Board meeting that occurs at the conclusion of the annual conference is also an appropriate time to address this issue, especially considering the fact that the extent to which the conference generated revenue will impact the next year's budget.

The budget shall divide **income and expenditures** related to the activities of the Association by separate budget categories as is necessary to meet obligations and to comply with standard accounting practices.

Account Numbering System

The budget is comprised of line items that reflect the business of the Association. To facilitate the efficiency of tracking budget activity, account numbers have been assigned to all meaningful budget categories and subcategories. Board members, committee chairs, and other appropriate individuals should use these numbers when requesting funds. Changes in budget categories or account numbers require the approval of the Board. The account number is a five-digit number. The first number reflects the calendar year in which the fiscal year will end. For example, the 2003-2004 fiscal year budget will begin with a "4".

4

The remaining numbers reflect the specific categories each represent.

4- 0700

Reporting Period/Financial Reports

For the purposes of preparing financial reports, the Association's fiscal year is July 1 - June 30. Quarterly financial reports should be prepared for the following periods:

- 1st quarter July 1 - September 30
- 2nd quarter October 1 - December 31
- 3rd quarter January 1 - March 31
- 4th quarter April 1 - June 30

It is the responsibility of the Treasurer to prepare and present a summary of all budget activity. Standard financial reports should be prepared for each regularly scheduled Board meeting using widely accepted database programs such as Excel, and these reports should be distributed to each Board member via e-mail, fax, or USPS, preferably 3 or 4 days prior to the meeting. This will allow Board members to review these documents and come prepared to ask questions.

The Association's Bank Accounts

The Association will maintain a strong and healthy financial relationship with an insured bank in the New York/New Jersey metropolitan area that offers services typical of savings banks. The Treasurer is authorized to open bank accounts following approval from the Board. He/She is also authorized to make deposits and approved withdrawals as a representative of the Association.

The Association currently has 3 accounts:

Savings account (HSBC Bank) Checking account (HSBC Bank)

The Savings Account

The savings account is a repository for all incoming funds, including personal checks, institutional checks, corporate donations, and other contributions to the Association. Revenue generated from the annual conference, from TRIO Day celebrations, Fun/Run drives, and other fund-raising activities should go directly into the savings account.

The Checking Account

The checking account serves as the operating budget of the fiscal year. Ideally, sufficient funds should be transferred into the checking account from the savings account to cover all expenses for that year. This transfer should be done in late June to fund the new fiscal year, which commences on July 1.

Note: If the Association has not generated sufficient funds for transfer into the checking account to cover the entire fiscal budget, the Treasurer may transfer adequate funds into the checking account when he/she deems it appropriate and necessary to do so. However, it is the responsibility of the Treasurer to immediately notify the Board if the Association ever lacks sufficient funds to meet its obligations.

Internal Revenue Service Reporting Requirements

The Association must secure the professional services of an appropriately certified or licensed accountant. Although the expenses surrounding this relationship may be substantial, it is crucial that the Association operate within the legal limitations of its non-profit status - 501(c)3. As a non-profit charity, AEEE is not required to pay any taxes, but is required to file the appropriate forms to the IRS. It is the responsibility of the Treasurer to maintain, prepare and submit all relevant budget documents to the Association's accountant well prior to the April 15 deadline each year. Tax forms **MUST** be filed no later than 5 months following the conclusion of the budget year.

Awards and Scholarships

Awards and Scholarships

The Association currently funds four student scholarships:

The Doris Chandler Memorial Scholarship Award (SSS) The Maritza Lopez Memorial Scholarship Award (TS) The Leroy Wilson, III Memorial Scholarship Award (UB) The Ronald E. McNair Post-baccalaureate Achievement Scholarship Award (McNair)

Eligible students **MUST** be nominated by at least one current member of the Association. Nominations may be accepted via mail, fax or e-mail. When faxing or e-mailing, a follow-up phone call to the receiver of the nominations is recommended. Each scholarship recipient will receive the sum of \$1000 and is asked to be present at the annual conference's Awards Banquet to receive the award. With the exception of the Awards Banquet, all related expenses must be covered by the award recipient.

In addition, the Association recognizes professionals and other individuals for their service to the cause through the following awards:

The Arturo A. Schomburg Distinguished Service Award

The Arturo A. Schomburg Distinguished Service Award is the highest award given by the Association to a person who has demonstrated consistent and valuable services to the cause of education for populations who have been denied access and opportunity in the pursuit of higher education. The recipient is asked to be present at the annual conference's Awards Banquet to receive the award. With the exception of the Awards Banquet, all related expenses must be covered by the award recipient.

See appendix for a biography of Arturo A. Schomburg.

The Felicita Rodriguez Torres Award of Excellence

The Felicita Rodriguez Torres Award of Excellence is given to a member of the Association who best exemplifies the virtues of long, consistent, and meaningful service to the purpose of AEEE and has, through his or her efforts, furthered the cause of education for the poor and disadvantaged. It has been past practice to submit no less than 5 names to the membership for consideration.

AEEE Annual Conference

AEEE Annual Conference

History

The first conference of the Association was held in 1977, the year in which the Association was incorporated. It has been the practice of the Association to alternate the conference's location every year. In recognition of our designation as Region II by the U.S. Department of Education, the conference is held in Puerto Rico every "even" year (1998, 2000, 2002, etc . . .). In other years, the location alternates between New York and New Jersey. The 25th Annual Conference was held in 2002 in Puerto Rico. (See Appendix for a full history of AEEE.)

Conference Site Selection Process

It is strongly advised that at least three potential conference sites be visited before selecting any one site. A site selection checklist can be used, and can be found on the Internet. But at the least, the food should be sampled, conference facilities should be examined, and each type of room should be viewed. Typically, hotels and conference centers will gladly provide complimentary food and accommodations during your visit. The site selected should have the following amenities:

- conference facilities for at least 125 - 175 participants
- a minimum of 125 guest rooms
- a Business Center
- internet access in each room

It is strongly advised that the President-elect, whose responsibility it is to select a site and conference theme, present a comparison of sites visited, to the Board for their review.

Conference Sub-Committees/Responsibilities

The Conference Committee Chairperson may use these guidelines to help him/her accomplish the substantial task of coordinating a comprehensive conference. It is strongly suggested that the President of the Association designate an individual *other* than the President to serve as Chairperson of the Conference Committee. The following is a list of suggested subcommittees.

Workshop Proposals Pre-Conference Registration On-Site Registration Hospitality Awards and Scholarships Banquet Logistics Evaluations and Moderators President's and Newcomers Reception Fun Run/Walk and Silent Auction Speakers Program Designers Entertainment

Conference Checklist and Time Line

The following checklist and time line may be helpful to conference organizers. Organizers are highly encouraged to begin planning two years in advance of the conference date. Keep in mind that dates within the time line are for not for the immediate conference, but for the following conference.

Action Item Time Line Done? By Whom

Determine region (NY, NJ, PR) September board meeting 01 ____ Engage in site visits and inspections December – March 01-02 ____ Select/approve conference site and dates March board meeting 02 ____ Determine conference theme March board meeting 02 ____ Determine conference costs/revenues/registration fees March board meeting 02 ____ Determine early bird deadline March board meeting 02 ____ Select Committee Chairs March board meeting 02 ____ Recruit member to receive & process registration materials March board meeting 02 ____ Solicit subcommittee chairs Summer board meeting 02 ____ Establish regular meetings with subcommittee chairs Summer board meeting 02 ____ Develop announcement for COE Sept. Conference Summer board meeting 02 ____ Begin development of logo, graphics, color Fall 02 ____ Begin preparation of conference package Fall 02 ____ Present Conference Report September board meeting 02 ____ Develop and submit appropriate budget requests September board meeting 02 ____ Request AEEE member/nonmember mailing labels September board meeting 02 ____ Prepare & mail conference teaser to COE, AEEE, et al Fall 02 ____ Prepare and mail call for proposals Fall 02 ____ Finalize and mail conference flyer/materials Fall/Winter 02-03 ____ Receive and process conference registration materials January 03 ____ Begin searching for conference speakers, guests Fall/Winter 02-03 ____ Solicit nominations for awards Fall/Winter 02-03 ____ Finalize contracts with hotel, conference site, a/v Fall/Winter 02-03 ____ Determine fundraiser and recruit coordinator (Fun Run?) Winter/Spring 03 ____ Arrange for banquet entertainment Winter/Spring 03 ____ Finalize contracts with major speakers Winter/Spring 03 ____ Solicit moderators Fall/Winter 02-03 ____ Approve request for proposals January 03 ____ Finalize meal selection and gift January/February 03 ____ Order conference materials February 03 ____ Order plaques and certificates February 03 ____ Determine silent auction items and begin collection February 03 ____ Develop and print conference evaluations Spring 03 ____ Develop and finalize workshop schedule March board meeting 03 ____ Finalize workshop room selection March board meeting 03 ____ Notify moderators of responsibilities March board meeting 03 ____ Mail conference reminder? March board meeting 03 ____ Recruit helpers for registration/check-in March board meeting 03 ____ Finalize agreements with pre-conference speakers March board meeting 03 ____ Finalize audio-visual needs March board meeting 03 ____ Print signs/banners for workshops/sessions March board meeting 03 ____ Finalize arrangement of dais March board meeting 03 ____ Collate packet for moderators March board meeting 03 ____ Mail newcomer invitations March board meeting 03 ____ Assign mentors to newcomers March board meeting 03 ____ Finalize conference program and send to printer March board meeting 03 ____ Finalize banquet program and send to printer April 03 ____ Finalize hotel/conference site logistics April 03 ____ Finalize courtesy arrangements for special guests April 03 ____ Finalize newcomer reception April 03 ____ Finalize Awards and Scholarships April 03 ____ Stuff packets April 03 ____ Arrive at conference site early to ensure smooth process Conference 03 ____ Host 26th Annual Conference Conference 03 ____

Collect and process evaluation forms Conference 03 _____ Develop and submit preliminary conference report Conference 03 _____ Submit final budget report Summer board meeting 03 _____ Develop and submit final conference report Summer board meeting 03 _____

Call for Proposals

It is the responsibility of the Conference Chairperson (or his/her designee) to create, distribute, receive and process the Call for Proposals. It is recommended that the initial call for proposals be included in the previous conference's materials. An additional call (given the conference is held in April or May each year) should be mailed to members, potential members and various administrators in September or October. The initial call should include the conference theme, the date of the conference, the city in which the conference will be held and a contact person for additional information.

The September/October "Call" is more comprehensive, and should request that the following information be provided:

- Workshop title and brief abstract (150 words or less)
- The name, title, program, address and phone number of the presenter(s)
- A description of the workshop, including objectives, presentation format (workshop, roundtable, panel discussion), and target audience(s)
- Audio-visual or other media needs
- A current resume or vitae of the presenter(s)
- A recent camera-ready photograph of the presenter(s)

The "Call" should include a deadline for submission, and the name, address, phone number and e-mail address of the Conference Chairperson or his/her designee. The call for proposals may also be submitted electronically.

Pre-Registration and Registration

The registration process is a critical element in conference planning. A smooth and successful conference depends, to a great extent, on the ease with which conference participants pre-register or register for the event. Below is a list of key items in the registration process:

- Have one individual process registration forms and maintain the data using a widely accepted database management system (MS Access is preferable)
- Have that individual mail to the Treasurer (preferably by certified mail) a copy of each registration form and any check, money order or purchase order form submitted.
- The Treasurer will then deposit each check
- The database should include the following items:

Year of Conference Date Registration Form was Received Salutation Last Name First Name
Title Program Institution Address Work Phone Number Fax Number E-Mail Address
Membership Status (new, renewing) Special Needs/Dietary Needs Type of Registration
(member, non-member, early bird, late reg, exhibitor, daily fee) Amount Due Type of
Payment Issuing Agent When Payment was Received Whether a Refund Was Requested
Whether the Registrant Arrived at the Conference On-Site Registration Should Be Noted

Typical Conference Schedule

- Day Zero** Pre-Conference workshop (12:30pm-4pm)
Conference Committee meeting (4pm-6pm)
- Day One** Pre-Conference workshop (9am-4pm)
Conference Registration (1pm-6pm)
Board meeting (2pm-4pm)
New York State meeting (4pm-5pm)
New Jersey State meeting (4pm-5pm)
AEEE Annual meeting (5pm-6pm)

Newcomers and President's Reception (6pm-7:30pm)

Day Two Conference Registration (8:30am-2:30pm) Plenary I (8:30am-10am) Workshop sessions (10:15am-11:45am) Lunch with the Council (12pm-1:30pm) Workshop sessions (1:30pm-3pm) Additional group session (3:15pm-5pm)

Day Three Conference Registration (8:30am-2:30pm) Plenary II (8:30am-10am) Workshop sessions (10:15am-11:45am) Lunch (12pm-1:45pm) Plenary III (2pm-3:30pm) By-Laws Committee meeting or other relevant group meeting (3:30-5:30pm) Arturo A. Schomburg Awards Banquet (7pm-9pm)

Day Four Installation of Officers Breakfast (9am-10:30am) Board of Directors meeting (immediately following breakfast) Check-out

Conference Materials

A conference program is provided to each conference participant. Previous booklets have included:

- A letter from the President of the Association
- A letter from the Conference Chairperson
- The History of AEEE and some background information about the Association and TRIO Programs
- Information about the Council for Opportunity in Education (COE)
- A list of AEEE past presidents
- A list of current AEEE Board of Directors, Committee Chairpersons, and Conference Committee Chairpersons
- A map of the hotel/convention center
- A brief itinerary of the Conference and a more in-depth conference schedule
- An advertisement for the fundraiser (Fun Run/Walk)
- Biographies of featured speakers and workshop presenters
- Abstracts of workshop topics
- Other paid advertisements

Board Meetings at the Conference

Agenda for the Board Meeting on the First Day of the Conference On-Site

This meeting is designed to tie up loose ends with regard to the conference. It is important that all Board members be present at this and every meeting to ensure that the Association's business is appropriately addressed.

Agenda for the Board Meeting on the Last Day of the Conference On-Site

This meeting is designed primarily to review the approved Association's budget. Again, it is critical that all Board of Directors be present at this meeting so that all Association business is appropriately addressed. It is also an opportunity to seek immediate feedback about the conference. This information should be noted so that future conferences can benefit from the information.

State Meetings at the Conference

These meetings are designed to give new and renewing members an opportunity to hear from colleagues about the Association's activities and to share with each other the activities that have occurred within their respective programs over the past year. It is the responsibility of each district representative employed in their respective States to facilitate these meetings.

Agenda Introduction/Welcome Introduction of members present Elections results Introduction of State district representatives to the Board Review conference agenda and schedule Other issues relevant to TRIO or the conference Breakdown by program

AEEE Annual Meeting at the Conference

An annual meeting of the membership is conducted on the first day of the annual conference. The meeting is designed to welcome participants to the conference and share with them information about the state of the Association. Representing the Association on the dais is typically the President, the Immediate-Past President, the Treasurer, the Secretary, the Conference Chairperson, and anyone else deemed appropriate by the Executive Committee. The President is the facilitator of the annual meeting, and the agenda typically consists of the following:

Agenda Welcome to new and renewing members State of the Association Report (perhaps a review of the Annual Report) – given by the President Treasurer's Report – financial state of the Association Report of key standing committees by respective chairpersons (membership, by-laws, finance, nominations and elections, strategic plan) Address to the Membership by the President-elect Updates on the Conference Schedule by the Conference Chairperson

Fun Run at the Conference

The Fun Run was initially created to generate funds for a scholarship account for TRIO students. Each year at the conference, participants are given an opportunity to participate in a run/walk/wheel (in recognition of potential wheelchair-bound participants) and are asked to contribute a fixed amount of money as a contribution to the account. T-shirts have been given to entrants, and prizes (in years' past, trophies and medals have been given) are awarded at the Awards Banquet for runners, walkers and other categories as determined by the Fun Run/Walk Committee.

Luncheon at the Conference

The luncheon is typically an opportunity for a featured speaker to address the membership. Representing the Association on the dais is typically the President, the Immediate Past President, the President-elect, the Treasurer, the Secretary, the featured speaker, and anyone else deemed appropriate by the Executive Committee. The meeting can be facilitated either by the President, the Conference Chairperson, or the Speaker Subcommittee Chairperson. The luncheon is also a good opportunity to update conference participants on any changes to the conference schedule.

Arturo A. Schomburg Awards Banquet

The banquet is an opportunity for conference participants to gather in a more formal setting (though this is not a black tie affair), to recognize Association members and other individuals for their contributions to students and to the Association, and enjoy the company of colleagues. A waiter-serviced dinner is normally provided and a dance follows. A separate booklet is developed for the banquet and provided to dinner guests. Representing the Association on the dais is typically the President, the Immediate Past President, the President-elect, the Treasurer, the Secretary, the featured speaker, if any, the Conference Chairperson, the Awards and Scholarships Banquet Subcommittee Chairperson, the recipients of AEEE's student scholarship awards, the recipients of the Schomburg Award and the Felicita Rodriguez Torres Award, and/or anyone else deemed appropriate by the Executive Committee. An agenda template is described below:

Agenda Welcome Invocation Dinner Presentation of the Arturo A. Schomburg Distinguished Service Award Presentation of the Felicita Rodriguez Torres Award of Excellence Presentation of the Doris Chandler Memorial Scholarship Award (SSS) Presentation of the Maritza Lopez Memorial Scholarship Award (TS) Presentation of the Leroy Wilson, III Memorial Scholarship Award (UB) Presentation of the Ronald E. McNair Post-baccalaureate Achievement Scholarship Award (McNair) Closing Remarks Dance

Invitation-Only Gathering

Approximately one hour prior to the banquet, the President of the Association hosts a private gathering with cocktails and hors d'oeuvres for invited guests. Individuals typically invited to this event include the current and Board-elect Board of Directors, past Presidents, featured speakers and others deemed appropriate by the Executive Committee. Invitations are usually distributed by the hotel's front desk on the first or second day of the conference.

Past Recipients of the Arturo Alfonso Schomburg Distinguished Service Award

Year	Recipient	Conference Theme	Place
1983	Dr. Kenneth B. Clark		
1984	Flora Mancuso Edwards		
1988	Dr. Charles E. Evans		PR
1989	Mr. Robert O. James		NJ
1990	Dr. Luis O. Reyes		PR
1991	Dr. Dina Maria Sevayega		NY
1992	Mr. William A. Blakey, Esq.		PR
1993	Dr. Angela Jorge		NJ
1994	Dr. Richard Majors		PR
1995	Dr. Isaura Santiago Santiago		NY
1996	Dr. Arnold L. Mitchem		PR
1997	Honorable Major Owens		NJ
1998	Mr. Larry Dais		PR
1999	Mr. Prince O. Teal		NY
2000	Dr. Julio C. Fonseca		PR
2001	Mr. Earl Van Farrow	Forging New Standards/Expanding Our Horizons	NJ
2002	Ms. Peggy Whitehead	The Challenges of Opportunity	PR
2003	Thomas Mortenson	Building Bridges	NY
200			PR

Past Recipients of the Felicita Rodriguez Torres Award of Excellence

1983 Dr. Earl Farrow 1984 Ms. Paula J. Martin 1989 Mrs. Elizabeth Pasti 1990 Mr. Glenn Hopkins 1991 Mrs. Maria I. Rijos-Marini 1992 Mr. Laurence Howell 1993 Mr. Laurence Howell 1994 Ms. Paula J. Martin 1995 Mrs. Maria I. Rijos-Marini 1996 Mrs. Maria I. Rijos-Marini 1997 Mr. Laurence Howell 1998 Ms. Karen K. Texeira 1999 Dr. Muriel Grimmitt 2000 Ms. Donna Lorenzo 2001 Ms. Karen K. Texeira 2002 Mrs. Michelle Danvers Foust 2003 Mr. Robert Levine

Installation of Officers Breakfast

It has been the tradition of the Association to host a breakfast on the final day of the annual conference, and to install new members of the Board of Directors who are present at the meeting. The breakfast has typically been buffet-style.

Oaths of Office

Oaths of Office

The order of oaths, depending on eligibility, is the following:

Board Members at-Large District Representatives (if any have been elected) Treasurer (if a Treasurer has been elected) Secretary (if a Secretary has been elected) Immediate Past President President-elect President (acceptance speech is given)

Board Members at-Large

“Will the newly elected **Board Members at-Large** please rise and approach to the podium? You have been elected by the membership to serve as Board Members-at-Large of the Association. It will be your responsibility to assist the officers of the Association in conducting the Association’s affairs, serve on at least one standing committee, special committee, committee or task force, and perform other duties assigned by the President or the Executive Board

You should become familiar with the Association’s By-Laws, with Roberts Rules of Order and other Board procedures. You should at all times be watchful for activities, projects and programs which could benefit the Association and/or the employees and students we serve, and work passionately for equal access and equal educational opportunity and the interests of the Association.

In the presence of honored guests and the members here assembled, please raise your right hand and repeat after me:

I (state your name), do hereby acknowledge --- the faith and trust exhibited by the membership -
- in electing me to the office of Board Member at-Large ---. I hereby promise --- that as a member of the Association for Equality and Excellence in Education --- I will execute the duties of my office --- to the best of my abilities --- in guiding this Association --- toward fulfillment of its goals. Congratulations.”

District Representatives

“Will the newly elected **District Representatives** please rise and approach to the podium? You have been elected by the membership to serve as the District Representatives of the Association. It will be your responsibility to coordinate and plan all regional activities, establish, coordinate and arrange a communication network, represent regional concerns at Board meetings, follow up directives from the President, convene a meeting of the State at the Annual Conference and perform other duties as assigned by the President.

You should become familiar with the Association’s By-Laws, with Roberts Rules of Order and other Board procedures. You should at all times be watchful for activities, projects and programs which could benefit the Association and/or the employees and students we serve, and work passionately for equal access and equal educational opportunity and the interests of the Association.

In the presence of honored guests and the members here assembled, please raise your right hand and repeat after me:

I (state your name), do hereby acknowledge --- the faith and trust exhibited by the membership -
- in electing me to the office of District Representative ---. I hereby promise --- that as a member of
the Association for Equality and Excellence in Education --- I will execute the duties of my office ---
to the best of my abilities --- in guiding this Association --- toward fulfillment of its goals.
Congratulations.”

Treasurer

“Will the newly elected **Treasurer** please rise and approach to the podium? You have been elected
by the membership to serve as the Treasurer of the Association. It will be your responsibility to
maintain financial records in an appropriate fashion, provide an accurate and complete report of the
Association’s financial matters when requested by the Board or the Executive Committee, and serve
as the credentialing agent of the Membership Committee. You will serve as a member of the Finance
Committee, represent the Board and be responsible for the receipt and expenditure of funds in
accordance with the directives established by the Executive Committee.

You should become familiar with the Association’s By-Laws, with Roberts Rules of Order and sound
accounting and financial procedures. You should at all times be watchful for activities, projects and
programs which could benefit the Association and/or the employees and students we serve, and work
passionately for equal access and equal educational opportunity and the interests of the Association.

In the presence of honored guests and the members here assembled, please raise your right hand
and repeat after me:

I (state your name), do hereby acknowledge --- the faith and trust exhibited by the membership -
- in electing me to the office of Treasurer ---. I hereby promise --- that as a member of the
Association for Equality and Excellence in Education --- I will execute the duties of my office --to
the best of my abilities --- in guiding this Association --- toward fulfillment of its goals.
Congratulations.”

Secretary

“Will the newly elected **Secretary** please rise and approach to the podium? You have been elected
by the membership to serve as the Secretary of the Association. It will be your responsibility to
document the presence of Board members at all meetings of the Board and the Executive
Committee and record in “minutes” form, the discussions, motions, and actions of the Board and
the Executive Committee. You will maintain the minutes in a permanent binder and furnish such to
a successor upon completion of term, and you will maintain all Association records, including
those of the Board and the Executive Committee (financial information notwithstanding). You will
mail notices of meetings and other communications as needed to Board members, and perform
other duties assigned by the President or the Executive Committee.

You should become familiar with the Association's By-Laws, with Roberts Rules of Order and sound documentation procedures. You should at all times be watchful for activities, projects and programs which could benefit the Association and/or the employees and students we serve, and work passionately for equal access and equal educational opportunity and the interests of the Association.

In the presence of honored guests and the members here assembled, please raise your right hand and repeat after me:

I (state your name), do hereby acknowledge --- the faith and trust exhibited by the membership -
- in electing me to the office of Secretary ---. I hereby promise --- that as a member of the
Association for Equality and Excellence in Education --- I will execute the duties of my office --to
the best of my abilities --- in guiding this Association --- toward fulfillment of its goals.
Congratulations.”

Immediate Past-President

“Will the **Immediate Past-President** please rise and approach to the podium? You have been elected by the membership to serve as the Immediate Past-President of the Association. It will be your responsibility to Chair the Nominations and Elections Committee, serve as a delegate to the Council for Opportunity in Education, and perform other duties assigned by the President or the Executive Committee.

You should continue to be watchful for activities, projects and programs which could benefit the Association and/or the employees and students we serve, and continue to work passionately for equal access and equal educational opportunity and the interests of the Association.

In the presence of honored guests and the members here assembled, please raise your right hand and repeat after me:

I (state your name), do hereby acknowledge --- the faith and trust exhibited by the membership -
- in electing me to the office of Immediate Past-President ---. I hereby promise --- that as a member
of the Association for Equality and Excellence in Education --- I will execute the duties of my
office --- to the best of my abilities --- in guiding this Association --- toward fulfillment of its
goals. Congratulations.”

President-elect

“Will the newly elected **President-elect** please rise and approach to the podium? You have been elected by the membership to serve as the President-elect of the Association. It will be your responsibility to chair the Membership Committee and serve as a member of the Finance Committee. You will serve as chairperson of any meeting of the Executive Committee at which the President is absent, serve as a delegate to the Council for Opportunity in Education, and perform other duties assigned by the President or the Executive Committee.

You should become familiar with the Association's By-Laws, with Roberts Rules of Order and the Association's rich history. You should at all times be watchful for activities, projects and programs which could benefit the Association and/or the employees and students we serve, and work passionately for equal access and equal educational opportunity and the interests of the Association.

In the presence of honored guests and the members here assembled, please raise your right hand and repeat after me:

I (state your name), do hereby acknowledge --- the faith and trust exhibited by the membership -
- in electing me to the office of President-elect ---. I hereby promise --- that as a member of the
Association for Equality and Excellence in Education --- I will execute the duties of my office --to
the best of my abilities --- in guiding this Association --- toward fulfillment of its goals.
Congratulations.”

President

“Will the **President** please rise and approach to the podium? You have been elected by the membership to serve as the President of the Association. It will be your responsibility to preside at all meetings of the Association, serve as chairperson and preside at all meetings of the Board of Directors and the Executive Committee. You will appoint a parliamentarian, and chairpersons of all standing committees. You will serve as an ex-officio member of all standing and ad hoc committees, submit an annual report and report on the status of the Association at the Annual Conference. As President, you will serve as a delegate to the Council for Opportunity in Education and perform other duties requisite of the Association President.

You should become familiar with the Association's By-Laws, with Roberts Rules of Order and the Association's rich history. You should at all times be watchful for activities, projects and programs which could benefit the Association and/or the employees and students we serve, and work passionately for equal access and equal educational opportunity and the interests of the Association.

In the presence of honored guests and the members here assembled, please raise your right hand and repeat after me:

I (state your name), do hereby acknowledge --- the faith and trust exhibited by the membership -
- in electing me to the office of President ---. I hereby promise --- that as a member of the
Association for Equality and Excellence in Education --- I will execute the duties of my office --to
the best of my abilities --- in guiding this Association --- toward fulfillment of its goals.
Congratulations.”

Annual Report

Annual Report

The Annual Report is a document that represents the work of the Association over the past fiscal year. Although it is the responsibility of the President to create this document, the contents reflect the work of many individuals. Committee chairs and others are responsible for submitting their reports to the President for inclusion in the document. The following list typifies the contents of the Annual Report:

Current Board of Directors Board members who serve as delegates to the Council for Opportunity in Education (COE) The President's Annual Report The Treasurer's Annual Report The Secretary's Annual Report District Representative Reports Committee Reports

Publications

Publications

The Association has a brochure, which must be updated each year to reflect the changing makeup of the Board. It is the responsibility of the Secretary and/or the Publications Chair to update and reproduce the brochure.

AEEE Newsletter

The Association produces a quarterly newsletter and distributes the newsletter to its members. It can include recent Board reports, committee reports, the President's report, and other information of interest to the membership.

Logo and Stationery

The Association has an identifiable logo and letterhead. These documents can be found on the web site. The membership is strongly encouraged to use these materials when corresponding to anyone as a representative of the Association.

The Web Site

AEEE uses the Internet to share its information with members, potential general public. The address is and is hosted by homestead.com. is responsible for maintaining the Jeffrey Rosenthal created the site, his are encouraged. If an authorized wishes to modify the content of the do so by directing their browser to The site's login is "**aeeenyj**". The "**since1977**". There is help available staff.



mission and other members, and the <http://www.aeee.org> The President-elect site. However, since input and insights Board member web site, they may homestead.com. password is via the homstead

Appendix

The Association for Equality and Excellence in Education, Inc.

PO Box 1773 Manhattanville Station

New York, NY 10027

MEMBERSHIP APPLICATION

New Membership = \$55.00

Renewal

Membership = \$45.00

Name: _____

Private 2 Year Public Proprietary Community Based 4 Year Graduate/Professional Other

Program Description:

Talent Search State Upward Bound SSS McNair EOC Pre-College Training Other: _____
Funded

**Are you a TRIO
alumni?**

YE
S NO If YES, what program and year? _____

Last Name First Name Initial

Title: _____ Program: _____

Institution: _____

Address: _____

City/State: _____ Zip: _____

TODAY'S DATE: _____ Work Phone: () _____ - _____ Ext:

_____ Fax: () _____ - _____

E-Mail Address: _____ Congressional District:

Institutional Description:

Is your institution an institutional member of the Council for Opportunity in Education? YES NO

NOT SURE

**PLEASE MAKE CHECK PAYABLE TO AEEE, INC., FOR QUICKER PROCESSING, PLEASE
SEND COMPLETED APPLICATION TO: AEEE, Inc. P.O. Box 1773 MANHATTANVILLE
STATION, NEW YORK, NY 10027**

Date received:

TRIO

AEEE use only:

Check number:

Non-TRIO

Date processed:

Out of region member

**Association for Equality and
Education, Inc.**

Excellence in

Nominations Form



Thank you for taking the time to colleague(s) to fill next year's vacancies Directors. Please call the individual(s) prior to the submission of their name(s) to Elections Committee. The person(s)

have been a member for at least one calendar year preceding the nomination. He/She must accept the nomination and be aware of the responsibilities related to the position. If elected, the individual will be required to attend all Board meetings and fulfill all obligations associated with being a member of the Board of Directors.

nominate your on the AEEE Board of you are nominating the Nominations and being nominated must

Dear AEEE Nominations and Elections Committee:

I hereby nominate the following colleague(s) for positions on the AEEE Board of Directors:

President-elect _____

Secretary _____

Treasurer _____

Board Member-at-Large _____

Western NY District Representative _____

Central NY District Representative _____

Northern NY District Representative _____

Metro NY/Long Island District Representative _____

North NJ District Representative _____

Central NJ District Representative _____

Southern NJ District Representative _____

Nominator: _____ **Date:** _____

Please return this form by the deadline indicated. Thank you for your nominations.

The Association for Equality and Excellence in Education, Inc. Expense Report Form

Name: _____ Board Member? YES NO Today's Date: _____

Mailing Address: _____

Please take a moment to detail the expenses incurred. Attach original receipts and keep a copy for your records. Please make sure that all lodging, meals and miscellaneous expenses are identified for reimbursement. Since AEEE is a tax-exempt organization in New York State, please complete a tax-exempt form and submit it when making a purchase. **Mileage will be reimbursed at the prevailing IRS approved rate (36.5 cents/mile as of 5/02).** Refer to the P3 Manual for specific policies regarding travel. Feel free to use additional Expense Report Forms for additional expenses.

Approved Travel Expenses

Other Approved Expenses

Dates of Travel		Account # To Charge (see the reverse side of this form for account #'s)	Description of Budget Line	Description of Expense (type of transportation used, lodging, meals, tips, mileage at \$.36.5/mile, tolls)	Exp
From:	To:	3			\$
From:	To:	3			\$

Total Cash Advance (if any): _____ Signature: _____

T

Date Expense Was Incurred	Account # To Charge (see the reverse side for acct #'s)	Description of Budget Line	Description of Expense	Exp
	3			\$
	3			\$

_____ Total Expense Incurred: _____

Approved by: _____ Total Reimbursed or Returned: _____

Arturo Alfonso Schomburg 1874-1938

One of the best known names among scholars of African ancestry throughout the world is Arturo Alfonso Schomburg. He was born in Santurce, Puerto Rico on January 24, 1874, nine months after the emancipation of the slaves on the island. His father was from Puerto Rico and his mother from Saint Croix, U.S. Virgin Islands.

Schomburg attended grammar school in San Juan, Puerto Rico, graduating in 1887; he then completed his studies at the Institute of Education in San Juan, PR and specialized in Black Literature at Saint Thomas College, Virgin Islands (which at the time was a possession of Denmark).

At college, a white student's comment that the Black man had not accomplished anything, and never would, was vigorously protested by Schomburg. He responded with information on what Puerto Ricans of African descent had done. He cited particularly the work of Jose Campeche, whose paintings had created a stir in art circles when they were exhibited in Rome, and of Rafael Cordero, an impoverished cigar maker who founded a school and became a revered figure in the field of education in Puerto Rico. He felt pride in his race and was bothered by how insignificant they were made to feel.

In 1891, he immigrated to New York City, arriving at a small and elitist Puerto Rican community where he spent seven years. In fact, Schomburg never lost contact with his Puerto Rican roots. He was involved in the battle for the liberation of the Caribbean in an effort to gain independence from Spain. He became associated with such activists as Jose Marti, Maximo Gomez, and Antonio Maceo (a mulatto who fought for the liberation of Cuba), of whom he said in *CRISIS*, the official organ of the NAACP, "I know of no man of military standing in the whole of America, white, yellow or black who surpasses the exploits of Antonio Maceo in the field of battle." Later, Schomburg served as Secretary of the Las Dos Antillas Revolutionary Party which advocated the independence of Puerto Rico and Cuba, and he maintained direct communication with Ramon Emeterio Betances, a revolutionary Puerto Rican.

Despite his concern for Latin America and the Caribbean, Schomburg saw that his real identity lay in his heritage and he often described himself as "a Puerto Rican of African descent". He was not attracted to El Barrio (Spanish Harlem) or to Spain, but to Harlem, Africa, Haiti, Martinique and all the other (African) nations of the Antilles. He himself moved to Harlem where he married, fathered nine children, and lived the remainder of his life. In Harlem, he established his enormous collection, providing a center for black intellectuals of the caliber of Langston Hughes and Paul Dunbar.

During his middle years, Schomburg helped organize the Negro Society for Historic Research, and in 1922, he was elected President of the America Negro Academy at Howard University. Among his other contributions are several pieces of writing, including works about Central America and the Caribbean. *Is Haiti Decadent?* (1904) and *Notes on Panama and the Negro* (1928). In his later years, he traveled extensively at his own expense through Africa and Europe bringing back treasures for his collection.

His collection of Black and Puerto Rican scholarship was acquired by the New York Public Library. It includes 4,500 records, 5,000 reels of microfilm, over 55,000 books, and hundreds of thousands of manuscripts, prints, posters, tapes and clippings, some of which date back to the first Black American newspaper in 1827. Among the collection, one cannot only find bibliographic material in languages including Zulu, Banti, Yoruba, and Swahili, but also works which pertain to the continental United States, including the history of the Negro in America, the first scholarly book about Negroes in America written by the historian George Washington Williams. Moreover, there are works written about and by W.E.B. Dubois, a pioneer of the Civil Rights Movement known for his radicalism and the works of the Jamaican, Marcus Garvey, who was a freedom fighter for the unity of the West Indies. He died in 1938 of a liver ailment.

Today, the Schomburg Center for Research in Black Culture in New York stands as a monument to the endeavors of Arturo Alfonso Schomburg.

The History of the Association for Equality and Excellence in Education

Prepared by: 1982-83 AEEE

Historical Committee

Chairperson: Frances Iacovelli

Committee Members: Naomi Matthews
Juan Cruz Boston Keith

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INTRODUCTION

We hold these truths to be self-evident: that all men are created equal; that they are endowed by their creator with certain inalienable rights; that among these are life, liberty, and the pursuit of happiness

-Declaration of Independence

America has made certain promises to her citizens. Unfortunately, many of these promises have not been kept. Whether or not America's potential is to be realized will probably depend on her citizens' belief in what is possible and their willingness to hold her accountable.

If there is no struggle, there is no progress. Those who profess to favor freedom, and yet deprecate agitation, are men who want crops without plowing up the ground. They want the ocean without the awful roar of its many waters.

- Frederick Douglas

HISTORICAL CONTEXT

The 1950s and 1960s witnessed an unprecedented rise in fervor among disenfranchised Americans, as they demanded respect for their constitutional rights. Wilson noted that

There was an element in American society that manifested serious concern for expanding educational and economic opportunities for members of racial and ethnic minority groups It is recognized that compared with most white Americans, minority group members have not had equal access to educational and economic advantages in this purportedly free and just society.¹

The Civil Rights movement forced America to take a cold, hard look at the gap between its ideals and reality. The pressure exerted by disenfranchised Americans in seeking redress for their grievances provoked a significant response from the highest levels of government. Some of the most potent civil rights legislation in the history of the United States was enacted.²

Part of this legislation was targeted at the higher education community. A college degree has long been recognized as a vehicle for upward economic and social mobility in American society. Specific programs were designed to facilitate entry of low-income youth into post-secondary education and to provide support services once there to insure retention. Collectively, these programs became known as TRIO. TRIO included the following programs: Upward Bound, which originated in the Office of Education in 1964; Talent Search, authorized under the Higher Educational Act of 1965; Special Services, authorized in the Educational Amendments of 1968 and Educational Opportunity Center, authorized in the Educational Amendments of 1972.³

THE EARLY DAYS

It was around 1969, Earl Farrow remembers, when TRIO Project Directors in New Jersey began to meet with one another to discuss programmatic concerns. Ideas were exchanged about effective management strategies and tournaments were arranged for students between programs.

As time went on, the topics included issues related to the institutions where programs were based and developments affecting TRIO on the federal level.⁴ It was also in 1969 that Larry Dais remembers attending his first National Conference of Upward Bound Directors in Denver. Going as a new director, I was looking for help in terms of running the program.... What I found was a group of Project Directors that were active on the political side.... I didn't understand the politics at that time.

5

As early as 1969, the need was being expressed for a national body to represent TRIO concerns. At the Denver conference this sentiment was expressed, but at the same time people were aligning themselves with particular caucuses. Tensions between individuals vying for leadership and philosophical differences on issues also rose. Finally, at one point, Ed Waters remembers, people began saying,

Wait a minute, we're doing exactly this – We are writing Act I, Scene I of a play which is inevitably going to end with all of us out.... Look, we just have to get together in a group on the national level, and form an association of some kind where there would be articulate, astute people to go and speak to the legislators.⁶

A few years would pass before the vision of a national association would become a reality, but a crucial insight had been articulated.

In 1970, the Annual Project Directors Conference was held in Chicago. Again, Larry Dais remembers that the new project directors found themselves isolated because of the politics. At this point, the project directors from New York formed an informal network consisting of Jim Puritt from Fordham University, Florence Graydon at Queens College, Bill Godfrey from Stony Brook, Ed Waters at Marist College, and Larry Dais from Columbia University.

By 1970, in both New York and New Jersey, separately, Project Directors were meeting on a regular but informal basis. Representatives of the two states had not yet met as a group, but some interaction occurred at the Conferences sponsored by the Office of Education each year.

In 1971, TRIO personnel became aware that a radical change in structure was about to occur on the federal level. Rather than working directly with a national office, programs were going to be grouped together by region and work through a regional office. This was significant, as Earl Farrow recalls, because

once the structure was moved into the regions you had a different situation altogether in terms of influencing policy. We had gained a great deal of clout at the national level. We would take busloads of parents down when we met at national meetings. We were very vocal, and I think, that although this was done with programs across the board the Washington office under the Nixon administration was sort of glad to get rid of us.⁷

Up until this point, although Project Directors were active, they worked in relative isolation from other Directors. They had some interaction with other Directors within the state but generally regarding programmatic concerns rather than policy issues. This was to change dramatically when news of the impending change of structure, or “Regionalization,” prompted a meeting of Project Directors in the Northeast at Columbia University in New York City.

THE ADVISORY BOARD YEARS

At the Columbia University meeting, the Directors decided to divide the Northeast into two groups based on the anticipated Office of Education regions. Region II included New York, New Jersey, Puerto Rico and the Virgin Islands. From this point on TRIO personnel would meet by region.

Region II formed an Advisory Board to serve as a communication vehicle between those working in the TRIO programs and the personnel in the Regional Office. The Advisory Board was formed in 1971 in anticipation of regionalization and in 1972 regionalization took effect. The original members of the Advisory Board were Earl Farrow from Rutgers University in New Jersey, Larry Dais at Columbia University in New York, Earl Thomas from Princeton University in New Jersey, Florence Graydon from Queens College in New York, Jim Puritt from Fordham University in New York, Ed Waters at Marist College in New York, Al Vann from Long Island University-New York, and Bill Godfrey, from SUNY-Stony Brook in New York.

The Advisory Board represented one of the first attempts by TRIO personnel in Region II to network in a systematic way. The political climate at the time was not supportive and TRIO programs were in a precarious position. The mood of the Kennedy-Johnson era had peaked and a conservative tide was sweeping the country.

The goodwill from the Executive branch of government was no longer forthcoming and TRIO personnel were in a new ball game. No longer were those working with TRIO programs at the federal level individuals highly motivated to eliminate poverty, as in the 1960s, but rather a new figure emerged -- the bureaucrat.

In this period, the Advisory Board acted as a mechanism for people working in the TRIO programs to put pressure on federal administrators – holding them accountable for services the government was supposed to provide. This new breed of federal administrator often had little understanding of the purpose of TRIO or what TRIO people were attempting to do. Since it appeared that TRIO was no longer a priority in the executive office, the legislative process was the Advisory Board's most potent weapon to insure survival of the programs. TRIO programs were all legislative initiatives and until that time that the legislation was no longer binding, TRIO personnel could technically hold the lawmakers accountable for what was dictated in the legislation.

Many of the Great Society programs had already been dismantled as a result of their lack of organization. Without a strong organization they were at the mercy of those in power. Potentially, workers in those Great Society programs also had the power to intervene in defense of their programs at many different steps in the legislative process before dismantling occurred. It was the level of political savvy that leaders in the TRIO community had developed that enabled them to embark on a heady struggle to defend the TRIO programs through the upcoming years.

It was also their understanding of the intricacies of American politics that made some question the intent of regionalization. No doubt such a radical change in structure would cause a period of confusion and re-adjustment. The contacts which had been cultivated through the years in the national office were now basically useless. The political skills acquired on the national level about how to make the government responsive to the realities within the programs would be somewhat different from those skills needed to have impact on a regional level.

In addition to wavering support from the federal level, support was faltering at institutions where programs were based. There was a growing belief in academia that the Upward Bound program more properly belonged in high school guidance departments and not on college campuses. To TRIO personnel, the resistance they confronted at several levels sent a clear message—their programs were faced with extinction.

Given this adverse political climate, one of the main objectives of the Advisory Board was to insure survival of the TRIO programs. Other objectives were to provide assistance to the regional office on issues such as staffing and budgets, to provide technical assistance to TRIO programs, and to develop a network of community support.

Although the objectives were straightforward, the ease with which they were achieved depended on the cooperation of the personnel in the Regional Office. Regional personnel constantly told the Advisory Board that they had no authority and acted in a strictly advisory role to the Office of Education.

An example that illustrates the tensions of the time is an incident that occurred between Larry Dais, who was then Director of an Upward Bound program at Columbia University and Chairman of the Advisory Board, and the Head of the Regional Office. The Head of the Regional Office wrote a letter to the President of Columbia University indicating that he would like to meet with him to discuss the Upward Bound program at his institution. As Mr. Dais recalls,

Fortunately, my relationship with the President was such that he called me and asked what it was all about.... I indicated to him that I was Chairperson of the Advisory Board and we had been making some demands on the Regional Office to be supportive of the TRIO program in Region II and they were somewhat resentful of our approach and the fact that we were holding them accountable for the services they were supposed to provide. The President said, "What should I do?" I said since it is political and since they're trying to take the head off the organization, if you meet with him and he is successful in terms of having you bring me back on the campus and cut out my political activities, it will kill the organization. I would recommend that you indicate to the Head of the Regional Office that he meet with the Dean of Columbia College and me if he has any questions about the Upward Bound Program.

The President agreed and that was the end of the threat to me personally. What it did was indicate very clearly that if I was going to be political, I had to make sure the program was in good shape and that they could not de-fund it based upon my political activities. But it was clear they were out to take my head off. It was also a tactic to scare off other Directors from becoming active.⁸

Despite the obstacles encountered by the Advisory Board, it was successful in achieving its objectives and effecting the policies of the Regional Office. Around 1976, the Advisory Board made a policy decision to declare itself independent of the Office of Education. This change in status would allow the Board to proceed differently when working with the Regional Office to influence policy.

In 1977 under the Carter Administration the federal structure shifted again. The programs were put back under a national office, eliminating the regional structure. For most regions this was a welcome shift, although it brought with it an unsettling period of adjustment.

AEEE IS BORN Once the structure

shifted from a regional to a national basis, TRIO leaders in Region II sensed that the Advisory Board had run its course and that a new body was needed.

Earl Farrow remembers a meeting at Essex County College where he expressed his concerns about the need generally for the organization to become more professional and, specifically, to adopt a constitution. He also recalls that, “of course, whenever you express such dissatisfaction you always get appointed head of the new group,” and he was appointed to head the Constitutional Committee. As a result of the Constitutional Committee a constitution was drawn formalizing a new organization structure. They named the new group the Association for Equality and Excellence in Education (AEEE) which was established in 1977.

AEEE was reflecting a trend within the TRIO regional associations throughout the nation to formalize existing advisory board structures. Once the structure was formalized, according to Dr. Farrow,

We took our place as a professional organization with other groups that had been meeting on a national basis... We began to have much more contact and began the process of networking.⁹

When the Advisory Board turned into AEEE, TRIO personnel in Region II entered another development stage. They have gone from the point of (1) working in relative isolation from one another to (2) having interaction with others within the state, to (3) meetings between states, and now (4) networking on a national level. Each stage brought with it “growing pains” or specific issues that needed to be at least minimally resolved to continue the forward movement of the organization. For example, in the beginning stages, issues of territoriality and individual ego conflicts had to be resolved in order for the organization to continue forward as one group. In 1977, when AEEE was established, two significant issues emerged. One was Puerto Rico’s growing dissatisfaction with the benefits derived from AEEE weighed against the costs incurred. The other was a philosophical

difference between members of AEEE concerning the purpose and direction of the organization.

Puerto Rico was increasingly beginning to feel that AEEE was not sensitive to her concerns. The problems in Puerto Rico were very different from the problems in New York and New Jersey. When Puerto Rico representatives voiced concerns at a Board meeting they were often overwhelmed by the concerns of New York and New Jersey. In addition, Board meetings were generally held in the New York City area and Puerto Rico began to feel that the amount of information received at the meetings was not worth the cost incurred.

Puerto Rico decided to leave AEEE and establish a Caribbean Association. Several trips were made to Puerto Rico by AEEE delegates to try and resolve the differences. At one point, a different group of AEEE representatives was sent in case the discord was a personality issue. The delegations were treated with respect but Puerto Rico maintained her stance.

The Caribbean Association petitioned to be admitted to the National Council but AEEE did not support the application. The leaders of AEEE did not want to support the principle of regional associations breaking up. They thought that most states across the nation were bound together in a very loose coalition. The AEEE split would set a precedent for other dissatisfied factions to form splinter groups and petition on their own behalf to the National Council. AEEE maintained this position for several years, but gradually the consensus among members shifted. Currently, AEEE does not oppose the admittance of Puerto Rico to the National Council. In the words of one individual, Larry Dais, who has observed the process from the beginning,

given the geographical location of Puerto Rico, the fact that the educational system is in reverse in the islands and that there is a cultural difference between those people living on the mainland and Puerto Ricans living here, there may be extenuating circumstances where their needs can not be articulated by anyone else...the reason I grew from the position of not being supportive to being supportive is it is clear to me that the Caribbean Association is not going to come back into AEEE. They have been out now for almost four years and therefore it seems to me that they believe strongly that AEEE is not for them and that they want their presence to be felt on the national level.¹⁰

The other concern within AEEE at this juncture was the dissension among members as to the purpose and direction of the organization. One camp felt that the organization was becoming too sophisticated and “getting away from the kids.” There was some disagreement over budget priorities including criticism of choice of Conference locations. The other camp felt that it was important for a new organization to project a professional image and that was a consideration in their budget decisions. The choice of Conference site could be viewed as a business decision with location being an important factor in attracting participants and speaker. The activities that one group viewed as “getting away from the kids” the other group interpreted as necessary political action to insure survival of the programs, through which the students benefited.

The school of thought that prevailed was one which believed in the legitimacy of political involvement while maintaining program integrity.

AEEE and NCEOA

As stated previously, the need for a national association to represent TRIO concerns was being articulated as early as 1969. In 1981, the National Council of Educational Opportunity Associations (NCEOA) was established, formalizing a national body that had been evolving since 1969. The body that immediately preceded NCEOA was the National Coordinating Council of Educational Opportunity Associations (NCCEOA); its presence was noticeable, from 1977, in the federal policy arena.

AEEE's participation in NCEOA marked a new level of sophistication for the regional association. A formalized network was now in place that could transmit information from a grassroots level to a national level in a potentially short period of time. The impact of this network is highlighted in the following two examples. The examples illustrate the notion that power is the ability to "influence the rules and the money." In one instance, the National Association, working with its regional associations, helped determine the content of the legislation that governs TRIO—or influenced the "rules." In the other instance, they exerted enough pressure on Congress to prevent the loss of eleven million dollars funding for existing programs—or impacted upon "the money."

In 1978, delegates from the National Association (then the NCCEOA) decided to respond to the upcoming Re-Authorization of the Higher Education Act. A section within this Act governs the purpose and function of TRIO programs.

For ten months an NCCEOA task force deliberated over legislative recommendations to present to Congress. Prior to submission, the recommendations were reviewed and approved by eight of the ten regional associations.

Congress, when reviewing the recommendations, considered deleting a provision that NCCEOA believed was a significant concept. National Association members identified the Senator who would have initiated the amendment striking the provision from the bill. NCCEOA demonstrated its political adeptness by mobilizing, within a 72-hour period, its ten regional associations, and acting in conjunction with the Hispanic Higher Education Coalition and the United States Student Association, they successfully convinced the Senator to withhold the amendment. When President Carter signed the Education Amendments of 1980 into law, virtually all of the recommendations made by NCCEOA were included.

The second example demonstrating the impact of the network between the TRIO National Association and the regional associations involves a funding issue. The National Association discovered, in January 1979, that of the TRIO proposals being reviewed for the fiscal year 1980-81, fifty-one existing programs were not recommended for continued funding. It appeared that the Office of Education was giving priority to new initiatives called Special Emphasis Upward Bound and New Concept Special Services. The National Association was not opposed to the concept of the new initiatives, but believed they should be accompanied by increased funding levels. Instead the money was coming from funds targeted for the traditional Upward Bound and Special Services programs.

Between January and March the National Association met with Administration representatives and pertinent congressional sub-committee members. Regional associations were asked to write letters and send telegrams to their congressional delegates and President Carter. In April the Administration cancelled the new initiatives for fiscal 1980.

AEEE assumed an active role in both examples. AEEE had evolved from a point where its members worked in relative isolation from one another into a formal network system that allowed their presence to be felt on a national level. The significance of AEEE's

accomplishments has been well stated by Arnold Mitchem's observation that the first generation of TRIO leaders have proven

what the TRIO-based Associations could be, and can do, and had marked the way for a professional class that is both human and politically astute.

Against the odds, they overcame conflicts of regional and cultural interest and cleavage over federal policy and in the end established an institution, not just to protect their interest but to bring new concerns, new voices, and new perspective to the thinking of the American higher education community."¹¹

NOTES

¹ Marlene Roberts Wilson, "The History of Developmental Education Programs in Higher Education: A Commitment to Educational Opportunity," MAEOPP -- Journal of Equal Educational Opportunity 1 (1982): 15-16.

² Ibid., p. 17.

³ Ben M. Snyder III, "The Beginning of a New Thrust in Education—1966-1981," MAEOPP -- Journal of Equal Educational Opportunity 1 (1982): 6.

⁴ Naomi Matthews, "An Interview with Earl Farrow," February 1983, p. 4.

⁵ Juan Cruz, "An Interview with Larry Dais," February 1983, p. 3.

⁶ Joseph Parker, "An Interview with Edward Waters," February 1983, p. 10.

⁷ Matthews, p. 6.

⁸ Cruz, p. 5.

⁹ Matthews, p. 12.

¹⁰ Cruz, p. 18.

¹¹ Arnold Mitchem, "Politics and Education: A Short History of a New Institution and a New Professional Class," MAEOPP -- Journal of Equal Educational Opportunity 1 (1982): 31.

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