This handbook is a reference guide for those volunteer leaders who serve on the Board of the Alumnae Association of Smith College. The information contained here is designed to provide board members with the necessary details for successful terms of service.

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PART I THE BOARD

1. THE MISSION

The mission of the Alumnae Association of Smith College is to further the well-being of the college and her graduates by increasing their interest in the college and each other.

The programs and services of the Alumnae Association are designed to meet this mission. We accomplish our objectives through work conducted in three primary functions: volunteer engagement and leadership, events management, and communication. It is important to note that volunteers play a major role in the production of all programs and services, and the staff works closely with thousands of volunteers annually in this process.

The board and staff members of the Alumnae Association create the strategies necessary to meet our programmatic objectives. The staff is responsible for the development and execution of the programs and the board monitors the success of the programs related to the strategic plan and recommends adjustments as needed.

The work of the Association is closely aligned with the development efforts of the college. Staff members from Development and the Alumnae Association coordinate plans to support each others’ efforts in advancing Smith’s priorities. In addition, the Vice President for Development is an ex officio member of the Alumnae Association board as is a member of the Smith Fund Cabinet.

2. STRUCTURE

The Board of Directors is composed of fifteen members: four officers and eleven directors. Four or five new members are elected to the Board annually; each member serves a three-year term. Ex officio members attend the board meeting until their terms are retired by the Board.

OFFICERS: President, Vice President, Clerk, and Treasurer

DIRECTORS: Special Directors: Directors serve on the Board and chair their volunteer group: Classes, Affinity and Special Interest Group, Regional Clubs Coordinators, the Network of Alumnae Admission Committee, as well as a representative of the Smith Fund.

Directors-at-Large: The directors-at-large serve as members and sometimes as chairs of task forces, committees, and as liaisons to other groups/department, such as the Medal Committee, Smith Alumnae Quarterly. In 2002, a Recent Graduate Director is added to the Board roster as a director-at-large.

EX OFFICIO MEMBERS: Individuals who attend the board meeting by virtue of their offices: AASC President-Elect, AASC Executive Director, Vice President of Development, Nominating Committee chair, Student Representative to the Board, New Graduate Director, and Alumnae Trustees.
3. ANNUAL CYCLE

July: Management report is sent from the executive director.

August: Continued work on committee and task force assignments as needed.

September: Board conference call.
New committee and task force chairs and members are appointed by the president.
Board reports from committee/task force chairs are due for Google Docs posting.

October: Board Meeting, include audit review.
Year-end budget report is available.
Nominating Committee present new slate to the board.

November: Board conference call.
First quarter budget report available.

December: Continued work on committee and task force assignments as needed.

January: Board conference call.

February: Board conference call.
Second quarter budget report available.

March: Board conference call.
Contacts made with newly nominated board members by Bd Engagement.
Proposed budget submit to treasurer, president, college president, VP for devel.
Board reports from committee/task force chairs are due to be posted on Google Docs. Proposed budget mailed to finance committee.

April: Orientation for new directors, board mtg; retirement dinner for outgoing directors.
Budget is presented for approval.

May: Board conference call.
Single slate of newly nominated board members and alumnae trustee are elected at annual meeting of Alumnae Association.

June: Board conference call.
Final conference call for board members whose terms are concluding. Third quarter budget report is available.

4. LIFE CYCLE and RESPONSIBILITIES

LIFE CYCLE - DIRECTOR

Pre-Service (the year before term begins)
1. An announcement of a single slate of nominees appear in the winter issue of the Quarterly.
2. Nominee receives a congratulatory call from current board director.
3. Nominee receives a welcome and pre-orientation visit from the executive director.
4. Nominee attends a new director orientation in April, prior to the spring board meeting and shadows a third year member during her first year.

Year I
1. Serve on a committee or task force.
2. Serve as an ambassador for Smith in her own hometown/area
   - connect with local club and with admission representative
   - connect with class secretary/officers
   - keep abreast of Smith-related news
   - contribute to the Smith Fund

Year II
1. Volunteer to chair a committee or task force and report at board meeting
2. Fulfill annual expectations of all board members.

Year III
1. Serve as mentor to a new director (make congratulatory and pre-first meeting calls to new director, introduce new director to board at the first meeting.
2. Volunteer to chair a committee or task force.
3. Send a written note about experience on the board to the Association for the archives.
4. Respond to an exit interview with a member of the nominating committee.
5. Fulfill annual expectations for all board members.

LIFE CYCLE – NEW GRADUATE DIRECTOR

Year I
Nominated by staff from a pool of student employees.
1. Orientation with 2nd year student representative.
2. Attend fall/spring board meetings.
3. Present report at board meeting, including student perspective.

Year II (Second Year Student Representative)
1. Orient new student representative to board process and responsibilities.
2. Continue to keep up with campus happenings – aim for a total perspective, not just personal view.
3. Present report at board meeting.
4. Serve on a board committee or task force.

Year III (New Graduate Director)
1. As director, participate in all conference calls and attend board meetings.
2. Serve on a board committee or task force.
3. Maintain connection with the two student representatives and other young alumnae.
4. Mentor incoming new graduate director
5. Mentor/welcome/advise the 2nd year student representative.

5. RESPONSIBILITIES and EXPECTATIONS

The Board of Directors has the ultimate responsibility for the Alumnae Association. It holds in trust the organization’s future and present: the Board’s collective judgment affects how the AASC will be able to serve constituencies to come. While individual Board members may represent one or more constituencies of the alumnae or bring special expertise, it is presumed that the judgment and expertise of each member will contribute to the Board’s overall considerations and decisions.
The well-being of the alumnae of Smith College and their support of the College are the primary concerns of the Board.

Each Board member helps to keep alumnae informed and is an advocate for the College and the Association. She should make every effort to participate in the activities of her local club and to be familiar with the needs, concerns and issues of the alumnae in her area.

Responsibilities:

  a. The establishment of the AASC’s mission, the development of its goals and objectives, and the formulation of its general policies.

  b. The ongoing assessment of AASC programs and services to ensure that they are consonant with the organization’s mission and that they are effective and well managed.

  c. Responsibility for the AASC’s financial condition and the conservation of its assets, including the approval of the operating budget, the expenditure of capital funds, the monitoring of financial management, and the review of the annual audit.

  d. Selection of the Executive Director and the evaluation of her performance in the administration of the AASC.

  e. Evaluation of Board organization and performance.

Expectations:

  a. Serving annually on a board committee or task force.

  b. Communicating regularly with the admission volunteers (NAAC/AAC) in her home area, or making a call/send a note/email to newly admitted students to congratulate them on their acceptance to Smith.

  c. Contributing annually to the Smith Fund.

  d. Sending the Alumnae Association any Smith-related news (promotions, obituaries, profiles) which appeared in local newspapers/magazines.

  e. Joining or keeping abreast of Smith “Friends” group (Museum, Botanic Garden, Library, Athletics) and other college/Alumnae Association news via reading mailings and scanning the Websites.

  f. Staying involved with the local Smith club by attending club events and programs, offering to give Smith update at the annual meeting, etc.

  g. Optional: offering to host/co-host a small event in member’s hometown when a college officer/ administrator is visiting or making a presentation. The event could be held in a restaurant, a board members’ or other alumna’s house, office, etc.
RESPONSIBILITIES - OFFICERS

President: The President has the primary leadership role in the policy-setting procedures of the Board of Directors. She interacts with the Executive Director and her staff as they carry out the work of the Association. She presides over all meetings of the Board of Directors and the Executive Committee, the annual meeting of the Alumnae Association, and other meetings for alumnae in Northampton. She is a member of the Finance Committee and an ex-officio member of all other Association committees, except the Nominating Committee. She represents alumnae and the Alumnae Association to the public, to the College, and to other alumnae. The President also serves on the Board of Trustees as an Alumnae Trustee during her term of office.

Vice President: The Vice President serves as a member of the Executive Committee and an ex-officio member of all other Association committees, except the Nominating Committee. Her special responsibilities are to advise and support the President, to represent the Association to clubs and other alumnae groups as requested by the President, and to chair the Board Engagement Committee. She assumes the duties of the President in the President’s absence or inability to serve.

Clerk: The Clerk serves as a member of the Executive Committee and is the recording secretary of the Board, the Executive Committee, and the Association. She may also serve as a liaison to the Medal Committee.

Treasurer: The Treasurer oversees the financial support of the Association and makes an annual financial report to the Association. She serves as chair of the Finance Committee and is a member of the Executive Committee. She also serves on the Board of Trustees’ Investment Committee, which is responsible for the investment of the pooled endowment of the College, including the Alumnae Association endowment.

RESPONSIBILITIES – AT LARGE DIRECTORS

The Board depends on the work of committees and task force to guide, initiate, review, or oversee current and new programs or services. The directors-at-large, including new graduate director, are responsible as members and sometimes as chairs of task forces, committees, and as liaisons to other groups. The new graduate director conducts a mini orientation for the rising new graduate director and serves as her mentor, communicates closely with the student representative and stays updated on campus happenings.

RESPONSIBILITIES – SPECIAL DIRECTORS

Special Directors adhere to specified responsibilities for their volunteer group or committee so they are not generally assigned as chair to additional board committee or task force. Chairs of the following groups serve on the Board of Directors: Affinity and Special Interest, Regional Clubs Coordinators, Classes Committee, and the Network of Alumnae Admission Committee. The chair of the Board Engagement Committee is the vice president of the Board. The liaisons to the Smith Alumnae Quarterly and to the Medal Committee are appointed by the board.
6. FINANCES

The Alumnae Association of Smith College has an annual operating budget of $2,376,686 in 2009-10 and has an endowment of approximately $15 million.

The Treasurer oversees the financial support for the Alumnae Association, working closely with the Executive Director who bears primary responsibility for day-to-day operations and resource planning. The Treasurer serves as chair of the AASC Finance Committee. She ensures, with the active participation of the Finance Committee, that the resources of the Alumnae Association are allocated and ultimately expended in a way that best supports the mission and objectives of the Association. She also serves as a regular voting member, ex officio, on the Investment Committee of the Smith College Board of Trustees, which is responsible for the investment program for the pooled endowment of the College, including the Alumnae Association endowment. The principal responsibilities of the Finance Committee are to review annual income and expense budgets for approval by the Board of Directors and to oversee management of the endowment.

Budget: The AASC fiscal year is July 1 to June 30. The budget is prepared by the executive director in consultation with the vice president for advancement. The expenses of the programs and activities of the AASC are funded by three sources: endowment income, funding from the College, and fees from programs/services (e.g. reunion) and earned income (revenue-generating programs such as affinity credit card).

Periodically, the Alumnae Association receives gifts, which are added to the endowment, according to the organization policies. Per the Agreement with the College, the Alumnae Association does not solicit funds. Unless otherwise specified, all gifts to Smith go to the College.

Endowment Management: The AASC endowment has grown from three primary sources: life membership fees, gifts, and bequests to the Association. In March of 1995, the AASC Board of Directors acting upon the advice of the Finance Committee, voted to invest the AASC endowment with the Endowment Fund of Smith College. This action was taken to accomplish two objectives. The first objective was to spread the risk of the endowment portfolio among several managers and management styles, and the second objective was to reduce management fees charged against the portfolio.

The Investment Committee, a subcommittee of the Smith College Board of Trustees, oversees the management of the Endowment Fund of Smith College. The Treasurer of the AASC maintains a position on that committee. The Investment Committee, working closely with the Director of Investments, is responsible for establishing investment policy which includes asset allocation and monitoring strategies.
### ALUMNAE ASSOCIATION OF SMITH COLLEGE

#### Proposed 2009-2010 Budget

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<th>REVENUE ACCOUNTS</th>
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<td>Smith Travel Program</td>
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<td><strong>TOTAL</strong></td>
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7. COMMITTEES AND TASK FORCES 2009-10

STANDING COMMITTEES

Affinity and Special Interest Committee (ASIC)
The committee provides support and oversight for affinity and special interest groups. Members work to establish a link with local clubs to increase awareness of the committee goals and initiatives, review funding requests, reports, and proposals for new groups, as well as participate in the volunteer training. A board member chairs this committee with an off-board membership, each representing various ethnic and professional backgrounds.

Board Engagement Committee
This committee oversees full engagement of members of the board so individuals may contribute and derive satisfaction as productive board members from the time of their first meeting. The committee orchestrates orientation, assigns mentorship, conducts and evaluates surveys, and recommends how at-large directors can leverage their skills and talents in furtherance of the AASC mission and/or other interested college departments in reaching alumnae. The chair of the committee is the vice president of the Board.

Classes Committee
This committee supports the work of the class volunteers and increases communications between the Association and the volunteers. The chair works closely with the senior associate director and leads a committee whose membership (off board) consists of former class officers of various decades, including an Ada alumna.

Executive Committee
The committee is chaired by the president of the board, consisting of four officers, and two directors who are appointed annually. It is charged with carrying on the business of the Board of Directors when necessary, including conducting the annual performance review of the Executive Director and reviews the proposed goals of the Association for the coming year. The executive director serves as an ex officio member.

Finance Committee
The committee reviews the Association’s annual audit and budget reports. The committee works closely with the executive director and the vice president of development to craft the annual budget for Board of Directors’ approval. The committee is chaired by the Treasurer; its membership is composed of officers plus two directors who are appointed annually. The AASC executive director and VP for Development serve as ex officio on this committee.

Nominating Committee
The Alumnae Association Nominating Committee is an autonomous committee charged with selecting an annual slate of candidates for each of the elected positions set forth in the Bylaws: Alumnae Trustees, officers and directors of the Alumnae Association, and members of the Nominating Committee. The goal of the Nominating Committee is to provide the best leadership available. Special attention is given to ensure that the slate is representative of the wide diversity of Smith alumnae.

Quarterly Editorial Advisor
The Quarterly editorial advisor counsels the editor on the content and form of the Smith Alumnae Quarterly and on alumnae communication. The primary goal of the advisor is to help the editor...
produce a high quality, well-written and well-designed magazine that will be read and enjoyed by alumnae, and will support the mission of the Alumnae Association.

**Regional Clubs Coordinators (RCCs)**
The group of 12 represents 11 US regions and 1 European representative and serves a three-year term on a rotating basis. The committee’s primary function is to increase communication among, and support, for clubs, to serve as a liaison between the clubs and the Association, and to provide leadership for organizing special events within regions. Members’ responsibilities include attending the committee meetings and the Clubs Leadership Conference; planning the Clubs Leadership Conference; communicating with and supporting club officers in the assigned region; and preparing an annual report for the chair of the RCC. The current chair is: Adrianne Todman. Members are off-board volunteers.

**AD HOC COMMITTEES/TASK FORCES**

**Volunteer Engagement and Leadership Task Force**
This group will oversee the development of the Alumnae Engagement and Leadership unit charged with identifying new/unexplored and current opportunities for volunteer engagement, and enhancing and improving the management of existing volunteer structures.

**SMITH COLLEGE COMMITTEES**

**The Smith Fund Cabinet**
The Smith Fund Cabinet (4 members) was established within the Advancement Committee, which has been restructured into the Campaign Council in 2009. The Cabinet will work closely with staff on communications, marketing and volunteer engagement activities related to the Smith Fund. A member of the Cabinet will serve as a director of the AASC Board.

**Network of Alumnae Admission Coordinators**
Supported by the Admission Office, the 12 NAAC members lead a world-wide network of 250 Alumnae Admission Coordinators (AACs) and over 1,800 alumnae volunteers. They serve as strategic partners with the Office of Admission to develop, energize, and support a worldwide community of alumna admission volunteers who actively recruit applicants for Smith College. The committee is chaired by a member of the Board of Directors, Fiona Clapp.

**Medal Committee**
A committee of the Board of Trustees whose mission is to nominate candidates for the Smith College Medal, awarded to those alumnae who, in the judgment of the Trustees of the College, exemplify in their lives and work a true purpose of a liberal arts education. A director on the board serves as a member of the Medal Committee and as a liaison between the two groups.
8. FREQUENTLY ASKED QUESTIONS

Who pays my travel expenses?
Board and Nominating committee members make their own travel arrangements, selecting the most reasonable cost option for her travel, including renting a car, coordinating a carpool, or taking an airport shuttle van. In October 2009, the Board voted to approve a new expense reimbursement policy, in which the Board and Nominating committee member pays for the initial $250 of travel/accommodation for each trip, twice a year. The AASC funds the rest of the expense. Arrangements to mitigate personal expense beyond the deductible can be made with executive director, Carrie Brown. (Reimbursement policy ref. on page 27 of this document.)

What do I do with the board reports posted on Google Docs in advance of the meeting?
Committee and task force chairs are requested to post their board report on Google Docs prior to the meeting; directors are requested to review these reports thoroughly prior to the meeting and bring any questions they have to the meeting.

As chair of a committee/task force, what do I address when reporting at the board meeting?
A standing committee chair generally has about 5 minutes to highlight, add new items, or answer questions about her report; task force chairs generally has about 15-20 minutes to present the charge, findings, and recommendations. The presentation should also include 2-3 topics of discussion based on the report.

Do I get a class credit if I donate my travel expense to the AASC?
Donations designated to the Alumnae Association will be included in your “class total” but you will not receive a “class credit” by the Smith Fund.

Can I have the Board meeting schedule ahead of time?
Meeting schedules are planned a year ahead of time. In 2010, the spring meeting is scheduled for April 9-11, 2010 (orientation: April 8-9), fall meeting is scheduled for October 15-17, 2010, and in 2011, our spring meeting is scheduled for April 8-10, 2011. The dates may change if the dates fall on religious holidays or if a number of directors have a conflict.

While attending the board meeting, where do I stay and can I have a single room?
Reservations are made for you at the Autumn Inn. It is fun to get to know other directors as your roommate during your typically two-night stay in Northampton. Directors requesting a single room must notify the office in advance so arrangements can be made, and are requested to pay the singles supplement directly to the innkeeper upon departure.

Do Board members have to attend reunion?
Only if you are reuning.

Who gets to stay in the Alumnae House?
There are two bedrooms in the Alumnae House. The president of the Alumnae Association Board stays in the Sophia Smith Bedroom. Board directors and alumnae guests of the Alumnae Association or Smith College may stay in the Chintz Room. Earliest arriving directors generally stay in the Chintz Room.

What to wear to Board meetings?
Casual business attire is appropriate. Plan on comfortable layered look as the temperature can fluctuate between indoors and outdoors, not to mention the quick New England temperature changes.
9. TOOLS

1. THE AASC WEBSITE:
WWW.SMITH.EDU/ALUMNAE or HTTP://WWW.ALUMNAE.SMITH.EDU

The Alumnae Association’s Website presents a myriad of information about programs and services, registration information and up-to-date news, online magazine and broadcasting of excerpts from keynote speakers or interviews, as well as networking tool such as the online directory, nominating forms, and photo galleries. It also presents links to the advancement fundraising site and the College.


2. AASC WEBSITE: THE ONLINE DIRECTORY and LIFETIME EMAIL PROGRAM

Alumnae and students are permitted to use the Online Directory. To access the database, (to search for your Smith friends by last name, by class, by geography, by profession, or by house), you must first register to access the program. Career components are continuously added to the program. To register:

1. Go to the AASC Website and click at the “Alumnae Directory and Email” Box, which is located on the top left of the page.

2. Click at “New User?” enter your last name and ID number in the appropriate box, then click at “submit.” Your ID number is provided by calling Jad Davis at 800-526-2023, ext. 2, or jaddavis@smith.edu.

3. Your username is typically your first initial and last name. We recommend that you use the same password for your email as for this program so you will not have to remember an additional word or numbers.

4. After you have registered to access the Online Directory, you can also sign up for the Lifetime Email program. This program is a forwarding program, not an email provider. You must already have a commercial email provider under contract. When you sign up, you will be assigned an email address ending with “@alumnae.smith.edu.” Messages sent to your Lifetime Smith address will automatically forward to your commercial email address. When you change your commercial email provider, you must update your new commercial address to ensure that messages to your Smith email address will be forwarded to your current commercial email address.

3. THE AASC WEBSITE – CALENDAR OF EVENTS:

http://alumnae.smith.edu/calendar/calendar.php
View the latest schedule of events
4. TERMS AND ACRONYMS

**AACs** (Alumnae Admission Chairs): volunteers who work in their local area to recruit prospective students for the College, under the direction of the regional NAAC volunteer and Admission Office.

**Advancement** (see Development below).

**ALAS**: (Association for Latina Alumnae of Smith) Support by the Alumnae Association, this alumnae group’s mission is to enhance and encourage Latina alumnae in their efforts for Smith College. Members of the group work closely with an Alumnae Association staff.

**Alumnae Trustees**: Four alumnae trustees serve a four-year term on the Smith College Board of Trustees, nominated by the AASC Nominating Committee. The four Alumnae Trustees take turns at attending the AASC Board meeting and serve as liaisons between the Board of Trustees and the Alumnae Association.

**ASIC**: Affinity and Special Interest Committee, an advisory/leadership committee for the affinity and special interest program, overseeing the following groups: Black Alumnae of Smith College (BASC), Association of Latina Alumnae of Smith (ALAS), Smith Asian Alumnae Connection (SAAC), Smith Alumnae with MBAs (SAMBA), and Alumnae Alliance: lesbian, gay, bisexual, transgender, queer/questioning (LGBTQ).

**BASC**: (Black Alumnae of Smith College) An alumnae group whose mission is to support African American recruitment, mentorship, and fundraising for Smith College. Recognized by the Alumnae Association, members of the board work closely with an Alumnae Association staff member.

**CASE**: (Council for the Advancement and Support of Education) An association whose mission is to advance and support educational institutions around the world by enhancing the effectiveness of the alumni relations, communications, marketing, fundraising, and other advancement professionals who serve them.

**Clubsidy**: A fund offered to Smith clubs in need of financial help for transportation costs of delegates attending the Clubs Conference.

**Cum Laude Circle**: a new giving circle for donors of $100,000+.

**Development (previously Advancement)**: Led by Vice President of Advancement, Patricia (Trish) Jackson, this group is comprised of several offices: Smith & Parents Fund, Planned Gifts & Bequests, Research, Leadership & Major Gifts, Systems & Operations, Corporations & Foundation Relations, Donor Relations, and Smith Executive Education. The Alumnae Association is an integral partner of Advancement.

**KASS**: Korean Association of Smith Students.

**LGBTQ**: Lesbian, Gay, Bisexual, and Transexual and Queers/Questioning group – students and alumnae.

**NAAC** (Network of Alumnae Admission Committee): A committee representing 12 regions of the United States and western Europe. Each member coordinates the AAC work in her area.

**NC**: Alumnae Association’s Nominating Committee.

**NEAR**: (Northeastern Alumnae Relations) A group of alumni/ae association executive directors from notable, mid-size colleges in the northeastern part of the United States: Amherst, Bates, Bowdoin, Colby, Colgate, Connecticut, Hamilton, Middlebury, Smith Trinity, Vassar, Wesleyan, Wheaton, and Williams. Their mission is to enhance the alumni relations efforts by sharing ideas, expertise and to provide mutual professional support.

**RCC** (Regional Club Coordinators): Previously known as AARCs, which consist of a chair and 12 committee members representing regions within the United States and one representing Europe. Each RCC supports the club and regional activities in her region.
Recent Graduate Director: A young director-at-large on the Alumnae Association Board (out 5-7 years). The first Recent Graduate Director begins her term in July, 2002.

Smith Fund Smith College annual fund. Previously the Alumnae Fund, but the name was changed in 2007 to reflect fundraising from alumnae, parents, faculty, staff, and friends of Smith College.

SSA (Sophia Smith Associates): Alumnae who contribute $1,000 or more (including corporate matching gifts) to the Alumnae Fund in a given fiscal year are Associate for that year.

Sophie's Circle: Membership of this group consists of alumnae in the ten most recent classes: 1-5 years out who contribute $250 or more per year to the Alumnae Fund (including matching gifts), 6-10 years out who contributes $500 or more per year to the Alumnae Fund (including matching gifts).

WFI: Women and Financial Independence – an educational program established in 2001 to help young women take hold of their own financial futures by understanding the central role of economics in their lives.

AWARDS

John M. Greene Award: Given by the Board of Trustees starting in 1980, to recognize distinguished service to Smith, and named for John M. Greene, pastor and advisor to Sophia Smith.

Nancy Cook Steeper Award: Given to a graduating senior who has made a significant contribution to building connections between alumnae and students through involvement with the Association. The award was created in June, 1996, by the Alumnae Association Board of Directors on the occasion of the retirement of Nancy Cook Steeper, executive director 1986-96.

Rally Day Banner Prize: A $125 prize given to the student house which wins the banner competition for “best illustrated Rally Day theme” by the executive director at the Rally Day Convocation.

Smith Medal: Awarded annually on Rally Day to 3-5 alumnae who exemplify the outcome of a liberal arts education in their work and life.

Thomas Corwin Mendenhall Prize: A $100 prize given to a student at the recommendation of the Department of History for an essay written on a theme evolving from any history course.
PART II  STRATEGIC DIRECTIONS, AGREEMENT, 
BYLAWS and POLICIES

1. Click here for Strategic Plans: 2009-14

2. AASC/Smith College Agreement

Ensuring Lasting Connections
An Agreement Between The Alumnae Association of Smith College 
and The Trustees of the Smith College

WHEREAS The Alumnae Association of Smith College is an independent, nonprofit, dues-free corporation whose mission is to further the well-being of Smith College and its alumnae;

WHEREAS The Association and the College share many goals and enjoy a productive partnership; and

WHEREAS The Association and the College are together committed to the development and implementation of a strong alumnae relations program and effective alumnae voluntarism;

THEREFORE, The Alumnae Association of Smith College (the “Association”) and The Trustees of the Smith College (the “College”) operate under the following agreement (the “Agreement”) in support of their missions and in recognition of their interdependence.

Governance and Leadership

Governance. The Alumnae Association is governed by a board of directors, elected by the members of the Association.

Leadership. The Association is led by an Executive Director who plans and coordinates the work of the Association. The Executive Director maintains a close working relationship with the College’s Vice President for Advancement and consults regularly with the President of the College. Pursuant to Association bylaws, the Executive Director is hired by and accountable to the Association Board of Directors. The College’s President and Vice President for Advancement are consulted in the Association’s annual performance evaluation of the Executive Director and in any decision affecting the terms of employment for the Executive Director. The College’s Vice President for Advancement will be the primary liaison1 between the Association and the College, and works with the Association to seek appropriate resources from the College. Appointment of the Vice

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1 The role of liaison should not curtail the Executive Director from communicating directly with the College President or other College staff in the normal conduct of her duties. This liaison role is meant to augment communication and resource sharing. As needed, any unresolved concern will be addressed by the AASC President and the College President.
President for Advancement, a position included in the President's Senior Staff, is at the discretion of the President of the College who will include the Association President in the selection process.

Integration of Governance and Leadership. The Alumnae Association nominates five Alumnae Trustees to serve on the College Board of Trustees. Nominees are ratified by a vote of the Alumnae as required by the Alumnae Association Bylaws, either before or after election by the College Board of Trustees, as required by the College Board of Trustees' Bylaws. In addition, the President of the Alumnae Association serves on the Board of Trustees during her term of office. The Vice President for Advancement serves *ex officio* on the board of directors of the Alumnae Association. The President of the College will be invited to all Association Board meetings, and will receive notices and materials in advance.

Financial Structure

Association Revenues. The Association has an endowment and other sources of revenue, which it expends in furtherance of its mission.

The annual revenue and expense budget of the Association is developed by the Executive Director, in consultation with the Vice President for Advancement to achieve the goals of the Alumnae Association and to serve the College and its alumnae. College support for the Association's budget is adjusted each year in an amount determined by the compensation and non-compensation increases reflected in the College's financial plan, proportionate to the compensation and other expense in the total budget for the Association. (See Appendix A). Proposals for added financial support for the Association, including both operating and capital needs, are made by the Executive Director through the Vice President for Advancement during the College’s annual financial planning process. The Association’s annual budget is approved by the Board of Directors on behalf of the Association and by the President on behalf of the College. Any year-end operating surpluses are prorated between the Association and the College in proportion to the budget support.

Coordination and Services

Business Services. While it remains a separate corporation, as part of the partnership with the College, the Alumnae Association functions much as other departments do within the College structure, and receives services and support from College operations equivalent to those provided to all departments and offices, including human resources, technology, physical plant, and finance, including payroll, accounting and annual audit. In the event additional services are needed, the Executive Director will work with the Vice President for Advancement to meet the needs of the Association, which may include hiring independent contractors. Employees of the Association are hired and compensated in a manner consistent with the employment policies of the College including but not limited to the position classification system, employee benefits and leaves, annual salary increase pool, performance evaluation processes, and nondiscrimination and termination

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2 There shall be five elected Alumnae Trustees on the Board of Trustees of Smith College, one to be elected each year at the Annual Meeting of the Alumnae Association for a five-year term. In addition, the President of the Alumnae Association shall serve as an Alumnae Trustee during her term of office.

3 Smith College Board of Trustees bylaw 2.2(d): Alumnae Trustees. There shall be five Trustees that have been elected by the Trustees from persons nominated by the Alumnae. The Alumnae of the College may through their Association nominate persons for election as Trustees by notifying the Chair of the Board, the President or the Secretary of the College of such nominations, provided that any such person so elected a Trustee shall assume office only if her nomination is ratified by vote of the Alumnae either before or after her election.
policies. In order to assure compatibility, information technology decisions such as Web services, data management and reporting are made in consultation with Information Technology Services.

**Alumnae Relations and Fund Raising.** The Association and the College are committed to an integrated and unified advancement program for the College under the leadership of the Vice President for Advancement and the Executive Director of the Alumnae Association. The Advancement staff works with alumnae volunteers to meet annual, capital, endowed and deferred goals for philanthropic support of the College. The Alumnae Association staff works with alumnae volunteers to provide programs, communications, and services that engage alumnae with the College and keep them connected to each other. The Vice President for Advancement, or her designee, serves as a member of the Smith Fund Cabinet *ex officio*, while the Chair of the Smith Fund Cabinet serves on the Association Board of Directors and the Advancement Committee of the Board of Trustees. The Executive Director of the Association attends Smith Fund Cabinet and Advancement Committee meetings. The Vice President for Advancement and the Association Board of Directors regularly review alumnae relations and fund-raising programs.

**Communication and Outreach.** Recognizing the importance of effective communication to, with, and among alumnae, the Association and the College collaborate on a comprehensive print and electronic communications program that includes the distribution of the *Smith Alumnae Quarterly* and *NewsSmith* to all alumnae, as well as several electronic newsletters. The Association and the College recognize the importance of helping alumnae understand the College today as well as the importance of providing fora for alumnae to reflect on their bonds with each other and the issues they confront in their lives beyond Smith. As much as possible, major decisions about the timing, frequency, themes and methods of broad-based communications with alumnae, as well as events, will be made collaboratively, reflecting a coherent and mutually supportive College-Association partnership. In addition, the Association and College coordinate communications with faculty, staff and students, and other external constituencies including parents and organizations.

**The Alumnae House**

**Use and Scheduling.** The Alumnae House, which is owned by the College, is the home of Smith alumnae and the center of Association activities. In addition, it houses the offices of the Alumnae Association staff as well as some Advancement staff. It is also a unique and valuable resource for important College gatherings, including, but not limited to, student recruitment events, faculty and trustee meetings, and community receptions. Recognizing that the House and its furnishings are distinctive among Smith and Association assets, and that full and appropriate use of the House is to the mutual benefit of the Association and the College, policy decisions about the use and scheduling of the House’s public rooms for events and meetings are made jointly by the Executive Director of the Association and the Executive Director of Public Affairs. The office space in the House is shared in ways that the Executive Director and the Vice President for Advancement decide is appropriate.

**Facility Care and Furnishings.** The College is responsible for the care and maintenance of the interior and exterior of the Alumnae House and for ensuring that standards of upkeep, appearance and service are appropriate for a distinctive building with intensive public use. Housekeeping and custodial services are provided through the Building Services division of Physical Plant, generally by one custodian and one part-time housekeeper. Physical Plant designates a supervisor to oversee the condition of the House. In addition to routine reviews, the department conducts an annual comprehensive inspection of the landscape, building and furnishings with a House representative to identify maintenance and repair needs.
Review

This agreement may be modified by mutual consent and will be reviewed every ten years by the Association and the College. Either party may request review of all or part of the agreement at any time.

This agreement was approved by:

The Board of Directors of the Alumnae Association of Smith College
The Board of Trustees of Smith College

________________________________   __________________________________
Signature      Signature

Printed Name: ____________________  Printed Name: ______________________
Alumnae Association Board of Directors  Board of Trustees, Smith College

________________________________  __________________________________
Date       Date

This agreement supersedes the agreement dated May 26, 1995.
3. ALUMNAE ASSOCIATION OF SMITH COLLEGE BYLAWS
(revised 12/09)

Article I Name
The name of this corporation shall be the Alumnae Association of Smith College, hereinafter referred to as the Association.

Article II Purpose
The purpose of the corporation is to further the well being of Smith College and its alumnae by increasing the interest of alumnae in the College and each other.

Article III Seal
The Corporate Seal shall be a disc bearing the name of the corporation and the year of its organization.

Article IV Membership
Membership in the Alumnae Association shall be defined by the following categories:

A. Regular: Any admitted former students of Smith College who attended at least one (1) semester. Regular members shall be eligible to vote and serve as officers and directors of the Alumnae Association. They shall also receive the Smith Alumnae Quarterly.

B. Life: Any alumna who joined the membership program as a life member prior to the 1995 Agreement with Smith College shall retain her life membership status. In addition to the privileges enjoyed by regular members, life members shall be eligible for a discount on all AASC sponsored programs.

C. Auxiliary: Members of this group shall include:
   - spouses or domestic partners of Regular members,
   - current students,
   - parents of students,
   - employees of Smith College, including but not limited to faculty and administrative and professional staff.

D. Honorary. Any person nominated by a 2/3 vote of the Board of Directors and elected by a majority of Association members present at an annual meeting of the Association. They shall be eligible to vote and receive the Smith Alumnae Quarterly.

Article V Meetings of the Association
Section 1. ANNUAL MEETING. An annual meeting for the transaction of Association business shall be called by the Board of Directors to take place in Northampton, Massachusetts, at a time to be announced, during the Alumnae Reunion Weekend. The call for the annual meeting and the minutes thereof shall be published in the Smith Alumnae Quarterly.

Section 2. SPECIAL MEETINGS. Special meetings may be called by the Board of Directors, or by written request of 10% of the smallest quorum of members required for a vote upon any matter at the annual meeting of members, filed with the clerk.

Section 3. NOTICE OF SPECIAL MEETINGS. A written notice shall be published in the Smith Alumnae Quarterly in the issue prior to the meeting date.

Section 4. QUORUM. Three hundred members shall constitute a quorum, but a smaller number may adjourn the meeting to a future day and hour for lack of a quorum.
Article VI  Board of Directors

Section 1. MEMBERS. The Board of Directors, hereinafter referred to as the Board, shall consist of no fewer than thirteen elected members and any additional ex officio members appointed by the Board of Directors, by virtue of their positions. The ex officio members shall be members without vote.

Section 2. TERMS OF OFFICE. All elected directors shall serve a term of three years, 4 of such terms to expire in two successive years, and 5 of such terms to expire the following year. The directors shall take office at the annual meeting, except the treasurer who shall not take office until the beginning of the following fiscal year of the Association. The ex officio members shall remain on the Board until their terms are retired by the Board.

A. Vacancies. Any vacancy in its membership shall be filled for the unexpired term by the Board in consultation with the Association Nominating Committee.

B. Suspension or Removal From Office. Any officer or director may be suspended or removed by the Board for cause by a 2/3 vote of the Board. An officer or director may be suspended or removed only after reasonable notice and opportunity to be heard.

Section 3. CATEGORIES OF DIRECTORS. The directors shall consist of three categories of elected members, and an additional ex officio category:

A. Officers (See Article VII)

B. Special Directors: Directors who serve on the board and chair or represent the following groups:

   1) Affinity and Special Interest Committee
   2) Classes Committee
   3) Network of Alumnae Admission Coordinators
   4) Regional Club Coordinators
   5) Smith Fund Cabinet

C. Director-at-Large: One of whom shall be a Recent Graduate Director, who graduated within the past 5-7 years of the year of her election.

D. Ex-Officios: Members who attend the Board meetings by virtue of their offices, which relate to the governing of the Alumnae Association: Executive Director, Smith College President, Vice President for Advancement, Nominating Committee Chair, two Student Representatives, and AASC President-elect.

Section 4. POWERS. The affairs of the Alumnae Association shall be managed by the Board. It shall formulate policy, establish guidelines for the operation of the Association, and approve the appointment of all Board sub-committee members, except the elected members of the Nominating Committee. In addition, subject to the limitations of the law as to actions to be authorized or approved by the members of the Association, and subject to the duties of the Directors as prescribed by these bylaws, the Board may take all actions necessary or appropriate to manage the business and affairs, and exercise the corporate powers, of the Association.

Section 5. MEETINGS. The Board shall meet at stated times, at the call of the president or at the written request of any four directors filed with the clerk.

A. Quorum. Eight members shall constitute a quorum.

B. Voting. Unless otherwise provided by law or these bylaws, a majority of those present and voting shall govern.

C. Presence Through Communications Equipment. Unless otherwise provided by law or the articles of organization, members of the Board may, with the consent of the president,
participate in a meeting by means of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time and participation by such means shall constitute presence in person at a meeting.

D. Action Without a Meeting. Any action required or permitted to be taken by the Board may be taken without a meeting if all members of the Board shall individually or collectively consent in writing to such action. Such written consent or consents shall be filed with the minutes of the proceedings of the Board. Such action by written consent shall have the same force and effect as the unanimous vote of such Directors at a meeting.

Section 6. EXECUTION OF WRITINGS. Unless the Board shall otherwise generally or in any specific interest provide:

A. Any bill, note, check or other negotiable instrument shall be made, signed, accepted or endorsed by either the executive director or her designate; and

B. Any other contract or written instrument whatsoever shall be signed in the name and on her designate, and when appropriate behalf of the corporation by either the executive director or, a Smith College officer. The individual so signing any such instrument may also seal, acknowledge and deliver the instrument.

Section 7. AUDIT. Smith College shall appoint annually an auditor to examine the books of the Association which shall be kept on the basis of a fiscal year beginning July 1. The audited financial statement of the previous fiscal year shall be available upon request.

Section 8. COMPENSATION AND POSSIBLE CONFLICTS OF INTEREST. Officers and directors of the Association shall receive no compensation for their services to the Association, but shall be reimbursed for expenses incurred in performing such services, including expenses of attendance at meetings. Members of the Board shall not be precluded from serving the Association in any other capacity and receiving compensation for any such services. They must, however, provide full disclosure of possible conflicts of interest to the Board, including any pecuniary or other interest in a concern contracting with the Association. The ownership of stock in a publicly traded corporation shall not be considered an "interest" for the purposes of this paragraph.

Section 9. PERSONAL LIABILITY. The members, directors and officers of the Association shall not be personally liable for any debt, liability or obligation of the Association. All persons, associations or other entities extending credit to, contracting with, or having any claim against, the Association, may look only to the funds and property of the Association for the payment of any such contract or claim, or for the payment of any debt, damages, judgment or decree, or of any money that may otherwise become due or payable to them from the Association.

Article VII Officers

Section 1. OFFICERS. The officers shall consist of:

A. President
B. Vice-President
C. Clerk
D. Treasurer

Section 2. DUTIES OF OFFICERS

A. President. The president shall be a member of the Executive and Finance Committees and an ex officio member without vote of all committees of the Association, except the Nominating Committee. She shall be designated to serve as an Alumnae Trustee on the Board of Trustees of Smith College during her term of office, beginning on July 1, of the year in which she is elected, and terminating on June 30 in the year in which she retires.

B. Vice-President. The vice-president shall assume the duties of the president in her absence or inability to serve. She shall be a member of the Executive Committee and an ex officio member
without vote of all committees of the Association, except the Nominating Committee. She shall oversee full engagement of members of the board including, but not limited to, board orientation for new members.

C. Clerk. The clerk shall be the recording secretary of the Association, the Board of Directors, and the Executive Committee.

D. Treasurer. The treasurer shall review the disbursement of the funds of the Association. She shall serve as chair of the Finance Committee, as a member of the Executive Committee, and as a member of the Investment Committee of the Board of Trustees.

Section 3. TERMS OF OFFICE. All officers shall be elected for terms of three years, with the term of the president to expire one year, the terms of the vice president and treasurer to expire the next succeeding year and the term of the clerk to expire the next year. Officers shall take office at the annual meeting at which they are elected, except that the treasurer shall not take office until the beginning of the following fiscal year of the Association.

Article VIII Committees

Section 1. EXECUTIVE COMMITTEE

A. Members. The Executive Committee shall consist of the Association officers and two other members of the Board elected by the Board to serve for the current year.

B. Duties. The duties of the Executive Committee shall be to carry on the business of the Board of Directors whenever necessary. The committee shall have the authority to remove from office appointed members of committees or other Board appointees. All actions taken by the Executive Committee shall be reported to the Board promptly.

C. Quorum. Four members shall constitute a quorum.

D. Presence Through Communications Equipment. Unless otherwise provided by law or the articles of organization, members of the Executive Committee may, with the consent of the president, participate in a meeting by means of a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear each other at the same time and participation by such means shall constitute presence in person at a meeting.

Section 2. STANDING COMMITTEES.

A. There shall be standing committees whose chairs shall be members of the Board: Affinity and Special Interest, Classes, Finance, Network of Alumnae Admission Coordinators, Regional Club Coordinators, and Smith Fund Cabinet.

1) AFFINITY AND SPECIAL INTEREST COMMITTEE. The committee shall provide support and oversight for affinity and special interest groups. Membership of this group may be selected from affinity groups.

2) CLASSES COMMITTEE. The committee shall support the work of the class volunteers and increases communications between the Association and the volunteers. Membership of this group will consist of former class officers of various decades, including an Ada alumna.

3) FINANCE. The committee shall include the treasurer, the president, and other members approved by the Board. It shall recommend an annual budget for approval by the Board. It shall be responsible for the oversight of the investment of the funds of the Association. It shall periodically review the financial operation and condition of the Association and shall recommend to the Board of Directors any actions it deems appropriate. It shall also review the audited financial statement of the previous fiscal year.
4) NETWORK OF ALUMNAE ADMISSION COORDINATORS. The committee shall support student recruitment by assisting Alumnae Admission Coordinators and by serving as the liaison between alumnae and the Office of Admission.

5) REGIONAL CLUB COORDINATORS. The committee shall advise and support all alumnae clubs and regional programs.

6) SMITH FUND CABINET. The cabinet, within the Smith College Campaign Council, advises and supports the annual giving program for the benefit of Smith College. The representative from the cabinet is an elected member of the Board of Directors.

Section 3. AD HOC COMMITTEES. There shall be such other committees as the Board from time to time may appoint.

Section 4 NOMINATING COMMITTEE (see Article IX)

**Article IX Nominating Committee**

Section 1. MEMBERS. The Nominating Committee shall consist of no fewer than six nor more than nine members, the exact number to be determined from time to time by the Board. New members shall be elected by voice vote at the Annual Meeting.

Section 2. DUTIES. The Nominating Committee shall nominate one candidate for each of the elected Board and Nominating Committee positions set forth in these bylaws.

Section 3. TERMS OF OFFICE. Members of the Nominating Committee shall be elected annually for a term of three years, at least two such terms to expire each year, and shall take office at the annual meeting; in addition a member of the Nominating Committee may, at the option of the Nominating Committee, serve up to one additional year on the Nominating Committee as chair. For a period of one year following the expiration of her service on the Nominating Committee, no member of the Nominating Committee may be nominated to serve in any position elected by the Association membership.

Section 4. VACANCIES. Any vacancy in the membership of the Nominating Committee shall be filled by appointment by the Nominating Committee if less than half of the term remains and by election as prescribed in these bylaws if more than half of the term remains.

Section 5 SUSPENSION OR REMOVAL FROM OFFICE. Any member of the Nominating Committee may be suspended or removed for cause by a two-thirds vote of the Nominating Committee. Such a member may be removed only after reasonable notice and opportunity to be heard.

**Article X Alumnae Trustees**

Section 1. NUMBER AND TERM OF OFFICE. There shall be four elected Alumnae Trustees on the Board of Trustees of Smith College, one to be elected each year at the Annual Meeting of the Alumnae Association for a four-year term. In addition, the president of the Alumnae Association shall serve as an Alumnae Trustee during her term of office.

Section 2. ELIGIBILITY.

A. Any member of the Association shall be eligible for election with the exception of the following members:

1. Any alumna who has served a previous term as an Alumnae Trustee, or who has been elected to serve for more than half of an unexpired term as an Alumnae Trustee.


3. Any member or spouse of the faculty or administration of Smith College.

B. No person shall take office as an alumnae trustee unless and until she shall also be elected by the Board of Trustees.
Section 3. **VACANCIES.** In the event of the death, resignation, removal or disqualification of an Alumnae Trustee, the Association Board in consultation with the Nominating Committee shall propose an alumna for election by the Board of Trustees for the remainder of the unexpired term.

**Article XI Elections**

Section 1. **NOMINATING PROCESS.** All elective offices shall be open to nomination by submitting names of candidates to the Nominating Committee.

Section 2. **ELECTIONS.** All elections shall take place by voice vote at the annual meeting.

Section 3. **NOTICE.** A solicitation for nominations and a description of the nominating process as well as a list of all known candidates for election shall be published in the appropriate issues of the *Smith Alumnae Quarterly* along with the call to the annual meeting.

**Article XII Smith College Clubs or Groups**

Section 1. **CLUBS or GROUPS.** A group of alumnae having met the Alumnae Association criteria for establishing a Smith club or group shall proceed by notifying the Association office of said action and requesting that club or group status be approved by the Board.

Section 2. **OFFICERS.** Clubs and groups shall elect officers in accordance with their bylaws, the Association office shall be notified of the results within thirty (30) days of the elections.

Section 3. **BYLAWS.** Clubs and groups shall have bylaws for their governance which are consistent with these bylaws.

**Article XIII Smith College Classes**

Section 1. **PURPOSE.** The purpose of each alumnae class is to build and support the communication of members of the class with their classmates, the College and the Association.

Section 2. **OFFICERS.** Each class shall elect officers for a 5-year period at the class meeting held at Reunion.

Section 3. **BYLAWS.** Classes shall have bylaws for their governance which are consistent with these bylaws.

**Article XIV Executive Director**

**EXECUTIVE DIRECTOR.** The Executive Director shall be responsible for the comprehensive, integrated management of the Association, for the employment and direction of its staff, and for the work of the Association office. The Executive Director shall implement all Association policies, attend all meetings of the Board and shall be an *ex officio* member of the Board and of all committees of the Association except the Nominating Committee. The Executive Director shall be directly responsible to the Board of Directors and shall make reports to the Board at its meetings and at regular intervals between meetings.

**Article XV Dissolution**

Upon dissolution of this corporation, the assets shall be distributed exclusively

A. to the Trustees of the Smith College, a Massachusetts educational corporation located in Northampton, Massachusetts, for its general corporate purposes, or

B. if the Trustees of the Smith College for any reason do not then qualify under the provisions of Section 501(c)(3) of the Internal Revenue Code, then to any charitable, religious, scientific, literary or educational organization which would then qualify under the provisions of Section 501(c)(3) of the Internal Revenue Code and its regulations as they now exist or as they may hereafter be amended.
Article XVI Amendments

Section 1. Amendments to these bylaws may be proposed by any Association or Board members who file a written proposal with the clerk or the Executive Director.

Section 2. APPROVAL. The Board shall appoint, at an appropriate interval, a committee to review and recommend bylaw amendments to the Board. Approval of the bylaw amendments requires a two-thirds majority vote of the Board.

Article XVII Parliamentary Authority

The most recent edition of Robert’s Rules of Order shall be the authority in all cases not otherwise provided for in these bylaws.

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4. POLICIES
THE ALUMNAE ASSOCIATION OF SMITH COLLEGE
(revised 11/09)

The general policies governing the Alumnae Association of Smith College are set forth in the Bylaws. The following are detailed policy decisions voted upon by the Board as policies to be observed unless or until the Board replaces them with new policies.

The policies should be reviewed annually by the Clerk for additions and deletions and then distributed to the Board by the first Board meeting of the year.

A. GENERAL ASSOCIATION POLICIES

The Alumnae Association of Smith College shall abide by the terms outlined in the 2008 Agreement Between the Alumnae Association of Smith College and Smith College.

The Association shall abstain from political activity.

Alumnae names and addresses are not released for any use unrelated to the Association program including commercial or political purposes. An exception would require approval of the Board of Directors.

B. MEMBERSHIP

1. As of 1995, the Alumnae Association will no longer offer the membership program. However, alumnae who joined as life members prior to the 1995 Agreement with Smith College, shall retain their status and receive a discount for all Association-sponsored programs.

2. Honorary Membership: The Association may honor those retiring or transferring faculty or administration members who have had some special connection with the alumnae or who have been widely known and admired for distinguished service to the College. Honorary Members shall be able to vote and receive the Smith Alumnae Quarterly.

All members of the teaching and administrative staff shall become eligible for honorary membership in the Alumnae Association after twenty years or more of service at the College. Exceptions may be made in the case of others who have had a special connection with alumnae.

3. Auxiliary Membership: Includes spouses/domestic partners of regular members, current students, parents of students, and employees of Smith College, including but not limited to faculty and administrative and professional staff.

C. BOARD OF DIRECTORS

1. The President of the Alumnae Association shall represent the Alumnae Association on the Board of Trustees.

2. A member of the Executive Committee, appointed by the President, shall conduct the orientation of new Directors and Alumnae Trustees, including providing them with appropriate educational materials for the fulfillment of their duties.

3. Ex officio members: Executive Director, Smith College President, Chief Advancement Officer, Chair of the Nominating Committee, and Recent Graduate Director shall have the prerogative of attending all Board meetings without vote (ex officio), and will be mailed all Board communications.

4. The Board will appoint up to two undergraduates from the junior or senior class each year to serve on the Alumnae Association Board of Directors in a non-voting capacity; such recommendation to come from the Executive Director. The Board may choose to reappoint a student to serve a second consecutive year. The Board may choose to appoint a student who has served on the Board to serve for one post-graduate year in a non-voting capacity until the Nominating Committee nominates a Recent Graduate Director to serve as a director-at-large on the Board beginning in 2002 or soon thereafter.

5. Anyone elected to the Board must resign from any standing committee.

6. The Sense of the Meeting and the Board Minutes shall be sent to retired directors for one year following their retirement.

7. In addition to duties specified in the Bylaws, members of the Alumnae Association Board has the following responsibilities:
   a. Serving annually on a board committee or task force.
   b. Communicating regularly with the admission volunteers (NAAC/AAC) in her home area, or making a call/send a note/email to newly admitted students to congratulate them on their acceptance to Smith.
c. Contributing annually to the Alumnae Fund.
d. Sending the Alumnae Association any Smith-related news (promotions, obituaries, profiles) which appeared in local newspapers/magazines.
e. Joining or keeping abreast of Smith “Friends” group (Museum, Botanic Garden, Library, Athletics) and other college/Alumnae Association news via reading mailings and scanning the Websites.
f. Staying involved with the local Smith club by attending club events and programs, offering to give Smith update at the annual meeting, etc.
g. Optional: offering to host/co-host a small event in member’s hometown when a college officer/administrator is visiting or making a presentation. The event could be held in a restaurant, a board members’ or other alumna’s house, office, etc.

D. NOMINATIONS TO THE BOARD OF DIRECTORS

1. Before the nomination of any candidate for an Association Board position or for Alumnae Trustee is made final, the Chair of the Nominating Committee shall consult with the Executive Director and the President for any special knowledge she may have of the potential candidate.

2. The Nominating Committee shall select a president-designate of the Association one year prior to her election at the Annual meeting. Her nomination will be announced at the Board meeting prior to Commencement in the year preceding her election. Thereafter she shall have the prerogative of attending all Board meetings, AASC programs and conferences, and will be mailed all Board communications.

3. The candidate for Treasurer shall be invited to attend the winter and spring Board meetings and any meetings of the Finance Committee before she assumes her office.

4. Candidates for Special Directors (NAAC chair, RCCC chair) shall be proposed by their respective committees and selected from among those who are currently serving or who have previously served on these committees. Names of the proposed candidates are forwarded to the Nominating Committee for its consideration and approval.

5. An officer or director should not serve two consecutive terms in the same capacity.

E. ASSOCIATION COMMITTEES

1. In the selection of committee members, the cost of transportation to Northampton shall be taken into account.

2. Whenever possible, reports to the Board should be submitted to the Executive Director at least two weeks before Board meetings for distribution by mail to the Board.

3. Association committees shall review their policies annually and submit any changes to the Clerk for Board review.

F. BOARD AND COMMITTEE EXPENDITURES

1. To set an example for the rest of the college, the AASC Board of Directors approves the following policy for volunteers serving on the Board of Directors or on the Nominating Committee. The Nominating Committee will continue with a "need blind" process for selecting the most appropriate board and nominating committee members and will advise each incoming member of the expense policy. New and current board/nominating committee members can discuss alternative expense support with the executive director as needed.

a. During her initial/welcome meeting with an incoming member of the board, the executive director’s conversation will include the expense policy, addressing any concerns, including a full reimbursement if support is needed in order for the Board member to serve her term. The executive director will send a follow-up letter confirming the conversation or arrangements made with the volunteer about expense.

b. Board/Nominating Committee members will make their own travel arrangements, selecting the most reasonable cost option for her travel, including renting a car, coordinating a carpool, or taking an airport shuttle van.

c. When Board/Nominating Committee members’ travel arrangements are confirmed, Board/Nominating Committee members will submit the itinerary to the office so that meals and rooms can be confirmed. Volunteers are requested to notify the office when not planning to participate in a planned meal, to eliminate the cost of extra meals.

d. Board/Nominating Committee members are requested to fund their travel and lodging expenses up to $250 per trip, twice a year. If travel expense falls below the $250 mark, Board/Nominating Committee members are requested to pay for lodging (double or single) up to $250. The Association will reimburse travel expenses beyond $250 per trip, twice a year, and will reimburse expenses for subsequent trips in full for any required AASC trips.

Paying for lodging: Board/Nominating Committee members may pay the innkeeper for the whole amount and submit a reimbursement request for the portion beyond $250 of travel cost; OR they can pay the innkeeper for their portion to fulfill the $250 travel/lodging expense, and ask the innkeeper to bill the Association for the remaining cost.
e. Directors who donate their travel expenses to the AASC will receive a thank you letter from the executive director as well as a gift acknowledgement from Smith College for tax purposes.

f. Gifts of travel expense (or regular donations) designated to the AASC will be included in your “class total,” but are not considered an annual gift to the Smith Fund (thereby getting “class credit”). If directors donated a gift to the AASC, the Smith Fund will continue to ask for the annual gifts unless they are requested specifically not to.

g. Gifts of travel expenses to the Alumnae Association (OR to the Smith Fund for class credit), must follow a procedure that is required by the college auditor that demonstrates a clear separation between expense reimbursement and gift:
   1. Submit expense with receipts using the college’s reimbursement form,
   2. Deposit the reimbursement check from the college into your own account,
   3. Send the donation (designating for AASC OR Smith Fund) from your own account.

2. Meals will be provided by the Association at meetings. The following meals will be reimbursed:
   a. Meals taken when traveling to and from meetings.
   b. Meals taken locally when a member spends an additional night in Northampton in order to take advantage of a super saver air fare.
   c. Meals taken locally when the schedule of a meeting requires that a member be in Northampton at a time when meals are not provided by the AASC.

Meals taken off campus by the choice of a member when meals are provided by the AASC will not be reimbursed.

3. Family Care Expenses: In order to encourage the participation of all alumnae in the affairs of the AASC regardless of family responsibility and financial status, the AASC will reimburse Board and committee members for the cost of family care when the alumna is the usual care provider and has incurred direct expense in attending AASC meetings. These reimbursements are made with the special permission of the Executive Director.

G. AASC FINANCE

Endowment Funds
1. The AASC Endowment Fund will be invested as part of a pooled fund within the Smith College Endowment Fund as recommended by the Finance Committee and approved by the Board of Directors.

2. Gifts and bequests to the AASC that are not otherwise designated by the Board of Directors or donors are placed in the Endowment Fund.

3. The Board of Directors will determine the payout rate of endowment income. The Board currently adheres to the College payout rate which was set, starting with the 2005-06 fiscal year, at 4.75%, with a 3-month trailing average, and a safety collar to protect from radical fluctuations. Should the College decide to increase or decrease the take-out rate, the Finance Committee will review the proposed change and make a recommendation to the AASC Board.

4. Any expenditure of Endowment capital must be recommended by the Finance Committee and approved by the Board of Directors.

Operating Budget
1. The annual budget of the Association will be developed by the Executive Director in consultation with the Chief Advancement Officer. It will be approved by the Board of Directors, on behalf of the Alumnae Association and by the College President, on behalf of the College.

2. The College will provide funding for the agreed-upon annual budget, less income from the Association endowment and its other revenue sources.

3. The Executive Director is responsible for administering the operating budget, consistent with the priorities established by the Board of Directors and subject to the fiscal management policies and procedures of Smith College.

Reporting
1. The Treasurer and Executive Director shall report on the status of the endowment and the budget at every regularly scheduled Board meeting.

2. The Executive Director will submit quarterly reports summarizing budget to actual revenue and expense to the Board approximately 45 days after the end of the quarter. The fourth quarter report will be submitted to the Finance Committee and Board in August or as soon as the College audit is complete.
Audit

1. The annual audit of the Alumnae Association will be performed by the College auditor. The audit statements will be reviewed by the Finance Committee and recommendations for approval will be presented to the Board by the chair of the Finance Committee at the fall meeting.

2. Normally the annual budget is printed in the August issue of the Smith Alumnae Quarterly with instructions for requesting the audit if desired.

On-going Review

1. The AASC finance policies will be reviewed annually by the Finance Committee in light of the on-going changes brought about by the Agreement between the Alumnae Association and the College, signed in July, 1995.

H. FUNDRAISING

The Alumnae Association will support the fundraising activities of Smith College.

I. ALUMNAE HOUSE

1. The expense of Alumnae House will be the responsibility of the College.

2. The Alumnae House shall be open to all alumnae, faculty, staff and their guests, and to all Smith students, subject to the rules established by the Executive Director.

3. Certain rooms may be made available to members of the Association for private events with the approval of the Executive Director, subject to payment of the current established fees.

4. Acquisitions and Deaccessions of Alumnae House valuables will be conducted in accordance with the Guidelines for Alumnae House Acquisitions and the Guidelines for Alumnae House Deaccession, approved by the Board in 1998.

5. All furniture, paintings, and decorative arts which belong to the Alumnae Association should remain in the Alumnae House at all times, except during maintenance and repair. No loans shall be made from the Alumnae House Collection. Exceptions are permitted only with authorization from the Executive Director.

J. CLUBS

1. Arrangements for faculty speakers for clubs are made by a member of the Outreach Department staff. Transportation costs are shared equally by the Association and the College. Clubs are not expected to provide lodging, meals, and local transportation. No honoraria for speakers are asked, nor should they be given.

2. Clubs should schedule events at locations which do not discriminate on the basis of race, religion, gender, or sexual preference.

3. Smith clubs are not to be used for political purposes.

4. The College shall pay hotel room expenses for all club representatives attending the Clubs leadership Conference. The Association shall be responsible for all scheduled meals. Expenses for transportation shall be paid by the clubs represented.

5. The “Clubsidy” is a discretionary account funded equally by the Association and the College. It shall be administered by the Associate Director, in consultation with the Executive Director, to benefit those clubs which have indicated that lack of money is their prime reason for not sending a delegate to Clubs Leadership Council. A club may be granted aid only in two successive years.

K. CLASSES

1. The College shall pay hotel room expenses for all class representatives attending the Reunion Planning and the New Class Officer Training Conferences. The Association shall be responsible for all scheduled meals. Expenses for transportation shall be paid by the classes represented.

L. REUNION

1. No solicitation of support for outside causes will be permitted at reunion events.
2. Reunion parade dress for all classes shall consist of white apparel, class color ribbon, and name tag. Any personal items must be carried in a Smith bag.

M. ALUMNAE COLLEGE

1. Alumnae College shall be open to alumnae, their families and guests, undergraduates, faculty and administration and their families, and other members of the College community.

2. Retired members of the faculty and administration shall be Association guests at Alumnae College.

3. Lectures at Alumnae College may only be recorded with the approval of the lecturers and the Executive Director. These recordings may not, however, be used for fundraising purposes without Board approval.

N. TRAVEL PROGRAM

1. The Travel Program is open to members of the Alumnae Association and accompanying family members and guests.

2. Surviving spouses of AASC members are eligible to travel with Smith Travel program.

3. Both current and retired staff and faculty are eligible to participate in all AASC travel program.

O. EXECUTIVE STAFF

1. Requests for assistance from Association staff should be directed to the appropriate Department Head, along with notification to the Executive Director.

2. Within the general policies and purposes of the Alumnae Association, as established by the Board of Directors, final decisions relating to the content and design of the Quarterly rest with the editor, acting in cooperation with the Executive Director.

3. The Executive Director, and such other staff members as the Finance Committee recommends, shall be bonded.

4. The Executive Director shall serve as Resident Agent for the Alumnae Association Board of Directors.

P. COMMUNICATIONS AND MEDIA

To control and uphold the image of the Association, all communication with representatives of any news medium will be the direct responsibility of the Executive Director. Board and committee members will refer all requests for information or comment regarding Association or College affairs to the Executive Director.

Q. SAFEKEEPING OF CONTRACTS

Alumnae Association contracts will be signed by the Executive Director and the appropriate College officer. Copies of the contracts will be kept in the office of the Executive Director.

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PART III   THE OFFICE and STAFF

1. PROGRAMS AND SERVICES OF THE AASC

The Alumnae Association’s programs and services are designed to support Smith College and her alumnae.

Reunion: support 17 reuniting classes and welcome over 2,000 alumnae and guests over two weekends. Reunion program includes Alumnae College, an educational component of Reunion.

Smith Clubs: support 114 Smith clubs and groups world-wide as well as the Regional Clubs Coordinators (RCCs), Alumnae Association Speakers Program, presidential receptions, training workshop and training for club volunteers

Smith-in-Europe: support an event held every other year for alumnae living in Europe, organized primarily by alumnae in host country (Athens in 2008), attended by the executive director, an admission office staff, and the president of Smith College or her representative. A world-wide outreach started in 1998 with Asia, followed by London, Florence, Hamburg, Paris, Geneva, Athens, and several Asian countries. International outreach is also made through Smith Travel.

Classes: support classes of 1917 to 2009, Classes Committee, production of class newsletters, training sessions for class officers, mini-reunions, and seeding the new graduate’s treasury.

Students: support activities and programs to raise awareness and foster a connection between AASC, undergraduates, and alumnae such as: Alumnae House Tea, and Senior program (Smith pins, life after Smith handbook, etiquette workshop, class Website, and Senior Strawberry Reception). The AASC supports 4 student interns each year who works in reunion, clubs/undergraduate, the Quarterly, and the executive director’s office. During reunion, the Alumnae Association interviews, hires, trains, and supervises over 150 student workers who serve in a variety of roles from class ambassador to shuttle drier and waiters.

Affinity Groups: support the Black Alumnae of Smith College (BASC) and the Latina Alumnae Group (ALAS); sponsoring events such as: the Alumnae in the Law symposium, reunions of Alumnae in Choir, Alumnae of Color, reunion and annual tea for Ada Comstock alumnae, teas for ALAS, Korean, LGBTQ reception, and international students. Help fund student groups events, and support events such as the reunion for athletes and American Studies Diploma alumnae. The Affinity and Special Interest Committee oversees the AASC’s endeavor in this area.

Publications: publish Smith Alumnae Quarterly magazine, travel and clubs speaker brochures. The E-newsletters provide up-to-date Alumnae Association as well as College information via email.

Symposia: sponsor educational/professional symposia on campus, around the country, and Europe. Topics are developed in concert with alumnae in the region. Symposia have been held in nearly every key US city, Italy, Germany, England.

Website: maintain the Alumnae Association Website, on-line directory, lifetime email program, audio and video links, registration for events, forms for awards and nomination, a “Contact Us” link to promote interest in Association and College programs/ events, and encourage networking among alumnae.

Travel Program: offer more than twenty mostly international trips a year. Typically, each trip is accompanied by an Association representative and a faculty lecturer. Contact with local alumnae is a highlight of many programs.

Alumnae Art Exhibition: The Gallery in the Alumnae House is offered to alumnae artists to exhibit their work throughout the year. Approximately 6 exhibitions are mounted per year.
2. Staff Structure

The staff of the Alumnae Association is led by the Executive Director, who oversees comprehensive and integrated management of the office and implements Board directives. The Alumnae Association staff directs and executes an array of programs and services that keep alumnae connected to Smith College and enhance their affiliation with each other. In 2010, the office realigned its work into 3 units based on functions: Alumnae Engagement and Leadership; Events Production, and Communications.

Smith College controller office is responsible for generating the AASC financial reports and managing the year-end audit.

The Alumnae Association currently operates as an integrated part of the development office, directed by the Vice President for Development.

3. Responsibilities – Executive Director

**Lead, manage, and direct alumnae programs**
- Provide strategic leadership for diverse programming.
- Cultivate and sustain volunteerism among a diverse alumnae population.
- Provide visible connection to alumnae.
- Measure results, assess and revise programs which enhance alumnae relations.

**Manage the Alumnae Association of Smith College**
- Select and develop a professional staff to develop and implement programs that respond to strategic initiatives.
- Develop and meet annual budgets.
- Provide a work environment that encourages innovation and risk taking to further the mission and goals of the Alumnae Association.
- Employ innovative media and technology to further connections between alumnae and Smith.
- Publish a magazine that responds to the interests of a diverse alumnae population, serves as a voice for various constituencies, and is a vehicle for communication about the college to alumnae.

**Communicate effectively**
- Keep the president and the board members informed of matters relating to the Alumnae Association and the college.
- Work closely with the Vice President for Development in developing a comprehensive advancement plan for Smith and her alumnae.
- Create and sustain strong, positive relationships with associates in the college and with similar organizations on behalf of the Alumnae Association.

The Executive Director reports to the President of the Alumnae Association of Smith College.
4. BIOGRAPHIES – Senior Staff

EXECUTIVE DIRECTOR - Carrie Cadwell Brown, Ed.M. ’82

Carrie Brown is the executive director of the Alumnae Association. She is responsible for all alumnae relations programs and services as well as the Smith Alumnae Quarterly and other alumnae communications. During her tenure, the Alumnae Association has received numerous awards and citations from CASE and other organizations for excellence in alumni programming and communications.

Ms. Brown serves on the Smith College Medal Committee and the Committee of the Friends of the Smith College Libraries. She is a member of the CASE Commission on Alumni Relations and is the past chair of the Northeast Alumni Relations group. Ms. Brown has been the executive director since 1996, prior to which she was the director of development and public programs at the Roger Tory Peterson Institute in Jamestown, NY. She holds an Ed.M. from Smith College in 1982 and earned a B.A. from St. Lawrence University.

SENIOR ASSOCIATE DIRECTOR - Samantha K.F. Pleasant

Samantha Pleasant is the senior associate director of the Alumnae Association. She oversees Volunteer Engagement and Leadership Office. Prior to coming to Smith in 2000, Sam worked in fundraising and alumni relations at the University of Massachusetts College of Engineering, Bowdoin College, and Stoneleigh-Burnham School. She holds an A.B. from Bowdoin College and has served as a class agent for Bowdoin since 1996. Samantha was the staff liaison to the Volunteer Recognition Task Force and serves as the staff liaison to the Classes Committee.

ASSOCIATE DIRECTOR - Betsy Baird

Betsy Adams Baird is responsible for Events Management Office. She has been an educator for over 35 years, teaching art and art history, chairing a department, running a gallery and managing a dormitory at Kimball Union Academy, a private boarding school, from 1984-1995. From 1995 - 2000, she worked for The Smithsonian Associates in Washington, DC, producing a national education program that featured scholars from the Smithsonian Institution. She holds a BA from Elmira College and a MALS degree from Dartmouth College. She has been at Smith since 2000.

EDITOR IN CHIEF and DIRECTOR, ALUMNAE COMMUNICATIONS - John MacMillan

John MacMillan is communications director for the Alumnae Association and editor of the Smith Alumnae Quarterly. He oversees all aspects of alumnae communications pieces produced by the AASC and Development and manages three editors as well as two freelance designers. As editor of the Quarterly, he edits all sections in the magazine, contracts with freelance writers, and determines the tone and direction of the magazine. Under his leadership, the magazine has received 12 awards for excellence from the Council for Advancement and Support of Education (CASE), including two gold medals. He has been with the Quarterly since 1994. (Interesting side note: He was the first man to be hired full-time by the Alumnae Association.)

Before joining the Quarterly staff, John was a crime and city government reporter for the Holyoke Transcript-Telegram. Later, he joined the staff of the Daily Hampshire Gazette as a reporter and editor.
PART IV HISTORY and CHARTER

THE HISTORY

“As Smith College’s third class graduated in 1881, the Class of 1880 came back to hold a reunion and called a meeting with the new alumnae. Every woman there felt privileged to have completed an education equal to a man’s; they also felt responsibility to other graduates and the students, and to their young alma mater. Inviting the Class of ’79 to join them, making forty-seven alumnae in all, they elected Eleanor Cushing ’79 president of their organization and prepared a constitution expressing their aims. That purpose has inspired us and is as valid today: ‘To further the well-being of the college and its graduates by increasing the interest of members in the college and in each other.’ In 1913, the Alumnae Association of Smith College was incorporated under the laws of the Commonwealth of Massachusetts, resulting in an autonomous, completely independent organization from the college and sustained by annual dues and life memberships.”

The Alumnae Association’s first gift to the College was Dr Sargent’s chest weights for the wooden gym behind College Hall. That gift was followed by a recommendation to hire a gym teacher, to establish an infirmary and a resident physician; they advocated for the study of literature, more optional course in mathematics, and more books in the library in scientific subjects. By 1891, alumnae had raised enough money to build and give the college the Alumnae Gymnasium (and in 1975 alumnae saved it from being torn down - it now houses the Smith College Archives and the Sophia Smith Collection). In 1912, the Alumnae Association helped raised 4/5 of the $1,000,000, fulfilling the goal for the general endowment that President Burton undertook to raise. Then the Association directors, borrowing the idea from Yale, recommended an establishment of an annual alumnae fund.

The inscription over the doors of the Alumnae House Living Room reads: “Built by the alumnae of Smith College that a Place by her Side Might Be Forever Theirs.” Alumnae Fund donations from 1935-38 were diverted to build the Alumnae House with the encouragement of President Neilson, who admitted that he had been investing the annual alumnae gift instead of spending it outright and could forego it for a while for so profitable a result. At the dedication ceremonies in 1938, it was deeded to the College.

THE CHARTER

Be it known, that whereas Alice Tullie Lord Parsons, Grace Pierpont Fuller, Elizabeth Fay Whitney, Ruth Biard Johnson Campion, Helen Rand Thayer, Lucia Clapp Noyes, Mary Franklin Wardner, and Ellen Tucker Emerson have associated themselves with the intention of forming a corporation under the name of the Alumnae Association of Smith College for the purpose of furthering the well being of the college and its graduates by increasing the interest of members in the college and in each other having complied with the provisions of the statutes of the Commonwealth...are hereby made an existing corporation under the name of the Alumnae Association of Smith College.

(excerpt from the Commonwealth of Massachusetts article of incorporation, on January 2, 1914.)