

CLOW Membership - March 31, 1983

MEMBERSHIP CATEGORIES

	<u>REGULAR</u>	<u>HON.</u>	<u>INSTITUTIONAL</u>	<u>STUDENT</u>	<u>MAILING LIST</u>	<u>TOTAL</u>	<u>*F</u>
B.C.	16	1	2	4	2	25	0
ALBERTA	20	0	4	2	1	27	1
SASKATCHEWAN	30	0	3	2	1	36	0
MANITOBA	19	0	3	0	0	22	1
ONTARIO	98	2	24	27	6	157	3
QUEBEC	28	1	5	10	1	45	3
N.B.	4	0	0	0	0	4	1
N.S.	26	0	1	1	0	28	1
P.E.I.	15	0	0	0	1	16	0
NFLD.	6	0	0	1	1	8	1
YUKON	8	0	1	2	0	11	0
INTERNATIONAL					1	1	0
	—	—	—	—	—	—	—
SUBTOTALS	<u>270</u>	<u>4</u>	<u>43</u>	<u>49</u>	<u>14</u>	<u>380</u>	<u>11</u>

\*F indicates members who sent in membership forms in French. They receive material in French.

This figure does not indicate the number of CLOW members who are bilingual.

MEMBERSHIP COMMITTEE

ANNUAL REPORT APRIL 1, 1982 - MARCH 31, 1983

1. The procedure for memberships is as follows: Membership statistics are maintained by the National Office. Membership forms are mailed to the National Office. The provincial director receives a list of members for their province/territory as the list changes. The new member is notified as to who is their provincial director along with her mailing address and phone number.
2. At the February board meeting it was decided that due to increased mailing costs, membership fees would need to be increased. As a result, a regular membership fee is now \$20, organizational fee is \$35. Separate rates for our publication Women's Education des Femmes for non-members will be \$15 for individuals and \$25 for organizations. A new bi-lingual CLOW brochure with these rates was also approved at this time. The category of "mailing list" was dropped from the brochure and it was agreed that this type of list would be maintained separately from a membership list.

There has been some discussion about local networks charging a separate membership fee to help cover their costs. It was felt that this would encourage separate groups with no affiliation with the national office. In order to help with local networking, it was agreed that local network monies be budgeted into the national budget and be made available to the provincial director. Attached are the membership statistics for the fiscal year April 1, 1982 to March 31, 1981.

*Respectfully Submitted*  
*Joan M. Brown-Hicks*

*Committee members*

*Joan Brown-Hicks - Chair*  
*Mairi Macdonald - member.*



Canadian Congress for Learning Opportunities for Women



congrès canadien pour la promotion des études chez la femme

1983 - 84 BUDGET  
EXPENDITURES < INCOME >

<u>SALARIES</u>	<u>AMOUNT</u>	<u>CEIC</u>	<u>SEC.ST.</u>	<u>OTHER</u>
Librarian	11,200	11,200		
Project Manager	11,200	11,200		
Adult Educator (1)	9,600	9,600		
Library Technician	6,050	6,050		
Adult Educator (2)	5,700	5,700		
Clerk Typist	7,840	7,840		
½ Secretary	9,000		9,000	
Benefits	6,660	5,160	1,000	500
<b>SUB - TOTALS</b>	<b>67,250</b>	<b>56,750</b>	<b>10,000</b>	<b>500</b>
 <u>FEES FOR SERVICE</u>				
Coordinator	30,274		20,000	10,274
½ Secretary	9,000			9,000
Bookkeeping	1,920	720	1,200	
Auditor	600		600	
Research	2,500			2,500
Translation	2,500		950	1,550
<b>SUB - TOTALS</b>	<b>46,794</b>	<b>720</b>	<b>22,750</b>	<b>23,324</b>
 <u>OFFICE</u>				
Supplies	3,900	2,400	1,000	500
Printing / Xeroxing	5,400		5,000	400
Postage	3,900		3,900	900
Rent	4,800	2,250	2,550	
Telephone	5,000	1,800	3,200	
Equipment Rental	2,700	2,700		
<b>SUB - TOTALS</b>	<b>25,700</b>	<b>9,150</b>	<b>14,750</b>	<b>1,800</b>

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<u>BOARD</u>	<u>AMOUNT</u>	<u>CEIC</u>	<u>SEC.ST</u>	<u>OTHER</u>
Board Meetings (3)	21,000		14,000	7,000
Executive Travel and Meeting	4,000		4,000	
Committee Travel	<u>2,000</u>			<u>2,000</u>
- TOTALS	<u>27,000</u>		<u>18,000</u>	<u>9,000</u>

NETWORKING

Provincial	11,000		2,500	8,500
Presidents Travel	2,500		1,250	1,250
Coordinator Travel	<u>2,500</u>		<u>1,250</u>	<u>1,250</u>
- TOTALS	<u>16,000</u>		<u>5,000</u>	<u>11,000</u>

SKILLS BANK

Fees	10,000		10,000	
Other	<u>2,000</u>		<u>2,000</u>	
- TOTALS	<u>12,000</u>		<u>12,000</u>	

WEDF

Costs	7,500		7,500	
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OTHER

Charter of Rights Conference	2,800			2,800
Annual Report	1,000			1,000
Annual Meet'g & Conf.	1,000			1,000
Telidon Project	<del>58,578</del>			<del>58,578</del>
Board Development	1,800			1,800
Printing of Public'ns	<u>4,000</u>			<u>4,000</u>
	<u>67,878</u>			<u>67,878</u>
TOTALS	<u>270,122</u>	<u>66,620</u>	<u>90,000</u>	<u>113,502</u>

*\$ 44,000 deficit*

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INCOME - 1983 - 84

<u>SOURCE</u>	<u>"ASSURED"</u>	<u>POTENTIAL</u>	<u>NEEDED</u>
Secretary of State	90,000		
COED (CEIC)	66,620		
CEIC for Telidon		11,400	
Prov. of Ontario (Telidon)		27,128	
T. V. Ontario (Telidon)		14,000	
C.C.L.O.W. Vol. Time (Telidon)		6,000	
Memberships		8,000	
Publications		1,000	
Donations		800	
Subscriptions		500	
	<u>          </u>	<u>          </u>	
SUB - TOTALS	<u>156,620</u>	<u>68,828</u>	
TOTALS	<u>225,448</u>		<u>44,674.00</u>



Canadian Congress for Learning Opportunities for Women



congrès canadien pour la promotion des études chez la femme

June 15, 1983

COMMITTEE LIST

EXECUTIVE COMMITTEE

Chair : Leiba Aronoff  
 Members : Lenore Rogers  
 Lisa Avedon  
 Treasurer  
 Mini - Executive  
 Coordinator  
 Regional Representatives

MEMBERSHIP

Chair : ?  
 Members : ?

NOMINATING

Chair : Lenore Rogers  
 Members : ?

Funding Committee

Chair : ?  
 Members : Treasurer  
 Coordinator  
 ?

SKILLS BANK

Chair : Martha Colquhoun  
 Members : Betty Ann Taylor  
 Skills Bank Coordinator  
 ?

PUBLICATIONS / PUBLICITY

Chair : Greta Nemiroff  
 Members : ?

SOCIAL ISSUES

Chair : Sandra Susut  
 Members : Kathy Stedwill  
 Claudette Everitt  
 Heather Orford

## TASK LIST FROM BOARD MEETING JUNE 17-20

### MINI EXECUTIVE

- Lisa: 1. write article on June 18 colloquium for Sept. WEDF  
2. convene planning group for Women and Learning Conference  
3. attend planning meeting for Charter of Rights Conference

Diana: 1. put together advisory committee on funding

### PRESIDENT

- Leiba: 1. consultation with Status of Women re End of Decade conference  
2. ask committees to prepare a budget and have available guidelines for presentation at October Board  
3. Work with Susan to develop personnel policy and procedures for committee

### PAST-PRESIDENT

- Lenore: 1. seek money for Social Issues committee research into the NTA  
2. seek money from Secretary of State re Board Development Process  
3. Develop guidelines for Nominating Committee

### PROVINCIAL DIRECTORS

1. seek local members for registry in skills bank
  2. look for Adult Basic Education materials and programs to be followed up on by the office
  3. sell memberships and subscriptions
  4. Make appointments with Ministers of Education, CEIC Director Generals and Women's Coordinators for September
  5. identify where minutes should be sent to local chapters
- Martha: design and price covers for briefs

### OTTAWA NETWORK

1. provide information
2. attend social gatherings
3. attend Human Rights Conference in December
4. Liase with National Voluntary Organization

### OFFICE

1. Provide membership lists to provincial directors ASAP
2. send xeroxed copy of membership application forms to provincial directors
3. set up advisory committees to advise on Resource Centre and A.B.E. project
4. oversee and seek funding for Telidon Project
5. mail membership kits to absent board members
6. attend planning meeting for Charter of Rights Conference
7. recruit liason for Charter of Rights committee
8. send information package re NTA to provincial directors
9. contact Ottawa Network re their tasks
10. Forward resolutions to Axworthy from NTA colloquium

Office continued

11. hire staff for CEIC project, set up bookkeeping/accounting/supervisory procedures
12. staff orientation and office reorganization to accommodate new staff
13. write up guidelines for board expenses after circulation to executive for approval
14. develop form and guidelines for committee budgets
15. pursue funding for CRIAW conference
16. pursue funding from Secretary of State
17. pursue funding from other sources
18. compose, type and send board minutes, task list
19. list and prioritize tasks between June 20 and Sept. 1 and send to executive
20. on-going office administration





Canadian Congress for Learning Opportunities for Women



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Minutes of CCLOW Board Meetings June 17 - June 20, 1983

Present: Leiba Aronoff (Chair), Diana Ironside, Martha Colquhoun, Sandra Susut, Joan Brown-Hicks, Lenore Rogers, Heather Orford, Kathy Stedwill, Carol Jones, Lisa Avedon, Susan Vander Voet.

Present for Committee Reports: The above and Shirley Brazer, Sema Aksoy, Betty-Ann Taylor

Regrets: Greta Nemiroff, Janet Eaton, Audrey Swail (Sun. & Mon.), Pam Evans

Absent: Ellen King

<u>ITEM</u>	<u>ACTION REQUIRED</u>	<u>BY WHOM</u>	<u>FOR</u>
<u>Fri. p.m. June 17</u>			
Updates of provincial activities were presented. Committee roles were discussed and assignments to committees made, for meetings Sun. A.M.			
<u>Sun. A.M., June 19</u>			
<u>Committee Reports</u>			
<u>Skills Bank</u> Sema Aksoy reported on the history and present state of the skills bank and described how the skills bank works. Materials were circulated and a demonstration given by Sema and Betty Ann Taylor on how skills bank requests are handled. Martha Colquhoun reported that the committee had decided that the size of the skills bank did not warrant computerization at this point and that would not be pursued. Binders of Skills Bank members will be compiled for Board members use.	- compile binders of S.B. members	Sema	Fall Board
<u>Membership Committee</u> Joan outlined goals for the new chairperson, yet to be named.			
1. check office procedures for membership to see if functioning and still valid	- check and evaluate office membership procedures	New Chair	A.S.A.P.
2. obtain list of national members from office	- obtain national list		
3. become familiar with renewal procedures and prepare renewal letters by Feb., 1984	- check renewal procedures and write letters	New Chair	Feb., 1984
<u>Goals for Board Members</u> Encouraging new members is everyone's responsibility. To facilitate:			
1. obtain package of information from office	- these were handed out at board meeting	Board members	A.S.A.P.
2. have personal library of CCLOW publications for use in your region	- obtain publications you are missing		

3. Obtain money from <sup>ITEM</sup> national budget to copy and share other provinces research/briefs with provincial members.

4. Take CLOW brochures and local network information to all relevant workshops, conferences, meetings to inform women about CLOW.

5. Encourage local public and university libraries to buy CLOW publications

6. Encourage bi-annual national conferences in different provinces after assessment of potential for growth in different provinces

Items referred to publications and publicity committee:  
 Standardized cover for publications  
 Upgrading of brochure, including use of graphics  
 Moved by Joan Brown-Hicks that Janet Eaton be chair of the Membership Committee. Seconded by Lenore Rogers. Carried. Leiba is charged with the responsibility of finding someone else if Janet declines.

Funding Committee Report Recommended that the chair be a board member. Diana Ironside will chair, Martha will be a member of the committee.

Nominating Committee Lenore Rogers reported that she will be concentrating on elections for Group 2 and for President-Elect for 1984-85. The committee recommends that no gifts be bought for out-going board members. A lack of clarity exists regarding interim appointments for board members. Lenore moved that where a vacancy exists for a provincial director, that if there are fewer than 1½ years remaining in the term of office that the nominating committee would appoint an interim director. If more than 1½ years remains in the term an appointment would be made by the Nominating Committee until the next regular election period for the organization at which point an election will be called. Seconded by Martha. Carried.

Executive Committee appointments will now be the responsibility of the Nominating Committee, in time for the annual meeting, in consultation with the incoming president, giving consideration to regional representation.

Moved by Lenore that the Nominating Ctte. in consultation with the incoming president will appoint, prior to the annual meeting, executive committee members for a

<u>ACTION REQUIRED</u>	<u>BY WHOM</u>	<u>FOR</u>
-obtain money	board members	A.S.A.P.
-circulate CLOW materials	board members	on-going
-publication purchases by libraries	board members	A.S.A.P.
-develop cover	Martha	during summer
-upgrade brochure	publicity Ctte.	next meeting
-chair committee	Diana Ironside	1983-84
-intervention of Nominating Committee in interim Board appointments	Nominating Ctte.	as required
-executive Ctte. appointments prior to annual meeting	Nominating Ctte.	prior to next annual meeting

ITEM	ACTION REQUIRED	BY WHOM	FOR
<p>period of one year, and give consideration to regional representation. Seconded by Diana. Carried.</p> <p><u>Absentee Board Members</u> Martha moved that if a board member is absent for two consecutive meetings without extenuating circumstances acceptable to the board, then that board member is considered to have resigned. Seconded by Sandy. Carried.</p>	<p>-inform board members of policy change</p>	<p>Susan with minutes</p>	<p>two weeks</p>
<p><u>Mini-Executive Committee Appointments</u> Lenore moved that the nominating committee shall be responsible to appoint for a one year term, two city women, in consultation with the incoming president and existing mini-executive, prior to the annual meeting. Joan Seconded. Carried.</p>	<p>-appoint mini-executive members</p>	<p>Nominating Ctte.</p>	<p>prior to annual meet'g</p>
<p><u>Social Issues Committee</u> Sandy reported that the Committee wishes to continue working on monitoring the NTA. As part of their strategy, the recommendations from yesterday will be written in a letter and forwarded to CEC's women's coordinators, Axworthy and Provincial Ministers of Education. The committee will design a mechanism for Provincial Directors to lobby on the NTA. Clear-cut directions are needed to follow-up on strategies developed.</p>	<p>-write recommendations to interested parties</p>	<p>Susan</p>	<p>A.S.A.P.</p>
<p><u>Charter of Rights</u> The committee will be looking at the Charter of Rights and its relevance to Education and Training and suggest strategies to the board.</p>	<p>-forward letter to</p> <p>-develop mechanism for follow-up on lobbying and strategies</p> <p>-examine Charter of Rights for implications for education</p>	<p>Social I. Ctte.</p> <p>Social I. Ctte.</p>	<p>soon</p> <p>Soon</p>

Sun. June 19/83 P.M.

Process report: Joan reported that it took two hours to do 1 hr. of planned work because several committees had policy decisions to be made. General process of meeting good.

Recommendations: that two hours be allotted at next board meeting for committee reports and that board members write out their own motions to cut time. Left over items from A.M. were: Next meeting; Executive Committee appointments; Social Issues Committee report regarding NTA workshop.

Next Meeting: To be held October 14-16 inclusive. This meeting will be held for sure. A meeting for January 27-29 inclusive will be held pending our financial situation. A Board meeting will be held June 15-17 inclusive with the Annual Meeting held June 16, 1984. Moved by Martha that the meeting dates be accepted and that plans to hold the October meeting in Ottawa be postponed. Seconded by Lenore. Carried.

<p>Board Meetings to be held</p> <p>Oct. 14-16</p> <p>Jan. 27-29</p> <p>June 15-17</p> <p>Annual Meeting June 16, 1984</p>	<p>Board</p>	<p>dates indicate</p>
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ITEM	ACTION REQUIRED	BY WHOM	FOR
<p><u>Executive Committee Members:</u> Moved by Joan, seconded by Lisa that <u>Martha Colquhoun</u> be a provincial representative for Manitoba. Carried. Moved by Martha, seconded by Lenore that <u>Sandy Susut</u> be a provincial representative from Alberta. Carried. Moved by Diana seconded by Sandy that <u>Heather Orford</u> be a Provincial representative from P.E.I. Other executive members are : Treasurer, Audrey Swail; President-Elect, Lisa Avedon; President Leiba Aronoff; Past-President, Lenore Rogers; City Woman Diana Ironside; one other city woman to be appointed by the executive.</p>	<p>Executive members for 1983-84: Martha Colquhoun Sandra Susut Heather Orford Audrey Swail Lisa Avedon Leiba Aronoff Lenore Rogers Diana Ironside + 1 city woman</p>		
<p><u>Follow-up on NTA workshop:</u> Lisa Avedon will write an article for the September issue of WEDF on the workshop held June 18. We will not produce proceedings.</p>	<p>write article for Sept. WEDF</p>	<p>Lisa</p>	<p>July 15,1983</p>
<p><u>Board Expenses:</u> referred to the Executive Committee to develop guidelines for Board Expenses.</p>	<p>prepare guidelines for expenses</p>	<p>Executive</p>	<p>Next meeting</p>
<p><u>Minutes of Previous Board Meeting:</u> Moved by Martha, Seconded by Diana that they be accepted. Carried. Lenore reported that she did not send a letter to Therese Melanson as she had sent one 1½ years earlier. <u>Therese Casgrain Foundation</u> Leiba will call Alfonsine Howlett to ask for a response to her letter asking for changes to the criteria. Leiba will clarify that we will not be mailing out materials until the criteria issue has been clarified.</p>	<p>clarify criteria</p>	<p>Leiba</p>	<p>Next Board Meeting</p>
<p><u>NAC Annual Meeting</u> Leiba reported on Greta's and her attendance at the NAC annual meeting.</p>			
<p><u>Charter of Rights Conference</u> After discussion, it was moved by Martha, seconded by Diana that we will support the conference, attend the planning meeting, participate fully in pre-conference workshops, but will not join a planning committee for the conference. Carried.</p>			
<p><u>Job Creation Grant</u> In order to develop policy for the two components of the project, the following recommendations were made: 1. set up an advisory committee for the resource centre; 2. set up an advisory committee for Adult Basic Education; 3. begin developing personnel policies at the executive committee meeting.</p>	<p>establish advisory cttes. for Resource Centre and A.B.E.; develop personnel policies</p>	<p>Mini- Exec. Executive</p>	<p>A.S.A.P. June 20</p>
<p><u>Executive Committee Minutes</u> Acceptance was moved by Diana, seconded by Martha, Carried.</p>			

<u>ITEM</u>	<u>ACTION REQUIRED</u>	<u>BY WHOM</u>	<u>FOR</u>
<p><u>Funding Ideas</u> Diana Ironside agreed to chair the funding committee. Ideas put forward, which will be reviewed by the committee are: a notice in WEDF in the Sept. and Dec. issues regarding tax changes and asking for donations; making Christmas Cards stating I have made a donation to CLOW on your behalf.</p>	review funding ideas	funding ctte	ASAP
<p><u>Action Education Femmes</u> Susan reported that contact has been maintained with them and that they are in the process of setting goals and developing strategies for a national network.</p>			
<p><u>CRIAW Conference Attendance</u> As we do not have any money, we will ask CRIAW for funding for one person to attend and present both papers we submitted. We will not use CLOW funds for travel, but may seek other funding.</p>	ask CRIAW for subsidy for attendance at conference	Susan	ASAP
<p><u>Job Descriptions</u> Diana gave the background to the proposal submitted by Kay Brown. Discussion is set over to Mon. A.M.</p>			
<p><u>President's Report</u> Leiba reported on her meeting with the mini-executive and the Ontario Director. The purpose of the meetings was to explore issues. Leiba sees CLOW as being in a developmental stage. She sees her role as helping the development to continue. We need to continue to consolidate our efforts. Her priorities for the year are to increase membership, broaden our funding base, link with other organizations so as to have an impact on them re women and education. Unanimous support was given for the report and for the priorities.</p>			
<p>In order to assist in membership renewals, Board members need lists of members who have not renewed. Susan will see they get out by July 15.</p>	Send list to Board of non-renewed members	Susan	July 15
<p><u>Treasurer's Report</u> Lisa described our financial situation and the fact we are living on a bank loan. In light of our budget, only seed money of \$200 is available to provincial networks. Networks should submit, non-the-less, a budget for what they really want to spend on activities to be used as negotiating tool with Sec. State.</p>	Networks submit budgets	Prov. Dir.	ASAP
<p><u>Coordinator's Report</u> In addition to the written list of tasks completed, Susan added her support</p>			

<u>ITEM</u>	<u>ACTION REQUIRED</u>	<u>BY WHOM</u>	<u>FOR</u>
<p>for the objectives set by Leiba. She expressed concern particularly about the level of membership. Activities are underway to increase membership and develop subscriptions to WEDF. Priorities for the year will include membership, subscriptions, development and upgrading of WEDF and development of the NEEDs project, as well as fundraising.</p>			
<p><u>Information Flow</u> Board members require less information than that which is being sent. No NVO or NAC information required. Would like correspondence which Susan sends out. <u>N.V.O.</u> Susan will ask the Ottawa Network if one of their members would undertake to liase with the NVO.</p>	<p>Send less info on other organizations, more on correspondence.</p>	<p>Susan</p>	<p>on-going</p>
<p><u>Skills Bank Computerization</u> Martha reported that from discussions in the committee, it was not felt that the numbers in the Skills Bank warranted computerization at this time.</p>	<p>Pass to Ottawa Network</p>	<p>Susan</p>	<p>for next meet'g</p>
<p><u>Conference on Women's Learning</u> Moved by Lisa, seconded by Diana, that CCLOW hold a conference August 19-22, 1984 on Women's Learning. Carried. Lisa, as president-elect will chair the committee to plan the conference. It will be held at University of Toronto in conjunction with the 100th Anniversary of admission of women students. It will be for about 500 people. Suggested title: The Learning Connection - Women's Learning in Theory and Practice.</p>	<p>Hold Conference August/84</p>	<p>CCLOW</p>	
<p><u>Secretary of State Funding</u> A coordinated effort to increase the level of Secretary of State funding for Women's groups is underway.</p>	<p>Chair planning committee</p>	<p>Lisa</p>	<p>on-going</p>
<p><u>Gift for Mairi</u> Lenore will investigate getting a pin made to send to Mairi Macdonald with thanks for her long involvement with CCLOW.</p>	<p>Investigate getting gift made and sent to Mairi</p>	<p>Lenore</p>	<p>ASAP</p>
<p><u>Process</u> It took us a little over an hour to do two hours of planned work.</p>			

<u>ITEM</u>	<u>ACTION REQUIRED</u>	<u>BY WHOM</u>	<u>FOR</u>
<u>Sunday A.M. June 20</u>			
Moved by Kathy Stedwill, seconded by Sandy Susut that the Nominating Committee be asked to put on paper, for use by the membership, recommended criteria for selection of new Board members. Carried.	Develop criteria for Board membership	Nominating Ctte.	Next election

Proposal on Board Development

The rest of the morning was given to discussion of a proposal by Kay Brown on development of CLOW. After much discussion, the conclusion was reached that this particular proposal was inappropriate for our needs because it did not reflect or include a feminist perspective. There was recognition, however, of the need for the CLOW board and members to engage in a developmental process.

Lenore Rogers agreed to undertake to find the money and a feminist who would help us to:

- a) identify goals and objectives
- b) develop strategies and plans
- c) develop an evaluation scheme
- d) design a structure

We decided that the process in which we engage could serve as a model for other women's organizations and should be undertaken with this in mind. It would give us an opportunity to examine how women learn in this context and to identify and describe the process. Elements which will be examined are: The differences between the ways that women and men work in organizations; The need to meet together and be creative together; The time required for networking; Women's willingness to risk and flounder in making decisions.

If we do not have money to begin this in October, we will look for a volunteer from the Toronto area who will be paid by honorarium. Lenore and Sandy will develop objectives for October and work with Leiba and the person facilitating.

We will plan a three day meeting for October with reception only on Friday night to allow ample time to begin this process. Board members will be advised of times and physical location well in advance.

Recommendation: We need a recorder to record tasks throughout the Board Meeting.

<u>ITEM</u>	<u>ACTION REQUIRED</u>	<u>BY WHOM</u>	<u>FOR</u>
<u>Membership</u> CCLOW members should be encouraged to donate memberships as gifts. We could prepare a donations card to be sent to people.			
<u>Charter of Rights Conference</u> Susan will endeavour to find a volunteer to act as liason between the planning committee and CCLOW.	find volunteer liason	Susan	Sept.
<u>NTA Follow-up</u> Martha will get cost estimates for covers with CCLOW logo to be used on briefs.	Order covers for briefs	Martha	ASAP
Packages will be sent out to Board members including the paper on Paid Skills Development Leave, the NTA Background Paper and recommendations from the June 18 Colloquium. Board members will be asked to make appointments with Ministers of Education and senior CEIC officials in their provinces for September.	Send out info packages	Susan	Sept. 1
<u>Expansion of Funding Base</u> The funding committee will be Diana (chair), Martha and Susan. They will examine options for expanding funding. Secretary of State funding will be dealt with by Lenore, Leiba and Susan.	make appointments with Education Ministers and CEIC officials	Board members	September
<u>Human Rights Coalition</u> We are asked to participate in the conference Dec. 9-11 to celebrate the 35th Anniversary of the Universal Declaration of Human Rights. The Ottawa Network will be asked to represent CCLOW.	Examine funding options	Funding CTTE.	A.S.A.P.
<u>Board Minutes</u> Will be sent to the Ottawa Network and other local chapters so they will know what activities are under way and what decisions have been made. Provincial Directors will identify groups to whom they should be sent.	Ask Ottawa Network to represent us at conference	Susan	A.S.A.P.
<u>Policy Manual</u> Changes or additions to policy should be pulled out of minutes and sent to Directors.	Send minutes to Ottawa Network and local chapters	Susan	when individuals identified by directors
<u>Adjournment</u> Lenore moved and Lisa seconded that the meeting be adjourned. Carried	identify policy changes and send to directors	Susan	by Oct.
<u>Process</u> it was heavy going after the break, but there was good involvement in discussion; lots of work done.			



Minutes, Executive Committee Meeting, June 20, 1983

Present: Leiba Aronoff, Lenore Rogers, Lisa Avedon, Sandra Susut, Martha Colquhoun, Diana Ironside, Susan Vander Voet  
Regrets: Heather Orford      ITEM      ACTION REQUIRED      BY WHOM      FOR

Meeting with Secretary of State Susan reported that a meeting had been granted with Serge Joyal for Mon. June 27 at 4 p.m.

Board Expenses We need guidelines for Board expenses. Martha outlined the guidelines (philosophy) used by the Manitoba Teacher's Society: 1. that noone be out of pocket, 2. that things be done as economically as possible, 3. that there must be a budget for items to be considered, 4. that people are responsible for their own personal expenses (hair-cuts, dry-cleaning, etc.), 5. where meals provided, the per diem is reduced, 6. meal amounts are specified, 7. per diem are available to volunteers only when meeting, 8. child care allowances are provided on an hourly rate to a maximum per day.

Principles for CLOW: 1. if people chose a single room they pay the difference, 2. receipts are required, 3. We pay actual costs to a maximum of \$20 per day, 4. if meals given on flights they will be subtracted from the per diem, 5. mileage will be paid, 6. board members should pay their own hotel and be reimbursed, 7. accountable advances can be given if requested. Susan will draw up guidelines for Board consideration at next meeting.

Write expense guidelines      Susan      Oct. Board

Committee Expenses Committees will be asked to submit a budget for the year's activities for approval by the Board, in October. Budget guidelines will be provided and include travel, telephone, duplicating, meeting, postage. Budgets should be submitted with plans for the year.

Submit budgets and plans      Committee Chairs      Oct. Board

Personnel Policy We need a personnel policy and a personnel committee. Martha moved, seconded by Lenore that a personnel committee be struck as a permanent sub-committee of the Executive, membership to consist of the President, Past-President, President-Elect. Carried. Leiba and Susan agreed to begin working on a personnel policy.

Establish Personnel Ctte.      Lenore, Leiba  
Lisa, Susan      Oct. Bd.

Work on Personnel Policy      Leiba Susan      Fall

The Kuuskoskis — her husband was an actor who wanted to write songs and poetry — were romantics and “really poor, but we continued making trolls.”

The business prospered. “People came to us because they knew our trolls were good and our hearts were in every doll.”

All Kuuskoski employees “had to be in good humor when they worked. We wanted the trolls to give happiness to people.”

By the mid-1960s, Mrs. Kuuskoski recalled, “we were sacrificing everything for the trolls. All the money went back into the business. We didn’t have any social life. The money started coming in and the

they were forced into bankruptcy. Mrs. Kuuskoski (who later divorced her husband) and her children, Johannes and Minna, attempted to rebuild.

“We rented an old dairy in a village,” Miss Kuuskoski said. “It was ideal and romantic but not comfortable. And three weeks before Christmas that year the tax bills started coming in.”

“They (the tax bills) were bigger than the whole year’s income for the three of us,” Mr. Kuuskoski said. “And they wanted the money in advance.”

“We just decided to leave. It was apparent that Finland didn’t want us any more,” Miss Kuuskoski said.

The Gnomes’ books and the game Dungeons and Dragons. “People began thinking of imaginary things and our elves started selling across the country,” Mrs. Kuuskoski said.

Last year, when the Canadian economy sagged, the Kuuskoski business sagged too.

“We had to assess our position again,” Miss Kuuskoski said. “We decided to stop production and do more creative work. It gave us a push and shove. Now we are always stuck to a sewing machine.”

The Kuuskoskis are taking their theatrical productions — starring their elves — into Toronto shopping centres, libraries (they will appear in North York libraries

## New Training Act claimed useless for many women

By RITA FEUTL

The new National Training Act is a “cookie jar” filled with money that women can’t get to because they lack prerequisite skills, says Patricia Marshall of the Ontario Association for Women and Education.

Mrs. Marshall said many women do not have the training in math and science needed for them to benefit from the act’s programs.

She spoke Saturday in Toronto at a meeting on the impact of the National Training Act on women. The event was sponsored by the Canadian Congress for Learning Opportunities for Women.

The act, implemented last July, provides funds for educating Canadians in skills needed by industry. However, panelists at the meeting complained that women didn’t have the prerequisites for training in some current critical jobs: computer programmers, technologists, marine riggers.

“The training program is designed for men,” Lenore Rogers, past president of CLOW, said.

What is needed, she suggested, is a bridging program that will help unemployed women upgrade their education so they will be eligible for funds and further training under the act.

## Community c

Monday, June 20

Riverdale Socio-Legal Services (RSLs Inc.) invites the public to its annual meeting, starting at 7 p.m. at 932A Queen St. E. Phone 461-8102.

An Overview of Don Mills (Past, Present and Future) is the topic of a discussion from 1 to 4 p.m. at Taylor Place, 1 Overland Dr., North York. Chairman of the presentation is author Richard Rohmer. Phone 447-7244.

Tuesday, June 21

Strawberry social and fashion show begins at 7:30 p.m. in the Shoniker Building of Scarborough Centenary Hospital, 2877 Ellesmere Rd. Sponsored by the hospital auxiliary.

Wednesday, June 22

Rally to support the Morgentaler clinic

starts at 7 p.m. at Toronto City Hall. Sponsored by the Ontario Coalition for Abortion Clinics. Dr. Henry Morgentaler will speak. Phone 532-8193. Event will be interpreted for the hearing impaired.

A public meeting to discuss a Report From Nicaragua starts at 7:30 p.m. in the Metropolitan Community Church, 736 Bathurst St. Speaker is Myrna Cunningham, plaintiff in a legal suit against the U.S. Government.

A used-car seminar sponsored by the Automobile Protection Association begins at 7:30 p.m. at the Metropolitan Toronto Library, 789 Yonge St. Phone 595-0869.

Surveillance Technology and International Peacekeeping is the topic of a seminar with Thomas Clark, former

director Research, Co search 5:30 p.m. McLennan Laboratory George welcome

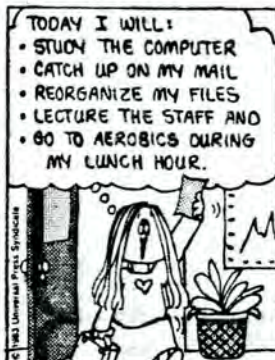
Thurs Flower Etobicoke al Soci at Clo Dundas and High ing will p.m.

Frid Senat College wick G celebra versary door mations There w cue at 445-1386

Sexu tionship Separat of a wo p.m., St. E. S Family ation a Mediat Phone B ter.

Satur Rose runs 2 at Ch Markh sored Societ

cathy



by Cathy Guisewite



CLOW BOARD MEETING  
SCHEDULE FOR NEXT YEAR

--Please mark your calendars

- CONFIRMED - October 14 - 16, 1983 (3 days)  
TENTATIVE - January 27 - 29, 1984 (3 days)  
CONFIRMED - June 15 - 17, 1984 (3 days)  
Annual Meeting June 16, 1984  
CONFIRMED - Women and Learning Conference  
August 19 - 22, 1984

Board Orientation Package

COMPLETED PROJECTS 1982-83

1. Seminars/Conferences/Workshops on Microtechnology and women in 8 provinces
2. THE FUTURE IS NOW: Women and the Impact of Microtechnology - Conference in Ottawa June, 1982
3. Five new publications: (1) The National Training Program Heather Henderson  
(2) Presentation to the Parliamentary Standing Committee on Labour, Manpower and Immigration Susan Vander Voet, Heather Henderson  
(3) Response to the Access Panel of the Council of Education Minister's Conference on Postsecondary Education Lenore Rogers  
(4) An Overview of Women Students in the Postsecondary System in Canada Susan Vander Voet  
(5) FIRST THINGS FIRST: equity for women through paid skills development leave Jane Adams
4. Attendance at Council of Education Minister's Conference on Postsecondary Education
5. Appearance before Parliamentary Committee re the National Training Act
6. Launching of new quarterly publication WOMEN'S EDUCATION DES FEMMES

COMMITMENTS TO PROJECTS FOR 1983-84

1. Continuation of quarterly publication WOMEN'S EDUCATION DES FEMMES
2. Skills Bank, continued development, expansion and possible computerization
3. Development of Resource Centre and its implementation
4. Telidon project, if funding is received
5. Adult Basic Education - Analysis of curriculum materials, program delivery models, Preparation of proposal for major exploratory project (demonstration pilots)
6. Planning for 1984 Charter of Rights Conference and pre-conference activities
7. Research on National Training Act impact
8. Preparation of paper on Policy Research and Women
9. Expansion of funding base including appeal to Secretary of State
10. Establishment of Subscription base for WOMEN'S EDUCATION DES FEMMES
11. Expansion of Membership base
12. Participation in Dec., 1983 Human Rights Coalition Conference

POTENTIAL COMMITMENTS

1. 1984 Conference on Women and Learning *LEBA*.
2. Board Development Process *Lenore's Sunny explore } session at*

## Board Orientation Package

### LIST OF ORGANIZATIONS WITH WHICH CLOW HAS LIASON

#### Women's Organizations

National Action Committee on the Status of Women (NAC) Liason regarding funding for women's organizations through Secretary of State Women's Program. Liason on issues of common concern. NAC has established an Education Committee for the first time this year - it will be important to inform them of our positions. We are a member organization of NAC. Attendance at Annual Meeting.

Canadian Research Institute for the Advancement of Women (CRIA) Relationship established through cosponsorship of Microtech conference last year. 'Good friends'. We exchange information through staff and through mailing lists. Liason regarding funding for women's organizations through Secretary of State Women's Program.

Action education femmes A sister organization concerned about the same issues for francophone women as we are. They started as a committee of CLOW and branched off. We exchange information, board lists, they write for our publication and we attempt to include their information in WEDF. Liason re funding for women's organizations through Secretary of State Women's Program.

National Association of Women and the Law We receive information from them and send ours to them. Little contact. Liason re funding of women's organizations through Secretary of State Women's Program. Liason re 1984 Charter of Rights Conference.

#### Other Organizations

Canadian Association for Adult Education An historical relationship as CLOW began as a part of CAAE. Contact amongst board members. We participate in their activities and they sometimes in ours. We share some issues in common. We exchange memberships and mailings.

National Voluntary Organizations We are a member and cooperate in their drives to improve government regulations governing charities and charitable donations.

World Literacy of Canada We share office space and some office equipment. We are working together on the Adult Basic Education project, at Board and staff levels.

## GENERAL GUIDELINES FOR BOARD COMMITTEES

There are two kinds of committees attached to the Board: (1) Standing Committees which serve on an on-going basis, (2) Ad Hoc Committees which are established to handle a specific mandate.

The responsibility of the Board at the time a committee is established, is to:

- (1) name a Chairperson of the Committee
- (2) establish the terms of reference
  - a) the recommended number of committee members,
  - b) tentative budget allocation,
  - c) proposed time lines.

### AD HOC Committee

The Board will, in addition to the above, also:

- (1) decide what outcome (report, brief, recommendation, conference, workshop, etc.) is expected from the committee, and
- (2) establish specific time lines.

### Requirements for Chairperson

- Chairpersons of committees must
- (1) be members of CLOW,
  - (2) be members of Board unless otherwise designated,
  - (3) in instances where the Chairperson is not a member of the Board, the Chairperson shall serve on the Board in an ex-officio basis for the duration of their Chairpersonship.

## BOARD COMMITTEE TERMS OF REFERENCE

- Terms of refence: 1. all need Board approval on plans and budget  
2. all need Board evaluation  
3. time plan

### Funding Committee Terms of Reference

- develop strategy
- find sources and estimate potential of each
- ascertain time frames in relation to application dates
- evaluate results, in relation to strategy, in cooperation with Board

### Publicity Committee

- Guidelines to committee from Board:  
  
operate from a national perspective  
present to Board for approval, an annual plan of action with costs  
and evaluation process
- possible actions:  
  
news releases (conferences, etc.)  
marketing materials- e.g., brochures, flyers on publications  
prepare publicity tools, eg. lists of TV stations, etc., in  
relation to advocacy, for Board members in dealing with the  
media/general public re issues CLOW should speak on

### Publications Committee

1. serve in advisory capacity for all CLOW publications  
  
i.e. a) assist in planning and scheduling publications  
b) establish an editorial policy  
c) serve as second recourse re submissions  
d) support efforts to secure material for publications
2. establish budgetary guidelines for publications
3. periodically renew and evaluate publications

### Terms of reference for the Skills Bank Committee

1. In accordance with policy established by the Board, develop guidelines for the administration of the Skills Bank which promote the goals of the organization.
2. Promote the development of the Skills Bank in each province/territory/

region through Board members or designates.

3. Develop guidelines for recruitment of Resource Persons & Peer Partners.
4. Develop guidelines for contracting between Resource Persons and Users which reflect the objectives of the organization.
5. Refer to the Board for policy decision and/or action, issues and/or trends which affect the learning opportunities of women which are identified through monitoring and evaluation of the use of the Skills Bank.
6. To have available a budget allocation of \$1000.00 to cover expenses of telephone conference, mailings to skills Bank, restaurants, hospitality etc.

Terms of Reference for the Mini-Executive

Responsibilities:

- a) Carry out decisions of Executive Committee (& Board)
- b) Prepare recommendations on policy and program for Executive Committee & Board.
- c) Monitor on-going activities- budget control and reporting
  - office operations day to day
  - plan Executive and Board meetings
  - Newsletters
  - Skills Bank
  - Other national projects
  - personnel matter
- d) Circulate minutes of meetings to Board and Executive.

Terms of Reference for Social Issues Committee

The terms of reference for the Social Issues Committee have disappeared from the office. Would you please bring your copy to the Board Meeting.



MEMBERSHIP COMMITTEE - TERMS OF REFERENCE

1. To be responsible for procedures handled by the National office re. membership.
2. To be responsible for letters for new members and renewal of memberships as well as reminders of renewal.
3. To review by-laws concerning membership and make recommendations for change to the national board.
4. To work closely with the publicity committee regarding promotion of membership.

Nominating Committee and Executive Committee terms of reference are outlined in the the by-laws.

EFFECTIVE FUNCTIONING  
OF A  
NATIONAL VOLUNTARY MEMBERSHIP ORGANISATION

A DISCUSSION PAPER AND PROPOSED STUDY OUTLINE

PREPARED FOR

THE NATIONAL BOARD OF CLOW

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June 16, 1983

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## INTRODUCTION

In April 1983, I was approached by the three members of your 'Mini Executive' - Lisa Avedon, Diana Ironside, and Susan Vander Voet - regarding what they presented as an issue of organisational management. After considering their information carefully, I advised them that what I saw as the major issue of concern was not organisational management per se, but organisational functioning of which organisational management was one component. I further suggested that the problems experienced by CLOW were by no means unique to your organisation but are, in fact, endemic to national voluntary membership organisations. A summary of my reasons for this suggestion is given in the next section of this document.

Given that the functional difficulties experienced by CLOW are common to the majority of national voluntary membership organisations of which several are concerned with issues related to women; given further that CLOW is an organisation concerned with learning opportunities for women; and, given further, that many women learn their organisational and management skills through participation in voluntary membership organisations at the national, provincial and local levels; I made the following suggestion:

"THAT CLOW use its organisation, board, and membership to undertake a one-year study regarding 'The Effective Functioning of a National Voluntary Membership Organisation', such a study to have two main outputs:

- 1 To assist CLOW, as one such organisation, to plan and function more effectively; and
- 2 To provide a model for other women's national voluntary membership organisations to follow in assessing their organisation and functioning.

## A NATIONAL VOLUNTARY MEMBERSHIP ORGANISATION

In any national voluntary membership organisation there are two assumptions that can be safely made:

- 1 That an issue of national concern has been identified by individuals residing in all, or at least in most, of our provinces and territories; and
- 2 That these individuals believe that they can have influence regarding that issue through collective action.

However, the way in which these two assumptions are translated into action is fraught with difficulties, both external and internal, of which I will now list those which are most frequently encountered.

### EXTERNAL DIFFICULTIES

External difficulties relate to six main issues: geography; communication; finances; financial dependency; federal funding policies; and, national versus provincial priorities.

Geography is always a problem. Through its vast size, Canada makes it extremely difficult for Canadians across the country to meet with each other on anything close to a regular basis. Even at the provincial level, distances between towns and cities mitigate against personal contact and face-to-face communication.

Communication thus becomes a problem. Technology may provide part of the answer but the type of technology needed is far beyond the resources of a small national voluntary membership organisation.

And, in addition, substitutes for face-to-face communication are usually less than satisfactory for the type of organisation being discussed. In any membership organisation, there is a deep need for personal contact to stimulate a sense of belonging. However, since personal contact involves travel, satisfying this need is extremely expensive.

Finances become the next major problem. I would venture to say that no small national voluntary membership organisation can hope to raise the funds necessary either for the technology or for the travel necessary to keep its membership, or even its Board, in personal communication. For example, if the 352 current members of CLOW were expected to cover the projected expenses for three Board Meetings and one Executive Meeting for 1983-1984, they would each have to pay approximately \$70.00. And that would still leave all other costs untouched. It would also run counter to the deeply held conviction of most membership organisations that membership fees should be kept as low as possible in order to encourage membership.

Financial dependency emerges as a fact of organisational life. The membership is unable financially to support its own work. Therefore, the organisation must seek support from other sources, and, in the case of national organisations, these sources are usually sought within the departments of the federal government. Project funds may be solicited from provincial or local governments, or from private sources such as foundations and corporations, but core funds are usually, as in the case of CLOW, solicited from the federal government.

Federal funding policies thus become a dominant, and in many instances, dominating factor in the ability of the national voluntary membership organisation to control its own destiny.

Federal grants come complete with their own criteria which seldom provide an exact match to the proposed programmes of the organisation. Original objectives can very easily be subverted or even lost as the organisation endeavours to 'fit' the government's criteria.

And, in addition, no level of government likes to feel it is responsible for 'sustaining' a private organisation. 'Seed money', provided to get the organisation off the ground, is fairly common. The expectation here is that alternative sources of sustaining funds from private sources will be established within a time-limited period. Sustaining funds from government are rare indeed, and the expectation of sustaining funds from the private sector is optimistic rather than realistic.

To which we may add that all funding sources, public and private, have shown an increasing nervousness about funding 'core' operations. This, obviously, is related to the issue of sustaining funds. Therefore, there is always money available for short-term projects, but little available to pay for the core operation - the actual maintenance of the organisation.

National versus provincial priorities seem to bedevil virtually every aspect of Canadian life. The division of power and authority between the two senior levels of government is a constantly fluctuating kaleidoscope, and voluntary organisations seeking funds from government are caught either desperately trying to follow the shifting patterns, or, even more desperately, seeking a point of stability in the confusion.

CCLOW is an excellent example of this role confusion. While its primary focus is learning opportunities for women, and education is a provincial responsibility, CCLOW is funded federally through

programmes related to women and receives no support from any provincial ministry of education. Additional funds have also been received federally through CEIC in support of programmes related to employment for women.

### INTERNAL DIFFICULTIES

Internal difficulties relate to seven main issues: the source of activity; day-to-day administration; fund raising; the loss of a sense of community; confusion over board and staff roles; national versus provincial priorities; and, uneven growth.

The source of activity for the organisation may be either internal or external. It is internal in so far as the organisation generates programmes designed to implement its goal and objectives. It is external in so far as the organisation responds to outside initiative, usually the introduction of a government policy or programme. No organisation can ever really forecast how much of its resources will be needed to respond to outside initiatives. Very few organisations ever plan for such responses. In many cases, a small national organisation can find all of its resources pulled away from internal programming in response to external pressures. And, all too often, determining priorities between internally and externally generated programmes can be a source of friction among the membership.

Day-to-day administration varies considerably from one organisation to another. It usually includes financial duties, correspondence, publications, arrangements for meetings, information collection and dispersal, minutes, preparation of reports, etc.. Because these responsibilities cannot be effectively or efficiently distributed among a widely scattered Board and membership, they tend to be seen as the responsibility of staff.



This again can cause conflict in an organisation. There are seldom sufficient support staff on a regular basis to handle routine administration, and most of it falls to the lot of professional staff who may or may not resent it, but in either case, are over-priced for the job.

Fund raising, for reasons already stated, can become one of the most time-consuming activities in the organisation. It can, on occasion, take up as much as 50% of staff time and about the same percentage of Board time. It can distract the organisation's management team to the point where little else is being done. It can effectively stifle programme initiatives.

The loss of a sense of community often arises out of fund raising problems. Individual Board Members feel isolated in their efforts to participate and lack the personal support of their co-members. The general membership usually remains unaware of the problem.

Confusion over board and staff roles can run rampant in these situations. Who is responsible for raising funds? Who actually does the work? All too often, boards accept theoretical responsibility while expecting staff to do the work. Staff are placed in the position of raising their own salaries, not always a comfortable position to be in.

This is only one instance of confusion between board and staff roles. Who speaks for the organisation? Who makes crisis-related decisions? Who signs official letters? Who takes the initiative regarding problem areas or issues? The list is virtually endless.

National versus provincial priorities also raise their heads within the organisation. CCLOW would be particularly prone to this problem since it is a national organisation dealing with

a subject area mainly under provincial jurisdiction, except for employment-related education. In this situation, where does the provincial board member put her energies - nationally or at the provincial level?

Uneven growth of the organisation from province to province can also be an issue, related to the previous issue. Where membership is low, should the director in that province concentrate on membership as her major programme thrust? Or do national issues take precedence?

#### SUMMARY

From this list of difficulties, external and internal, one would wonder how any national voluntary membership organisation manages to function at all. Yet they do function, some of them very effectively and others less so. But, these difficulties do cause problems and complicate both the process of getting things done and the relationships between the people who are trying to get them done. And, too often, they are accepted as 'givens' which simply cannot be avoided.

But is this true? Is it indeed impossible to avoid these internal and external difficulties? What is suggested here is that CCLOW should undertake to consider these and other issues in a way that would be helpful to your membership and other similar organisations, by facing these difficulties directly, as they are manifested in your organisation, and determining how they might be overcome.

## AN EFFECTIVE ORGANISATION

A voluntary membership organisation is created by the organisation of voluntary effort to reach a specific goal. The organisation of voluntary effort is the effective management of the membership so that their skills, interests, experience, and personal growth contribute most effectively to meeting the organisation's specific goal, and so that meeting the organisation's specific goal contributes most effectively to answering the the needs regarding skills, interests, experience, and personal growth of the membership. A voluntary membership organisation is a two-way street between the needs of its membership and the needs of the goal.

Management of a voluntary membership organisation is entrusted to the care of a group of its members, duly elected from and by the membership, normally known as the Board of Directors. This voluntary, unpaid Board of Directors accepts responsibility for the operation of the organisation.

Voluntary membership organisations arise out of caring and concern around unmet needs, as CCLOW has developed out of concern about the lack of learning opportunities for women and the barriers which deprive them from learning and employment opportunities. Without caring, there would be no voluntary agencies at all.

But caring alone is not enough. Simply because you care, because you are supporting a good cause, because you are meeting a need, does not mean that you are automatically entitled to be supported financially in your efforts. No group, public or private, is required to fund you. You must be able to justify why your specific goal takes priority over other specific goals, why you should be funded and another group should not. And you must bear in mind that every time you receive funds from any source, someone else does not.

Neither does caring entitle any organisation either to fritter away funds from any source or to fritter away people's time through bad management. Neither does caring entitle them to run ineffectual programmes.

A voluntary membership organisation is required to be both a caring and a businesslike organisation. It is, after all, a small business. Its product may be service or policy change, but it has to be marketed as carefully as any tangible commercial product. Funders expect to know what product, of what quality, and in what quantity, they will receive for X dollars. Funders are notoriously unsentimental and hard headed. They have to justify their actions just as much as the recipient of funds.

To be an effective voluntary membership organisation, you must be a caring business, and to become a caring business means that you have to be effective managers.

### EFFECTIVE MANAGEMENT

No organisation can be effective unless it knows what it wants to do and why, unless it has a clear goal and objectives.

No organisation can be effective unless it knows how and by whom it is going to do what it wants to do, unless it has a clear programme plan and personnel policy.

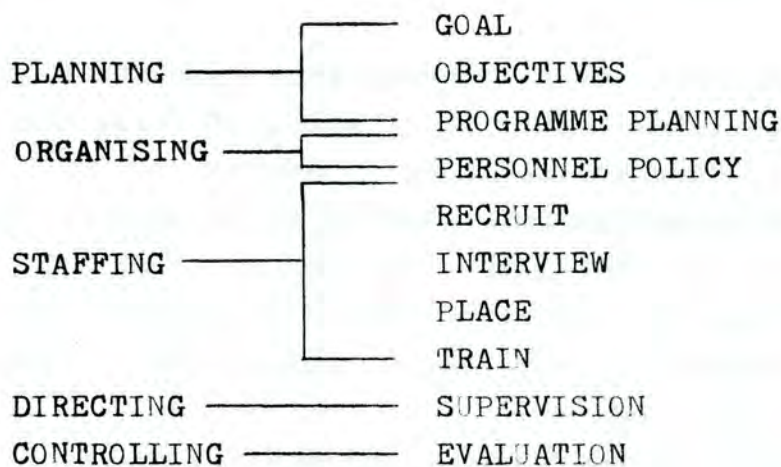
No organisation can be effective unless it directs and controls its activities so that they meet its goal and objectives, unless it provides adequate supervision and evaluation.

Since the setting of goal and objectives, the establishment of a programme plan and personnel policy, supervision, and evaluation are all management functions; and, since a board of directors in a voluntary organisation is a board of management; it therefore follows that no organisation can be effective unless it has an effective board of directors. An effective board must understand both its management functions and its management style.

### MANAGEMENT FUNCTIONS

Management functions are and remain functions of the Board of Directors which can neither be disclaimed nor abdicated. A Board of Directors is always responsible for all programmes of their organisation and the consequences thereof. However, a Board of Directors may legitimately delegate its management functions either to a committee of the board, or to individual board members, or to staff, or to designated members of the organisation. Which course the Board takes depends on its resources, its structure, and its management style.

The management functions of a Board of Directors are as follows:



A goal is a statement of mission or purpose, expressing the end to which all your efforts are directed. A goal should be neither too broad nor too narrow, and, above all, it should be both practical and realistic.

It is usually preferable to have a single goal. Designing such a goal frequently helps to focus your activities, whereas multiple goals tend to confuse priorities.

Objectives are frequently referred to as operational goals. They define action targets in a way which is specific, measurable, achievable, and compatible to the goal. From each objective, you must be able to produce a programme plan otherwise it is not an objective.

Organisations may have several objectives related to their goal and care must be taken when objectives are concurrent or overlap that they do not strain available resources.

Objectives should be established regarding:

- establishing and maintaining an effective organisation.
- establishing and maintaining an effective Board;
- developing and operating an effective programme; and
- meshing the needs of the members with the goal through the programme.

A programme plan translates each objective into activities to be undertaken and has seven basic elements.

ACTIVITIES	Translates action targets into specific tasks.
PRIORITIES	Establishes a priority listing of these tasks.
TIMETABLE	Determines the sequence of events.
TACTICS	Determines how each task is to be accomplished.
JOB DESIGN	Translates the tasks into job descriptions.
STAFFING	Assigns the job descriptions to specific people. Arranges for recruitment, interviewing, placement, and training.
BUDGET	Determines the cost of the activities.

From these seven elements, a programme schedule is developed:

- a) A plan of activities;
- b) Designated job descriptions;
- c) A timetable; and
- d) A budget.

Programme schedules are then combined to develop an organisational programme plan. Again care must be taken to ensure that this is within the organisation's ability and resources.

Personnel policy expresses the concern of the organisation for those who work towards achieving its specific goal, whether paid staff or volunteer. It respects the work of the volunteer members by treating them with the same consideration as is shown to paid staff, by having clear job descriptions for both groups and by establishing performance standards.

Staffing obviously involves both personnel policy and implementation, the actual assigning of jobs. Its basic elements, as listed on the chart, are recruitment, interviewing, placing, and training.

Supervision, as a management function, is ensuring that the programme plans are being carried out, or, if you prefer it, that the job is being done.

Evaluation, as a management function, is assessing both the quality of the work being done and also how well it is meeting the organisation's specific goal.

### MANAGEMENT STYLES

Management style reflects two aspects of the organisation, structure and leadership style.

Structure refers to the structuring of working relationships within an organisation. Structural styles can be arranged on a continuum from the Traditional/Hierarchical style to the Co-operative/Networking style.

In the case of a national organisation, structure also reflects geography and political realities by having one board member from each province or territory. This is the pattern established by CCLOW. This dispersal of board members across the country makes it extremely difficult and expensive for a Co-operative/Networking board to achieve the consensus in decision-making which it might prefer. I would go so far as to suggest that it may be impossible.

Structured relationships within a national organisation include its board of directors, committees of the board, and provincial chapters. These, in turn, both collectively and individually, must structure their relationship to staff.

Leadership style has about as many variations as there are leaders. Three main types of leadership style are important to a voluntary organisation: affiliation, achievement, and power.



Affiliation-oriented leaders are essential for developing relationships among members and for exploring means of communication.

Achievement-oriented leaders are needed to undertake specific tasks, such as supervising a programme plan or a publication.

Power-oriented leaders are of great value in negotiating for funds and in public relations.

All three types of leadership are needed on a board as individual leaders. In addition, the board should consider its collective leadership style and how well that style contributes to the establishment of the preferred structure for the organisation.

#### RESOURCES

The last element in effective management is a realistic appraisal of the resources available to the organisation to reach its specific goal. Resources consist of people with their skills, experience and needs, plus money.

People resources in a national voluntary membership organisation consists of two groups: the membership and the staff. Both groups are frequently both overestimated and underestimated in the process of programme planning.

Membership is overestimated because the fact that someone has joined the organisation does not necessarily mean she wishes to contribute to the programme. She may merely want to be on the mailing list. (In CCLOW, this is a separate membership category.) She may want programme or resources from CCLOW, rather than help to provide it. She may simply be showing support for the general aims and purposes of the organisation and have no further desire either to give or to take.

Membership is frequently underestimated when the tasks requested of them are tedious rather than stimulating, routine rather than creative.

Staff are overestimated when they are expected to expand to fill the work available, or when they are expected to function as both staff and board.

Staff are underestimated when they are expected to accept responsibility for areas of administration which are clearly not their responsibility, as when programme staff are required to perform clerical and secretarial tasks and visa versa.

Financial resources have already been discussed in some detail. It is sufficient here to reiterate that lack of hard cash can divert the organisation from its major purposes.

### THE NEED FOR STUDY

Given the difficulties, both external and internal, which plague national voluntary membership organisations, can they really hope to operate efficiently and effectively? The answer can be neither a definite 'yes' nor a definite 'no'. Some organisations avoid the issue by hiring a staff person of outstanding reputation and the board then functions in a supportive capacity. Others review their structure with monotonous regularity. Neither of these alternatives makes effective use of the volunteer membership.

What is needed is a thoughtful examination of the issue of the effective functioning of a national voluntary membership organisation, an examination which would concentrate on the issue as it is manifested in a specific organisation, seeking for that which might be generalised to other organisations, not an examination looking inwards or to personalities.

For the reasons listed in the introduction, and also because CCLOW is a young organisation without entrenched traditional methods of operation to defend, it is suggested that CCLOW would make a useful study in this area.

## BECOMING AN EFFECTIVE NATIONAL VOLUNTARY MEMBERSHIP ORGANISATION

Any study of the effective functioning of a national voluntary membership organisation must include the following steps.

### STEP ONE

No organisation can be effective unless it knows what it wants to do and why, unless it has a clear goal and objectives,

The first step for CLOW would be an in-depth review of its goals and objectives, designed to clarify where its priorities lie.

### STEP TWO

No organisation can be effective unless it knows how and by whom it is going to do what it wants to do, unless it has a clear programme plan and personnel policy.

Each objective as clarified by Step One would be translated into programme terms. These would then be combined to form an organisational plan.

In this step, CLOW has to begin to function as a caring business. Programme plans would be detailed, precise, and realistic. In the programme, the board would make absolutely clear how its objectives translate into action. Details of activities, timetable, job design, etc., would be specified. Voluntary membership participation would be clearly delineated where it is a component of programme implementation.

Personnel policy would arise from the goal, objectives, and programme plan. It would clarify how the agency's concept of networking is to be incorporated in each programme plan and where paid staff are required. It would determine the key issue of whether members support staff efforts or staff support membership efforts.

### STEP THREE

No organisation can be effective unless it directs and controls its activities so that they meet its goal and objectives, unless it provides adequate supervision and evaluation.

Supervision and evaluation are essential management functions. In local and provincial boards, the board meeting itself often acts as the supervising and evaluating mechanism. With national boards which have infrequent meetings, this may not be possible. Since these functions are essential, a national board must consider how they can be implemented effectively.

### STEP FOUR

No organisation can be effective unless it has an effective board of directors. An effective board must understand its management functions and its management style. It must also have a realistic assessment of its resources.

### MANAGEMENT FUNCTIONS

Distinctions must be drawn between management functions and programme functions. Traditionally, management has been seen as a function of the board which includes policy development and authorisation for the programmes arising therefrom, while programme administration and implementation have been seen as staff functions. In the last few years, there has been a change in this division of labour. Board members, especially in membership organisations, often wish to be involved in programme functions with their co-members. Also, the external and internal difficulties previously listed have frequently resulted in management functions being assumed by the staff.

This change in emphasis is in accord with the growing democratisation of the voluntary field where hierarchical splits between board and staff are gradually disappearing. It is also in accord with the concepts of networking and consensus management. It can also be an intolerable burden for staff and reduce the effectiveness of both board and staff by confusing roles and duplicating functions. At its worst, it results in chaos, with no-one from either the board or the staff accepting responsibility for management.

All too frequently, management functions are delegated on a crisis or expediency basis without concern for the principle of board responsibility for the operation of the organisation. While a board may legitimately delegate its management functions, it should do so knowingly and in accord with a management plan for the organisation, not on an expediency basis.

It is essential that a board, to be effective, examine its management functions and, taking into account practical difficulties, determine how these functions shall be implemented.

#### MANAGEMENT STYLE

Management style is composed of structure and leadership style. A board must consider how far its structure and its preferred leadership style are compatible, and if they are not, explore ways in which an acceptable compromise can be reached. It is neither effective nor responsible management to ignore possible conflict between structure and leadership style.

#### RESOURCES

Resources consist of people (i.e. membership) and money. An effective board seeks a level of membership which will enable it to meet its specific goal through programmes which will be of benefit to both the organisation as a whole and individual members.

Membership goals are set as one of the objectives of the organisation and a programme plan is developed accordingly.

Financial needs are assessed ~~honestly and realistically.~~ An effective board begins by assessing how many of its objectives can be reached from its internal resources, i.e. voluntary participation by the membership and membership fees. The board then has a clear concept of how far it can control its own destiny and how far it is dependent on outside sources.

If a board learns that it is unable to operate at all without outside support, it must consider whether or not the organisation is viable. It must determine which programmes are essential for the organisation to be viable and how these can be operated through internal resources.

Whatever picture this review of resources presents, it is necessary that fund raising be incorporated as one of the organisation's objectives and a programme plan developed accordingly.

#### STEP FIVE

An effective national voluntary membership organisation plans on a long-term basis, not only in terms of objectives but also in terms of programmes.

From the material developed from Steps 1-4, an effective organisation plans for the future, realistically and pragmatically. A goal and objectives for at least a three year period should be prepared to provide a standard against which achievement can be measured.

Long-term planning may be resisted on the basis that the organisation has enough problems trying to survive from year to year. If it is indeed resisted, functioning and planning may easily degenerate into a combination of crisis-reaction and expediency. In this process, which is engrained in many voluntary organisations, frustration is high, time is lost or wasted, and the organisation loses a sense of purpose and control of its own future.

Realistic planning begins with whatever the organisation can achieve through its own resources and builds from there. It is the only sure way to go.



### STUDY OUTLINE

It is proposed that CLOW, its board and membership, should participate in a one year study of 'The Effective Functioning of a National Voluntary Membership Organisation!'

The goals and objectives and programme plans of CLOW for 1983-1984 would be used as study material, not in order to alter or amend the functioning of the organisation in 1983-1984, but to explore the issues related to the effective functioning of a national voluntary membership organisation and to generate a programme outline for 1984-1987.

Such a study would have two products:

- 1 A programme plan for CLOW for the following two to three year period designed to make the best possible use of available and projected resources; and
- 2 A study report for distribution to other national voluntary membership organisations to assist in the assessment and improvement of their organisational functioning.

The study would have six phases, designed to coincide with the Board Meetings of CLOW in order to reduce cost.

PHASE ONE: July - September, 1983.  
 PHASE TWO: October Board Meeting, 1983.  
 PHASE THREE: November 1983 - February 1984.  
 PHASE FOUR: February/March Board Meeting, 1984.  
 PHASE FIVE: March - June 1984.  
 PHASE SIX: Annual Meeting, June 1984.

The study would be implemented through written communication with the membership, plus both written and direct communication with Board Members.

PHASE ONE: JULY - SEPTEMBER, 1983GOAL AND OBJECTIVES: PROGRAMME PLANS.

Phase One would be an introductory and preparatory phase involving only Board Members, staff, and the consultant. It would be designed to clarify goal, objectives, and programme plans of CLOW from material which is already available. This phase would result in a written report to the board which would be of value for future planning, whether or not the balance of the study is funded. The report would be submitted to the Board prior to the October Board Meeting.

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Costs of Phase One would be two days of the consultant's time to prepare the material and four days to analyse the results, plus secretarial and mailing costs.

It is anticipated that during this phase, CLOW will solicit support for the balance of the study.

PHASE TWO: BOARD MEETING, OCTOBER 1983

MANAGEMENT FUNCTIONS

The Phase One report would serve as the basis for an examination of the Board's collective and individual management functions.

Phase Two would consist of a one day training programme which would both explore management functions and discuss how, within CLOW, they should be implemented.

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The cost for Phase Two would be a consultant's fee for a two session training programme including preparation time, plus Board expenses for accomodation and meals if necessary.

PHASE THREE: NOVEMBER 1983 - FEBRUARY 1984.

Phase Three would have two main components and would involve the membership in the study. It is assumed the the general membership would already be aware of the study through Women's Education des Femmes.

RESOURCE ASSESSMENT.

In the spirit of a caring business, CLOW would now assess the strength of its internal resources by determining the potential voluntary contribution of the membership.

A questionnaire would be developed and mailed to each member regarding her potential contribution to the programmes of CLOW. The questionnaire would cover the following areas:

- 1 Motivation for joining CLOW: sharing, contributing, information only, personal or professional needs.
- 2 From those willing to contribute, an honest statement would be solicited regarding what they are prepared to contribute -
  - Time available (hours per month)
  - Experience
  - Need for challenge, etc.
- 3 The number of possible members that they believe they could recruit in the next three years.
- 4 The maximum fee they would be willing to pay.

From this questionnaire, CLOW will be able to assess;

- 1 The amount of voluntary time available for the implementation of its programmes.
- 2 The maximum income possible from membership fees.

CLOW will know its optimal internal resources for a three year period. (Consider use for the Skills Bank)

## PROGRAMME PLANNING

Having assessed its optimal internal resources, CLOW will now determine how far these resources would implement the goal and objectives with the programme plan developed by the board in Phase One.

A second mailing to the membership would include both the report on goal and objectives with the programme plans and the report on estimated internal resources. Members would be asked to prioritise the projected programme both in terms of content and in terms of the use of internal resources. Which programmes do they consider to be high priorities? And to which programmes would they assign the available internal resources? How would they maximise the use of these internal resources?

Should members have other objectives than those listed by the Board, a sheet will be included where those objectives and their corresponding programme plans may be listed.

A summary of these results would be provided for the Board before the February/March Board Meeting.

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The time frame for the Resource Assessment would be November 1 - December 31, 1983.

Costs would include two days of the consultant's time to prepare the questionnaire and eight days to analyse the results, plus secretarial and mailing costs.

The time frame for Programme Planning would be January 1, 1984 to February 29, 1984.

Costs would include one day of the consultant's time to prepare the questionnaire and nine days to analyse the results, plus secretarial and mailing costs.

PHASE FOUR: FEBRUARY/MARCH BOARD MEETING, 1984.

ESTABLISHING AND MAINTAINING AN EFFECTIVE BOARD

By the time they attend the February/March Board Meeting, the Board Members will have a considerable amount of material regarding CLOW:

- 1 A statement of goal and objectives as developed by the membership and the board.
- 2 A projected programme plan for 1984-87.
- 3 A prioritised list of programmes.
- 4 An assessment of internal resources.
- 5 An assessment of additional resources needed.
- 6 An increased understanding of their own management functions.

This material will cover objectives related to developing and operating an effective programme and to meshing the needs of the members with the goal through the programme.

It is therefore suggested that in February/March, the Board should participate in a one day training seminar relating solely to establishing and maintaining an effective Board, using the objectives as developed in Phase One and translating them into programme terms. This seminar would also look at Management Style, exploring both the structure and leadership style of CLOW. It would do so based on the proposed programme as developed in Phase Two.

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In view of the amount of material to be covered, this would be a three session training programme, requiring an evening session. It would therefore be likely that costs would have to include meals and accomodation for the Board for one extra day, plus the consultant's fee for three sessions and secretarial and mailing costs.

PHASE FIVE: MARCH - JUNE, 1984.

SUMMARY REPORT AND CONFERENCE PLANNING

Phase Five would have two major foci:

- 1 Preparation by the consultant of a summary report to the membership containing the results of the study and a proposed three year plan based on those results.
- 2 Exploration by CLOW of funding issues, sources, and resources in preparation for a one or two day conference on 'Funding Issues for National Voluntary Membership Organisations' to be held in conjunction with the June 1984 Annual Meeting.

SUMMARY REPORT

A draft of the summary report on the study would be circulated to Board Members by May 15, 1984 for their contributions and comments.

A final report would be prepared for mailing to the membership two weeks prior to the Annual Meeting where it would constitute a major agenda item.

The summary report would also serve as a blueprint for other organisations wishing to upgrade the functional level of their operations.

FUNDING ISSUES FOR NATIONAL VOLUNTARY MEMBERSHIP ORGANISATIONS.

The funding issues are far too vast to be considered by one organisation independently. If CLOW Board Members were to contact their counterparts in other similar organisations, possibly concentrating on national groups involved with women, an interesting conference could be held.

CLOW might present its report on its internal resources and its resulting assessment of its need for external support as a case study from which to develop a conference on the funding needs of national voluntary membership organisations.

The theme of the conference should focus on exploring funding alternatives and innovations, not on attempting to gang up on present funders such as the Department of the Secretary of State in an effort to make them accept full responsibility.

The basic problem facing organisations such as CLOW is the lack of a capital base. It might be interesting to involve investment counsellors to discuss how a capital base could be established sufficient to support the core operation of the organisation, so that funds solicited on an annual basis would be project funds only. It might also be interesting to explore with corporations how they would react to one time only requests for contributions to a capital fund.

Again, CLOW could present its analysis of its core programmes and functions as a case study.

In the time available to me, I have been unable to develop this idea any further than to have the idea. But it does have potential.

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The cost of the Summary Report, draft and final copy, would include fifteen days of the consultant's time, plus secretarial and mailing costs.

The preparation for a conference would be done by CLOW volunteers and the actual conference would have to be costed if and when plans are finalised.



PHASE SIX: ANNUAL MEETING, JUNE 1984.

SUMMARY REPORT

The summary report would be presented for consideration by the membership as a three year plan for CLOW, and for discussion as a model process for other groups.

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Costs would include the consultant's time for attendance and presentation of the report, if required by the Board.

FUNDING CONFERENCE

No outline or plans at this stage. Independent funding would have to be found.

TENTATIVE BUDGET

(Extremely rough estimates including highest possible Board costs.)

PHASE ONE: JULY - SEPTEMBER, 1983

## GOAL AND OBJECTIVES: PROGRAMME PLAN

Consultant's fee (6 days).....	\$1,800.00
Secretarial and Mailing.....	100.00

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\$1,900.00PHASE TWO: BOARD MEETING, OCTOBER, 1983

## MANAGEMENT FUNCTIONS

Consultant's fee (Training/preparation).\$	500.00
Board Accomodation (20 @ \$70.00).....	1,400.00

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\$2,300.00PHASE THREE: NOVEMBER 1983 - FEBRUARY 1984.

## RESOURCE ASSESSMENT

Consultant's fee (10 days).....	\$3,000.00
Secretarial and mailing.....	500.00

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\$3,500.00

## PROGRAMME PLANNING

Consultant's fee (10 days).....	\$3,000.00
Secretarial and mailing.....	500.00

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\$3,500.00PHASE FOUR: BOARD MEETING, FEBRUARY/ MARCH, 1984

## ESTABLISHING AND MAINTAINING AN EFFECTIVE BOARD

Consultant's fee (Training/preparation).\$	750.00
Board Accomodation (20 @ \$70.00).....	1,400.00

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\$2,150.00

TENTATIVE BUDGET (Continued)PHASE FIVE: MARCH - JUNE, 1984

## SUMMARY REPORT

Consultant's fee (15 days).....	\$4,500.00	
Secretarial and mailing.....	500.00	
		\$5,000.00

PHASE SIX: ANNUAL MEETING, JUNE 1984

## SUMMARY REPORT

Consultant's fee (if required).....	\$ 400.00	
		\$ 400.00

TOTAL EXPENDITURES = \$18,750.00

( N.B. It may be possible to cover secretarial and mailing costs from CCLOW's regular operating budget.)

A N N O U N C I N G . . . .

"THE IMPACT OF THE NATIONAL TRAINING ACT ON WOMEN"

A presentation and discussion of issues and strategies

9: a.m. PANEL: **"The Needs and Barriers"**

Ms. Lenore Rogers, President, CLOW

Ms. Joan Brown-Hicks, Nova Scotia Director, CLOW

Ms. Pat Marshall, George Brown College *women's access program*

Ms. Naldi Nomez, Cross-cultural Communication Centre

PANEL: **Canada Employment and Immigration Commission**

Ms. Marnie Clarke, Director General, Special Groups  
and Affirmative Action

Mr. Grant Botham, Director General, Labour Market  
Adjustment and Development

LUNCH: Provided with registration

2: p.m. PANEL: **"Strategies"**

Program Implementation and Development

Affirmative Action and Contract Compliance

Strategy Discussion Groups

Plenary

5: p.m.

Wine and Cheese

6: p.m.

CLOW ANNUAL MEETING

To be held at Hart House, University of Toronto

June 18, 1983

REGISTRATION AT THE DOOR \$25.00

R.S.V.P. (416) 461-9264

SPONSORED BY:

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Canadian Congress for Learning Opportunities for Women

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congrès canadien pour la promotion des études chez la femme

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Toronto, Ontario  
Canada M4C 3B6

SKILLS BANK REPORT

The Skills Bank has now been operating with a co-ordinator working 1 day a week for over a year. The number of requests processed from April 1st, 1982 to April 1st, 1983 was 142, mostly from the Toronto area and Ontario. The largest number of users were employed as co-ordinators of women's and community programmes (57), faculty and staff in higher education (24) and consultants (11). Other users represented a range of professionals in fields of education, the arts, business and government as well as individuals seeking jobs or learning programmes.

The kinds of information requested included a broad range of topics of concern to women relating to jobs, women's learning programmes, community and personal needs. No doubt as a result of the microtechnology conference, the largest number of work related requests focussed on that area.

As preparation for computerization, the Skills Bank questionnaire was revised and mailed to all registrants. Because of a slow initial response, a second mailing was necessary. This time the information was colour coded blue to distinguish it from other pieces of information in a package. To date 75 responses have been received.

The number of printed articles and papers available through the Skills Bank has steadily increased. The Committee developed a number of guidelines to facilitate the distribution on a loan or cost basis.

The second issue of Women's Education des Femmes included the first of an on-going series of "PROFILES" to highlight the individual registrants in the Bank.

The Skills Bank has demonstrated that it is serving a need to provide a wide range of information and person to person contacts which is not otherwise available. As well, the number of resource materials for distribution is constantly increasing including CLOW publications. Further development and integration of the Skills Bank and the Resource Centre has already been identified by the Board as an objective. Some form of computerization would be necessary to ensure broad use of these resources. The Skills Bank manuals are already out of date and would be costly and inefficient to update at this time. While computerization is essential for the Skills Bank and the Resource Centre, the plan should also include provision for other office functions that would streamline procedures and add to the organization's development to carry out its role as a national women's organization.

May 26th, 1983

LA/la

NO, BAB 5

FROM:(name) Susan Vander Voet

DATE: June, 1983

AGENDA WORKSHEET

SUBJECT OF PROPOSAL: Application for Job Creation Grant

BACKGROUND INFORMATION: A Motion was passed by the Board in February that CLOW apply for a grant under the NEEDS program in order to increase staff. The Publications and Publicity Committee made a proposal that we apply for funding to develop our resource centre. At the Executive meeting in October, 1982, Adult Basic Education was established as one of our major focus' for the coming year.

RATIONALE: CLOW was very understaffed.

PROPOSAL: An application was made in February, 1983 and was approved in May. A copy of the application, to develop our resource centre and to do an analysis of Adult Basic Education curriculum materials and program delivery models is attached. Six people will be hired for 32 weeks each over a period of 11½ months, commencing July 11, 1983. Hiring has begun.

Total amount approved \$76,800. Salaries for six staff \$58,200; expenses \$18,600

**ACTION REQUESTED:**

- review for information
- submitted for decision
- evaluation of progress or task
- delegation of responsibility
- provide me (us) with recommendations

Is the proposed action within the authority of the groups?  YES  NO

Referred to:	Date	Final Outcome	Date

A PROPOSAL FOR  
CCLW RESOURCE DEVELOPMENT

SUBMITTED TO: CANADA ONTARIO  
EMPLOYMENT DEVELOPMENT PROGRAM

BY

THE CANADIAN CONGRESS  
FOR LEARNING OPPORTUNITIES  
FOR WOMEN

FEBRUARY 18, 1983

## Women's Learning, Education and Training Resource Centre

### *Introduction*

CLOW is a National Voluntary Organization concerned with the development and promotion of learning opportunities for women. CLOW services to members include the operation of a Skills Bank which is a learning exchange. Through the learning exchange, women educators across Canada consult with one another as resource persons. The Skills Bank also links educators nationally to promote educational and training services for women. As a support to the Skills Bank and other services offered by the organization, we wish to develop Resource Center of materials related to women's learning, education and training.

### *Need for a Resource Centre*

Nowhere in Canada, does a resource centre exist, which focuses specifically on such materials. This has been demonstrated to us repeatedly through our attendance at National Conferences on education and women; through operation of our Skills Bank; and through consultation with government departments and educators across the country. Information about women's education does exist, but in widely scattered pieces ranging from government research reports in numerous provincial and federal government departments to program handbooks used in community education programming, and magazine articles.

CLOW is approached frequently, (even without a well-developed resource centre), for materials and information related to all aspects of women's learning. We are approached about topics as widely varient as paid educational leave for women, union education for women, information on how to set up women's resource centres, day care supports for community education, adult basic education program materials for women, English as a second language materials for women, materials for introducing women to non-traditional occupations, assessments of government policy on education, trends of women's enrollment in post-secondary education, and programming for women to assist in counteracting the impact of microtechnology.



The people who approach us for information include government researchers and policy analysts, academics, union educators, politicians, community developers, the media, students, women looking for transition programs to post-secondary education, and many others.

In conducting our own policy research, as an organization, we have become aware of the lack of a centralized set of resources which focuses on women's learning, training and education.

### *Developmental Process for the Resource Centre*

#### Phase I

##### Short-term Goals:

To develop and establish a collection of materials on Women's Learning, Training & Education, and to establish procedures for its usage and begin circulation of materials.

##### *Activities*

We have already begun to collect materials related to the topics, but we have been unable to catalogue them in a very useful way. Phase I will begin with the organization and cataloguing of existing materials. Once we are clear as to what materials we have available, we will begin building a broader collection with a focus on government documents and materials developed by community programmers - the most difficult materials to obtain centrally. We will be developing, simultaneously, procedures for lending and circulating the materials and will begin to do so.

Types of materials to be collected will include:

- monographs
- research reports
- newspaper clippings
- magazine articles
- statistical information on women's education
- briefs prepared by organizations on issues related to women's learning
- community developed program materials
- course outlines and materials
- media materials
- distance education materials such as audio cassettes

### Medium-range Goals

To provide a functioning information system to members of CLOW, and other interested parties.

### *Activities*

We will publicize the resource centre through WOMEN'S EDUCATION DES FEMMES, through other women's organizations and to educational institutions. CLOW's local and provincial networks will be utilized to publicize the Resource Centre. Once the resource centre is functioning, and difficulties in its operation have been worked through, we will begin to investigate the feasibility of computerizing the system. We estimate that Phase I will take a year to complete.

### Phase II

#### Long-term Goal:

To provide a widely available computerized resource centre on Women's Learning, Training and Education in Canada.

To obtain on-going financing of the resource centre is a further long-term goal.

Investigation will be made in the future of the feasibility of computerizing the collection and integrating it into the Educational Resource Information Centre ('ERIC'), particularly the Adult Career and Vocational Education Clearing

House at Ohio State University. This computerized data bank is widely available, both internationally and throughout Canada. An alternative system which will be investigated is the Data Bank on Women which will eventually be established by the Canadian Research Institute for the Advancement of Women (C.R.I.A.W.). Once alternatives have been thoroughly examined and weighed, a choice will be made. Funding will be obtained for appropriate equipment and the process of entering the data on the system will begin.

## *Adult Basic Education for Women*

### *The Need*

No governmental jurisdiction in Canada has legislated responsibility for providing Adult Basic Education services. An estimated 26% of the adult population of Canada is functionally illiterate as defined by having achieved eight or fewer years of formal schooling.\* A variety of factors contribute to the fact that Adult Basic Education services are provided sporadically and vary tremendously in quality and format. In many areas they are not provided at all. Where services do exist, they are often inaccessible to the women who need them most.

Women who are most likely to require Adult Basic Education and who do not have access to it, are: those who work variable shifts or night shifts, those who do not have access to child care, those who live in remote communities, those on public assistance, those who have been displaced from clerical jobs due to technology, native women, and women whose native language is not English.

When services are provided, the content of the materials used is often irrelevant to women's experiences. It usually does not have confidence-building components and does not encourage them to view themselves in other than traditional female vocational realms.

The need for appropriate materials for use with women and for different program models to meet women's needs and schedules, has been identified by many educators across Canada.

### Phase I

#### Goals

1. To develop Adult Basic Education Materials relevant to women's experiences.

\* Functional literacy is described by the United Nations Educational, Scientific and Cultural Organization (UNESCO) for industrialized societies as roughly equivalent in school terms to Grade 9 levels or higher.

### *Activities*

As a part of the Resource Centre activities, materials on adult basic education will be collected. The materials will be primarily those related to theory on providing such programs, existing curricula and program designs. These materials will be assessed by the adult educator with a view to their relevance, or lack of, to women. Existing women's programming will also be examined and will include programs offered by the B. C. Women's Access Centres, the public library system in Halifax, Women in Need at Regina Plains Community College, Focus on Change of the Y.W.C.A., and other programs which provide some Adult Basic Education in addition to their primary mandates.

Once an assessment has been done, the Adult Educator will select curriculum materials which are relevant, develop new material for use and write a curriculum.

### Goals

2. To develop program delivery modes appropriate to women's learning needs.

### *Activities*

Collection will be made of program designs along with the materials. A similar assessment process will be conducted and alternative models for delivery of Adult Basic Education to women will be designed. We estimate that Phase I will take 1 year.

### Phase II

Once the Curriculum Materials have been developed and the program model designed, this information will be made available to educators throughout Canada, who are interested in developing pilot programs to test these elements. CCLOW's local and provincial networks of educators will be encouraged to develop these pilot programs. We envision an on-going process of development through volunteer networks, of the curriculum package and the delivery model.

May 20, 1983

FEMINIST RESEARCH: DOES IT AFFECT GOVERNMENT POLICY?

This paper presents the results of research undertaken to determine the effectiveness of feminist policy research on government policies at the federal level. It is based on the responses to a questionnaire administered to representatives of Canadian organizations which produce research or researched position papers on issues related to women.

The questionnaire addresses the following issues: Who sets the research priorities for the organization and on what basis? Is the research government funded? If not, by whom is it funded? Do all organizations have equal access to information? At what point do organizations undertake policy research: after the government has sent up "trial balloons"? When a proposed policy is already made public? On the basis of rumour of intention? On the basis of invitation? When a subject is considered important by the membership? and, What effect do their recommendations have on government policy?

The paper will report the results of the questionnaire and also discuss the supplementary information gleaned from interviews. We will attempt to establish the extent to which feminist research is a major contributor to federal policies affecting Canadian women. It will end by examining the access women's organizations have to those in power at the present time; and it will attempt to chart possible avenues to increase Canadian women's participation in the setting of those policies which affect our lives.

FIRST THINGS FIRST: Equity for women through paid skills development leave  
by - Jane Adams.

ABSTRACT:

This brief was prepared for presentation to The Skill Development Task Force, Employment and Immigration Canada, in support of a National Policy for paid skills development leave. The paper examines the barriers which prevent women's access to skills development. It investigates and proposes various methods and policies by which a system of paid skills development leave will function equitably in our society. It recommends a framework within which a just and creative national educational policy be built: One that will foster true economic equality for women.

Coordinator's Report February - June, 1983

Administrative

- membership renewals (2 notices)
- call for nominations - 5 provinces & President-elect
- audit
- monitoring of finances and negotiations with bank for loan
- administration of finances
- publicity of WOMEN'S EDUCATION DES FEMMES for purposes of establishing subscriptions and development of flyer for this purpose
- special appeal to members who did not renew in 1981 and 1982
- special appeal to skills bank registrants who are no longer members
- lay-off of Lori Belovich and supervision of 'volunteer' replacements
- development of new publications list
- financial statements for Secretary of State
- production of new Brochure
- production of Paid Skills Development Leave Paper
- production of Annual Report
- production of flyer for NTA conference
- invitations to annual meeting
- typing and production of June WEDF
- liason with translator and printer and typesetter

Funding

- application to CEIC Task Force on Paid Skills Development Leave
- Application to NEEDS for Resource Centre and Adult Basic Education Project
- application to CEIC for Telidon project
- application to Zonta for Adult Basic Education Project
- letters to Secretary of State and Status of Women re funding
- liason with all funders and follow-up and revision of all applications where required
- attendance at funding seminars on direct mail, special events and foundation funding

Meetings

Mini-executive, staff, volunteers, on a regular basis

- World Literacy re adult basic education and administrative planning
- Globe and Mail re National Training Act
- various people re NTA conference
- Lloyd Axworthy re cutbacks in entry programs for women
- auditor/bookeeper/translator
- numerous Skills Bank consultations
- CEIC re Skills Growth Fund
- Sheridan College re Skills Growth Fund
- Zonta re funding
- NEEDS re funding
- Toronto Board of Ed. reception
- 1984 Charter of Rights Conference planning committee
- Status of Women Canada

Writing/Editing

March and June editions of WOMEN'S EDUCATION DES FEMMES

- Literacy statement on women
- editing of paid skills development leave paper
- multitude of letters
- annual report
- press release
- publicity materials for NTA conference

### Special Activities

- Letters and coordination with NAC/ CRIAW and other women's organizations re funding from Secretary of State Women's Program
- Organization of 1 day conference on "The Impact of the National Training Act on Women"; including arrangement of facilities, speakers, press, publicity
- Organization of Annual Meeting
- Organization of National Board Meeting, including arrangement of facilities, information package, etc.
- Organization of hiring process for Job Creation positions; telephone and personal interviewing



PROPOSAL

PREPARED BY KAY BROWN

FOR

DIANA IRONSIDE, LISA AVEDON, AND SUSAN VANDER VOET

REGARDING

A DOCUMENT TO BE PRESENTED TO THE

NATIONAL BOARD

OF THE

CANADIAN CONGRESS FOR LEARNING OPPORTUNITIES FOR WOMEN (CCLW)

ON THE TOPIC OF

ORGANISATIONAL FUNCTIONING

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Submitted:  
May 20, 1983

## INTRODUCTION

At the meeting held on Tuesday, April 19, 1983, when we first discussed my possible participation in a project related to CCLOW, the issue was relayed to me as being one of Board functioning. May I respectfully suggest that the issue is, in fact, one of organisational functioning of which Board functioning is merely one element - admittedly a major element.

The problems which you outlined to me are typical of national organisations in this country where our human intercommunication is to a large part dictated by our geography:

- a) CCLOW has identified an issue which is of concern to women across the country, namely the barriers which still exist and prevent women from securing access equal to that of men to learning opportunities and to employment.
- b) A national board has been assembled and a national organisation established.
- c) In the interests of provincial representation, the board includes one representative from each province and the territories - who never see each other except at quarterly meetings.
- d) There is one staff person, located either in Ontario or Quebec, who relates personally to maybe two or three Board members, otherwise meets her 'employers' only at quarterly meetings.
- e) 'Quarterly meetings' have agendas that would break a horse's back and deal entirely with 'busy-ness' - getting things done. No-one ever has time to spare for how they are - or are not - getting things done.

And then at the provincial level:

- a) Board members never know if their priorities are to relate to national issues or to provincial issues.
- b) Membership doesn't develop evenly in each province.
- c) Many members join because the issue 'is a good cause' and they want to support it through placing their names on a membership list.
- d) The members who wish to be active have difficulties relating to each other, again because of geography plus finding common interests (at the specific level) among would-be active members.
- e) Such active 'programme networks' as develop, do so more by chance than by planning.

And, in addition, there is the question of staff. One staff person cannot possibly relate to all these people, roles and functions evenly. For one thing, there is geography. But, more critically, there is the 'dumping' syndrome: a very human tendency on the part of Board and membership to 'dump' on the staff the routine management tasks, inevitable to any organisation.

To which we must add the nature of the programme itself, which is generated by the issue which brought people together in the first place, and which is not only to activate programme internally but also to respond to external need or crisis. Who better to respond to crisis than the one person who is always on the spot because she is paid to be there - the staff.

At our meeting in April, all of these issues were raised in one way or another. And in my memorandum of May 5, 1983, when I reviewed that meeting, virtually every issue related to 'Functioning', which none of you has questioned.

The basic problem is that it does not function well: it being CCLOW which is not a Board of Directors but a Voluntary Organisation.

And this is the issue which I suggest you present to the Board in June: How to make CCLOW, as a voluntary organisation, function effectively.

This issue has two great advantages in terms of presenting it to the Board for consideration:

- 1 It does not directly threaten the Board by concentrating on their lack of skill as managers;
- 2 By its very nature, it will involve more than Board Members in exploring the issues.

DOCUMENT FOR PRESENTATION TO THE BOARD.

SECTION ONE

Outline of our discussion and this Proposal, leading to the issue of Effective Management of a Voluntary Organisation.

SECTION TWO

A description of a voluntary organisation, stressing that it is dependent by its very nature on voluntary participation. Therefore, effective management of a voluntary organisation consists of the effective organisation of voluntary effort to meet the organisation's goal and objectives.

For a voluntary organisation to succeed in meeting its goal and objectives, the assessment of voluntary effort available must be relentlessly, ruthlessly accurate. More voluntary organisations die of good will and waffle than any other disease - including bankruptcy.

SECTION THREE

A proposal to the Board of Directors that they undertake a one-year project of the Board to explore the effective management of CCLOW.

- a) A three month survey, by mail, of the membership of CCLOW which would:
- 1 Outline the programme objectives of CCLOW for the coming two or three years (if available).
  - 2 Ask each member what she is prepared to contribute to meeting these objectives - not in principle, but in fact.

- 3 Ask each member for other programme suggestions - particularly at the provincial level.
- 4 A report to the Board at their next quarterly meeting.

b) What action does the Board then take?

- 1 First and foremost, the Board must decide how it manages its voluntary resources. Therefore, I suggest that one day of the quarterly meeting be devoted to a training seminar on Management Functions.

	————	Goal
Planning	————	Objectives
	=====	Programme Planning
Organising	————	Personnel Policy
	=====	Recruitment
Staffing	————	Interviewing
		Placing
	————	Training
Direction	————	Supervision
Control	————	Evaluation

Within the limits of the time available, this is as much as may be expected at one quarterly meeting. I need to give further thought to follow-up between the meetings to keep interest alive.



Minutes of Mini-Executive Meeting - June 21st, 1983

ITEM	ACTION	BY WHOM	FOR
1. <u>Paid Educational Leave Paper</u> - Susan reported on discussions with Lenore and Lynn Wilkinson. CEIC Task Force wants to contract with CLOW to write a paper from a feminist perspective. Susan will ask various people about writing pieces and will coordinate the editing and getting it to the Task Force. Susan will write a letter with an outline of the paper to the Task Force. Mini-Executive will select the people.	Write letter and outline to Task Force and budget.	Susan	ASAP
	Contract people to write portions of the paper.	Susan and Mini-Executive	ASAP
2. <u>Lori's job description and title change</u> This was left out of the previous minutes by mistake. Lori's title has been changed to administrative assisant. Lisa will inform the Board of the change.	Inform the Board	Lisa	February 5th
3. <u>Funding Information &amp; Committee</u> Susan has contacted and met with a number of local CLOW members in an attempt to interest them in being part of a funding committee. There is no interest or energy for this activity although there is for other projects. Susan has collected funding information from a variety of sources. She will compile it and Lisa will present it to the Board.	Compile Funding Information	Susan	February 4th
	Present Funding Information to Board	Lisa	February 4th



ITEM	ACTION	BY WHOM	FOR
4. <u>Board Evaluator</u> - Susan informed Mini-Executive that we do not have an evaluator for the Board Meeting. We will go without and try to contract someone for a future meeting.			
5. <u>Sales Tax Exemption</u> - Susan informed the Mini-Executive that CLOW has been granted Federal Sales Tax Exemption for the production of WEDF. This will save on printing and paper costs. We have applied for exemption for provincial sales tax as well and are waiting to hear from them.			
6. <u>NAC - Ad Hoc Committee on the Status of Women</u> - A proposal to co-sponsor a conference in 1984 on Women and the Constitution will be presented to the Board.	Present to Board	Susan	February 5th
7. <u>Newsletter</u> - Discussion regarding the relative importance of format and amount of content of WEDF. The mini-executive expressed concern about the amount of time WEDF is absorbing. Having been involved in this kind of activity, they are aware that the work expands to fill the time available. Time should be limited and content level maintained.			
8. <u>Follow-up on NTA</u> - no strategy was developed following the June Board meeting for follow-up. An Ad Hoc committee was appointed but did not have time to meet. Susan if she should propose a strategy. Mini-Executive said no, as some follow-up has taken place.			

ITEM	ACTION	BY WHOM	FOR
<u>Study Tour Proposal</u> - Proposal was reviewed. CLOW's involvement in Committee to plan was requested. Diana will be liason.	Liase with planning group.	Diana	On-going