

<u>ITEM</u>	<u>ACTION REQUIRED</u>	<u>BY WHOM</u>	<u>FOR (DATE)</u>
struggle for typing and record at the National Office. Moved by Dorothy Morris, seconded by Sue Smee THAT any meeting attended on behalf of CLOW should be documented in writing, sent to National Office within two (2) months and circulated to Board Members. Carried.	<i>is this for any meeting across the country</i>		
We have moved the office into space shared with World Literacy of Canada. We are in the process of trying to establish a peer relationship with CAAE. Lenore will meet with Walter Pitman in the near future to discuss future relationship as was recommended to her by Ann Ironside.	Meeting to be arranged with Walter Pitman	Lenore Rogers	As soon as possible
Lenore circulated reports, collected on her trip, on Pensions from the CACSW, on Government Decision Making and on European Women.			
Lenore moved acceptance of her Report, seconded by Dorothy Morris. Carried.			
<u>Co-ordinator's Report.</u> <u>Re B.C. Women's Access Association Request:</u> Susan was directed to send a letter from the National Office to Brian Smith, Ministry of Education B.C., signed by Lenore, in support of Women's Access Programming. Information will be sent to Claudette Everitt, about the issue, to be circulated to the B.C. membership.	Letter to be sent to Ministry of Education, B.C.	Susan and Lenore	
	Info. to be sent to Claudette Everitt, circulated to B.C. membership	Susan VanderVoet Claudette Everitt	As soon as possible As soon as possible
Claudette Everitt moved adoption of Co-ordinator's Report, seconded by Pam Evans. Carried.			
<u>Committee Reports.</u> <u>Newsletter Committee.</u> Terese Melanson reported she has not had time to attend to the Newsletter. Deferred to discussion of 82/83 Budget.			

ITEM

ACTION REQUIRED

BY WHOM

FOR (DATE)

Francophone Committee. Carmen Paquette and Michele Trottier reported that the Committee has changed its name to Action-Education pour les femmes francophone. They are now investigating the development of an organization and exploring future relationships with CLOW. A six-month grant has been obtained from Secretary of State with which Michele has been hired as Co-ordinator. They will decide on structure at a meeting of their membership in the near future. Their objective is to establish a nucleus of French-speaking women in each province who are concerned about educational issues for francophone women.

Moved by Lisa Avedon THAT the two Co-ordinators work out a system of communication between themselves, between Board Meetings, seconded by Sue Smee. Carried.

Establish communication link Susan and Michele As soon as possible

Carmen Paquette moved, seconded by Bette Pie, the adoption of the Report. Carried.

Publicity Committee. Pam Evans reported that there was an article about the Regina Conference in the Optimist News and that the Committee would be working to develop flyers to advertise Dorothy McKeracher's two publications. She would like more direction from the Board and terms of reference. The Committee will bring a proposal for projects to April Board Meeting.

Proposal for projects to be undertaken by Publicity Committee be prepared along with Budget. Pam Evans April Board Meeting

Discussion re Board Committees ensued and an ad hoc Committee was designated to draw up policy guidelines over lunch and report back.

Social Issues Committee. Dorothy Morris reported that a letter was sent to Committee Members asking them to prioritize recommendations from Halifax Conference and to identify items for action. Following this a meeting was held with the Women's Co-ordinator from CEIC to discuss the recommendations and identify areas still requiring action.

ITEM

ACTION REQUIRED

BY WHOM

FOR (DATE)

On the constitutional issue, everyone worked in their own geographic areas to mobilize support.

The Social Issues Committee has identified three (3) issues as priorities for this year: (1) Women and Pensions, (2) Training in Highly Skilled Occupations, (3) Microtechnology. The Committee recommends that Provincial Directors and networks work with other organizations to sponsor meetings to discuss pensions and that CLOW investigate hiring a person to research the area of skilled non-traditional training for women. The Microtechnology area will be dealt with through the Conference in June. Dorothy Morris moved adoption of her Report; Mairie McDonald seconded. Carried.

Sponsorship of discussions on pensions.

All Prov. Directors

This year

Search research monies for paper

National Office

This year

Membership Committee. Joan Brown-Hicks reported that the National Office handles memberships. New letters are being written to be sent to new members and new lists of membership will be developed and sent to Provincial Directors. Joan Brown-Hicks moved adoption of her Report; Sue Smeed seconded. Carried.

Funding Committee. Greta Nemiroff reported that the Funding Committee has not been active. She is willing to co-ordinate efforts. Greta moved, Pam Evans seconded, THAT the Executive develop terms of reference for the Funding Committee and inform the Board and Chair of that Committee. Carried.

Develop terms of reference for this Committee

Executive

Jan. 16th

Treasurer's Report. Financial Statement to December 31, 1981 presented. The present fiscal year ends March 31, 1982. Recommendation: That Lisa Avedon and Susan VanderVoet work out a new format for financial statements, to include budgetted and actual figures; and that they work out a plan for spending the rest of this year's budget. Lisa moved, Therese seconded adoption of her Report. Carried.

Develop a new format for financial statement. Re-align 1981-82 Budget

Lisa/Susan

Lisa/Susan

April Board Meeting
As soon as possible

ITEM

Recommendation: Claudette suggested Provincial Directors submit budgets within three weeks for networking expenditures for the remainder of fiscal year.

Moved by Sue Smee, seconded by Mairi McDonald THAT the Board give the Executive a mandate to release funds for secretarial assistance for the President in her city, depending on budget limitations. Carried.

Skills Bank Committee. Information package circulated was discussed. Recommendations: That the brochure include a paragraph about CLOW at the beginning; That new members receive a copy of the brochure; that the word 'expert' be replaced in the brochure.

Issues: To be given further consideration by the Committee are: control of the use of materials acquired through the Skills Bank; confidentiality of information in the Bank; quality control of people listed in the Bank; copywrite of the Skills Bank bank book; Secretary of State's request for access to the Skills Bank. The Skills Bank Committee will present policy recommendations on these issues. Recommendation: Greta recommended sending a questionnaire to Board Members regarding the issue of quality control. Lisa will discuss a response to the Secretary of State with Sue Smee.

Martha Colquhoun will join the Skills Bank Committee to help with policy decisions.

Leiba moved and Martha seconded, THAT recommendations 1, 2, 3, 5 and 7 be accepted as presented by the Committee. Carried. (See list appended to Minutes.)

ACTION REQUIRED

BY WHOM

FOR (DATE)

Submit budgets

Provincial
Director

First part
of February

Write in CLOW
paragraph in brochure
and make other changes

Skills
Bank Ctee.

Before April

Formulate policy
recommendations re
issues raised

Skills
Bank Ctee.

Before April

Circulate questionnaire
to Board on quality
control. Formulate
response to Secty.
State's request.

Skills
Bank Ctee.

Before April

ITEM

ACTION REQUIRED

BY WHOM

FOR (DATE)

Recommendations B, C and D, postponed to April Board Meeting. Commendation and a vote of thanks was given to Leiba and Betty Ann Taylor for their hard work on this project.

Sections B,C,D of recommendations brought forward

April Board Meeting

Provincial Reports.

For lack of time, a decision was made to suspend reports from the provinces.

Our facilitator, Marg Denis, did a summation and evaluation of the morning's proceedings. See Board Development Proceedings.

LUNCH-BREAK

Ad Hoc Committee on Committee Guidelines.

Martha Colquhoun reported on the lunchtime meeting. 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 is at the time a committee is established to (1) name a Chairperson of the committee, (2) establish the terms of reference, b) the recommended number of committee members, c) tentative budget allocation, d) proposed time lines.

Ad Hoc Committees. 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 the Board unless otherwise designated, (3) in instances where the Chairperson is not a member of the Board, the Chairperson shall serve on the Board as an ex-officio basis for the duration of their Chairpersonship.

<u>ITEM</u>	<u>ACTION REQUIRED</u>	<u>BY WHOM</u>	<u>FOR (DATE)</u>
<u>Duties of Chairpersons.</u>			
1. A Chairperson shall establish a committee.			
2. A Chairperson shall draft a plan of action which includes a) objectives, b) activities, c) budget, d) evaluation procedures if appropriate, and e) time line.			
3. Chairpersons will submit a written report yearly, which includes an account of expenditures.			
4. Chairpersons will submit a written progress report at each Board Meeting and be prepared to speak to the Report if necessary.			

The Board will set guidelines (general) for committees and chairpersons.

Develop guidelines for committees

Board

April Board Meeting

Standing Committees identified were:

Publicity	Membership	Social Issues
Funding	Skills Bank	Editorial (Newsletter)
Executive	Mini-Executive	

Ad Hoc Committees identified were: Francophone and Micro-tech.

Recommendation: That the Chairpersons of Standing Committees submit terms of referende for discussion and decision at the next Board Meeting.

Develop written terms of reference for committees: Publicity, Membership, Social Issues, Skills Bank, Editorial Committee, Executive and Mini-Executive

Pam	
Joan	
Dorothy	April
Leiba	April
Lenore	April
Diana	April

Micro-technology.

Susan VanderVoet reported on the development of a microtechnology conference to be held June 25, 26 and 27 in Ottawa. Co-sponsorship with NAC and CRIAW was decided on at a joint meeting in September. A major planning meeting for the conference is to be held February 6 and 7 in Ottawa, and CCLOW needs to send 5 representatives. Lisa, Martha, Lenore, Joan and Susan agreed to be the representatives and to serve on a CCLOW Committee.

<u>ITEM</u>	<u>ACTION REQUIRED</u>	<u>BY WHOM</u>	<u>FOR (DATE)</u>
Discussion of the Annual Meeting was left to the Executive.	Discuss and plan Annual Meeting.	Executive	April
<u>Office Opening.</u> Susan suggested that we plan an official opening for the CCLOW office at 692 Coxwell. Recommendation: That we have an official opening in conjunction with the April Board Meeting; that the Mini-executive do the planning. The Board will send in suggestions.	Organize official opening for new office	Mini-Executive	Before April

Provincial Directors.

Small group discussion took place to identify the role and function of a Provincial Director. Points of agreement amongst the small groups were:

<u>Function</u>	<u>Role</u>
1. Promoting the organization	1. Promotion
2. Communicating/liaising with membership	2. Liaison
3. Advocacy/Lobbying	3. Advocate
4. Participating in policy information	4. Board Member

The four functions and roles of Provincial Directors were discussed and accepted. They were referred to the Executive for examples and amplification. Recommended: that they be included in the orientation package for new Board Members.

Examples, amplification	Executive	April Board Meeting
Incorporated into orientation package	Susan	April Board Meeting

1983-1983 Budget

Lisa presented the Budget to the Board which had been included in the application to Secretary of State. After discussion, Martha moved and Sue seconded, THAT the Budget be commended and accepted. Carried.

Lisa reported that in order for the Board to have in-put into the 1983-1984 Budget, it would be necessary to begin discussing it at the June Board Meeting.

<u>ITEM</u>	<u>ACTION REQUIRED</u>	<u>BY WHOM</u>	<u>FOR (DATE)</u>
Joan moved and Therese seconded, THAT the Annual Meeting be moved from the original dates to June 23 and 24 in Ottawa. Carried. It was recommended that the 1983-1984 Budget be discussed at that time.	Discussion of 1983-1984 Budget	Board	June Board Meeting

Future Directions.

Discussion took place on future issues and directions for CLOW to focus on. Suggestions were: Trades training--a survey needs to be done, province by province, on what is happening.

Micro-technology training--some discussion of this will take place at the June Conference.

Literacy is an issue in Nova Scotia and may be in other provinces.

New Brunswick is concerned about opportunities for Francophone women.

There is concern about new Federal/Provincial fiscal arrangements and their impact on education.

Marj Denis did a summation of the day's activities and made recommendations for future functioning at Board Meetings. See Board development materials.

Lenore adjourned the Meeting.

Executive Committee Minutes January 16, 1982

Present: Lenore Rogers (Chair), Diana Ironside, Martha Colquhoun, Mairi McDonald, Lisa Avedon, Therese Melanson, Susan Vander Voet (Minutes)

Executive Committee Agenda

- A. Contract/Personnel Policy
 1. Implementing our new process
 2. Plan Ex-mini open house and April Board meeting
 3. Amend 81/82 Budget: Lisa, Susan
 4. Amend 82/82 Budget: Lisa, Susan
 5. Develop Orientation package/kit
 6. Design committee structure (terms: funding committee; pub. committee)
 - 6a. Review roles and functions of Board, Executive and Past President
 7. Plan for Policy Manual -- continue in April (set up ad hoc committee in April)
 8. Amend by-laws (Pres. term, etc.)
 9. Examine Executive committee process
 10. Decide on communication process (pres/office/board)
 11. Determine policy for Newsletter (office)
 12. Decide June Board meeting and Annual General Meeting.

Lisa - Time

Martha - Process

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Personnel Policy

Discussion took place regarding expectations. Susan stated that she needs guidelines for:

- responding to letters, handling paper that flows through the office, hiring staff, knowing where to initiate activities, setting priorities, office process for membership, office procedures generally.

Lenore stated that she wants to be fully informed of what is happening, without doing legwork; she wants to be able to get background information from Susan to respond to issues. She does not want to have to ensure that things get done and expects follow-up without direction. She wants someone to make her and the organization look good and wants Susan to 'handle' the office.

The Mini-executive stated that they wish to be fully informed, have regular meetings initiated by and prepared for by Susan. They want advance notice of meetings and an environment in which they feel a sense of continuity and involvement. Anything which is a matter of policy or principle should be considered by the full mini-executive. The expectation is that Susan will seek direction on everything until otherwise directed. Minutes of the Mini-executive will be sent to all members of the executive.

The process will be reviewed in April.

Hiring

A new staff person, a full time secretary will be hired by the Mini-executive in consultation with Susan. Salary to be \$15,000; she should be bilingual, be able to take minutes at Board meetings.

To be hired within one month.

A personnel policy will be developed. The Executive will use the Opportunity for Advancement and YWCA policies as models for discussion.

Susan's contract will be left for discussion by the Mini-Executive.

Implementing new Board Process

Susan will develop a plan for implementing the new process suggested by Marj Denis, utilizing agenda

<u>Action Required</u>	<u>By Whom</u>	<u>For (Date)</u>
Work out office procedures	Susan and	
Discuss with Mini-Executive	Mini-exec.	A.S.A.P.
Sort out priorities in weekly meetings.	" and	"
Send copies of correspondence to Lenore weekly & discuss response. Tape Conversations	Lenore Susan & Lenore	Weekly
Susan to initiate contact with Board committees to make sure work is happening.	Susan	Before April Board
Minutes to be sent out promptly with actions required flagged.	Susan	
Hire full time secretary	Susan and Mini-Exec.	Mid-February
Develop personnel policy	Executive	June
Finalize Susan's contract	Mini-Exec.	A.S.A.P.

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control sheets. The Mini-Executive will be consulted about the process.

<u>ACTION REQUIRED</u>	<u>BY WHOM</u>	<u>FOR (DATE)</u>
Develop implementation plan	Susan and Mini-Exec.	April Board

Official Opening

The Mini-Executive will plan the opening for the Fri. prior to the April Board meeting. They will find a Public Relations person to assist. Suggestions for people to invite to opening were Judy Erola, Ratna Ray, Secretary of State.

Plan opening	Mini-Exec.	March
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1981/82 Budget

Susan and Lisa will realign the 81/82 Budget. Susan will design a new format for financial statements in consultation with Lisa.

Realign 81/82 Budget	Susan & Lisa	A.S.A.P.
Design new format for Financial statement	Susan & Lisa	Before April

1982/83 Budget

Therese pointed out that there is no money in the 1982/83 budget for translation and recommended that some be included. Some clarification of items needs to be done.

Clarify items in budget, Include translation \$	Susan & Lisa	April Board
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Francophone Committee

The need to maintain the bilingual nature of CCLOW was discussed. Relationships between the Board and Francophone committee were not clear from the Board meeting. For the next board meeting, we will ask for a full review of the work of the committee, request a written report and discuss the on-going relationship between the two organizations.

Written report from Francophone committee	Carmen & Michele	April Board
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Orientation Package

The orientation package for new board members should include the following:

1. a one page history of CCLOW,
2. a structure chart
3. Roles and functions of Board members
4. A copy of the by-laws
5. Written Goals and Objectives
6. A list of activities of the organization
7. Current Newsletter
8. Names and addresses of Board members, staff and committees of the board

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- ITEM
9. Welcome letter from the President
 10. Copies of brochures
 11. A list of Provincial members
 12. Set of rules on expenses and expense sheets
 13. Minutes of previous Board and Executive meetings
 14. Financial History of the organization.

Committee Structure

Guidelines for the Funding, Publicity and Editorial committees were drawn up.
(see Appendix)

It was recognized that we need a nominating committee as well, for the elections to be held in June. Mairi McDonald will be asked to chair and Joan Brown-Hicks to serve on the committee. The Mini-Executive was directed to draw up time-lines for the nominating process.

Revision of By-Laws

The by-laws require some revisions made to cover procedures for interim elections, lengthen the term of the President, provide for longer terms for Board members, etc. Martha and Lenore will be the Ad Hoc Committee to examine and suggest revisions for the Annual Meeting in June.

Policy Manual

A Policy manual for the organization needs to be developed. An Ad Hoc Committee will be struck at the April Board Meeting. Past Board Decisions will be pulled together in preparation.

Executive Communication

This item was dealt with in earlier discussions.

June Board Meeting

The Annual General Meeting will be held June 24, 1982 prior to the Microtechnology conference in Ottawa, in the evening, the Board meeting to be held during the day.

Meeting adjourned, next meeting at the call of the cha

<u>ACTION REQUIRED</u>	<u>BY WHOM</u>	<u>FOR (DATE)</u>
Prepare draft orientation package	Susan	April Board
Appoint a nominating Committee	Susan	A.S.A.P.
Establish time-lines for nominations	Mini-Exec.	A.S.A.P.
Revise By-laws	Lenore & Martha	May
Appoint Ad Hoc Committee to develop Policy Manual	Board	April
Gather Board Decisions	Susan	April Board

- Terms of Reference:
1. all need Board approval on plans and budget
 2. all need BJ evaluation
 3. Time plan

Funding Committee

- 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
- Mary

Publicity Committee

- guidelines to committee from Board:
 - operate for 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' use
 - develop guidelines for Board members in dealing with the media/general public re issues CLOW would speak on

Publications Committee

1. serve in advisory capacity for all CLOW
- 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
3. periodically renew and evaluate publications

List of Attendees, Board Meeting January 14 and 15, 1982

Executive Members

President

Lenore Rogers
2049 McTavish St.
Regina, Saskatchewan
S4T 3W8
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(306) 522-0362 (h)

Past President

Mairi McDonald
Mount St. Vincent University
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Ontario Director

Bette Pie (M)
Coordinator, Affirmative Action
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National Coordinator

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Treasurer

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Manitoba Director

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Saskatchewan Director

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Nova Scotia Director

Joan Brown-Hicks
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Francophone Committee

Carmen Paquette
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Marg Denis

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Leiba Aranoff

Chairperson, Skills Bank Committee
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British Columbia Director

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Coordinator Action-Education pour
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Michelle Trottier
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MEMO

TO: All Board Members

FROM: Susan Vander Voet

RE: Board Meeting Arrangements

Open House

The open house for the new CLOW offices will be held Friday, April 2nd from 4 - 8 p.m. at 692 Coxwell Ave.

Hotel

Hotel reservations have been made for you the nights you said you would be staying at the Chelsea Inn on 33 Gerrard St. W. The office can be reached easily by taking the Yonge Street Subway north to Bloor St. and the Bloor Street subway east to Coxwell. The office is less than a block from the subway at 692 Coxwell Avenue. *Christie*

The Board meeting will be held Saturday, April 3 only from 9 - 5 in room 7-210 at the Ontario Institute for Studies in Education at 252 Bloor St. W. It can be reached by taking the Yonge Street subway north to Bloor and the Bloor line west to St. George. The Institute is less than a block from the subway exit.

Change in Financial Arrangements

After discussion with the mini-executive, we have decided to send you daily expense money ahead of time. Enclosed, you will find a cheque for cover your daily expenses (meals, etc.) and hotel at the double occupancy rate. You will therefore be responsible for paying your own hotel room and meals when you check out. We are doing

this to 1) limit the cost of board meetings (the January meeting cost us over \$8,000 or 1/10 of our budget) and 2) to avoid mix-ups with the hotel over who stayed where for how many nights (confusion reigned with the Valhalla Inn in January). Your travel will be paid separately. We still require receipts for our accountant.

Executive Committee

The executive committee will be meeting Sunday, April 4, from 9 - 3:30 at the CCIOW offices.

I'll look forward to seeing you all.

ITEMS TO BE INCLUDED IN THE ORIENTATION PACKAGE FOR NEW BOARD MEMBERS

1. History of CLOW/CCEPF (included)
2. structure chart (draft included)
3. Roles and Functions of Board Members (see sheet from January Minutes)
4. Copy of By-laws (see copy passed out at January Board meeting)
5. Written Goals and Objectives (same as in brochure)
6. List of Activities of Organization (see brochure and newsletter)
7. Current Newsletter
8. Names and Addresses of Board, Staff, Committees (see list sent out January)
9. Welcome Letter from President
10. Copies of Brochures
11. List of Provincial Board Members (as sent out February)
12. Set of rules on expenses and expense sheets (rules to be written)
13. Minutes of previous Board and Executive Meetings
14. Financial History of the Organization (yet to be done)

Capsule History of CCLOW/CCPEF

1971 A group was formed as an Advisory Committee to Pat Dietenbeck, a consultant to the Ministry of Education in Ontario on the development of women's programs in the Community College System. The group was formed of women in the Toronto area working to develop learning opportunities for Women.

1972 Marion Royce came to a meeting of the Advisory Committee with a request from the Canadian Association for Adult Education. CAAE had been approached by *Org. of Economic Congress* to propose a project related to women and learning. The Advisory Committee suggested a project to research and establish a national network of women to identify the learning needs of women. At this time, Olivia Jacobs was the staff person at CAAE and a member of the Advisory Committee.

1973 A meeting was held in Toronto of 40 women from across Canada to discuss the need for and feasibility of establishing a national network.

The following meeting of women from across Canada was held in Saskatoon where the goal of developing a national network was set. The meeting recommended the establishment of a National Committee and this was undertaken as a project of CAAE.

1976 A grant was received by CAAE to hire Janet Willis to research women's learning needs, educational programs and interest in the national network across the country. Secretary of State funded the project which enabled Janet to travel and document the needs.

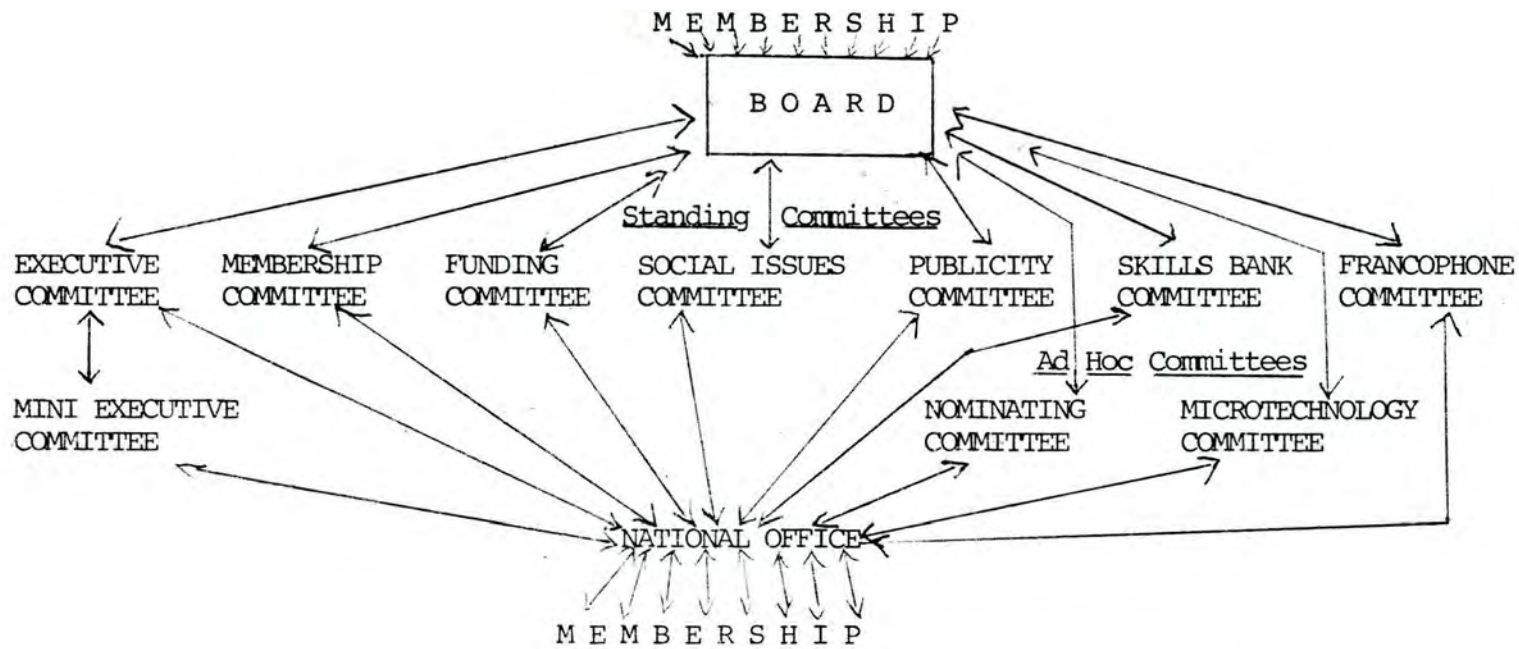
1977 A directory of women's educational programs in Canada was published as a result of Janet's research. A national meeting was held in Winnipeg in October where the results of Janet's research and travel were reported. A goal was set for the developing organization "To promote learning opportunities for women in Canada in order to increase their participation in the economic, social and political life of Canada".

1978 Mary Corkery was hired as National Coordinator. Priorities for the year included the development of organizational and political skills for CCLOW members and the National Committee.

1979 The Banff Congress was held in April where the structure of the on-going organization was formalized to include representation from every province and territory. A committee structure was proposed and a decision made to pursue incorporation. The development of a Skills Bank was set as a major priority following the 1978 summer survey. CCLOW networks began to form in B.C., Yukon, Alberta, Ontario and Nova Scotia. National advocacy efforts were developed in response to the Cutbacks in Training Allowances by Canada Manpower and Immigration.

1980 The Education Connection Conference held in Halifax was organized and sponsored by CCLOW. Further development of the Skills Bank and provincial networks took place during this year.

1981 The Canadian Congress for Learning Opportunities for Women was incorporated and became a formal, separate organization. Elections of provincial members were held for the first time. Susan McCrae Vander Voet was hired as the new Coordinator. The office was moved to new quarters at 692 Coxwell Ave., Toronto.





CANADIAN ASSOCIATION FOR ADULT EDUCATION

CORBETT HOUSE - 29 PRINCE ARTHUR AVENUE, TORONTO M5R 1B2

(416) 924-6607

president ALAN M. THOMAS, PH.D.

executive director IAN MORRISON, M.S. (ECOS)

Janet Willis 1977

Section Two

(Note: I spend considerable time mulling over the points I wished to make in this part of my report. I had actually started writing it, when I stumbled upon Donald Schon's book Beyond the Stable State which put into context for me many of the things I had believed and practiced for years.)

The focus of the last year of effort for the CLOW has been on the development of local networks as a strategy of effecting change. I would like to record here why I feel this is such an important strategy, and what is needed to make it successful.

The declared goal of the CLOW as expressed in Winnipeg is "To promote learning opportunities for women in Canada in order to increase their participation in the economic, social and political life of Canada." This implies that we are working towards nothing less than societal change - essential and pervasive changes in the structure and fabric of our society which will allow women equal participation in it. To change society, we have to change: the attitudes of individuals within it; the institutions which mold and govern it.

Institutions are hierarchical, highly structured, and competitive. By and large they are committed to maintaining the status quo. Change threatens them, threatens their ability to respond, causes flux and disturbance. Institutions are only an amalgam of the responses of the individuals who compose them, and individuals too, resist change, and are threatened by it because it tends to disrupt the safe easy and well-known channels through which their lives are lived.

Therefore, individuals who are engaged in trying to create social change are perceived as highly threatening. They are perceived as achieving their goals through the process of disruption and crisis.

Donald Schon, in his book, "Beyond the Stable State" identifies change agents in the following ways:

- the manager, who 'turns his organization around' or 'drives it from above'

- the champion, who works within the organization, usually at lower levels, to press for new courses of action

- the guerrilla, the champion gone underground who tries to subvert the existing institution through informal channels

- the advocate, who represents and seeks a voice for the powerless

- the organizer, who unites individuals around issues of common concern in order to bring pressures to bear on established institutions

- the revolutionary, who seeks in open or hidden warfare, to overturn existing patterns of authority

- the consultant, teacher, or bard, who transmits the seeds of one culture to another. (Schon, p.58) ¹.

No doubt all of us who are interested in promoting change have found ourselves playing one or more of these roles at various stages in our careers. Schon goes on to say

All these roles put the individual at risk. He must engage an essentially alien culture, and leave himself vulnerable to punishment for disrupting established power. All of these roles, therefore, make enormous demands on the person. They subject him to stresses he is able to meet only through a missionary stance. (Schon. p.58)

Sound Familiar?

In Winnipeg, we confronted our own powerlessness. Schon helps us to see why. The kinds of changes we perceive as necessary or essential are highly threatening to our institutions. Indeed, any change of any magnitude is. It constantly comes as a shock to us when we see the strength of the opposition to our proposed changes. We must come to terms with, and confront, what Schon calls the "dynamic conservatism" of our institutions. Once change is perceived, institutions strive actively to contain or suppress it. And one of the methods used by bureaucracy, is, as he puts it in a wonderful phrase "bureaucracies' magnificent semi-conscious system for the long-term wearing down of agents of change." (Schon p.15)

It is because I have played many of the change agents roles described above, and seemed to get nowhere; it is because at the same time, by

1. Schou, Donald, Beyond The Stable State New York 1971.

doing this that I found myself vulnerable and in high risk positions that I became convinced that there must be another method to create change.

My experience, while I was at Seneca College in North York, led me to believe that networking was one such way. I would like to outline this experience as it happened for me, and then put it into a larger context.

While working at Seneca I was invited to join the North York Council for Continuing Education, which had as members representatives from the 8 primary adult education delivery institutions in North York. These were York University, 2 campuses of Seneca College, North York Board of Education. North York Public Library; North York Parks and Recreation; the YMCA and the YMHA. It happened that most, though not all of the representatives to the Council were women. All of us who were on the Council put considerable time and effort into its work. We decided that we would extend our purpose far beyond that of information exchange; that we would attempt to co-ordinate our efforts and our programmes; we would attempt to eliminate unnecessary duplication of efforts; and we would attempt to co-operate to meet the needs of the disadvantaged in our community.

In practice however, we seldom got beyond the information exchange stage; and even that exchange was not very meaningful. (ie "I've got 7000 students enrolled this semester. How many do you have?") Hard as we struggled, it became impossible to overcome institutional barriers which seemed to be raised to any of our more progressive ideas. Further, such institutional barriers were usually perceived, rather than real. That is, the person who claimed it was not within his/her power to achieve a needed goal or change, had often not questioned or even raised the subject within the institution concerned. In other words, many of the people concerned had become institutionalized - committed to the dynamic conservatism of their institutions.

What happened then, was that we who were committed to the goals we had established, but were unable to achieve within the structure of the Council, began to forge alliances based on co-operation and trust, outside the Council. In otherwords, we began to network.

We created co-operative programmes for many of the disadvantaged groups which we previously had not been able to reach; we used each others space to make our programmes more accessible to many client groups; through co-operative efforts we were able in many cases to reduce programme costs in order to more effectively serve low-income groups, and so on. The

advantages were unbelievable.

But the advantages manifested themselves in yet another way. Because it happened that most of us who worked in this fashion were women, we found ourselves acting as a support network for each others work. We started then, to meet for this purpose alone upon various occasions. First, we identified other women who worked in North York in positions similar to ours (ie. Director of the Family Services Association; Community worker with the Addition Research Foundation; head of the Volunteer Bureau; Director of the Canadian Mental Health Association, etc. etc.) Altogether, we had a network of some 14 women, the core of which were the women from the North York Council for Continuing Education. Collectively we analysed our relative positions within our institutions, and the future directions of our careers. We designed and participated in a Career Development for Women in Management course for ourselves. We met monthly for support and encouragement, where we would share achievements and problems, and where we would role-play with each other ways of overcoming obstacles or difficult situations.

Through this process we began to forge other alliances, to establish yet more co-operative programmes with each other, which broadened considerably the groups we could serve. Through a process of networking then, we were able to increase dramatically both our professional effectiveness, and the kinds of services and programmes we provided, particularly those for disadvantaged people.

Characteristics of the Network:

The network we developed in North York was only possible because of the high degree of trust and genuine spirit of co-operation that existed among its members, especially its core. This takes time to develop - it dosen't happen overnight. It also was possible because the majority of its members had not become institutionalized - because their committment to change, and service, exceeded their committment to maintaining hide-bound or traditional institutional rules or modes of operation. Thirdly, it was possible because many of the participants were both practical and visionaries. That is, they could see the very practical, benefits that would accrue to the institutions by this approach, and they could also translate these benefits to the institutions concerned in language the institutions could understand and accept.

The network itself had the characteristics that I believe all networks must have if they are to be successful. That is, they should be lateral, informal, relatively unstructured, and based on trust and co-operation. For what we are proposing here is a counter-institutional strategy. Networking denies the basis of operation upon which institutions are based. To create change, a strategy which is opposite to the traditional institutional model is necessary, and networking is just that. The corollary is, that once

networks become highly structured, formal, and begin to set up vertical systems they become institutionalized, and change becomes much harder to achieve. Such "networks" cease to become fluid and dynamic, and find themselves spending increasing amounts of time in simply maintaining themselves.

Networks, as I have outlined across the country, should perform the following formal functions:

- information exchange and referral
- collaboration and the prevention of duplication
- active co-operation, particularly with "have agencies" helping "have-not" agencies
- advocacy.

Informally, networks must be supportive, encouraging, and based on trust and openness. Further, if the informal components are not there, the formal goals become difficult, if not possible to achieve.

Networks and the CCLOW:

We have seen networks as they relate to the work of the CCLOW as the process by which groups of educators can work together to resolve the issues which face them at the local level through collective and co-operative action. Further, we have seen a process whereby each network is able to link to each other network, initially through the existence of a centralized functional office, in order to share the lessons and experiences gained in each local area through the process of networking. The function of the centralized office has been to encourage and support the development of local networks, and to provide needed linkages, information, and "animation" among the women educators involved.

Initially in our work, there existed the centralized, or "core" committee, based in Toronto, and individual women educators who were scattered about the country. Initially then, we had an organization which looked like this

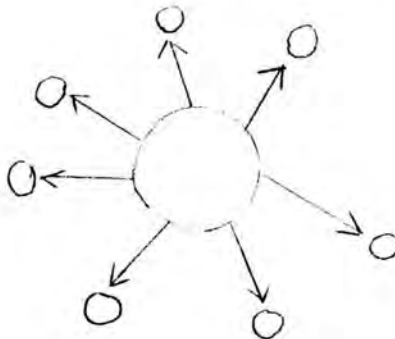


Diagram 1

By encouraging each local member of the CCLOW to develop a network

for support and action, and by encouraging feedback and response, we evolved a model which looks somewhat like this

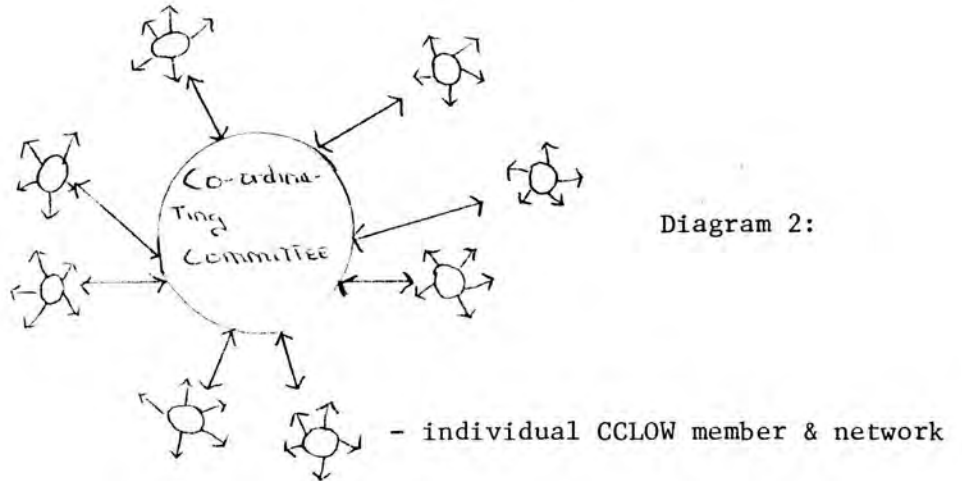


Diagram 2:

What we hope will ultimately happen is something which will look like this

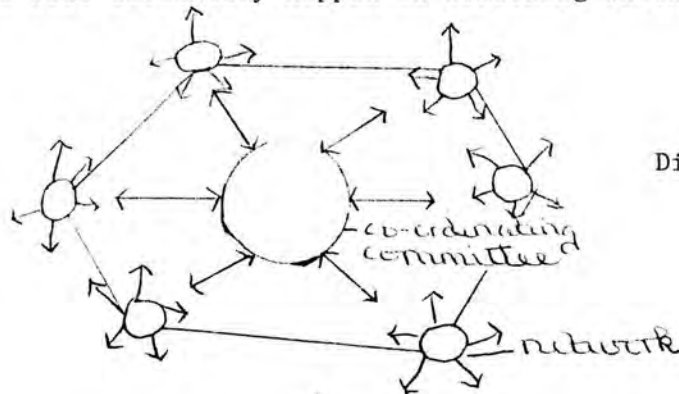


Diagram 3

The co-ordinating function would be decreased, but would still be necessary to reflect national concerns. Further, the fact that the co-ordinating centre will be moving, and is not static or fixed, provides us with great fluidity and flexibility.

Schon in his book addresses the potential problems most networks such as we currently have (diagram 2) might encounter.

Through a happy co-incidence of good luck and good management, we have in the CLOW structure managed to escape many of the pitfalls he outlines. Rather, our structure is similar to, and can be compared to, what he claims was a vital and dynamic learning system for the diffusion of innovation - that is, the civil rights/black power/peace/ student movements of the 60's.

The Movement, he says, had a number of remarkable features:

1) it had no clearly established centre. While initial direction and impetus for the work of the CLOW come from a core committee primarily based in Toronto, we have built into our structure a fluid "centre" which can be based anywhere. In the Movement, he claims "Centres rise and fall on a shifting adhoc basis, around new issues and leaders." The leadership of the CLOW is both geographically diffuse and capable of change, and of changing itself. Our model allows and encourages different groups to take responsibility for different parts of the work of the CLOW, and for the management of the CLOW as a whole to shift to new leaders whenever possible or desirable. The shift from Toronto to South-Western Ontario will inevitably create change in the style and direction of the CLOW's work, just as any other shift would do.

2) There was no stable, centrally established message - "There is no settled content - of theory, technology or methodology - whose diffusion is the movements work." (Schon p.111) Here again, we parallel the structure of the Movement. While we have focussed our interest and concern on a broad range of issues to do with learning opportunities for women, we have left the prioritizing of these issues, and the way in which they are addressed and worked upon, to the local level of the CLOW.

3) The system of the movement cannot be described as the diffusion of an established message from a centre to a periphery

"The movement must be seen as a loosely connected, shifting, and evolving whole in which centres come and go and messages emerge, rise, and fall. Yet the movement transforms both itself and the institutions with which it comes into contact. The movement is a learning system in which both secondary and primary messages evolve rapidly, along with the organization of diffusion itself." (Schon p 112)

This is the goal to which we aspire, and which we have already partially achieved. Our networking structure allows any "message" and / or "centre" to emerge and influence the direction of the whole. Our

flexibility and ability to respond to needs of parts of the whole have been shown in the building in of our training component when it seemed needed. This in turn will influence the work of the whole organization, but without distorting its overall direction or necessary flexibility.

4) Lastly Schon states that such a flexible system relies on "infrastructure technology", by which he means the rapid communications which allows networks to connect to each other and to the centre. This he says "allows the movement to retain cohesiveness in the face of shifts in the centres of leadership and the central doctrine. Because of the ease with which innovation can diffuse itself throughout the system as a whole, the movement can adopt an ethos in which transformation around the new is a value in itself" (Schon p 113)

In summary, Schon statements express my feelings about networks as a whole, and the CLOW in particular. Again, I would like to quote.

"The learning system of the movement is survival - prone because of its fluidity and its apparent lack of structure. Its ability to transform itself allows it to continue to function with vitality as issues and situations change around it.

.....Its scope is no longer limited by the energy or the resources at the fixed centre, nor by the capacity of the 'spokes' connecting the primary centre to secondary ones.....

The movement represents a complex network of components capable of transforming itself by related interacting innovations in its elements" (Schon p 114)

Lastly, he says

"The principal problem of design shifts from the design of a product or technique to the design of a network. The person's principal allegiance shifts from membership in an organization to membership in a network. And the pattern of social learning shifts from successive 'sweeps' of limited innovations from a centre throughout a periphery, to the formation of self-transforming networks." (Schon p 115.)

Many of the conditions he describes, we have not yet quite attained in the CLOW. But, it must be remembered that we are a relatively new organization, and that because of the structure and style of operation we have chosen for our work, we are well on the way to creating a dynamic system for what he calls, "the diffusion of innovation". The system of CLOW networks which are in the process of developing will be ultimately, the vehicle for institutional change in our education system, for promoting equality of educational services for women.

Conclusion

The work of the CLOW has been exciting, dynamic and important. In structuring its work, we have been structuring a new learning system for women educators - a flexible system, responsive to change, which is itself a change agent. To be part of this experience is enriching and profound. We are architects in a sense, of a system created to create change. Many changes have happened as a result of our work. Networks have formed to continue our work. Much of the effort of the next phase of our work will go towards strengthening the effectiveness of the networks themselves, and of the individuals who compose the network, through the development of our self-training programme; through the exchange of skills and resources; through "animation" and person - to person exchanges of CLOW members; through our next annual congress, and so forth.

Nevertheless we are at a perilous juncture in our work. We need the individual committment of CLOW members and their networks to continue to promote and foster our work and our method of working, which is networking. We need to be open and trusting - to share our mistakes as well as our successes, to build together the strengths we need to combat the systems which prevent us from achieving our goals. But if we can do this, our impact on our educational systems, and through that, the lives of Canadian women, can be enormous.