

QUALIFICATIONS, ROLE, ACCOUNTABILITY, AND FUNCTIONS OF C.C.L.O.W.
BOARD MEMBER

QUALIFICATIONS:

- Commitment of and understanding of the purpose - policies, and programme of the organization.
- Commitment to promote the growth of the organization within the community.
- Commitment to represent CCLOW in the community to further its goals and objectives.
- Willing to acquire an understanding of the organization's financial position.
- Demonstrated commitment to women's issues.
- Demonstrated involvement in voluntary organizations.
- Demonstrated ability to work and participate with others in groups situations.
- Agrees to serve in a voluntary capacity without remuneration.

ROLE: Elected by the voting members of each Province or Territory, the Board member agrees to act as their representative for 3 year term according to established procedures.

ACCOUNTABILITY:

- to membership which elected her
- to the community and funding sources
- to the President and Board as a whole

FUNCTIONS:

National Organization

1. commitment to actively participate in the management of the affairs of the organization contributing a provincial/territorial and national perspective
2. promote the growth of the organization through networking activity and the recruitment of new members
3. lobbying on a national level
4. promote and encourage research relevant to CCLOW objectives
5. attends Board meetings regularly and if unable to attend gives early notice to the President
6. knows and understands the roles and responsibilities of the Board and the staff
7. knows and maintains the lines of communication between the Board and the staff
8. supports and participates in fund raising where possible
9. knows and understands the by-laws, policies, manual, procedures, guidelines etc. developed by the organization and utilizes them as needed

Board Meetings

- attends all meetings regularly and punctually. If unable to notifies the President as soon as possible.
- actively participates in the affairs of the organization, contributing personal and provincial/territorial perspective.
- actively involved in one or more Board committees.
- forwards written agenda items and documentation for Board meetings at least two weeks in advance.
- reads minutes and background materials prior to Board meetings
- maintains confidentiality on Board business; where problems arise, discussed with the President.

Provincial Functions

Self development and growth opportunities

- acquires familiarity with the community at national and provincial/territorial levels, community resources, changing trends and social issues of concern to the organization
- keeps informed about CLOW projects and services
- participates in related community functions at the appropriate level of involvement
- practices leadership and administrative skills.

Provincial Functions

1. promote and initiate learning opportunities for women in their own province.
2. promote organization and its goals in the province/territory.
3. develop networks and recruit new members.
4. communication with provincial members (responsibility to members)
5. awareness of provincial advocacy needs re: learning opportunities for women.
6. lobbying on provincial and regional levels.
7. information liaison with board ---- provincial dir. ---- CLOW members, non members, agencies, groups, government
8. publicizing and promoting
 - a) publicizing organization and membership; - CLOW publications
 - b) to communicate and contribute information to the newsletter person

GUIDELINES FOR ADVISORY COMMITTEES

I COMMITTEE

ROLE Advisory Committees are established to provide special support or expertise to a programme or project mandated by the Board, to be chaired by a staff person.

ACCOUNTABILITY: to the Board through the Executive Director.

BOARD RESPONSIBILITIES:

- approves all Committee action plans and budget allocations
- establishes the terms of reference for Advisory Committee including:
 - the role and function of the committee
 - recommends the number of committee members
 - establishes tentative budget allocations
 - proposes time lines
 - in addition, defines the outcome expected of the committee (e.g. report, brief, conference, workshop, etc.) and defines specific time lines
 - for Advisory Committees, defines the nature of the support/expertise required of committee members
- evaluates committees on a regular basis.

COMMITTEE RESPONSIBILITIES:

- within the established terms of reference develops its structure and process most appropriate to its function.
- invites the participation of CLOW members and other resource persons according to the committee's needs and their ability.
- Executive Director and President are members of all committees ex-officio. President is a voting member. Executive Director non-voting.
- minutes are written of all meetings of committees and are distributed promptly to all participants and others as required.
- submits progress reports to the Board at its regular meetings or as required.

Board Development Workshop January 14, 1982

Margaret Denis, the facilitator for the workshop and the board meeting was introduced by Lisa Avedon.

Small groups were asked to discuss and share their day dreams and nightmares about the two day Board meeting. See appendices to minutes for results.

The same small groups were then asked to discuss and share their personal perceptions of the Purpose of CLOW. See appendices

After a break, pairs of people interviewed each other regarding a) what they saw as their role on the Board, b) strengths they brought to the Board, c) personal goals for involvement on the Board. Each person was asked to introduce her partner.

Marg introduced definitions of policy, goals, values, guidelines, procedures and rules, and suggestions for the appropriateness of Board involvement in each. See appendices

Strengths and weakness of the Board were discussed. See appendices

Marg introduced a suggested format for Board decision-making, including agenda sheets on which items to be discussed at meetings would be submitted and circulated. An agreement was reached to try using the sheets at the next Board meeting.

Primary Purpose - CLOW

- through networking to know the needs of women in areas of educational opportunities and through advocacy to help them achieve that.
- to lobby for money, etc. for learning opportunities for women, to object to funding cuts, to encourage new programs.
- to develop (research and networking), promote (publications, advocacy, networking), protect (advocacy, education of membership/public), learning opportunities for women.
- identification of learning opportunities for women and to provide a vehicle for problem solving these issues, and advocacy re learning opportunities for women.
- to raise consciousness about women's learning needs (2)
- also do something to improve women's learning opportunities.
- gathering information (analyses, etc.) about learning opportunities for disadvantaged women and doing something to improve them.
- to provide a legitimate established network of more advantaged women with the ~~some~~ goal of improving through education the conditions of all women's lives.
- goals have changed -- saw as feminist network dealing with issues, now a volunteer group helping in educational institution to achieve goals-training.
- to advance formal and informal learning opportunities for women, mainly speaking through government jurisdictions, educators and educational systems.
- acting as political force on behalf of women vis-a-vis learning. We must access decision-making process/not reactively.
- learning opportunities for myself as well as other women. Personal growth. If not happening to me, it can't to others.
- legitimizing factor on municipal, provincial, and federal levels of pressuring governments on issues relating to educational opportunities for women.
- promote Women's Studies as a necessary component of women's learning.

- political action to improve learning opportunities for women.
- a) the only national voice on learning opportunities for women (identifying issues and dealing with them).
- b) it is the only national organization for women dealing with one issue.
- the official statement on brochure is still valid but more action is needed.
- support of a national organization energizes local groups/leaders, etc.
- to effect policy on issues related to education of women.

Policy:

Is the way we do things,
how we are going to do it

Other Terms and Definitions

Goal What it is we intend to do

Value Rationale, belief behind goals

Guideline Behaviour which implements values

Proceedures Method or way in which we
implement guidelines

Rules Proceedure or guideline with a
sanction attached (usually unnecessary if
the above are clear)

Board Involvement

Board sets goals

Board establishes values

Board sometimes sets guidelines

Board never sets proceedures

Board never sets rules

Role of Provincial Director

1. promote and initiate learning opportunities for women in their own province
2. networking on provincial and national level on learning opportunities for women
3. lobbying on provincial, regional and national levels
4. taking responsibility - i.e. committee work

1. promote organization and its goals in the province
2. information liason with board ----- provincial dir.-----CLOW members
non members
agencies, groups,
government
3. participate in formulation of policy for national organization maintaining both a provincial and national perspective

1. liasing a) board - local CLOW members
b) local organizations (other than CLOW)
c) individually to others
2. publicizing and promoting
a) publicizing organization and membership; - CLOW publications
b) To communicate with newsletter person
3. organizing and advocacy
a) promote and encourage research relative to CLOW
b) carry out-assist CLOW at national level to carry out advocacy, etc.

1. awareness of provincial advocacy needs re: learning opportunities for women
2. communication with provincial members (responsibility to members)
3. networking/recruiting?

Functions of this Board

- establish, evaluate objectives
- setting policy for organization
- decision-making power on all major issues
- evaluating the organization
- governing body
- provide infra-structure
- seek funding
- initiate projects at national level
- support local groups
- "hassle" the government
- representing the membership (is this the Board or the provincial director's responsibility?)
- suggest policy to government
- relationship to the annual meeting responsibilities
- planning
- carry out tasks, action
- identify resources
- providing cohesiveness between regions/areas.

How we function as a Board

plus

- have operated and taken action by consensus
- avoided formalism
- high commitment
- information-sharing
- energizing
- much expertise

minus

- trying to do too much -- staff tasks, - administrative tasks
- getting $\left\{ \begin{array}{l} \text{to} \\ \text{from} \end{array} \right.$ the membership
-mechanism
- not enough information -- getting on more information lists
- mismatch between mechanisms and goals
- making too many recommendations -- takes us off the hook
- difficulty in establishing priorities.

Evaluation of Training Session

Helpful

- introduction of members in first day
- focus on process
- knew how to proceed
- feedback of personal style
- clarification of purposes, etc.
- agenda sheets ... procedures
- physical arrangements
- small group ex.
- honest input and acceptance of differences
- having non-board people

Critique

- need a place, space for brainstorming, exchange
- chapter on trusteeship long, not useful
- need for integration, retention of central elements
- more qualitative depth, not just quantity
- better overview and understanding of what we were to get out of it
- improve logistics of arrival of members
- having things prepared in writing
- better sense of closure
- need linkage between data and procedure sheets

Evaluation of Business Meeting

Like

- got agenda done
- timekeeper
- hand a problem to a smaller group
- practised what we learned
- pulled together as a team
- minimal irritability
- no one had a cube

Improve

- being shorter-winded
- an efficient process/preparation - agenda sheets
- how we prioritize
- our own awareness of process
- need to prepare more carefully
- begin to be more functional/honest

Dreams about best possible outcomes of Board Meeting

- come away with a clear sense of purpose both for CLOW and for myself as a part of CLOW
- go back home ready to carry out our plans for the time between now and the next board meeting
- develop a practical working process for communicating in between meetings
- at the end of these 2 days that the board will function cohesively, energetically, consistently - just for starters.
- have fun as women
- become more familiar with CLOW - structure and people
- agree enthusiastically on priorities
- take responsibility for DOING
- have warm and committed bonding
- that collaboration between CLOW and Action-Education become clear and solid
- that I learn what CLOW can offer Franco....
- get to know people here and find commonalities re feminist and personal issues
- working effectively together getting through agenda, stimulating members to take action
- establish "working" communicative network with lots of contact between meetings
- establish a clear strategy, i.e. focus on 1 or 2 issues with clear action plan
- develop sense of unity, purpose, objectives and energy to move on them
- none - don't have tremendous energy for CLOW
- every single person would know each other so well, would operate on same wavelength as group in future
- could be acceptance by all accepting differences (consensus)
- less insipid (CLOW hard to define - needs clarification of what we are -)
- committing ourselves (specific projects with time limits)
- everyone has time to accomplish goals.

Nightmares about worst possible outcomes of Board Meeting

- wasted time that could be better spent speaking with individuals on concrete things.
- lack of organization, ramblings, no structure, out of control
- chaos and dissention, wasting time that could be spent on personal goals
- that we don't talk to each other
- re-enforcement of sense of isolation, disconnectedness, covert in-fighting, factions and cliques.
- unproductive use of my time
- no consensus or agreement
- factions, divisiveness, lack of commitment
- no growth, no progress, breakdown of communication
- wasting my time -- talking but no action
- a repeat of June '81 Board Meeting with more cubes, plus knitting, plus a bad cold to take home
- to end up being personally divided instead of philosophically divided
- tensions between and among members
- tensions would be accentuated and divisions will interfere with the board's ability to function and that I'd be left to deal with it
- utter boredom
- disruptive, lengthy wrangling
- going 'round and 'round and accomplishing nothing
- central issues ignored concentrating on trivia
- unwillingness to accept differences
- go home feeling time wasted - nothing accomplished.