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Administrative Policy and Procedure Book

[Volume Two: Board Policies and Procedures 3](#_Toc343698306)

[2. Internal Governance 3](#_Toc343698307)

[2.1. Clubs: Admission and Withdrawal 3](#_Toc343698308)

[2.2. List of Board, Regional Directors and Committee Chairs 3](#_Toc343698309)

[2.3. Job Descriptions 3](#_Toc343698310)

[2.3.1. CFUW President 3](#_Toc343698311)

[2.3.2. Regional Vice President(s) 4](#_Toc343698312)

[2.3.3. Vice President Finance 5](#_Toc343698313)

[2.3.4. Vice President Membership 6](#_Toc343698314)

[2.3.5. Vice President Advocacy 7](#_Toc343698315)

[2.3.6. Vice President of Communications and Governance 8](#_Toc343698316)

[2.3.7. Vice President International 8](#_Toc343698317)

[2.2.8. Regional Director 9](#_Toc343698318)

[2.2.9. Executive Director 10](#_Toc343698319)

[**2.3. Committees/ Terms of reference** 12](#_Toc343698320)

[**2.4 Standing Committees** 13](#_Toc343698321)

[2.5 Activities of the Standing Committees 13](#_Toc343698322)

[2.5.1 Standing Committee on Finance 13](#_Toc343698323)

[2.5.2.. Standing Committee on Advocacy 14](#_Toc343698324)

[2.5.3.. Standing Committee on International Relations 14](#_Toc343698325)

[2.5.4.. Standing Committee on Articles and Bylaws 15](#_Toc343698326)

[2.5.5. Standing Committee on Nominations 16](#_Toc343698327)

[2.5.6. Standing Committee on Resolutions 16](#_Toc343698328)

[2.5.7. Standing Committee on Membership 17](#_Toc343698329)

[2.5.8. Standing Committee on Fellowships 18](#_Toc343698330)

2.5.9 Standing Committee on Governance .…………………………………………………………..18

**2.6. Sub**[**committees** 19](#_Toc343698331)

[2.6.1. Education Sub-Committee 19](#_Toc343698333)

[2.6.2. Libraries and Creative Arts Sub-Committee 19](#_Toc343698334)

[2.6.3. Status of Women Sub-Committee 20](#_Toc343698335)

[**2.7. Study groups 20**](#_Toc343698336)

[International Relations Study Group 21](#_Toc343698341)

[2.7.1. Afghanistan Study Group 21](#_Toc343698342)

[**2.8. Special Committees** 21](#_Toc343698343)

[2.8.1. CFUW Advocacy Steering Committee 22](#_Toc343698345)

[2.8.2. Human Resources Committee 23](#_Toc343698346)

[2.8.3. 100th Anniversary Committee 23](#_Toc343698347)

[2.8.4. History Project 24](#_Toc343698348)

2.8.5. 100th Anniversary National Scholarship Project Committee …………………………………25

[**Other Groups** 26](#_Toc343698349)

[2.8.6. Board Alumnae Resource Network 26](#_Toc343698350)

[**Policies and Procedures** 26](#_Toc343698351)

2.9. **Nomination and Elections**

2.9.1 Nomination and Election of CFUW Board of Directors …………………………………….….27

2.9.2 Nomination and Election of CFUW Regional Directors .…..….............................................27

2.9.3 Nomination and Election of CFUW Committee Chairs and Committee Members………….28

[2.10. Finance 2](#_Toc343698352)8

[2.11. Administrative Procedure for Amendments to Articles and Bylaws of CFUW, Amendments, Additions, Repeals and Revisions 29](#_Toc343698353)

[2.12. Advocacy Policy Book 30](#_Toc343698354)

2.13 Presentation of public policy of other organizations…………………………………………....30

[2.14. Canadian Federation of University Women Charitable Trust (external to CFUW)](#_Toc343698356) 31

[2.15. Reports from Board of Directors and Regional Directors](#_Toc343698357) 31

[2.15.1. Action Plans](#_Toc343698358) 31

[2.15.2. Report Schedule](#_Toc343698359) 31

[2.15.3. Information sharing reports to support consensus agenda](#_Toc343698360) 31

[2.16. Formal reports that are available for circulation at AGMs 3](#_Toc343698361)1

[2.17. Board Agenda: 31](#_Toc343698362)

[2.18. Minutes: 32](#_Toc343698363)

[2.19. Protocol for AGM minutes](#_Toc343698364)………………………………………………………………………...33

2.20 CFUW Motion Form………………………………………………………………………………..34

[2.21. Delegation of Authority 34](#_Toc343698366)

[2.22. CFUW Privacy Regulation 36](#_Toc343698367)

[2. 23. Board Attendance at Council and other CFUW Meetings](#_Toc343698368) 41

[2.24.1. Regional Council and Club Events](#_Toc343698369) 41

[2.24.2. Representation (approved attendance at events on behalf of CFUW)](#_Toc343698370) 41

2.24.3 CFUW Policy for IFUW Representation at International Events ……………………………42

[2. 25. Donations to the CFUW Charitable Trust 42](#_Toc343698371)

[2.26. CFUW Respectful Treatment Procedures 4](#_Toc343698372)3

2.27. Gender Identity and CFUW……………………………………………………………………….49

[2.28 Managing Our IFUW relationship](#_Toc343698373) 50

[2.28 1.Sending CFUW Policies to IFUW](#_Toc343698374) 50

[2.28.2. New Resolutions for submission to the IFUW 5](#_Toc343698375)1

[2.28.3. Emergency Resolution(s) from CFUW to IFUW 5](#_Toc343698376)1

[2.28.4. Procedures for Distribution to CFUW Clubs of IFUW Amendments and Resolutions Requiring a Vote 5](#_Toc343698377)1

[2.28.5. CFUW Delegate Selection to IFUW Triennials 5](#_Toc343698378)2

[2.28.6. Nomination of CFUW Members to IFUW Board and Committees](#_Toc343698379) 53

[Appendix One: 5](#_Toc343698380)5

[1.1. Federal/Provincial Legislation Governing CFUW – 54](#_Toc343698381)

[1.1.2.Canada Not-for-profit Corporations Act: 54](#_Toc343698382)

[1.1.3.Canada Not-for-profit Corporations Regulations: 54](#_Toc343698383)

[1.1.4.Industry Canada website: section on Corporations Canada 54](#_Toc343698384)

[1.2. Legal Responsibilities of the Board of Directors 54](#_Toc343698385)

[1.2.1. Canada Corporations Act, Part II 54](#_Toc343698386)

[1.2.2. Primer for Directors of Not-For-Profit Corporations 54](#_Toc343698387)

[1.3 Ontario Labour Laws 54](#_Toc343698388)

[1.4 By Law Amendments 55](#_Toc343698389)

## 1.5 Reporting Requirements for Industry Canada …………………………………………………. .56

 1.6 Nominations Form for the CFUW International Relations Committee……………………….. 57

#

# Volume Two: Board Policies and Procedures

##  Internal Governance

CFUW internal governance shall be established in any or all of the following ways:

* Adoption of motions and recommendations from reports prepared for the Board of Directors.
* Adoption of motions and recommendations by the CFUW eligible voters.

### 2.1. Clubs: Admission and Withdrawal

* Admission of New Club - The Board of Directors of CFUW shall give formal recognition and issue a charter to a new Club seeking membership in CFUW when the Vice President of Membership is satisfied that the conditions of membership have been met, upon the receipt and acceptance of its constitution and bylaws and a list of its charter members.
* Withdrawal of Clubs - The Board of Directors of CFUW shall accept the withdrawal of a Club from CFUW upon notice from the Club that a proper vote has been taken to withdraw.  The return of the Club Charter is preferred, but is not a condition of withdrawal. All outstanding CFUW dues shall be paid by the Club prior to its withdrawal.

## 2.2. List of Board, Regional Directors and Committee Chairs

A list of the Board of Directors and Regional Directors can be found on the Canadian Federation of University Women website: <http://www.cfuw.org/en-ca/aboutus.aspx>

A list of Committee Chairs can be found in the Directory at the Administration website: <http://www.cfuwadmin.org>

## 2.3. Job Descriptions

## 2.3.1. CFUW President

The CFUW President shall be the chair of the Board of Directors.

**Major Duties**

The CFUW President shall:

1. Be the Chief Elected Officer and a signing officer for CFUW. Provide leadership and manage. the affairs of CFUW in a manner that ensures that the aims and policies of CFUW are carried into effect.
2. Preside at, or designate an alternate for, all meetings of the Board of Directors and AGMs within the general rules adopted and the current edition of Robert’s Rules. Prepare agenda for all meetings and ensure that decisions are recorded accurately.
3. Be an ex-officio member of all Standing, Special or Ad Hoc Committees, except the Nominations Committee, and an ex-officio member of all Provincial/Regional Council Executives.
4. Be a member of the Advocacy Steering Committee and Human Resources Committee.
5. Receive nominations for membership of Standing or Special Committees for presentation of approval of Board, and appoint ad hoc committees for specific purposes.
6. Ensure that the organization maintains positive and productive relationships with government, media, partners and other organizations. Be the only official spokesperson for CFUW, unless others have been specifically authorized.
7. Be responsible for the development of team building within the Board.
8. Provide visibility for the work that CFUW does on a national and international basis; interpret and support CFUW policies and programs to members, Clubs, Councils and the community at large.
9. Be the main liaison between the Board and the Executive Director, including conducting the Executive Director’s annual performance review with the Human Resources Committee and input from the full Board of Directors. She is responsible for hiring and dismissing the Executive Director, reviewing and approving the Executive Director’s annual work plan, staffing plan and budget before presentation to the Board.
10. Be the head of all CFUW delegations, unless she appoints an alternative or the function is specifically assigned by job description or Board delegation. This leadership includes the IFUW Triennial meetings, except for the IFUW Council meeting where the Vice President International or her designate shall represent CFUW.
11. Ensures that a strategic plan is in place and is reviewed on an annual basis.
12. Attend the CFUW AGM, Pre-AGM Board, Post-AGM Board and Mid-year Board and/or Board Teleconference Meetings.

**National Office**

1. Work closely with and maintain regular contact with the Executive Director to ensure that CFUW functions smoothly and efficiently.
2. Work with the Executive Director in planning agenda for the Annual General and Board of Director meetings.
3. Support the Local Arrangements Committee (LAC) and work with them, the Vice President from the host region, and the Executive Director to ensure that the CFUW requirements for the AGM are met.

**Finance**

1. Be familiar with CFUW financial policies, and, in consultation with the VP Finance, regularly review those policies to ensure that they ensure the effective use of CFUW’s financial resources.
2. Attend the annual Finance Committee meeting and participate in the budget process.
3. Be responsible for and approve all expenditures of the CFUW representation budget.
4. Be a member of the CFUW Charitable Trust, attend the Annual Meeting of the Charitable Trust, and receive minutes and other pertinent materials.

**Communication:**

1. Approve and sign all CFUW briefs, public policy letters and position papers sent on behalf of CFUW.
2. Approve all major CFUW publications.

## 2.3.2. Regional Vice President(s)

She shall be a member of the Board of Directors.

**Major Duties**

1. Shall be a member of the Board of Directors.
2. Work with the President to further the aims, objectives, policies and programs of CFUW.
3. Attend the CFUW AGM, Pre-AGM Board, Post-AGM Board and Mid-year Board and/or Board Teleconference Meetings.
4. Represent the President at meetings of CFUW and of other organizations upon request.
5. Represent CFUW in her Region at meetings of CFUW and with other organizations.
6. Review and/or present resolutions and briefs prepared for presentation to the Provincial Governments or other government bodies within her area of responsibility.
7. Lead and mentor the group of Regional Directors in her Region.

**Other Duties**

1. Notify CFUW President and National Office of significant issues of concern.
2. Provide copies of all Regional or Provincial Council minutes, letters, and briefs to CFUW President and National Office.
3. Carry out any duties assigned by the Board of Directors.
4. Be familiar with the CFUW Finance Policies.
5. Be familiar with the CFUW Articles and By-Laws and CFUW Policies.

**CFUW Meetings Held in Region/Province (AGMs)**

1. Liaise with Local Arrangements Committee (LAC), CFUW President and CFUW Executive Director and be an ex-officio member of the LAC.
2. Chair the Federation Dinner at the AGM and carry out other duties as requested.

## 2.3.3. Vice President Finance

She shall be a member of the Board of Directors.

**Major Duties**

1. Work with the President and ED to further the aims, objectives, policies and programs of CFUW.
2. Serve as the Treasurer, as Chair of the Finance Committee and Chair of the CFUW Charitable Trust. Acts as one of the signing authorities for the organization.
3. Attend the CFUW AGM, Pre-AGM Board, Post-AGM Board and Mid-year Board and/or Board Teleconference Meetings.
4. Be responsible for the supervision of the financial affairs of CFUW.
5. See that full and accurate accounts are kept of all receipts and disbursements, and all monies are deposited in the name and to the credit of CFUW.
6. Be responsible for CFUW's securities and valuable effects, and direct the investment or reinvestment of any CFUW funds.
7. Be responsible for an annual report from the auditors being submitted to the Board of Directors and the Annual General Meeting.
8. Make extraordinary disbursements (anything outside of the overall budget that is approved by the CFUW eligible voters) only when authorized to do so by the eligible voters at an Annual General Meeting or by approval of the CFUW eligible voters by a mail vote.
9. Present the Finance Committees’ names for approval of the Board. .

**Other Duties**

1. Notify CFUW President and National Office of significant issues of concern.
2. Provide copies of any financial committee minutes, letters, and financial statements to CFUW President and National Office.
3. Carry out any duties assigned by the Board of Directors.
4. Be familiar with and recommend any revisions to the CFUW Finance Policies.
5. Be familiar with the CFUW Articles and By-Laws and CFUW Policies.

## 2.3.4. Vice President Membership

She shall be a member of the Board of Directors.

**Board Duties**:

1. Work with the President and Executive Director to further the aims, objectives, policies and programs of CFUW.
2. Directs the development of membership policies, procedures and strategies for recruitment and retention in CFUW.
3. Attend the CFUW AGM, Pre-AGM Board, Post-AGM Board and Mid-year Board and/or Board Teleconference Meetings.
4. Report to the Board of Directors on membership matters.
5. Be a resource to the CFUW Board of Directors, CFUW Clubs, and Regional Directors on all Membership matters including an overview of Club membership numbers, retention, outreach and the formation of prospective CFUW Clubs.
6. Work with National Office to contribute to the updating of the Membership Manual.
7. Decide with her committee which Clubs will receive member/project recognition certificates at the CFUW AGM and communicate the same to National Office.
8. Advise National Office of new Club charters for presentation at the CFUW AGM.
9. Arrange for presentation of all membership awards at the CFUW AGM.
10. Present the Membership committee names for approval of the Board.

**Other**

1. Notify CFUW President and National Office of significant issues of concern.
2. Provide copies of all committee minutes, letters, and briefs to CFUW President and National Office.
3. Carry out any duties assigned by the Board of Directors.
4. Be familiar with the CFUW Finance Policies.
5. Be familiar with the CFUW Articles, Bylaws and CFUW Policies.

## 2.3.5. Vice President Advocacy

 She shall be a member of the Board of Directors.

**Major Duties**

1. Work with the President, the Advocacy Committees and the Executive Director to further the aims, mandate, objectives, policies and programs of CFUW.
2. Act as Chair of the Standing Committee of Advocacy.
3. Act as Chair of Advocacy Steering Committee.
4. Attend the CFUW AGM, Pre-AGM Board, Post-AGM Board and Mid-year Board and/or Board Teleconference Meetings.
5. Develop an Action Plan to complement the CFUW Strategic Plan.
6. Coordinate the advocacy efforts of CFUW.
7. Work with the Advocacy Steering Committee with advice from the advocacy committees to identify advocacy priorities.
8. Work with the President and the Executive Director to ensure that the policies of CFUW are appropriately presented to decision making bodies and allies.
9. Work with the President and the Executive Director to ensure that the mandate of CFUW is visible through advocacy activities.
10. Work with the Advocacy Steering Committee to encourage the development and retention of networks and coalitions that further the work of CFUW.
11. Be responsible for the Advocacy Policy Book and for ensuring the continual updating of this document.
12. Establish, oversee, and coordinate the activities of:
	* Status of Women and Human Rights
	* Education
	* Relevant Study Groups
13. Coordinate the advocacy activities of the Library and Creative Arts Committee.
14. Present the Advocacy Committees’ names for approval at the Board.
15. Represent the Standing Committee on Resolutions on the Board.

**Other Duties**

1. Notify CFUW President and National Office of significant issues of concern.
2. Carry out any duties assigned by the Board of Directors.
3. Be familiar with the CFUW Finance Policies.
4. Be familiar with the CFUW Articles, Bylaws and CFUW Policies.
5. Keep the Board and the CFUW membership informed of the CFUW Advocacy activities.
6. Be responsible for relevant Study Groups.

## 2.3.6. Vice President of Communications and Governance (Amended and Approved November 21, 2013)

The Vice President of Communications and Governance shall:

1. Ensure that the communications activities of CFUW comply with CFUW policy.
2. Work with the President and the Executive Director to ensure that the mandate of CFUW is visible through communication activities.
3. Oversee the development of an annual communications plan that includes *all* CFUW’s communications tools and bring this plan to the Board for approval (at the post AGM meeting or a near as possible to that date).
4. Coordinate the governance activities of CFUW.
5. Leads the review of the update the Policies and Procedures for the governance of CFUW and for its Board on a biennial basis and record in documents which are available to all CFUW members.
6. Work with the Board to identify strategic priorities and formulate a strategic plan for the organization.
7. Work with the President and the Executive Director to ensure that the governance policies of CFUW are appropriately presented to decision making bodies and partners.
8. Establish, oversee and coordinate the activities of:
	* + Board improvement
		+ Articles and Bylaws Committee
		+ Other special committees related to the portfolio

Other Duties

1. Provide copies of all committee minutes, letters, and briefs to CFUW President and National Office.

## 2.3.7. Vice President International (Amended and Approved November 21, 2013)

The Vice President International shall:

1. Chair the International Relations Committee
2. Work with Committee members to research issues as they relate to IFUW or UN representation and bring these matters to the attention of the Board or staff if action is required.
3. Be responsible for relevant Study Groups
4. Be a member of the Advocacy Steering Committee and, through that role, collaborate with the Vice President, Advocacy and the President in giving direction to staff on advocacy issues and provide broad oversight to that work.

B. Liaise with IFUW

1. Be responsible for oversight of international policy issues related to IFUW, to the United Nations and to the Government of Canada.

2. Collaborate with the CFUW President and the CFUW National Office on CFUW and IFUW on international issues.

 3. Recommend actions regarding IFUW and report on IFUW matters to the Board of Directors as required

1. Arrange for introductions for CFUW members travelling to IFUW or other national federations or associations (NFAs).
2. Liaise with the Coordinators of International Relations for other NFAs on IFUW matters and to share information about CFUW and Canadian practices where appropriate
3. Attend the IFUW Triennial as part of the CFUW delegation, assist the President as requested.
	1. Encourage CFUW members to attend and participate in IFUW Triennial Conferences.
	2. Solicit CFUW nominations to the IFUW Board and/or Committees for Board approval and forwarding to IFUW.
	3. Select, with the CFUW President, a slate of voting delegates and alternates for IFUW Triennial Conferences, for CFUW Board and eligible voter approval.
	4. Ensure that voting delegates are aware of voting procedures and other pertinent issues.
	5. Solicit theme workshop presentations by CFUW members.
	6. Forward resolutions for IFUW (approved by the CFUW eligible voters) and amendments to the IFUW Headquarters for consideration at the IFUW Triennial Conference.

C. United Nations/Government of Canada:

 1. Represent CFUW and report on the annual Non- Governmental Organizations Consultations of the United Nations Commission on the Status of Women – UN Economic and Social Council. (ECOSOC).

1. Follow regularly information regarding the work of the United Nations.
2. Cooperate with other organizations with consultative status at the UN, in preparation for attendance at UN events, opportunities for parallel sessions, and establish a network of other organizations which also have consultative stats at the United Nations. Partner with other such organizations where appropriate for CFUW.
3. Have thorough knowledge of and share reports of the appointed IFUW representatives to the United Nations.
4. Provide oversight to written reports required for the UN.
5. Provide oversight to the preparation of briefs, position papers and reports for the Government of Canada on international matters.
6. Encourage CFUW members to present workshops at UN CSW on issues of importance to the theme and to CFUW; work with those individuals to find partners for the workshops.
7. Prepare reports on meetings attended.
8. Prepare regular articles on international /IFUW /UN issues.

Other:

1. Serve on the CFUW planning committees for any international projects and attempt to be aware of all cross-border meetings or international meetings.

2. Encourage CFUW Clubs to form international study/interest groups.

1. Research and recommend the recipient for the annual CFUW International Women’s Day Project fundraiser.
2. Represent CFUW at meetings with an international perspective where appropriate or when requested by the President or Executive Director, and prepare reports.
3. Prepare a workshop for the CFUW AGM as required.

## 2.2.8. Regional Director

The Regional Director promotes the welfare and strength of existing Clubs, the organization and the development of new Clubs, and the participation of members of Clubs and Alumnae Associations in Provincial and Regional meetings.

She plans provincial or regional meetings in co-operation with the Vice-President(s) of the region and, if applicable, the other Regional Directors.

She presents resolutions passed at Annual General Meetings and Provincial/Regional meetings to the appropriate bodies.

She forwards budget requests and all approved expenses for payment through her Vice President.

**Three Areas of responsibility for Regional Directors**

1. **Responsibilities to Clubs**

1. Act as the link between the CFUW National Board and CFUW clubs to promote the goals of the organization among the members

2. Communicate on an ongoing basis with clubs in the Region to share information about CFUW and IFUW and answer questions.

3. Organize annual gathering for clubs following the CFUW National AGM and to network with each other.

4. Encourage and assist clubs to undertake Advocacy using CFUW policy.

5. Arrange to attend a club meeting, special event, or Executive Committee meeting.

6. Encourage clubs to increase and retain membership.

7. Encourage clubs to support education for women through funding awards, scholarships and other activities.

8. Encourage clubs to contribute to the CFUW Charitable Trust.

9. Encourage clubs to reach out to the community.

10.Encourage clubs to develop a Strategic Plan.

1. **Responsibilities to Region**

1. Participate in Provincial/Regional Councils/Gatherings.

2. Prepare an Annual Report on RD Activities undertaken.

3. Maintain a record of expenses and submit expense reports as warranted.

1. **Responsibilities to CFUW Board**

1. Prepare an Annual Report on RD Activities undertaken.

2. Maintain a record of CFUW expenses and submit expense reports as warranted through VP.

3. Ensure that clubs submit necessary information in advance of the deadline on club membership, dues, and changes in executive each year. Clubs should confirm with the RDs that they have done so.

2.2.9. Executive Director **Job Description**

The Executive Director is employed by the Board of Directors. She is responsible to the Board through the President. She implements the policies of the Board and acts as the Chief Staff Officer.

**General Management**:

1. Ensures proper functioning of office; determines space and office requirements, negotiates leases; works with contractors such as translators; information technology personnel and others as required.
2. Supervises CFUW staff; determines the types of staff and contract people required; prepares job descriptions, interviews and hires staff, prepares job evaluations; makes recommendations / decisions on engaging occasional staff or contract people; recruits, trains, coordinates and ensures recognition of volunteers.
3. Ensures that support and services are provided to Club executives, members, board, regional representatives and Clubs. This includes providing information; overseeing the preparation and distribution of communications and publications in a timely fashion; ensuring club supplies are delivered to clubs; overseeing the creation and maintenance of websites.
4. I~~s~~ responsible for ensuring the implementation of the policies and procedures established by the Board of Directors and the CFUW eligible voters.
5. Ensures that membership numbers and dues are tracked and recorded correctly and is responsible for ensuring that membership information is registered with Industry Canada.
6. Assumes the role of Privacy Officer and the associated responsibilities which include the documentation of uses of personal information; training employees in correct practices; compliance monitoring; reporting and dispute resolution.

**Financial Management**

1. Maintains the operation of National Office within the approved budget.
2. Prepares National Office expense reports and annual proposed budgets for President and Finance Committee.
3. Oversees preparation of cheques and reconciliation of bank statements as well as signs cheques for the organization.
4. Ensures that monthly payroll deductions are sent to Revenue Canada as well as T4s and summary of T4s.
5. Works with auditors as required on annual audit; reviews financial statements.
6. Looks for sources of funding and revenue generating possibilities to supplement membership dues.

**Policy Work**

1. Prepares briefs and submissions as required.
2. Oversees the preparation of advocacy documentation, briefs and other advocacy efforts to the Government of Canada and the United Nations.
3. Arranges, coordinates and attends meetings with the Government of Canada, partners and other organizations and speaks on behalf of CFUW when authorized.

**Public Relations and Promotion**

1. Oversees the preparation of media advisories and press releases and responds to press inquiries
2. Represents CFUW at meetings, conferences, and in the community.
3. Acts as spokesperson for CFUW when authorized.
4. Establishes working relations with like-minded partners and maintains contacts and networks for CFUW.
5. Promotes an effective positive working relationship between National Office staff, members, and the Board.

**Support to Board and Committees**

1. Assists the Board and Committees in the execution of their duties by preparing and distributing documents as required (e.g. agendas, minutes, action plans etc.); assisting with special projects; drafting letters and briefs.
2. Prepares and distributes documentation and agendas for monthly Executive teleconferences.
3. Keeps the Board of Directors informed of CFUW’s NO operations and programs.
4. Ensures that each Board Committee has staff representation to assist in carrying out its mandate.

**Annual General Meeting and Conferences**

1. Works with the local arrangements committees and/or conference planners to assist in organizing annual general meetings and conferences.
2. Ensures that the delegate registration process is in place.
3. Oversees the preparation and printing of conference documents.

## 2.3. Committees/ Terms of reference

**General**

Each Chair (except the Chairs of the Finance and Fellowships Committees) shall name her Committee, taking into consideration geographical representation, Provincial or Regional Council representation, and the list of qualified members submitted by the Clubs to the Nominations Committee.

A Member-at-Large may be a member of a Standing Committee

Each Chair (except the Chairs of the Finance and Fellowships Committee) shall

* Report the names of committee members at the Board meeting immediately after the AGM at which she took office.
* Report the names of the corresponding members of her committee, if any, and a tentative program of work not more than two (2) months after the AGM at which she took office.
* Organize and chair meetings of her committee and arrange for minutes to be taken and circulated. If possible, she shall arrange a meeting held in conjunction with the AGM.
* Maintain regular contact with her committee by appropriate communication methods (i.e. mail, phone, electronic media, etc.).
* Operate within the approved budget for her Committee.
* Ensure that the CFUW information for her portfolio is kept up to date.

All Committee chairs may serve for a maximum of three (3) consecutive terms. (Approved November 21, 2013).

The Chair or any Committee member may be replaced for just cause at the discretion of the Board of Directors.

## 2.4 Standing Committees

## 2.5 Activities of the Standing Committees

1. Standing Committees shall further the policies and programs of CFUW in the area of work assigned by the Board of Directors, examine questions within their terms of reference, and make recommendations to the Board of Directors.
2. Standing Committees shall report regularly to the Board of Directors and the eligible voters.
3. The Chair of each Standing Committee shall organize and chair meetings of her committee, arrange for minutes to be taken and circulated, and report regularly to the Board of Directors and annually in writing to the eligible voters.
4. Amendments to these terms of reference and rules may be proposed by the Vice President responsible for the committee or by the Board and must be approved by the Board of Directors.

## 2.5.1 Standing Committee on Finance

1.  Purpose – Responsible for directing CFUW financial matters.

2.  Duties:

1. Review and monitor financial trends and work with the ED to develop annual operating, capital and revenue budgets for approval of the Board and eligible voters.
2. Review and monitor CFUW income and expenses, alerting the Board to any concerns or adjustments needed to the CFUW Budget
3. Report to the membership each quarter on the status of the CFUW Finances.
4. Research and review issues brought to or raised by the Committee or Executive Director, and recommend policy to the Board of Directors as required.
5. Convene an annual meeting to develop and/or review investment and finance policies, prepare the annual budget and cash flow projections for a five year period.
6. Carry out tasks as assigned by the Board and communicate with clubs and individuals concerning financial issues as required.
7. Recommend the engagement of auditors to the Board of Directors.
8. Recommend the acceptance of the audited financial statements to the Board of Directors and eligible voters.
9. Review proposals or applications with financial implications that require Board approval and provide recommendations.

3.  Membership of the Finance Committee:

1. Vice President Finance,
2. Two - three other non-board CFUW members, and
3. President, ex officio.
4. The committee will be chaired by the VP Finance.

4.   Meetings

1. A quorum is three members of the committee.
2. A face to face annual meeting to be held near the end of the fiscal year.
3. Other meetings may be held by electronic means.

5.  Staff Liaison:  Executive Director or designated staff.

6.  Reporting:  Regular reporting to the Board of Directors and Annual Report to the eligible voters.

## 2.5.2. Standing Committee on Advocacy

1. Purpose: To be a forum for CFUW committees involved with advocacy issues in Canada.
2. Duties:
3. Acts as a forum for discussion concerning advocacy
4. Exchanges information concerning advocacy activities and concerns, with the aim of informing all levels – national, clubs, councils and regions
5. Assists with tracking issues and emerging issues
6. Represents CFUW when requested
7. When deemed necessary, actions will be taken as agreed to by the Committee
8. Membership:

 Established under the chair of the Vice President Advocacy, consisting of the Standing Committee op Resolutions, subcommittees of Education, Status of Women, and Library and Creative Arts, representatives from the Regional Directors, regions and the Vice President Communications and Governance, President as ex-officio, and the Vice President International as liaison.

1. Meetings: by teleconference up to four-six times a year as authorized by the Vice President, Advocacy.
2. Staff Liaison: Executive Director or designated staff.
3. Reporting: through Annual Reports or special reports to the Board as required.

## 2.5.3. Standing Committee on International Relations

1. Purpose**:** The IRC’s purpose is to be knowledgeable about United Nations’ instruments relevant to the work of CFUW and IFUW, monitor and as appropriate, recommend to CFUW Board action related to the items below:

a.     CFUW International Policies

b.     IFUW activities

c. UN Human Rights Council activities

1. Frequency of Meetings: - the CFUW International Relations Committee will meet by emails and phone calls as needed. In the event of a meeting a quorum would be 2/3 or 60 % of the members.
2. Eligibility of International Relations Committee Members: - the IRC is open to CFUW members in good standing as stated in the CFUW Articles and By-Laws.
3. Nomination: - may be submitted by a CFUW member in good standing as per CFUW Articles and By-Laws.
4. Composition of the IRC: 5 members.
5. Chair of the IRC: -the VP International Relations chairs the IRC.
6. Geographic Coverage: - every effort will be made to have representation from across Canada.
7. Duration of Term: - 2 years.
8. Selection of IRC Members: - selection of IRC members will be made by the VP International Relations and taken to the CFUW Board of Directors for ratification.
9. Criteria for Selection: - the criteria for selecting members of the IRC will be based on:

 • The clarity in presentation

 • The experience of the applicant, unique and/or benefit to the composition of the team;

1. Staff Liaison:  Executive Director or designated staff.
2. Reporting:
3. Updates supplied as needed.
4. Final Report for CFUW AGM.
5. Report to the UNCSW as needed.
6. Report to the IFUW Triennial Conference on Canada’s activities.

## 2.5.4. Standing Committee on Articles and Bylaws

1. Purpose: The Committee is charged with expediting the amendment process to the CFUW Articles and Bylaws.
2. Duties:
3. The Committee develops and maintains Administrative Procedure for Articles and Bylaws.
4. The Committee abides by the criteria as outlined in Administrative Procedure in its decisions.
5. The Committee may put forward amendments. These amendments are the only ones that may be disallowed by CFUW Board of Directors by motion unless an amendment is shown to be not in compliance as set out in the criteria in Procedure.
6. The Committee will communicate and work with Proposers.
7. The Committee will work with other Committees to provide advice on CFUW Policy as requested.
8. Membership: The Committee shall be composed of no less than three (3) and no more than seven (7) members including the Chair.
9. The President or her designate shall be an ex officio member of each Committee, except Nominations.
10. The Board may, at the request of a Committee chair, augment the membership of a Committee by the appointment of non-voting advisors from outside CFUW.
11. Meetings: The Committee will meet as necessary
12. Staff Liaison: Executive Director
13. Reporting: The Committee Chair reports to the VP Communications and Governance as necessary.

## 2.5.5. Standing Committee on Nominations

* 1. Purpose: Responsible for administering the CFUW nominations and elections process.

2. Duties:

1. Develops, reviews and updates CFUW policies and procedures for nominations and elections of all nationally elected positions for approval of the Board of Directors and/or the CFUW eligible voters.
2. Receives nominations from CFUW clubs for Board of Directors and Regional Directors positions.
3. Administers the required election processes.
4. Meets deadlines in keeping with the CFUW bylaws, policies and procedures.

3. Membership

 Chair and a minimum of three other members, ensuring national representation.

4. Meetings

* 1. A quorum is two members of the committee.
	2. Meetings may be held by electronic means.

5. Staff Liaison

 Executive Director or designated staff

6. Reporting

1. Regular reporting to the Board of Directors.
2. Annual Report to the eligible voters.

## 2.5.6. Standing Committee on Resolutions

1. Purpose – Responsible for ensuring that CFUW resolutions are developed, administered, reviewed, translated and brought before the CFUW eligible voters.

2. Duties:

1. On an annual basis works to prepare the CFUW Resolutions for discussion and vote at the CFUW AGM.
2. Meets deadlines in keeping with the schedule defined in the Guidelines for Resolutions.
3. Sees that the final wording of the Resolutions is checked for the AGM minutes.
4. Revises Resolutions Guidelines annually

3. Membership:

 Chair and members from local Club and across the country.

4. Meetings:

1. A quorum is two members of the committee.
2. Meetings may be held by electronic means.
3. Staff Liaison: Executive Director or designated staff
4. Board Liaison: Vice President, Advocacy
5. Reporting: Regular reporting to the Board of Directors.

 Annual Report to the CFUW eligible voters.

## 2.5.7. Standing Committee on Membership

1. Purpose: To direct CFUW membership activities and programs
2. Duties
3. Monitor recruitment and retention strategies and work with the Executive Director. Regional Directors and others on campaigns and activities to increase membership in CFUW.
4. Make recommendations on all matters pertaining to membership.
5. Encourage the development of new Clubs and work with the Regional Directors and Board on strategies to support existing Clubs.

3. Membership

 Chair and a minimum of three - four other members, ensuring national representation. The Committee is chaired by the Vice President, Membership.

4. Meetings

1. Meetings may be held by electronic means.
2. A face to face meeting may be held in conjunction with the AGM.

5. Staff Liaison

 Executive Director or designated staff

6. Reporting

1. Regular reporting to the Board of Directors.
2. Annual Report to the eligible voters.

## 2.5.8. Standing Committee on Fellowships

1. Purpose: Responsible for directing the adjudication of the CFUW Fellowships and Awards.

2.    Duties:

* 1. Adjudicate CFUW Fellowships and Awards to ensure the best qualified candidates.
	2. Assist with the publicity of all available CFUW and IFUW awards through the Clubs and Alumnae Associations.
	3. Make recommendations to the VP Finance/Chair of the CFUW Charitable Trust concerning ideas from the Fellowships Committee about policy matters pertaining to the CFUW Fellowships and Awards.
1. Membership: The members are appointed by the Board of CFUW. The number of members is determined by the number of applications to be adjudicated.

4. Meetings:  This Committee shall meet at National Office not later than April 15 to make final decision on the CFUW Fellowships and Awards.

1. Staff Liaison:  The Executive Director or designated staff.
2. Reporting:  The Fellowships Committee shall report to the Board of Directors through the VP Finance.

**2.5.9 Standing Committee on Governance (Amended and Approved November 21 2013)**

1. Purpose: Responsible for development and administration of CFUW governance policy.
2. Duties:
3. Develops governance policy, structures and processes and reviews regularly.
4. Working with the President and Executive Director, oversees the development of the strategic plan. In conjunction with the Board, monitors the implementation of the strategic plan.
5. Ensures adherence to legal accountabilities and responsibilities under legislative and internal governance.
6. Develops and oversees a process for board orientation and mentorship.
7. Develops and oversees a process of Board improvement through recruitment, training and evaluation.
8. Documentation for the board the development, maintenance and annual review of operational polices.
9. Ensures that there is adherence to the Articles and Bylaws, and that policies and procedures are developed to comply with the Bylaws. The Vice President Governance and Communications is an ex officio member of the Articles and Bylaws committee, which reports through the VP Governance and Communications.
10. Membership: The Governance Committee is chaired by the VP Governance and Communications and comprised of three board members. This committee may invite subject experts to work with it on an ‘as needed’ basis for advice and direction.
11. Meetings:
12. A quorum is a majority of members.
13. Meetings may be held by Skype or other electronic means.
14. A face to face meeting will be held annually in conjunction with the Annual General Meeting.
15. Staff Liaison: Executive Director or designated staff
16. Reporting: Regular reporting to the Board of Directors

## 2.6. Subcommittees

## 2.6.1. Education Sub-Committee

1. Purpose: To assist CFUW with national education issues

1. Duties:
	1. Assist VP Advocacy as required
	2. Acts as the link between study groups working on educational issues and the Standing Committee on Advocacy.
2. Membership:
	1. The Chair is a member of the Standing Committee on Advocacy
	2. Membership consists of:
		1. Chairs of relevant study groups
		2. Interested members from across the country
3. Meetings:
	1. By electronic means or teleconference the latter being authorized by the Vice President, Advocacy.
4. Board liaison: Vice President, Advocacy
5. Reporting: through the Standing Committee on Advocacy and the Vice President, Advocacy.

## 2.6.2. Libraries and Creative Arts Sub-Committee

1. Purpose: To assist CFUW with issues dealing with library and creative arts within Canada and to be responsible for the Library Grant and Creative Arts Award.

1. Duties:
	1. Is responsible for the Library Grant and the Creative Arts Award.
	2. Assists VP Advocacy as required.
	3. Acts as the link between study groups working on these issues and the Standing Committee on Advocacy.
2. Membership:
	1. The Chair is a member of the Standing Committee on Advocacy.
	2. Membership consists of:
		1. Chairs of relevant study groups
		2. Interested members from across the country
3. Meetings:
	1. By electronic means or teleconference, the latter being authorized by the Vice President, Advocacy.
	2. When desired, up to four times a year.
4. Board liaison: Vice President, Advocacy for advocacy issues; Vice President, Finance (for the grants).
5. Reporting: through the Standing Committee on Advocacy and the Vice President, Advocacy for advocacy issues; through Finance Committee (for the grants).

## 2.6.3. Status of Women Sub-Committee

1. Purpose: To assist CFUW with issues dealing with the status of women and human rights within Canada.

1. Duties:
	1. Assists VP Advocacy as required.
	2. Acts as the link between study groups working on these issues and the Standing Committee on Advocacy.
2. Membership:
	1. The Chair is a member of the Standing Committee on Advocacy.
	2. Membership consists of:
		* + Chairs of relevant study groups
			+ Interested members from across the country
3. Meetings:
	1. By electronic means or teleconference, the latter being authorized by the Vice President, Advocacy.
	2. When desired, up to four times a year.
4. Board liaison: Vice President, Advocacy
5. Reporting: through the Standing Committee on Advocacy and the Vice President, Advocacy

## 2.7. Study groups

1. Purpose: to act as a forum to study issues.
2. Duties:
	1. To act as a discussion and study group.
	2. To bring to the attention of the Vice President of Advocacy and/or the Standing Committee on Advocacy any issues of concern.
3. Membership: interested members across the country
	1. Meetings: By electronic means or teleconference, the latter being authorized by the Vice President, Advocacy.
4. Board liaison: Vice President Advocacy.
5. Reporting: Standing Committee on Advocacy.

## International Relations Study Group

## 2.7.1. Afghanistan Study Group

1. Purpose: to act as a forum to discuss Afghanistan issues.
2. Duties:
	1. To act as a discussion and study group.
	2. To bring to the attention of the Vice President International and/or the Standing Committee on Advocacy any issues of concern.
	3. To participate in any development of a plan of action and work in conjunction with the Vice President International, if requested.
3. Membership: interested members across the country
4. Meetings: By electronic means or teleconference, the latter being authorized by the Vice President International.
5. Board liaison: Vice President International
6. Reporting: Standing Committee on International Relations

## 2.8. Special Committees

Bylaw 56 provides for the establishment of special committees.

Within each Biennium, the Board of Directors may establish special committees for specific tasks, their terms of reference and period of office to be determined by the Board of Directors, with the term of office to be only until the end of the Biennium.

The Chairs of such Committees are to be appointed by the President and the Committee members are to be chosen by their Chair.

The Chair and all Committee members shall serve without remuneration, and they may be replaced for just cause at the discretion of the Board of Directors.

Activities of Special Committees: (Governance, Human Resources, Advocacy, History Project, 100th Anniversary project,)

1. Special Committees shall further the policies and programs of CFUW in the area of work assigned by the Board of Directors, examine questions within their terms of reference, and make recommendations to the Board of Directors.

2. The Chair of each Special Committee shall report regularly to the Board of Directors in such manner as the Board may direct.

3. Special Committees shall have the same term as the Board that appoints them unless otherwise specified in their terms of reference.

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## 2.8.1. CFUW Advocacy Steering Committee

1. Purpose: Responsible for directing advocacy activities for CFUW.
2. Duties:
	1. Responsible for developing, reviewing and monitoring board policies on advocacy activities.
	2. Responsible for monitoring and review of CFUW advocacy practices and works with the Executive Director to ensure that a regular evaluation of advocacy activities is carried out.
	3. Acts as a sounding board for all advocacy policy concerns brought forward by Clubs and others.
	4. Responsible for directing CFUW public advocacy action, in particular:
		1. Post-AGM advocacy
		2. Policy-to-Action National Advocacy Campaigns
3. Membership:
	1. President, Vice President, Advocacy (Chair, Standing Committee of Advocacy)
	2. Vice President International (Chair, Standing Committee of International Relations)
	3. The VP Advocacy chairs the Committee.
4. Meetings: A quorum is two members of the Committee. Meetings may be held by electronic means, and/or teleconference calls, the latter being authorized by the Vice President, Advocacy. A face to face meeting may be held annually in conjunction with the Annual General Meeting.
5. Staff Liaison: Executive Director and/or designated staff.
6. Reporting: Regular reporting to the Board of Directors and to the eligible voters through annual reports and action plans.

## 2.8.2. Human Resources Committee

1.      Purpose

 Responsible for ensuring that CFUW human resource policies are developed, administered, reviewed and monitored for effectiveness

1. Duties:
2. Evaluates, on an annual basis, the performance of the Executive Director, with input from staff and other Board members.  Recommends CFUW salary adjustments to Finance Committee.
3. Updates the job description of the Executive Director, as required, in consultation with the ED.
4. Establishes a process for recruitment of Executive Director.
5. Reviews human resource policies on an annual basis and works with the Executive Director to ensure that they are current, and monitored for effectiveness.
6. Ensures that there is an accessible, well-articulated grievance process for staff. .
7. Acts as the final arbitrator for grievance procedure for staff.
8. Reviews, discusses, and makes recommendations to the Board on human resource matters of concern to the ED and/or Committee.
9. In accordance with the Respectful Procedures, acts as a support when respectful treatment issues arise
10. Receives Disrespectful Incident Reports
11. Membership:
12. President, the Vice President elected as Acting President, and one other Board member. The Vice President elected as Acting President chairs the Committee.
13. Meetings:
14. A quorum is two members of the committee.
15. Meetings may be held by electronic means.
16. A face to face meeting may be held annually in conjunction with the Annual General Meeting.
17. Staff Liaison: Executive Director or designated staff
18. Reporting: Regular reporting to the Board of Directors. Annual review of the Executive Director is reported to the Board and feedback on process is solicited.

## 2.8.3. 100th Anniversary Committee

1. Purpose

The Canadian Federation of University Women will be celebrating its 100th Anniversary in 2019. Since its inception in 1919 there have been tremendous changes in the lives of women and girls in our land. To mark this important occasion and the developments CFUW has seen in the past century, the 100th Anniversary project will have an impact across Canada. It is important that all Canadian female university graduates become aware of CFUW and the work it does, and are moved to join us.

A significant anniversary project supported by clubs nationwide will enhance the profile of CFUW to gain members country-wide as well as benefit women in our colleges and universities.

1. Duties
2. To study concrete proposals for an appropriate project that will be recognized across Canada.
3. To seek involvement from the Clubs and all the future boards of CFUW.
4. To give recognition to CFUW as being an organization that advocates for women and girls.
5. To create an opportunity from CFUW to become more visible across Canada and to build a positive image in all regions of CFUW.
6. To continue to develop an overall 100th Anniversary Plan
7. To make recommendations to the Board for the 100th Anniversary Plan
8. Membership

One member from the Charitable Trust

One member from Membership committee

Two members at large

One member from the Board Resource Alumnae Network

One member from the Past Presidents

1. Meetings

The Committee shall meet as required. It is expected that meetings will be through conference call.

1. Chair

Chair will be the Vice President Communications and Governance.

1. Reporting mechanisms

Minutes, reports and recommendations from the Committee will be circulated by the Chair to all committee members and to the President. All recommendations will be presented for Board approval.

## 2.8.4. History Project

1. Duties
2. Document CFUW’s unique role in bringing together a large group of educated women who identified issues in their communities and advocated for change, worked to develop partnerships to bring about that change and acted as visionaries for future generations.
3. Produce a document that will be of interest not only for members but for the general public and will position CFUW as an ongoing force for promoting educational opportunities for girls and women and for working for as a positive influence for equality.
4. Outline, through the exploration of our history, the path for our future. We want this to be a forward leading document and, as such, finding the commonalities that have helped us influence change in the past will also help us continue to promote our role in the future.
5. Ensure that History Projects have a central focus and build on the information gathered.
6. Reporting Procedure and Times: The History Project is time limited and the goal is to have a finished document for the 100th Anniversary of CFUW. Progress on this project will be reported at the pre-AGM Board Meeting.
7. Reports through: VP Communications and Governance to the Board.
8. Naming of Chair: This Committee has a limited time appointment. The VP Communications and Governance to the Board will chair this committee at the discretion of the CFUW Board of Directors.
9. Membership: Six Members, President is ex-officio
10. Meetings:quarterly or as required

**2.8.5 CFUW 100th Anniversary National Scholarship Project Committee**

1. Purpose:

The Committee’s purpose will be to encourage Clubs and individuals to participate in the CFUW’s 100th Anniversary National Scholarship Project as approved by the Board in July 2013.

The Committee will gather all information on the activities and achievements of Clubs participating in the CFUW 100th Anniversary National Scholarship Project.

1. Duties:

The Committee will :

* Work with Regional Directors to educate Clubs and individuals regarding the Project.
* Encourage Clubs to increase their existing scholarship programs or to create a special award in 2019.
* Communicate through National Office with articles to Clubs, members and the public about the Project.
* Gather information of anticipated activities, awards and achievements for the 100th Anniversary National Scholarship Project.
* Update Clubs as to the achievements of other Clubs
1. Membership:

The members of the Committee will include: a project leader and four CFUW members providing regional representation. The Chair of the 100th Anniversary Committee is an ex-officio member of the Committee. One of the four CFUW members will be chosen to serve as communication and publicity coordinator.

The project leader will be appointed by the CFUW Board of Directors. The four CFUW members will be chosen by the project leader and approved by the Chair of the 100th Anniversary Committee.

The Project Leader will serve a six year term while the CFUW members will serve two-year terms, renewable twice. The committee will function until the 2019 AGM when its final report is given.

1. Meetings

Communication will take place primarily by email. The Committee will meet twice each year by teleconference, arranged by National Office, at the call of the project leader.

1. Staff Liaison

The project leader will liaise with National Office staff through the Chair of the 100th Anniversary Committee.

1. Board Liaison

The Chair of the 100th Anniversary Committee will liaise with the Board, bringing regular reports from the project leader.

1. Resources and Budget

Funding will be required for the bi-annual teleconferences and for communication tools (pamphlet/display board) at the AGMs. Expenses will be pre-approved by the Chair of the 100th Anniversary Committee and paid from the 100th Anniversary budget line.

## Other Groups

## 2.8.6. Board Alumnae Resource Network

Membership in the Board Alumnae Resource Network shall be open to:

1. Former members of the National Board, National Committee members and Regional Directors.
2. Former executive members of Provincial or Regional Councils.

The Chair of the Board Alumnae Resource Network shall be chosen by its members at a time, place and method of their choice.

The Chair shall serve for the Biennium in which she was appointed and shall not serve more than two (2) Biennial terms.

The Chair of the Board Alumnae Resource Network shall report to the Board of Directors through the Vice President in whose region/province she resides.

It shall be the responsibility of members of the Board Alumnae Resource Network to act as a source of information concerning CFUW history and policies for current CFUW members.

## Policies and Procedures

## 2.9. Nominations and Elections

## 2.9.1. Nomination and Election of CFUW Board of Directors

1. All candidates for CFUW Board positions must be nominated by a club. Nominations must be received by the Nominations Chair by February 1.
2. If more than one candidate is nominated for the same position, an election will take place **at the AGM**. Clubs will be notified about the election by February 15. Details about the election will be sent to the membership by national office.
3. By March 1 each candidate will forward a letter of intent to the Nominations Chair; this information will be sent to the membership. If an election is to be held for a Regional Vice-President, relevant information will be sent to the clubs in that region.
4. The election will be conducted at the AGM by the Nominations Committee, assisted by the CFUW office staff, and members of the Credentials Committee (LAC). The location of the voting site, method of voting, and times for voting will be published as soon as they are available. Voting privileges are found in Bylaws 16, 17 and 18. Only voting delegates from clubs in that region will be eligible to vote for a Regional Vice-President. All voting delegates can vote for the other members of the Board. Proxy votes are permitted; instructions for proxy voting will be sent to the clubs with other election materials.
5. Votes will be counted by the Nominations Committee at the close of the last voting period, and the results given to the President, who will notify the candidates. The successful candidates (those elected and those acclaimed) will be announced to the delegates by the chair of the Nominations Committee.

**2.9.2** **Nomination and Election of CFUW Regional Directors**

1. All candidates for Regional Director must be nominated by a club. Nominations must be received by the Nominations Chair by February 1.
2. If more than one nomination for any region is received by the deadline, an election will take place.  The clubs in the region will be notified by February 15. Details of the dates and procedure will be sent to these clubs by the Nominations Committee.
3. By March 1 each candidate will forward to the Nominations Chair a letter of intent; this letter will then be sent to all clubs in the region.No campaigning will be allowed.
4. Ballots will be sent by National Office to the eligible clubs. Club voting privileges are found in Bylaws 16, 17 and 18.
5. The ballots will be returned to National Office by April 15. Ballots will be counted, then scanned and sent to Chair of Nominations to verify and the CFUW President informed of the results by April 30.
6. The President will inform the candidates and the Regional Vice-President.

National Office will inform the CFUW membership.

**2.9.3 Nomination and Election of CFUW Committee Chairs and Committee Members**

Indication of interest for Committees, where membership is not otherwise outlined in the Administration Manual, will be an open process, commencing once the nominations process for the Board/RD positions is complete.

These letters of interest will be reviewed and names for committee chairs be presented to the post AGM board meeting (at the commencement of a new biennial) for approval.

The Chairs of these committees will be given the letters of interest for committee membership and will submit proposed names to the Board of Directors for committee membership within six weeks of the new biennium post AGM meeting.

Care in these appointments will be taken to ensure regional representation.

Procedures

1. A call for indications of interest in both Committee chair and the membership (when not outlined in the Administration Manual) will be issued, and widely distributed, once the Board/RD nomination process is complete.

2 .Candidates for committee chairs/membership must indicate their interest prior to the post CFUW AGM board meeting.

3. Letters of interest are to be mailed to the Executive Director of CFUW.

4. Names of candidates for committee chair will be reviewed and presented to the post AGM Board meeting for approval.

5. Names of those expressing interest in membership on a committee will be forwarded to the committee chair who is appointed by the board.

6. Committee chairs will submit their committee membership within six weeks of the post AGM meeting for approval of the Board. Care will be taken in the composition of committee membership to ensure regional representation, taking in to consider committee sustainability/succession planning.

## 2.10 Finance

Board Financial Policies are found on the CFUW website, <http://www.cfuwadmin.org>

1. Board Financial Policy: Travel, Accommodation and Personal Expenses
2. Telecommunication: Organization and Expensing
3. CFUW General Reserve Fund 2012
4. Investment Policy
5. CFUW Procedure for Special Projects
6. CFUW Procedure for requesting reimbursement

## 2.11. Administrative Procedure for Amendments to Articles and Bylaws of CFUW, Amendments, Additions, Repeals and Revisions

By Law 86. The Board, a Club or a Committee may submit an amendment, addition or repeal of a bylaw or a motion to revise the Articles and Bylaws as a whole to the Chair of the Articles and Bylaws Committee at least one hundred and fifty (150) calendar days prior to the annual general meeting at which it is to be considered.

“Committee” is defined as follows in CFUW Bylaw F. Committees

By Law 54: The following committees shall be designated Standing Committees of the Board:

Advocacy, Articles and Bylaws, Fellowships, Finance, International Relations, Nominations, and

Resolutions.

1. Each year dates will be set to allow for compliance to By Law L 86.

2. All proposed amendments must be submitted in the proper format and must be date

stamped or received by the Articles and Bylaws Committee (A&BL Committee) on or before the

dates set.

Procedure:

1. A Motion must be passed to allow a Motion to Amend or Motion to Amend the Amendment to

 be submitted.

2. In the procedure specified by the Club, the members of the proposing Club must vote in

 favour of the Motion to Amend or Amend the Amendment to be sent to the A&BL Committee.

3. In the procedure specified by the CFUW Board of Directors, the Directors must vote in favour of the Motion to Amend or Amend the Amendment to be sent to the A&BL Committee.

4. In the procedure specified by the Committee, the Committee Members must vote in favour of the Motion to Amend or Amend the Amendment to be sent to the A&BL Committee.

5. In the procedure specified by the A&BL Committee, the Committee Members must vote in favour of the Motion to Amend or Amend the Amendment to be sent to the CFUW Board of Directors.

6. All Amendments must be sent on the “Proposed Amendment to the Articles and Bylaws of

 CFUW” form with the appropriate information filled in to [articleandbylawcommittee@gmail.com](file:///G%3A%5CAdministrative%20Handbook%5Carticleandbylawcommittee%40gmail.com) on or before February 1st, 2013.

7. There will be communication between the Proposer and the A&BL Committee prior to the package of Proposed Amendments being sent out.

8. A package of the Proposed Amendments will be sent from the National Office to Clubs, Regional Directors and members of the National Board of Directors for study and evaluation on or before February 22th, 2013.

9. Proposed Amendments to the Amendment must be sent on the “Proposed Amendment to the Amendment to the Articles and Bylaws of CFUW” form with the appropriate information filled in to [articleandbylawcommittee@gmail.com](file:///G%3A%5CAdministrative%20Handbook%5Carticleandbylawcommittee%40gmail.com) on or before May 1st, 2013.

10. Proposers of the original Amendment must return their final wording on or before May 30th, 2013 along with their rationale for accepting or rejecting proposed Amendments to the Amendment.

11. The package of compliant Amendments to Amendments, along with the final wording of the Proposed Amendment will be distributed to the Clubs, Regional Directors and members of the Board of Directors before the AGM. If it is not possible, such material shall be distributed to members of the eligible voters on arrival at the AGM.

12. All Amendments must take the form of

 I insert ( ) after ( )

 II. Delete ( ) and Insert ( )

 III. Delete ( )

13. The full wording of the amended Bylaw and a rationale as to why the amendment is being brought forward must be included.

14. “The Proposed Amendment to the CFUW Articles and Bylaws of CFUW” form and the “Proposed Amendment to the Amendment of the Articles and Bylaws of CFUW” form must be signed and dated by the President or other authorized signatory.

15. No submissions from individual members or groups will be considered.

16. The Proposer should ensure that the proposed amendment fits the criteria for allowing an amendment to come before the assembly at the AGM.

**Criteria for Amendment and Amendment to the Amendment**

 The proposed amendment must

a. Not already be present in the Articles and Bylaws

b. Not contravene the Canada Not-for-Profit Corporations Act

c. Not be present in the Canada Not-for-Profit Corporations Act, and

d. Not contradict or confuse another section of the Articles and Bylaws.

## 2.12. Advocacy Policy Book

CFUW shall have an Advocacy Policy Book. Vice President, Advocacy shall be responsible for maintaining and updating annually the Advocacy Policy Book. The Advocacy Policy Book Online is updated following the adoption of new or amended policies by CFUW and IFUW.

Advocacy Policy, as found in the CFUW Advocacy Policy Book, that need to be updated, revised or removed, will move through the normal resolution process of Intent, Resolution submission, club study and AGM vote.

Board Advocacy policies are found on the CFUW Administrative website, <http://www.cfuwadmin.org> .

a. CFUW Advocacy Guidelines

b. CFUW Policy-to-Action National Advocacy Campaigns

c. CFUW Post-Resolution Advocacy Campaigns

## 2.13. Presentation of public policy of other organizations

The procedure for presentation of **public policy of other organizations** for consideration at a CFUW AGM, and adoption as CFUW policy shall be as follows:

1. Such public policies, together with supporting documentation, shall be sent to the appropriate CFUW Standing Committee for study. After consideration, they shall make a recommendation to the Resolutions Committee by December 31.
2. On the recommendation of the Standing Committee, the Resolutions Committee shall include it with the CFUW proposed resolutions, to be forwarded by the Resolutions Committee to the Clubs, Regional Directors and members of the Board of Directors by February 1st.
3. No amendments shall be permitted to such established, public policies of the other organization.

##  2.14. Canadian Federation of University Women Charitable Trust (external to CFUW)

The Board of Directors of CFUW approves the three non-CFUW board members as Trustees of the Charitable Trust according to the terms of the Trust agreement.

Financial matters for the Charitable Trust are directed by

1. Trust Agreement of the CFUW Charitable Trust
2. Policy on Donations to the Charitable Trust
3. Charitable Trust Investment Policy

## 2.15. Reports from Board of Directors and Regional Directors

## 2.15.1. Action Plans

* Are due by October 15 and are related to CFUW’s strategic plan. They include any action plans associated with a portfolio and outline any planned committee meetings scheduled.

## 2.15.2. Report Schedule

* Interim Report (January 7), and Annual Report (May 15).

## 2.15.3. Information sharing reports to support consensus agenda

* Reports from each of the Board members will be expected no later than one week before a scheduled meeting so they can be distributed along with the agenda.

## 2.16. Formal reports that are available for circulation at AGMs

* Financial report, proposed budget, and any significant Finance policy changes
* Audited financial statement
* Annual report: accepted by Board before AGM

## 2.17. Board Agenda:

* The Agenda will use a ‘consent’ model, so that routine and non-controversial matters can be ‘adopted’ based on documents submitted.
* Short reports from each of the Board members will be expected no later than one week before the meeting so they can be distributed along with the agenda.
* The President will set the agenda; input from Board members and the Executive Director is welcome. Agenda items, if possible, should be forwarded to the President ten days before the meeting.
* Motions, using the approved motion form in the Admin Book, should be received one week before the board meeting so that they can be distributed with the meeting material.
* The agenda will be circulated one week before the meeting, with relevant material attached. This material is, as a rule, distributed through the National Office.
* The agenda will note recommended times for each discussion; for teleconferences, participants will be asked to identify before discussion on an item begins if they wish to comment on the item. The chair will use this ‘speakers list’ as a mechanism for proceeding with the discussion of an item.

## 2.18. Minutes:

* VP Communications and Governance will take the minutes of all board teleconferences and meetings, and prepare draft minutes along with the list of motions and action items from the meeting.
* President will review the draft minutes.
* The draft minutes (including the list of motions and action items) will be circulated by the National Office to the Board of Directors, generally within ten days.
* The draft minutes will be re-sent to the Board along with the agenda and material for the next Board meeting/teleconference meeting.
* At the next meeting/teleconference meeting, the draft minutes will be amended/approved by the Board of Directors.
* If the draft minutes are amended, the final approved minutes will include all corrected statements agreed by the Board.
* The minutes of the meeting at which the amendments are made will state only that the minutes of the meeting of XX date were approved as amended.
* If no amendments were necessary, the minutes will state that the minutes of the meeting of XX date were approved.  Moved/seconded, etc.
* All minutes will be noted as “draft” or “final – approved xxx date” so that their status is clear. They will also be numbered, for example, 2012-13 - #1, June 25, 2012, so that all are accounted for.

## 2.19. Protocol for AGM minutes

AGM - Verified minutes will be e-mailed to Board members for ratification. These verified draft minutes will be posted to the secure website for information and approved at the following AGM.

Regular Board minutes - Approved board meeting minutes are to be posted to the admin website [www.cfuwadmin.org](file:///C%3A%5CDocuments%20and%20Settings%5CDorisMae%5CDesktop%5CAdministrative%20Handbook%5Cwww.cfuwadmin.org)

## 2.20 CFUW Motion Form

Motions are made using the CFUW Board of Directors Motion Form available on the admin website [www.cfuwadmin.org](file:///C%3A%5CDocuments%20and%20Settings%5CDorisMae%5CDesktop%5CAdministrative%20Handbook%5Cwww.cfuwadmin.org)

**CFUW BOARD OF DIRECTORS**

**MOTION FORM**

**CFUW Board Meeting – (date)**

1. **Topic or issue**
2. **Motion**
3. **Background information:**
4. **Financial costs or implications:**
5. **Operational implications:**
6. **Communications implications:**

**Moved by**:

**Seconded by**:

**Date:**

## 2.21. Delegation of Authority

This policy outlines a summary of the delegation of authority for CFUW. Authority of the CFUW eligible voters is outlined in the current CFUW Articles and Bylaws. More detailed information for the Board and Executive Director may be found in job descriptions. (Executive Director – ED)

 **RESPONSIBILITY ACTIVITY**

**POLICY**

Approves Board policy in such areas as programs, finance,

personnel, legal, systems, etc. Board

Implements approved policies. Executive Director

**PLANNING**

 Approves strategic plan, goals, and direction Board

Provides input to long range goals Joint

Approves long range goals Board

Formulates annual objectives Joint

Approves annual objectives Board

Prepares performance reports on achievements

of goals and objectives Executive Director

Monitors achievement of goals & objectives Joint

**PROGRAMS**

Approves all programs and any changes Board

Implements programs approved by Board Executive Director

Assesses stakeholder needs Executive Director

Oversees evaluation of programs Board

Maintains program records; prepares program reports Executive Director

**FINANCE**

Prepares preliminary operating and capital budget Executive Director

Finalizes and approves draft operating and capital budget Board

Compiles information and regularly reports to Board VP Finance and Executive Director

Keeps Board informed of all business transactions and

alerts Board if illegal/unethical issues occur Executive Director

Manages expenditures within approved ED budget, including

 adjustments of all line items as needed, excluding salaries Executive Director

 and benefits

Manages expenditures within their specific budgets Board Members

Approves fundraising campaigns & may solicit contributions Board

Approves affinity partners Board

Organizes fundraising campaigns & may solicit contributions Executive Director

Approves expenditures outside authorized budget Board

Approves annual audit and management letter Board

Approves Signing Authorities Board

**PURCHASING and ADMINISTRATIVE**

All expenditures within approved ED budget Executive Director

All expenditures within their specific budgets Board

Approves banking arrangements, Board

Approves changes in investment advisor Board

Approves location of office and lease arrangements Board

Approves AGM location, theme, budget and fees Board

Signs all contracts on behalf of the organization Executive Director

Sets petty cash account and has approval to use credit cards Executive Director

Acts as Privacy Officer for CFUW Executive Director

Signs Grant applications Joint

Establishes the “comparable date” for airline travel to AGM/IFUW Finance Committee

**PERSONNEL**

Recruits, employs, evaluates, approves entitlements, contract

provisions and job descriptions for Executive Director Board

Recruits, employs, evaluates, approves entitlements, contract

provisions and job descriptions for staff Executive Director

Identifies the need for additional staff Executive Director

Approves the need for additional staff Board

Prepares personnel policies for Board consideration Executive Director

Reviews and approves personnel policies Board

**COMMUNICATIONS**

Approves press releases, briefs and correspondence President

Interprets organization to stakeholders and community Joint

Prepares press releases, briefs and correspondence Executive Director

**BOARD GOVERNANCE**

Maintains corporate minute book and required annual reports for

Industry Canada Executive Director

Appoints committee members Board

Plans agenda for Board meetings Executive Director and President

Prepares material for Board and Committee meetings Executive Director

## 2.22. CFUW Privacy Regulation

CFUW operates in accordance with Canada’s Privacy Laws.

<http://www.parl.gc.ca/Content/LOP/Researchpublications/prb0744-e.htm>

The Website Privacy Policy is displayed on the CFUW-FCFDU website at [http://www.cfuw.org/AboutUs/tabid/65/ctl/Privacy/language/en-CA/Default.aspx](http://www.cfuw.org/AboutUs/tabid/65/ctl/Privacy/language/en-CA/Default.aspx%20%20)

CFUW is committed to safeguarding the personal information entrusted to us by our club members, employees, Fellowships applicants and the public where applicable. We will respect and protect the privacy of personal information by complying with the privacy principles required by the federal Privacy Act 1) and the related regulations.

CFUW regional, provincial councils and clubs are governed by privacy legislation in each jurisdiction. Where there is no specific legislation, each will be governed by the federal Privacy Act and related regulations.

This policy applies to CFUW and to any person providing services on our behalf.

The CFUW does not sell, exchange or rent any personal information with anyone. We will only use the information provided for the purpose for which it was collected.

The Procedure Section below gives the details on how we protect your personal information.

**Procedures**

**Section 1: CFUW Members**

**What is personal information?**

Personal information means information about an identifiable individual. This includes an individual’s name, home address, email address and phone number, age, sex, marital or family status, any identifying number, financial information, educational history, etc.

**What personal information does CFUW collect?**

We collect only the personal information that we need for the purposes of providing services to our members, including personal information needed to:

• deliver requested products and services

• send out association membership information

We normally collect personal information directly from our members. We may collect your information from other persons with your consent or as authorized by law.

We inform our members, before or at the time of collecting personal information, of the purposes for which we are collecting the information. The only time we don’t provide this notification is when a member volunteers information for an obvious purpose (for example, producing a credit card to pay a membership fee when the information will be used only to process the payment).

**Consent**

We ask for consent to collect, use or disclose member personal information, except in specific circumstances where collection, use or disclosure without consent is authorized or required by law. We may assume your consent in cases where you volunteer information for an obvious purpose.

We assume your consent to continue to use and, where applicable, disclose personal information that we have already collected, for the purpose for which the information was collected.

We ask for your express consent for some purposes and may not be able to provide certain services if you are unwilling to provide consent to the collection, use or disclosure of certain personal information. Where express consent is needed, we will normally ask members to provide their consent orally (in person, by telephone), or in writing (by signing a consent form).

A member may withdraw consent to the use and disclosure of personal information at any time, unless the personal information is necessary for us to fulfil our legal obligations. We will respect your decision, but we may not be able to provide you with certain products and services if we do not have the necessary personal information.

We may collect, use or disclose member personal information without consent only as authorized by law. For example, we may not request consent when the collection, use or disclosure is to determine suitability for an honour or award, or in an emergency that threatens life, health or safety.

**How do we use and disclose personal information?**

We use and disclose member personal information only for the purpose for which the information was collected, except as authorized by law. For example, we may use member contact information to deliver goods.

**How do we safeguard personal information?**

We make every reasonable effort to ensure that personal information is accurate and complete. We rely on individuals to notify us if there is a change to their personal information that may affect their relationship with our organization. If you are aware of an error in our information about you, please let us know and we will correct it on request wherever possible. In some cases we may ask for a written request for correction.

We protect personal information in a manner appropriate for the sensitivity of the information. We make every reasonable effort to prevent any loss, misuse, disclosure or modification of personal information, as well as any unauthorized access to personal information.

We use appropriate security measures when destroying personal information, including shredding paper records and permanently deleting electronic records.

We retain personal information only as long as is reasonable to fulfil the purposes for which the information was collected or for legal or business purposes.

**Access to records containing personal information**

Individuals have a right to access their own personal information in a record that is in the custody or under the control of CFUW, subject to some exceptions. For example, organizations are required under the Personal Information Protection Act to refuse to provide access to information that would reveal personal information about another individual.

If we refuse a request in whole or in part, we will provide the reasons for the refusal. In some cases where exceptions to access apply, we may withhold that information and provide you with the remainder of the record.

You may make a request for access to your personal information by writing to the CFUW Executive Director who is designated to ensure compliance with the federal Privacy Act and related regulations. You must provide sufficient information in your request to allow us to identify the information you are seeking.

You may also request information about our use of your personal information and any disclosure of that information to persons outside our organization. In addition, you may request a correction of an error or omission in your personal information.

We will respond to your request within 45 calendar days, unless an extension is granted.

**Emails sent to Groups**

Emails sent to groups will be sent using the “blind carbon copy” (bcc) facility which protects members’ privacy and reduces spam.

**Questions and Complaints**

If you have a question or concern about any collection, use or disclosure of personal information by CFUW or about a request for access to your own personal information, please contact the CFUW Executive Director who is designated to ensure compliance with the federal Privacy Act and related regulations

**Section 2: Fellowships**

Fellowship applicants are required to provide personal information when they apply for a CFUW award. A personal information consent form is signed by all fellowship applicants and a further personal information consent form is signed by all fellowship winners

Information collected about fellowship applicants and applications will be held securely for one year from the time of collection and destroyed the following June. The exception to this rule is that information on Award winners will be retained in perpetuity in a secure location.

With the consent of Fellowship applicants, information about winners is used for promotion of the Fellowships program.

**Section 3: Public Websites & Social Media**

Each of the three CFUW websites contains a Statement of Privacy which governs data collection and usage.

The Website Privacy Policy is displayed on the CFUW-FCFDU website at

<http://www.cfuw.org/AboutUs/tabid/65/ctl/Privacy/language/en-CA/Default.aspx>

**Facebook**

Facebook has its own privacy policies with which members should familiarize themselves. Interactions with Facebook are governed by the privacy policy of that Company. In situations where Facebook has links to other sites, the individual’s information is governed by that company’s privacy statements. CFUW has no authority over the privacy policies of Facebook or any other third parties.

**Section 4: Employees**

**What is personal employee information?**

Personal employee information is personal information about an employee or volunteer which is collected, used or disclosed solely for the purposes of establishing, managing or terminating an employment relationship or a volunteer work relationship. Personal employee information may, in some circumstances, include a Social Insurance Number, a performance review, etc.

CFUW can collect, use and disclose your personal employee information without your consent only for the purposes of establishing, managing or ending the employment or volunteer relationship. We will provide current employees and volunteers with prior notice about what information we collect, use or disclose and our purpose for doing so.

**What personal employee information does CFUW collect, use and disclose?**

We collect, use and disclose personal employee information to meet the following purposes:

• Determining eligibility for employment or volunteer work, including verifying qualifications and references

• Establishing training and development requirements

• Assessing performance and managing performance issues if they arise

• Administering pay and benefits (paid employees only)

• Processing employee work-related claims (e.g. benefits, workers’ compensation, insurance claims) (paid employees only)

• Complying with requirements of funding bodies (e.g. lottery grants)

• Complying with applicable laws (e.g. Canada Income Tax Act)

We only collect, use and disclose the amount and type of personal employee information that is reasonable to meet the above purposes. The following is a list of personal employee information that we may collect, use and disclose to meet those purposes.

• Contact information such as your name, home address, telephone number

• Criminal background checks

• Employment or volunteer information such as your resume (including educational background, work history and references), reference information and interview notes, letters of offer and acceptance of employment, policy acknowledgement forms, background verification information, workplace performance evaluations, emergency contacts, etc.

• Benefit information such as forms relating to applications or changes to health and insurance benefits including medical and dental care, life insurance, short and long term disability, etc. (paid employees only)

• Financial information, such as pay cheque deposit information and tax-related information, including Social Insurance Numbers (paid employees only)

• Other personal information required for the purposes of our employment or volunteer relationship

We will inform our employees and volunteers of any new purpose for which we will collect, use, or disclose personal employee information, or we will obtain your consent, before or at the time the information is collected.

**What information do we provide for employment/volunteer references?**

In some cases, after your employment or volunteer relationship with us ends, we will be contacted by other organizations and asked to provide a reference for you. It is our policy not to disclose personal information about our employees and volunteers to other organizations who request references without your specific consent. The personal information we normally provide in a reference includes:

• Confirmation that an individual was an employee or volunteer, including the position, and date range of the employment or volunteering

• General information about an individual’s job duties and information about the employee or volunteer’s ability to perform job duties and success in the employment or volunteer relationship

**For Further Information**

The CFUW’s Privacy Officer is Executive Director, Robin Jackson; email: cfuwed@rogers.com

If, having shared your concerns with us you are still not satisfied, you may file a complaint with the Privacy Commissioner of Canada by accessing their website: [www.priv.gc.ca](http://www.priv.gc.ca)

## 2. 23. Board Attendance at Council and other CFUW Meetings

**General:**

* The CFUW President is an ex officio, nonvoting, member of all Provincial and Regional Councils and their Executives.
* The President is generally provided an opportunity to address a meeting which she attends.
* The Council is responsible for any registration fee payable, and if at all possible, makes a contribution to her expenses.
* Board members are encouraged to attend their own region’s Council meetings.
* Vice Presidents and Regional Directors are reimbursed through their Council’s budget based on individual Regional or Provincial Council policy.
* Board members who wish to attend other area Council meetings will do so at their own or at the Council’s expense.
* Vice Presidents may invite CFUW Board members and/or the Executive Director to their Council meetings if they wish them to contribute to the program. Funding to be discussed with the CFUW President and Vice President of Finance in advance of the event.

## 2.24.1. Regional Council and Club Events

The CFUW budget does not include financial responsibility for Regional/Provincial CFUW Conferences or for Regional/Provincial CFUW Council Meetings. Each Regional Council is solely responsible for its own events. Conference and registration fees must cover all expenses, including any necessary planning meetings, preparation, translation (if required), and mailing of material before and after the conference or meeting. It does not provide advances to cover preliminary expenses of Regional/Provincial Conferences and Council Meetings, and will not cover any deficit incurred, and does not expect to receive any surplus funds.

Registration fees for Regional/Provincial Conferences and Council Meetings for Vice-Presidents and Regional Directors are not paid from the CFUW budget for the region/province. These fees are the responsibility of the Regional/Provincial Council.

## 2.24.2. Representation (approved attendance at events on behalf of CFUW)

* All invitations should be sent or directed to CFUW National Office.
* The President, or her designate, in consultation with the Executive Director, approves any costs within the approved annual budget related to representation prior to costs being incurred.
* The Executive Director contacts the President to determine who should be approached to represent CFUW:
	+ - President, if possible
		- Vice President of Advocacy or International Relations
		- Executive Director
		- Local Club member
* In the absence of the President, the Executive Director will decide who is the most appropriate representative and she will inform the President of her actions.
* The Vice President International shall be the official representative of CFUW at ECOSOC meeting in New York. The President may attend if funding is available.
* The President will lead the delegation to IFUW Triennial Meetings.
* The Vice President International will represent CFUW at the IFUW Council Meeting.
	+ 1. **CFUW Policy for IFUW Representation at International Events**
* CFUW supports individual members attending all international events.  However, only the President or VP International Relations are spokespersons for CFUW internationally.
* In the absence of the CFUW President and/or VP International Relations at an international event, and upon request from one or both of the aforementioned officials, IFUW may represent CFUW in the following capacity;
1. When requested, may exercise a proxy vote in accordance with CFUW instructions
2. May advocate on IFUW Resolutions on behalf of CFUW  (note: as an NFA we have already voted on/or accepted the vote on IFUW resolutions)

c. Submit to CFUW a report on proceedings and outcomes of the event

d. Provide information of actions NFAs are expected to take as a follow up to the event

* IFUW will be requested on a specific event basis to engage on CFUW’s behalf.

 New York UN events are excluded from this as CFUW would most likely be in attendance.

## 2. 25. Donations to the CFUW Charitable Trust

Information on the Charitable Trust is available on the CFUW website <http://www.cfuw.org/>

CFUW Charitable Trust acts as an arm’s length organization, to receive donations and provide financial support for the fellowships and awards program. The Trust administers funds for:

* Graduate Awards and Fellowships
* CFUW Creative Arts and Library Awards

Financial policies: these policies can be found on the CFUW website [http://www.cfuw.org/](http://www.cfuw.org/%20) under the link *About Us: CFUW Annual Reports, 2012 Financial Report .*

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## 2.26. CFUW Respectful Treatment Procedures

All members, staff and volunteers are expected to uphold the CFUW Respectful Treatment policy. This procedure is written to provide information on steps that may be taken to ensure that the policy is followed within our organization. Failure to follow the policy may result in the actions described below. The procedure is presented in sections to address the different levels of operation in CFUW, but endeavors to apply the same actions at each level. At all levels of dealing with disrespectful behavior, it is important that they are done in a confidential manner.

There is a “Questions and Answers” section below which will help in clarifying the policy and procedures around respectful treatment. Although the wording for some of the questions has been formatted for clubs, the content can apply to all levels of our organization.

These procedures should not contravene any provincial legislation in regard to subject.

Appendix 1 contains is form that may be used to document incidents of disrespect.

When an instance of disrespectful behavior is identified:

**Section 1: At the Club Level**

1. A verbal warning from the Club President or other designated authority, in consultation with the club executive
2. A written warning from the Club President or other designated authority, in consultation with the club executive
3. Withdrawing the membership of the individual or disallowing the volunteer from working for the club. If this is done, it will be in writing by the Club President or other designated authority, in consultation with the club executive A report of the incident must be sent to the appropriate next level in the organization as soon as possible ( e.g. reports from clubs to RD and regional VP; regional/provincial bodies to national president; national bodies to HR Committee)
4. In the case of the behavior being that of the Club President, the Club Executive may decide to take the above three steps.
5. Regional Directors and Regional Vice Presidents are available to assist in this process.
6. If a person feels she/he has been wrongly accused of displaying disrespectful behavior as described in CFUW’s Respectful Treatment Policy, the individual may request help from a Regional VP in resolving the matter.

**Section 2: At the Regional/Provincial Council Level**

1. The first three steps as described above may be used by the President of the regional/provincial council with the reporting being sent to national president. The HR Committee is available to assist in this process.
2. In the case of the behavior being that of the Regional/Provincial President, the regional/provincial executive may decide to take the first three steps listed in Section 1.
3. In the case of the behavior being a member of a Regional/provincial committee, the Chair of the committee may decide to take the first three steps listed in Section 1.
4. If a person feels she/he has been wrongly accused of displaying disrespectful behavior as described in the CFUW‘s Respectful Treatment Policy, the individual may request help from the HR Committee.

**Section 3: At the National Board Level**

1. The first three steps as described in Section 1 may be used by the President of the Board with the reporting being sent to the HR Committee.
2. The HR Committee is available to assist in this process.
3. In the case of the behavior being that of the President, advice should be sought from the Chair of the HR Committee and VP Communications & Governance. They may decide to take the first three steps listed in Section 1.
4. In the case of the behavior being that of a member of a national committee, the Chair of the committee may decide to take the first three steps listed in Section 1.
5. In the case of the behavior being a Chair of a national committee, the VP to whom she reports may decide to take the first three steps listed in Section 1.

5. If a person feels she has been wrongly accused of displaying disrespectful behavior as described in the CFUW‘s Respectful Treatment Policy, the individual may request help from the HR Committee.

An operational procedure for staff based on the same approach is available in the Personnel Binder.

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**Questions and Answers**

1**. What is a respectful organization?**

 A respectful organization is one that values:

• diversity and the human rights of others related to their race, national or ethnic origin,

colour, religion, age, sex, marital status, family status, any physical or mental disability

and sexual orientation

• the dignity of the person

• courteous conduct

• mutual respect, fairness and equality

• positive communication between people

• collaborative working relationships

2. **What is disrespectful behaviour?**

Disrespectful behaviour includes, but is not limited to the following:

• offensive or inappropriate remarks, gestures, material or behaviour

• inappropriate jokes or cartoons including racial or ethnic slurs

• grouping or isolating (example: on race or ethnic origin)

• yelling or shouting

• belittling

• reprimanding in the presence of others

• aggressive or patronizing behaviour

• embarrassing or humiliating behaviour

• discrimination as defined under human rights legislation

• sexual harassment

• damaging gossip or rumours

• unwanted physical contact

• covert behaviour, i.e. inappropriately withholding information, undermining, underhandedness

  **3. To whom does this policy apply?**

This policy applies to all club members, staff and volunteers. It applies

to club meetings as well as to activities connected with the club such as travel,

conferences, club related social gatherings and interest group settings and the many forms of

written and spoken interactions (e.g. telephone calls ,emails). It applies to relationships and

interactions between members, staff, volunteers and the general public.

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**Note: These following questions have been formatted for clubs, but the content does apply to all levels of our organization.**

**4. How can club presidents and club executive ensure a respectful organization?**

**They can:**

• model respectful behaviour

• recognize and value diversity in the organization

• create an environment that supports the resolution of respectful organizational issues

• inform club members and volunteers that the organizational environment is one based on respect

• orient all members and volunteers to the organizations’ respectful treatment policy

• monitor the club to ensure respectful behaviour is practiced

**5. What are members’ responsibilities?**

• treat others with respect

• set an example by respecting the dignity and human rights of all

• recognize and refrain from actions that offend, embarrass or humiliate others, whether deliberate or unintentional

• raise the issue of disrespectful conduct with the person displaying it or with a person in authority (club president) as soon as possible. If you witness disrespectful behaviour you may wish to approach the individuals involved

• do not make frivolous or vindictive allegations of disrespectful behaviour

• make every effort to resolve respectful treatment issues, where possible, in an informal manner

**6. What is a club president’s responsibility if an issue arises?**

A club president or designated authority, in consultation with the club executive, is responsible to take action immediately upon becoming aware of any situation involving disrespectful behaviour.

She will:

• recognize and address actions that offend, embarrass or humiliate others, whether deliberate or unintentional

• treat each situation as a serious matter

• manage the situation towards a resolution between the parties if possible, with a view to correcting behaviour and preserving long term relationships

• safeguard against further incidents

• provide support to members/volunteers who are experiencing the effects of disrespectful behaviour

• consult with the regional RD/VP if the situation cannot be resolved between the parties

**7. What are the roles of the regional VP?**

Regional VPs in concert with the regional RDs have the following responsibilities:

• promote awareness of CFUW’s Respectful Treatment Policy

• consult with and provide advice to club presidents

• receive complaints from club presidents and ensure appropriate action is initiated

• conduct investigations, as required

• work collaboratively with others involved

**8. What should you do if you are accused of disrespectful behaviour?**

* attempt to resolve the situation by listening and trying to understand the concern

• be open to the other person’s perspective. For example, something which you consider to be humorous might be offensive to someone else

• consider the impact of your actions on the other person

• be willing to make reasonable changes that could make a difference. Often a sincere apology and a commitment to refrain from disrespectful behaviour is sufficient to resolve the situation in an informal manner

• if necessary, seek assistance from your regional VP to mediate the issue.

• keep your involvement and nature of the complaint confidential

**9. What can you do if you are treated in a disrespectful manner?**

Every situation is unique, but whenever possible, informal resolution of an issue as soon as possible is preferable. At all levels of dealing with disrespectful behaviour, it is important that these dealings are done in a confidential manner.

Informal Process – Level 1 to 3

 Level 1

 Be proactive. Try to resolve the problem on your own. Do not wait until a recurrence or assume the problem will go away. Approach the member/volunteer who made you feel uncomfortable, explain how it affected you and ask them to stop. Do this calmly, respectfully, and in confidence. Often, a club member/volunteer may not be aware that her or his behaviour is offensive, and most will change the behaviour once they are aware of the problem. If another club member/volunteer approaches you regarding an issue of respect, careful listening, respectful discussion and honesty will often lead to a resolution.

Level 2

 If you have attempted to resolve the problem without success or if you are not comfortable addressing the problem on your own, discuss the problem and possible solutions with your club president. If the problem is with the club president, contact one of the club executive members. Confidentiality considerations should be discussed and agreed upon.

Level 3

If for any reason you are unable to discuss the problem with your club president or club executive, other avenues are available to help you resolve the problem. You may contact your regional RD. In the case of the other levels of CFUW, go to your immediate higher in the chain of command. Whether a formal or informal process is used, members are encouraged to take notes which reflect, as much as possible, the dates, times, nature of the behaviour, any witnesses, and what was done. These notes will be useful for anyone assisting in resolving the problem.

 **10. What is involved in a formal process?**

 It is hoped that most complaints can be resolved between the parties involved, with subsequent monitoring by the club president and club executive to ensure that there is no recurrence. However in situations where allegations are denied, an investigation may be required. An investigation generally includes the following:

• interviewing the person who has raised the concern

• interviewing witnesses

• meeting with the person alleged to have acted disrespectfully to present the complaint and hear the response determining the facts

• maintaining confidentiality amongst the individuals involved and within management

• providing findings to the national HR Committee

• recommending an appropriate response, which may include disciplinary action

**11. What support is available to VPs, RDs and Committee Chairs?**

The Human Resources Committee may provide support and can be contacted through the National Office.

**12. How should a club president or other designated authority communicate with the individual raising the concern and the person alleged to have committed the disrespectful behaviour?**

She will communicate with the individual raising the concern by:

• listening and taking the issue seriously

• discussing the process to be followed

• directing the individual to keep the matter confidential

• informing and supporting the individual throughout the process

• informing the individual of the investigative findings and actions taken by the club, ensuring the situation is documented appropriately (see Appendix 1 for the form). She will communicate with the person alleged to have committed the disrespectful behaviour by:

• informing the person of the complaint

• giving them an opportunity to respond to the allegations

• discussing the process to be followed

• directing them to keep the matter confidential

• informing the person throughout the process

• informing the person of the outcome of the investigation

**13. Are complaints kept confidential?**

Club presidents and executive will keep the details of a complaint confidential to the best of their ability. However, confidentiality does not mean anonymity because witnesses may be involved.

 **14. What if a club member/volunteer makes a false allegation?**

If the investigation proves that the complaint was deliberately made for frivolous or vindictive reasons, the club member/volunteer making the false allegation is subject to action as decided by the club president or designated authority in consultation with the club executive. This does not apply to complaints made in good faith but which are not proven.

**Appendix A**

**DISRESPECTFUL lNCIDENT FORM**

\_\_\_\_\_\_\_\_\_ Informal Report \_\_\_\_\_\_\_\_\_\_\_\_\_Formal Report

Please note: Keep a copy of an Informal Report at the local level. A copy of a Formal Report should be sent to the Human Resources Committee This can be done by email. Send it to the Executive Director at National Office with Subject line: HR Committee Confidential with the documentation attached as Word documents. She will forward the email with attachments to the Chair of HR Committee.

WHAT HAPPENED? (objectively state details)

WHO WAS INVOLVED? (include names of parties involved and witnesses, if any)

WHEN AND WHERE DID THE INCIDENT TAKE PLACE (specify the specific location, date and time of incident)

WHAT REDRESS IS BEING SOUGHT

WHAT CONCLUSION WAS REACHED

NEXT STEPS, IF NECESSARY

REPORTING OFFICER

SIGNATURE------------------------------------------------------------------DATE-----------------------------------

**2.27. Gender Identity and CFUW**

**Introduction**

The matter of gender identity has come to the forefront with the debate on Bill C-279, the Gender Identity Bill. Not only is gender identity an advocacy matter for CFUW, it also affects our membership and fellowships policies with respect to accepting transgender, queer, transsexual and intersex people as members and as fellowship applicants.

**Definitions**

Given that the CFUW National Office is located in Ontario, the Ontario Human Rights Code is used as the reference for definitions:

What are gender identity and expression?

**Gender identity** is linked to a person’s sense of self, and the sense of being male or female. A person’s gender identity is different from their sexual orientation, which is also protected under the *Code*. People’s gender identity may be different from their birth-assigned sex, and may include:

**Transgender:** People whose life experience includes existing in more than one gender. This may include people who identify as transsexual, and people who describe themselves as being on a “gender spectrum” or as living outside the categories of “man” or “woman.”

**Transsexual:** People who were identified at birth as one sex, but who identify themselves differently. They may seek or undergo one or more medical treatments to align their bodies with their internally felt identity, such as hormone therapy, sex-reassignment surgery or other procedures.

**Intersex:** People who are not easily classified as “male” or “female,” based on their physical characteristics at birth or after puberty. This word replaces the inappropriate term “hermaphrodite.”

**Crossdresser:** A person who, for emotional and psychological well-being, dresses in clothing usually associated with the “opposite” sex.

**Trans:** An umbrella term used to describe individuals who, to varying degrees, do not conform to what society usually defines as a man or a woman.

**Gender expression** refers to the external attributes, behaviour, appearance, dress, etc. by which people express themselves and through which others perceive that person’s gender.

**Governing Legislation**

The Ontario Human Rights Code (OHRC) provides for equal rights and opportunities and freedom from discrimination. People who are discriminated against or harassed because of gender identity are legally protected. This includes transsexual, transgender and intersex persons, cross-dressers and other people whose gender identity or expression is, or is seen to be, different from their birth-identified sex. The OHRC’s brochure on gender identity and gender expression can be accessed [here](http://www.ohrc.on.ca/en/gender-identity-and-gender-expression-brochure).

**Policy**

CFUW adopts the policy that people who self- identify as women, whether they are transgender, transsexual or intersex, may apply and will be accepted as members of CFUW Clubs. Similarly, people who self- identify as women, whether they are transgender, transsexual or intersex, will be considered eligible to apply to the CFUW Fellowships and Awards program.

CFUW is committed to safeguarding all personal information, including gender identity, entrusted to us by our club members, employees, Fellowships applicants and the public where applicable. CFUW will respect and protect the privacy of personal information by complying with the privacy principles required by the federal Privacy Act 1) and the related regulations.

CFUW regional, provincial councils and clubs should be advised that they must be in compliance with their provincial human rights code on the matter of gender identity and expression. In the event that a provincial human rights code is silent on the matter, they will be governed by the Canadian Human Rights Code. Similarly, they are governed by the privacy legislation in each jurisdiction. Where there is no specific legislation, each will be governed by the federal Privacy Act and related regulations

# 2.28 Managing Our IFUW relationship

## 2.28 1.Sending CFUW Policies to IFUW

**Procedure for CFUW to Submit Resolutions to IFUW**

**For CFUW ratified resolutions**

* The CFUW Vice President International and the IFUW Chair of Resolutions with their committees will identify CFUW policies (ratified resolutions) that might be considered for submission to IFUW.
* The Vice President International and the IFUW committee will create a side-by-side document for each ratified resolution that is proposed to be submitted to IFUW; one side is the original wording of the resolved clauses that were ratified by the CFUW AGM and the other will show the resolved clauses adapted to the IFUW prescribed format. This side-by-side document will be included in the Conference material for the CFUW AGM that is scheduled the year prior to the IFUW meeting.
* All CFUW proposed resolutions that were ratified in the three-year period between IFUW meetings will be eligible for presentation to the CFUW AGM one year before the IFUW meeting. Only those that have no adaptation to international concerns will be ineligible for presentation to the CFUW AGM.
* The adapted resolution(s) and the original resolution(s) will be included in the Resolutions Booklet prepared for the CFUW AGM scheduled one year before the IFUW meeting.
* The resolution(s) will be presented to the eligible voters at the AGM for approval and referral to IFUW.
* Resolutions will be forwarded to IFUW in accordance with the deadlines for submission by the IFUW.

## 2.28.2. New Resolutions for submission to the IFUW

Any new resolution intended for submission directly to the IFUW, must follow the process in the current Guidelines for CFUW Resolutions. These submissions will be sent to the Chair of Resolutions and the Vice President International.

* The proposed IFUW resolution will be adapted for IFUW submission format.
* The proposed IFUW resolution will be reviewed by the Vice President Resolutions and her committee and the Vice President International and her committee.
* The proposed IFUW resolution will be presented to the eligible voters for approval.
* The proposed resolution, when ratified by the CFUW AGM will be sent to IFUW in accordance with the IFUW deadline schedule.

## 2.28.3. Emergency Resolution(s) from CFUW to IFUW

* Using IFUW procedures for submission of proposed emergency resolution(s) and the format of the IFUW for these, resolution(s) will be adapted by the Chair of Resolutions and the Vice President International.
* Any resolutions from IFUW presentation will be formally available to the CFUW eligible voters at the CFUW AGM immediately prior to the IFUW meeting. The emergency resolution(s) will be sent to IFUW according to the IFUW guidelines.

## 2.28.4. Procedures for Distribution to CFUW Clubs of IFUW Amendments and Resolutions Requiring a Vote

(Adopted by CFUW Board of Directors, February 2004)

* The Vice President International will notify the Board of Directors, Members of Clubs and Associations of formal proposals for any change to IFUW that will affect CFUW. Notification of web site location for document access and deadlines will be identified.
* To facilitate discussion, the CFUW Board of Directors, together with the Vice President International and the International Relations Committee, will develop questions and/or comments to be sent to Clubs and Associations.
* Clubs may prepare a response to the Vice President International for consideration in developing a response to IFUW.
* The Vice President International and the International Relation committee will review and collate Club responses and present these to the CFUW Board of Directors for submission to the eligible voters for acceptance and submission to IFUW.
* At the CFUW AGM prior to the IFUW meeting, the President and the Vice President International will inform CFUW delegates to the IFUW meeting of the CFUW concerns and intentions related to all proposed IFUW constitutional amendments and to IFUW resolutions. CFUW delegates will, however, be given discretion to consider amendments or alternative proposals brought forward during proceedings that are in line with CFUW policies.

## 2.28.5. CFUW Delegate Selection to IFUW Triennials

**CFUW Voting Delegate Selection and Voting Procedure for IFUW Triennials**

* Any CFUW member registering to attend an IFUW Triennial Meeting may apply for Delegate status by filing an "IFUW Delegate Selection Form" with the National Office by January 30th or a date designated by the CFUW Board of Directors of the year in which the IFUW Triennial is to be held.

**PROCEDURE**

1. **Selection of Voting Delegates and Alternates**
* The CFUW President and the Vice President International will occupy two of the voting delegate positions. CFUW’s entitlement to voting delegates will be confirmed by IFUW.
* CFUW members holding full membership in the Federation and registering to attend the IFUW Triennial may apply for Voting Delegate status by completing an “IFUW Delegate Profile Form” and returning it to the National Office by the prescribed date.
* At least six months prior to any IFUW meeting the National Office, in cooperation with the VP International Relations will complete and return the Delegate Selection Form indicating their interest in acting as a Voting Delegate or alternate.
* One month before the deadline (see IFUW website) for notification for names for delegates, the President and the Vice President International will select Voting Delegates from those members who have submitted an “IFUW Delegate Profile Form”, balancing representation from Clubs/Regions across the country. Where there is a President Elect, she will participate in the selection process. This list of potential Voting Delegates will be approved by the CFUW Board.
* Alternates will be selected on the same basis as Delegates using “IFUW Delegate Profile Forms” or drawing on those who have registered to attend the IFUW Triennial Meeting. CFUW is entitled to the same number of alternate voting Delegates.
* The names of the delegates will be provided to IFUW by the prescribed deadline.
* At the CFUW AGM prior to the IFUW Triennial, the Board of Directors will recommend a motion to the Eligible Voters ratifying the names of the voting delegates and alternates.
* The application form may be found at CFUW website [http://www.cfuw.org/](http://www.cfuw.org/%20)
1. **Voting Procedure at IFUW**
* At the CFUW AMG prior to the IFUW Triennial, the Board of Directors will recommend a motion to the Eligible Voters that outlines the voting procedure that the delegation will use.
* The motion will also include the discretion available to the Voting Delegates for any votes at the IFUW Triennial.
* Voting Delegates and alternates must be prepared to participate fully in the business proceedings of the Triennial Meeting and to provide input and advice to the CFUW delegation.
* The Vice President International Relations will provide additional pertinent information to the voting delegates and alternates that is available on candidates for IFUW positions and other matters that will be voted at IFUW.
* The Vice President International Relations will coordinate a teleconference with voting delegates and alternates prior to IFUW on orientation, logistics, and including a discussion on voting preferences.
* Any CFUW member registering to attend an IFUW Triennial Meeting may apply for Delegate status by filing an “IFUW Delegate Selection Form” with the National Office by January 30th or a date designated by the CFUW Board of the year in which the IFUW Triennial is to be held.

## 2.28.6. Nomination of CFUW Members to IFUW Board and Committees

The goal of CFUW is to be well represented at IFUW and have an effective voice in the governance of the international federation.

IFUW leaders play an important role in guiding the Federation and shaping the programs that help IFUW and CFUW achieve our goals and attract members. It is hoped that many national federations and associations (NFAs) will nominate candidates with vision, enthusiasm, experience and a commitment to leading the Federation. The CFUW Board of Directors take an active role in recruiting and nominating CFUW members to the IFUW board and committees by promoting the importance of IFUW representation.

Identification of potential nominees will be a priority for all CFUW Vice Presidents and Regional Directors.

In the year prior to the IFUW triennial meeting and keeping in mind IFUW deadlines, the Vice President International will initiate communication directed to Clubs, associations and committees with details of the duties and expectations of positions encouraging experienced members to submit nomination forms (see IFUW website).

Following the procedures outlined by IFUW (see IFUW website) interested members will submit a nomination form to the National Office to the attention of the Vice President International for presentations to the Board of Directors.

The National Office will:

* Notify the VP International of receipt of nominations
* Ensure that current IFUW procedures have been followed
* Forward all nomination packages to VP International for review
* Once approved by the Board of Directors, will forward completed packages to IFUW headquarters.

The deadline for nominating candidates for a Triennium should be confirmed on the IFUW Website.

The nomination and candidate biographical data forms are in a special PDF format. You can download the forms to your computer, type in the information and then return the forms, preferably electronically, or by post. Any leader or candidate who experiences difficulty with the forms should contact IFUW Headquarters.

All candidates must return a completed biographical data form and a passport size colour photograph to IFUW Headquarters no later than stated dates on the IFUW website. Any candidate who fails to submit this material will be dropped from the final list of candidates.

The nominations material can be accessed easily from the IFUW website.

While associate national federations and associations cannot nominate candidates, their members can be nominated by another NFA. If you have questions, please contact IFUW.
The following are posted on the IFUW website

* Nominations Form
* Instructions for Candidates
* Candidate Biographical Data Form

# Appendix One:

## 1.1. Federal/Provincial Legislation Governing CFUW –

CFUW is incorporated under the following Act and Regulations

## 1.1.2. Canada Not-for-profit Corporations Act:

 <http://laws.justice.gc.ca/eng/acts/C-7.75/index.html>

## 1.1.3. Canada Not-for-profit Corporations Regulations:

 <http://laws.justice.gc.ca/eng/regulations/SOR-2011-223/index.html>

## 1.1.4. Industry Canada website: section on Corporations Canada

<http://www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/home>

Includes such information as: how to create/maintain a not-for-profit organization

## 1.2. Legal Responsibilities of the Board of Directors

## 1.2.1. Canada Corporations Act, Part II

The *Canada Corporations Act*, Part II, (sections 153 to 157.1(3)) allows the incorporation of non-profit corporations at the federal level. Under the Act, a corporation must not issue shares and its purposes must fit under, or have goals similar to, one of the following categories: national, patriotic, religious, philanthropic, charitable, scientific, artistic, social, professional or sporting. To ensure that corporations created under this Act are non-profit, corporations may not provide financial benefits to their members.

## 1.2.2. Primer for Directors of Not-For-Profit Corporations

For the Canadian voluntary sector, director’s liability is one of the most quoted and perhaps least understood issue. In response to this growing concern, Industry Canada has prepared a handbook for directors and officers of not-for-profit corporations. It provides valuable information in a convenient format to inform these persons on their duties, rights and liabilities.

[Primer for Directors of Not-For-Profit Corporations, Rights, Duties and Practices](http://www.ic.gc.ca/epic/site/cilp-pdci.nsf/en/h_cl00688e.html)

## 1.3 Ontario Labour Laws

CFUW complies with employment standards of the Ontario Ministry of Labour.

<http://www.labour.gov.on.ca/english/es/>CFUW operates under the federal Privacy Act - an Act to extend the present laws of Canada that protect the privacy of individuals and that provide individuals with a right of access to personal information about themselves.

<http://laws-lois.justice.gc.ca/eng/acts/P-21/page-1.html#h-2>

## 1.4 By Law Amendments

Once a By-Law amendment is approved, a request must be sent to the Minister of Justice for approval of By-Law amendments and must include the following:

1. A letter specifying
* The exact changes which have been made to the existing By-Laws with section references
* The date on which the amendments were sanctioned by the members in accordance with the existing By-Laws
* Request for Ministerial approval
* A consideration of the existing By-Laws where a number of amendments have been made to the provisions which are now being amended again.

(There is no fee)

If accepted you receive:

A letter showing Ministerial approval as of the date in the Department

If not accepted you receive

* A form letter explaining that upon the return of the corrected document Ministerial approval will normally be effective as the date of receipt which follows the necessary membership approval
* A checklist identifying the unacceptable provisions with an X
* The By-Law amendments

## 1.5. Reporting Requirements for Industry Canada

The continuous record of the four required reports is to be contained in the formal minute book and maintained there in perpetuity.

* Minute Book – organizations must maintain a minute book that contains the original of each meeting’s minutes, as amended if necessary - signed by President. Minutes to be posted on the secure CFUW website, covering a two year period.
* Articles and bylaws - A continuous record of Articles and Bylaws is maintained, with all amendments, and revisions and dates of filing with Industry Canada.
* Continuous Record of CFUW Directors - A master list of Directors for each biennium, appointments as necessary, a continuous record per biennium and copy of filing with Industry Canada.
* Record of Changes and Notification - registered, records and documents confirming any changes made and date when notification to Industry Canada has been sent.

**See: http://www.ic.gc.ca/eic/site/cd-dgc.nsf/eng/cs05007.html#records**

* 1. **Nominations Form for the CFUW International Relations Committee**
* Eligibility of International Relations Committee (IRC) Members: - the IRC is open to CFUW members in good standing as stated in the CFUW Articles and By-Laws.
* Nomination: - may be submitted by a CFUW member in good standing as per CFUW Articles and By-Laws.
* Composition of the IRC: 5 members.
* Chair of the IRC: -the VP International Relations chairs the IRC.
* Geographic Coverage: - every effort will be made to have representation from across Canada.
* Duration of Term: - 2 years.
* Selection of IRC Members: - selection of IRC members will be made by the VP International Relations and taken to the CFUW Board of Directors for ratification.
* Criteria for Selection: - the criteria for selecting members of the IRC will be based on:
* The clarity in presentation

 The experience of the applicant, unique and/or benefit to the composition of the team

* Deadline for Nomination; - Nomination by email must be received by February 1, 2016. The committee members will be announced at the CFUW AGM in June 2016. Please submit nomination on form below.
* Nomination should be emailed to the VP International Relations, and copied to CFUW Executive Director at cfuwed@rogers.com

**Nomination** **to the CFUW International Relations Committee**

**Name:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Club:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Address:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Telephone #:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Email Address:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

Have you served on other CFUW Committees (local, regional, national):\_\_\_\_\_\_Yes \_\_\_\_\_No

If yes please list all committees \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

In which International issues do you see CFUW taking a leadership role?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

In 50 words or less, please outline your interest in the IRC

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

How will your talents and strengths enhance the IRC?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Nomination must be received by February 1, 2016 for consideration.**