



SENIORS' COLLEGE ASSOCIATION OF NOVA SCOTIA (SCANS)

Policies & Procedures Manual

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POLICIES

1. SCANS Organization

The Seniors' College Association of Nova Scotia (SCANS) was incorporated as a registered non-profit society with the Registry of Joint Stock Companies on January 16, 2008, Registry ID: 3225245. The primary goal of SCANS is to provide affordable learning opportunities for seniors (defined as persons aged fifty years and older) on academic topics that will be chosen, arranged and monitored by their peers.

The SCANS organization consists of a Board of Directors, Board Committees, and Chapters that arrange SCANS activities in their local areas. There are five Chapters: HRM, Truro, Mahone Bay, Chester and Liverpool. Each Chapter is operated by a Chapter Committee consisting of SCANS members from the Chapter area.

2. Board of Directors

The Board of Directors (BoD) comprises at least twelve and no more than fifteen voting members, including five officers:

- a) President
- b) Vice-President
- c) Secretary
- d) Treasurer
- e) Immediate Past-President

and seven (7) to ten (10) Directors-At-Large.

The Officers constitute the Executive of the Board of Directors (see Bylaws section 28)

The President “shall be responsible for the effectiveness of the Board and shall perform other duties as assigned by the members or the directors (Bylaws section 38). Specific duties include, but are not limited to:

- a) Preparing the agendas for meetings of the Membership, the Board, and Board Executive;
- b) Providing a report at BoD meetings.
- c) Presiding as Chairperson over these meetings;
- d) Being an *ex officio* voting member of all Standing Board committees.
- e) Representing the interests of SCANS in liaising with other organizations.

The Vice-President “shall perform the duties of the President during the absence, illness, or incapacity of the President, or when the President requests him or her to do so” (Bylaws section 39), and such other appropriate duties as assigned by the Board. In the case of the resignation or incapacity of the President, the Vice-President automatically becomes President for the duration of the President's unexpired term (Robert's Rules, 10th edition, Section 47).

The Treasurer shall have responsibility (based on Bylaws section 41) for:

- a) The authorized disbursement of funds;
- b) Legal custody of all financial books and records of SCANS;
- c) Presentation of a report at BoD meetings.
- d) Preparation of an annual financial statement;
- e) Preparation of an annual budget to be presented at the Annual General Meeting;
- f) Other financial duties appropriate to the office as assigned by the Board.

The Secretary shall (based upon Bylaws Section 40):

- a) Have responsibility for the preparation of the minutes of General meetings, Board of Directors' meetings, and Board Executive meetings;
- b) Keep on file "hard copies" of all General Meetings, Board meetings, and Board Executive meetings, and all reports submitted to the Board;
- c) File with the Registry of Joint Stock Companies all documents required by that agency including
 - i. a copy of every special resolution within fourteen days after the resolution is passed
 - ii. a list of directors with their addresses, occupations, and dates of appointment or election within fourteen days of their election or appointment,
- d) Other duties appropriate to the office as assigned by the Board.

The Immediate Past-President "shall normally chair the nominating committee" (Bylaws section 42) and perform other duties appropriate to the office, as assigned by the Board.

2.1 Nomination and Election Procedures

Individuals considering standing for election or appointment to the board are expected to have specific competencies as described at the end of this document.

The Immediate Past-President normally serves as the Chair of the Nominating Committee, and appoints two SCANS members to serve on the Committee. In addition, each Chapter Coordinator or Delegate plus one HRM member of the Curriculum Committee, will also be appointed. These appointees shall not be current Board members. The Nominating Committee shall seek at least one nomination for each vacant officer position and as many Directors-at-Large as are required to bring their number to at least seven.

The Nominating Committee is also responsible to recommend one auditor for appointment. At least sixty days prior to the Annual General Meeting, the Chair contacts all SCANS members, inviting them to nominate themselves, or another member(s) to serve on the next Board. The Immediate Past-President contacts nominees to confirm that they are SCANS members and are willing to serve. As nominees' names are received, the Chair compiles a nominees list and ensures that each nominee meets the basic requirements to be a Board member, as specified in the Board's Responsibilities and Competencies document (attached herewith). The Nominating Committee shall forward its report, including the list of all eligible nominees, to the membership with the agenda of the Annual General Meeting at least seven days prior to the Annual General Meeting. The list shall include a brief statement of the relevant qualifications of each nominee. Names may be added to the list of nominees up to three days prior to the Annual General Meeting being called to order. The Chair shall provide copies of the final list at the AGM.

Election of Officers and Directors-at-Large shall take place at the Annual General Meeting at which no proxy voting shall be allowed. Members present shall each have one vote. After 2017, each director shall be elected for a term of two years, with terms being staggered so that half of the board members shall retire at the end of the next Annual General Meeting. Directors at large may be re-nominated and re-elected for successive terms, but as stipulated in Bylaws section 24, "no Officer shall serve more than three consecutive terms in the same office".

At the Annual General Meeting, the election of Directors follows the President's report. The Chair of the Nominating Committee announces any changes to the nominee list since the list was forwarded to the membership, then asks three times: "Are there any further nominations?" Names put forward at that time will be added to the nominee list, provided the nominee(s) is present, consent(s) to being nominated, and provides to the meeting a brief statement of their relevant qualifications. On hearing no further nominations, the Chair declares nominations closed.

At the Annual General Meeting, uncontested Officer positions shall be deemed filled by acclamation. For any contested officer positions, a secret paper ballot shall be held for positions in this order: President, Vice-President, Secretary, and Treasurer (Section 46 of Robert's Rules). Any candidate not elected to an earlier position may become a candidate for any subsequent board position at the same AGM.

The Immediate Past-President shall announce the number of Director-at-Large candidates to be elected, and the number of candidates. All those nominated for Director-At-Large shall be deemed elected by acclamation unless their number exceeds the maximum needed for a full Board, in which case members shall vote for that number of candidates or fewer. Those whose vote count is greater than 50% of the ballots cast shall be declared elected. If the number of candidates with a vote of more than 50% of the ballots cast exceeds the maximum electable number, then the vacancies shall be filled by candidates with the highest numbers of votes, in descending order. If fewer than the number of eligible vacancies are filled, a run-off ballot may be held, and any candidates, up to the eligible maximum, whose votes then exceed 50% of the ballots cast shall be declared elected.

Newly elected directors shall take office immediately after the Annual General Meeting.

Should an Officer resign or be dismissed from office during his or her term of office, the Board shall appoint another member of the Board to fill that position on an interim basis. Such appointments shall be presented to the next General meeting for confirmation by the Membership by a majority vote.

During the Board's term of office, the Board of Directors may appoint new Directors-at-Large to fill any vacancies needed to raise the Board membership to the minimum of twelve, plus any additional Directors-at-Large deemed by the Board to be needed for a special task, to a maximum of ten Directors-at-Large. Such appointments shall be presented to the next General meeting for confirmation by a majority vote of members at that meeting.

2.2 Financial Responsibilities of the Board

Signing Agents

The Board of Directors shall annually appoint three signing agents from among the Board Members, one of whom shall be the Treasurer. Any two of these will be required to sign cheques or similar documents for movement of money from the Association's accounts. These persons will also constitute the legal financial representatives of the Board.

Association's Funds

The Board shall maintain an account(s) at a Chartered Bank or Credit Union, doing business in Nova Scotia, in which the Association's funds are to be kept. The Treasurer or other signing officer shall promptly deposit into the account those monies received in the name of the Association, and disburse the Association's funds as necessary on behalf of the Association.

Borrowing on Behalf of the Association

As per Bylaw 49, the Society may only borrow money as approved by a special resolution of the members.

Insurance for Board Members

The Board of Directors is protected by Liability Insurance purchased by SCANS.

2.3 Responsibilities of the Board Members

It is expected that Board members will act in the best interest of SCANS to help carry out its mission. It is also expected that Board members will comply with SCANS by-laws and adhere to policies and procedures as laid out in this manual.

When a SCANS member agrees to be nominated for election to the Board, s/he also agrees to the following.

- a) All Board members must be willing to actively participate in a standing committee of the Board, an Ad Hoc committee of the Board or volunteer for a specific duty as requested by the President.
- b) It is understood that Board members do not represent any specific SCANS Chapter and that Board Members do not represent the Board at the Chapter level. Board members can participate at Chapter levels only if they have been specifically asked by the Curriculum Committee Chair to do so, or if one is already a current member of a Chapter Curriculum Committee.
- c) To avoid a conflict of interest, or a perception thereof, Board members shall not assume that they will be engaged as instructors. Instructors who are on the Board shall acknowledge the Curriculum Committee's independence in structuring curriculum and choosing instructors.

3. Memberships

3.1 Payment of Membership Dues

- a) Membership for one full year may be obtained at the beginning of any of the three terms – winter, spring, or fall.
- b) Payment may be made by one cash payment, or by cheque in one of three ways:
 - i. One payment of the full-year membership; or
 - ii. Two payments of half of the full-year membership; or
 - iii. Three payments of one-third of the full-year membership.

If a multiple payment option is chosen, all cheques must accompany the registration form, and the first cheque should be dated the day of registration. The post-dated cheque(s) must be dated within two months of the date of the first cheque. Membership will run from the start of the date of the first cheque for one full year.

- c) Members may pay the full-year dues as a single payment using PayPal online.
- d) Members who do not intend to take a course in the first term of their membership may have their annual renewal date put forward to the beginning of the next term.

3.2 Modification of Membership Dues

The Treasurer may make special membership dues arrangements for low-income individuals who apply and who are eligible to join the Association. Such funds are limited, and these arrangements shall remain confidential.

3.3 Privacy of Personal Information

Personal information provided to the Association by its members will be used only for Association administrative purposes. Personal information that identifies a member will not be shared with any other organization. Group emails shall be blind-copied to each member of the group.

3.4 Life Membership

Life Membership is conveyed by the Association to honour a current or former member of SCANS, who has made outstanding contributions to SCANS, by a motion supported by two-thirds of the Directors voting at a regularly scheduled board meeting. Current board members are not eligible for election to Life Membership. Life Members have all the rights and privileges of ordinary members, without paying membership dues.

3.5 Honorary Membership

Honorary Membership may be conferred by the Association to honour a nationally or regionally known individual, who is not a member of SCANS but has performed services that significantly further the objectives of the Association. A motion supported by two-thirds of Directors voting at a regularly scheduled Board meeting is required. An Honorary Member has no voting rights and is ineligible to serve as a Director.

4. Faculty

4.1 Definition

SCANS faculty are instructors during the time they are teaching a course for SCANS.

4.2 Membership for Instructors

If an instructor is already a paid-up member, he or she will be awarded a one-year free membership starting on the date his or her paid-up (or previous free) membership expires. A new instructor who is eligible for membership, but is not already a member will be awarded a full membership for one year from the beginning of the last term he or she teaches a course. Instructors who do not wish to attend other courses may assign this complimentary membership to an eligible person of their choice.

If an instructor teaches in more than one term in the period of their free membership, the free membership starts from the beginning of the last term he or she teaches a course, i.e., a “rolling” start. This extension does not apply to the complimentary membership option.

The Curriculum Committee advises the Board on the composition of the College’s curriculum and chooses SCANS’ instructors. To avoid real or perceived conflicts of interest, no Board member should assume that they are entitled to serve as an instructor.

4.3 Guidelines for Publicizing by Instructors

The following are guidelines for faculty regarding publicizing their recent academic or literary works and educational projects within SCANS. A copy of this policy will be forwarded with the faculty “contract letter”.

SCANS is happy to help instructors reach our membership with news of their more recent academic or literary achievements. If they have anything to report that they would like to appear for a time on the SCANS website, they are encouraged to contact the Faculty Coordinator with the details. The Faculty Coordinator will ask the web administrator to have the information placed on the website under “News & Events/SCANS Instructors in The News”.

4.4 Information and Registration Sessions

SCANS members have made it clear that they wish only to hear course-specific information during Information and Registration Session presentations, especially in HRM where instructors are only allotted five minutes to “make their pitch”. If instructors wish to have an academic achievement briefly mentioned they are asked to inform the person who will be introducing them and she/he will mention it in their introduction.

If an instructor wishes to bring to members’ attention a non-SCANS *educational* opportunity that they are involved with, they are asked to pass a short written statement to the person introducing the instructors prior to the start of the Information and Registration Session. The person making the introductions will mention the offering and direct the members to see the instructor during the social period following the Information and Registration Session.

SCANS is also happy to provide instructors with an opportunity to offer for sale at our Information and Registration Sessions academic and literary items, such as books, by providing a table for their display. However, SCANS cannot undertake financial transactions on behalf of the instructors. They will have

to do this themselves during the social period following the Information and Registration Session. Instructors are asked to contact the Faculty Coordinator at least one week before the Information and Registration Session date to convey any table space needs.

4.5 In-Class Opportunities

If instructors wish to offer people in their classes an opportunity to acquire any of their academic and literary products, they may feel free to do so, especially if they are relevant to the topics of the courses.

5. Standing Committees

The Board of Directors may establish standing committees and special (ad hoc) committees. The President of SCANS shall be *ex officio* a voting member of both standing and special committees.

5.1 Overview

Standing Committees shall be chaired by board members. The members are formally appointed by the Board on the recommendation of the President, and are subject to recall by the Board. Recall requires a two-thirds majority of Board members voting in favour of a motion to recall. No one may serve for more than three consecutive years as Chair of any particular Committee. Any SCANS member may serve on standing committees. If the Board forms special (ad hoc) committees, they may be chaired by any SCANS member, and the Board may disband them, as needed.

5.2 Committee Chairs

At the second meeting of the newly-elected Board, the President shall nominate a slate of Committee Chairs (with the exception of the Finance Committee, whose Chair is the Treasurer) for the Board's approval.

At the following meeting, the new Committee Chairs shall report to the Board the names of the members they have chosen to serve on their Committees, bearing in mind the desirability of having at least one member who is currently not a Board member.

Chairs of Committees shall submit a report to the Secretary of the Board for each regular Board meeting, unless there is no significant activity to report since the last meeting. Reports should be submitted prior to the meeting via email. A hard copy of the report shall be given to the Secretary prior to, or at, the meeting. At the meetings, those reporting are expected to field any questions that Board members may have as a result of having read the reports. When necessary, in the absence of the Committee Chair, a member of the Committee chosen by the Chair shall attend the meeting to respond to Board members' queries.

SCANS Committees operate informally. One aspect of this is that proposed actions within the mandate of a Committee do not require formally passed motions to proceed with their tasks. No actions, however, shall be taken by a Committee, or recommended to the Board by the Chair, if the majority of the Committee members do not favour such an action or recommendation. Chairs and Committee members who violate this principle are subject to recall by the Board of Directors.

5.3 Curriculum Committee

With input from the Chapters, the Curriculum Committee is responsible for creating and managing each term's academic program. In carrying out its tasks the Chair is assisted by Chapter Coordinators and HRM Faculty Coordinator(s) Technology Coordinator, Class Manager Coordinator, Venues Coordinator, Feedback Coordinator, Public Lecture Coordinator, Hospitality Coordinator, and Website Administrator. The roles and responsibilities of each of these Committee offices are set out in the "Procedures" section of this document.

The Chair of the Committee is also responsible for ensuring that the website is kept up to date by directing the Web Administrator to make any necessary changes to the Website.

5.4 Finance Committee

The Finance Committee is a Standing Committee chaired by the Treasurer. Its members shall be appointed by the Board in consultation with the Treasurer, and would normally include those Board members who have signing authority for SCANS funds.

The Committee shall provide advice and assistance to the Treasurer, as requested, on matters such as annual membership fees, banking, saving and investment options, and the disbursement policies for grants and other external funds. If requested, it will also advise on remuneration for employees and Instructors, instructional expenses, rents for instructional rooms, as well as other expenses and possible revenues. The Committee may consult with financial professionals when external advice is needed in the Committee's deliberations.

The Treasurer, with the assistance of the Committee and the Office Manager, will prepare the annual Association budget.

5.5 Publicity Committee

The Chair of this Committee shall appoint the members of this Standing Committee. This committee has the general responsibility for cost-effectively informing the SCANS demographic of the existence of SCANS, and the services we provide, by means of print, radio, television and social media.

The Committee shall prepare a publicity plan and amend as required.

Other activities appropriate to the office shall be undertaken as requested by Board Members and Faculty Coordinators.

5.6 Volunteer Committee

The Chair of this Committee serves as the point of contact on the SCANS website for all offers of volunteer service in all SCANS chapters, responds to contacts, and forwards names to appropriate Chapter Coordinators (or their delegate). A roster of positions and their descriptions is maintained on the SCANS webpage. Volunteers are so utilized that everyone enlisted may help at least once in some capacity.

6. Chapters

SCANS comprises members in good standing, including its Board of Directors, its Committees, and its Chapters. Each Chapter is required to form a local Chapter Committee of SCANS members to oversee its activities. A minimum of three committee members is desirable, although the composition and size of this Committee, which may create subcommittees, will vary according to Chapter requirements. One member of this Committee is chosen to serve as the Chapter Coordinator. The Coordinator or delegate will represent the Chapter at meetings of the Curriculum Committee. The Coordinator's responsibility is to supervise the Chapter activities in accordance with SCANS Bylaws, Policies, and Procedures. The Chapter Coordinator will be the contact person for the Chapter.

Chapter Committee duties for each of the Chapter Coordinators are specified in detail in the "Procedures" section of this document.

The Memorandum of Understanding agreed upon by the Chapter Coordinators and the SCANS Board of Directors is attached herewith.

7. Office Manager

The Office Manager reports to the President of SCANS and takes direction from the Officers and Committee Chairs. S/he shall submit a report for each SCANS Board and Curriculum Committee meeting, and attends meetings, in an informational and advisory capacity, as required.

The Office Manager shall provide overall daily administration of the organization, and assistance and support to the Chapter Coordinators. Duties include, but are not limited to:

1. *Office Management:*
 - a) Overseeing the office facility.
 - b) Purchasing office supplies as required.
 - c) Ensuring all office equipment is in working order.
 - d) Maintaining a record of each major item of SCANS-owned equipment.
 - e) Managing the repository of active and archived electronic files.
 - f) Ensuring continuity of office function through documentation and the involvement of volunteers.
 - g) Designating specific office times for members and visitors.
 - h) Maintaining and safeguard an accurate and up-to-date membership list, with postal and email addresses.
 - i) Responding to telephone, post, and email requests for information, or refer enquiries to the appropriate Board member or Chair of Standing Committees.
 - j) Maintaining currency in relevant office management technologies.
 - k) Supporting informational needs of the Organization.
 - l) Providing support and content to the Webmaster.
 - m) Maintaining the website calendar.
 - n) Organizing annual events, e.g., training on the use of technology, sharing documents on Dropbox.
 - o) Maintaining a comprehensive collection of course descriptions, Instructors, and Instructor biographies for present and past courses. Asks the Website Coordinator to update this information as appropriate.

2. *Finance and Bookkeeping:*

In association with, and under the direction of, the SCANS Treasurer, the Office Manager shall:

- a) Receive and record Accounts Payables and Receivables,
- b) Prepare Accounts Payables for the Treasurer to pay,
- c) Reconcile bank statements,
- d) Enter financial data into the accounting software and keep the Treasurer up-to-date,
- e) Ensure the operating account has sufficient funds to meet SCANS' liability, and
- f) Annually interact with and provide information to the SCANS auditor.
- g) Provide expense information to the Treasurer for budgeting purposes.
- h) Work with Treasurer to issue cheques to instructors.

3. *Registration Duties:*

The duties shall include, but shall not be limited to:

- a) Advising members of expiring memberships,
- b) Receiving & recording membership payments,
- c) Liaising with the Website Administrator regarding registration information and activities
- d) Receiving, recording, and confirming course registrations,
- e) Sending email confirmation letters to all instructors at the beginning of the term. The letters should include information on how to send class notes and other materials to class managers and members, confirmation of schedule details (such as the time, date, location and duration of each course), the instructor's A/V needs as stated in the Faculty Information Form, and the Instructor Travel Expense Form. These letters are to be mailed before the Information and Registration Session.
- f) Making final class lists available to Chapter Coordinators, Class Managers and Instructors
- g) Providing statistical reports of registration and membership numbers to the Board and Curriculum Committee.
- h) Using class lists, emails all registered class participants, promoting the use of the more environmentally friendly electronic feedback form.
- i) Distributing paper feedback forms to any chapters that require them and the subsequent collection of same.

8. Website Administrator

The Website Administrator (WebAdmin) is a member of the Curriculum Committee and shall administer the website from day-to-day. On matters of operation, the WebAdmin seeks or receives advice from the President of the Board of Directors, Curriculum Committee Chair, and the Office Manager as appropriate and as required.

9. Courses

9.1 Course Philosophy

SCANS is dedicated to providing *academic* educational opportunities for its members, of a kind that they might encounter at university, with the difference that they are not required to demonstrate mastery of course content. Thus, Instructors may not set tests or exams, nor impose written or reading assignments. However, Instructors are free to suggest background readings that they may regard as helpful, and expect class members to engage in writing tasks in appropriate courses (e.g., creative writing).

9.2 Course Structure

SCANS courses are each presented as one two-hour session each week during terms. Their duration must be over the course of six weeks at a minimum and are expected to extend no further than seven weeks, a period set at the discretion of the Curriculum Committee.

9.3 Class Guests

To help introduce non-members to SCANS, any current member enrolled in a course may bring a guest to class once during the course, and may bring different guests to the same class on different occasions, subject to available seating.

10. Curriculum Committee Roles and Responsibilities

The roles and responsibilities of members of the SCANS Curriculum Committee are outlined below.

10.1 Curriculum Committee Chair

The Chair of the Curriculum Committee (CC) takes a leadership role in organizing the structure of the Curriculum Committee and lends support to all Curriculum Committee members throughout each term's planning and execution process. As the workloads of Curriculum Committee members pile up, as challenges arise and policies and procedures require clarification, the Chair's role is to solve problems and seek solutions through communication with the Office Manager and Registrar, the Board members and all Curriculum Committee members. The Chair collaborates to create meeting agendas and chairs Curriculum Committee meetings. S/he serves on the Board as the voice of the Curriculum Committee, hosts special meetings and SCANS volunteer events, and invites new members to join the Curriculum Committee. Specific duties include:

1. Ensuring that forms such as the Faculty Information Form, the Class Managers' Guidelines, and Class Cancellation Procedures are updated and shared with the Curriculum Committee and Board Members.
2. Choosing dates for information registration sessions and term start dates and systems and presents them to CC for approval.
3. Writing thank you cards to all instructors.
4. Attending a class of each course or designating another CC member to do so.

10.2 Chapter Coordinators

While the roles and responsibilities of all Chapter Coordinators are very similar, each Chapter, by its nature, may apply different means to accomplish tasks.

HRM Faculty Coordinator

1. Attends Curriculum Committee meetings.
2. Identifies and enlists Instructors for courses each term.
3. Ensures that all Instructors have completed the Faculty Information Form and updated all information therein.
4. Attempts to balance the variety of course subjects within each semester.
5. Works with the HRM Venues Coordinator to design and implement a workable schedule of times and places for courses, coinciding as much as possible with the stated preferences of instructors (if noted on the Faculty Information Form).

6. Confirms times, dates and locations with instructors. Discusses draft and final schedules for approval by the Curriculum Committee Chair.
7. Sends all course descriptions, instructor profiles and schedule information to the Brochure Coordinator so that the brochure and publicity materials can be prepared in a timely manner and made available for final proofing.
8. Proofreads final draft of the SCANS term brochure and publicity materials.
9. Organizes the Information Sessions.
10. Requests the attendance of Instructors at the Information Sessions.
11. Introduces Instructors at the Information Sessions.
12. Reviews Feedback Forms

Chapter Coordinators or Delegates

1. Attend full Curriculum Committee meetings as required.
2. Enlist instructors to teach courses each term. Ensure that all instructors have completed the Faculty Information Form and updated all information therein.
3. Attempt to balance the subject matter of courses in any one term.
4. Secure venues.
5. Set up a schedule for the courses and present to Curriculum Committee for approval.
6. Send all course titles, course descriptions, instructor profiles, and schedule information (day, time, location) to Brochure Coordinator, so that the brochure and publicity materials can be prepared in a timely manner.
7. Proofread a final draft of brochure.
8. Ensure publicity posters are distributed around the community at least two weeks before the registration session.
9. Support local publicity person who gives registration-day information to local newspapers, radio station, and other media outlets.
10. Coordinate the registration session: book venue; ensure instructors will attend; look after room setup; emcee the session; get volunteers to help with the registration and refreshments if appropriate; send registration paperwork to the SCANS office manager.
11. Liaison with the SCANS Registrar to ensure the membership lists are accurate.
12. Enlist Class Managers and other assistants as required. Each Class Manager is given the Class Manager Guidelines sheet created and revised by the Class Manager Coordinator.
13. Forward all Class Manager contact information to the Office Manager, as well as updates on registration, contact information, additions and withdrawals.
14. Consult with LOCAL venue and SCANS Technology Coordinator to make sure the necessary equipment for the various instructors is available and functioning.
15. Attend the first class of each course to introduce the instructor.
16. Check with Class Managers after two weeks of classes to remind them to update the Class Lists and forward to the Office Manager so all Class Lists can be updated.
17. Advise Class Managers when evaluation forms are available to be completed online. Provide a few hard copies of the form to Class Managers, pick them up after courses finish, review them, and deliver them to the SCANS office for the Feedback Coordinator.

10.3 Technology Coordinator

1. Attends Curriculum Committee meetings
2. Receives brochure from Webmaster identifying term courses, dates and locations.

3. Creates schedule: Course title and course description, instructor, time, date, location and duration of class, and technology requirements as articulated in the Faculty Information Forms or by the HRM Faculty Coordinator.
4. Shares schedule with the Technology Team, asking for their course attendance.
5. Enters technology assistants' names on schedule.
6. Contacts Instructors to make an appointment with the Technical Coordinator to test-run their presentations using the SCANS equipment before the term commences.
7. Receives names of Class Managers from Class Manager Coordinator. Updates schedule.
8. Arranges for the setup of the A/V system for Public Lectures.
9. Assists with computer-related issues and challenges as they arise.
10. Maintains A/V inventory.
11. Assesses anticipated need and proposes budgets for equipment purchases through the current and next year.

10.4 Feedback Coordinator

At the beginning of courses:

- a) Ensures feedback form is appropriately revised if necessary, and that the form is available in the shared Dropbox file for limited printing.
- b) If changes are made sends an updated form to the website administrator for posting.
- c) Three weeks before the end of courses: Ensures that several hard copies are available for all classes in HRM.
- d) Notifies other Chapter Coordinators via Dropbox when an updated form is available.

At the end of courses:

- a) Ensures collection of all forms from each Chapter and compiles the information.
- b) Reports to the Curriculum Committee within four weeks from the end of the last class.
- c) Sends the report via email to the Curriculum Committee Chair, and all Faculty and Chapter Coordinators.
- d) Emails feedback information to all Instructors after checking with each Faculty or Chapter Coordinator to see if she/he wants to send this information.

10.5 Class Manager Coordinator

1. Identifies from the Registrar's preliminary class lists, whenever possible before term start, potential Class Managers as soon as they have registered for a class, so that they may assume assignment as soon as possible.
2. Prepares class envelopes with pertinent information on the front as to course title, instructor name, venue, class date and time that will contain two class lists (one with email addresses for the Class Manager and another, without addresses, for noting attendance), and any other pertinent documentation;
3. Includes in these envelopes six hard copy evaluation forms, the instructor's biography and contact information, a dozen or more new brochures for members to share, a copy of the HRM Class Manager Guidelines and the Class Cancellation Procedure.
4. Selects and appoints the remaining needed Class Manager volunteers from the SCANS membership in all three academic terms.
5. Shares contact information on all Class Managers with the Office Manager as soon as possible.
6. Verifies that all Class Managers have followed the first class day's check off points with class members.

7. Appoints additional personnel (“Shadows”) for the larger HRM courses as assistants to specific Class Managers and as members of a pool of apprentice Class Managers for future deployment.
8. Provides training sessions to Class Managers prior to course start dates as required or works on an individual basis with prospective Class Managers (when group training is not feasible).
9. Forwards at the commencement of each term, to the Technology, Venues and Faculty Coordinators, Office Manager, Class Instructor, and the Curriculum Committee Chair, the names of the current serving Class Managers.
10. Ensures that technical and venue contacts for each course have been added to all the class lists and the list in Dropbox.
11. Checks class management regularly during the term by consulting the Class Managers and other observers.
12. Forwards Public Lecture announcements and other information as required to all Class Managers and other volunteers.
13. Advises Class Managers on the class cancellation policy and, upon a cancellation occurring, supports their understanding of how the cancellation is unfolding and their own efforts in contacting class members.
14. Sends to all Class Managers thank-you email messages after the end of each term.
15. Notes any end of term observations suggesting any changes or improvements to classroom management.

10.6 Brochure Coordinator

1. Receives from the HRM Faculty and Chapter Coordinators, each term, the complete information about each course: course title, Instructor’s name, days, times, location and duration as well as course descriptions and Instructor bios in the form submitted by the Instructors themselves.
2. Once the above schedule is established as reasonably complete and accurate, fits the information into two different documents: the brochure for the upcoming term and the course information for publication on the website.
3. Sends out the draft brochure to the Curriculum Chair and HRM Faculty and Chapter Coordinators for proof reading.
4. Once corrections or changes are completed:
 - a) Sends the brochure to the Office Manager for printing.
 - b) Posts the brochure on the SCANS website
 - c) Posts new or updated bios and course descriptions.

10.7 HRM Venues Coordinator

The Venues Coordinator (HRM) is responsible for the coordination of venues and schedules within HRM. Working with the HRM Faculty Coordinator, s/he situates selected instructors in one of several venues contracted by the Board, according to an agreed schedule, for each of the SCANS academic terms. The Venues Coordinator collaborates closely with the Faculty Coordinator, the Technical Support Coordinator, Publicity Coordinator, Chair of the Curriculum Committee, and Office Manager to keep them informed of venues being arranged.

The HRM Venues Coordinator works closely with the HRM Faculty Coordinator to place instructors in venues according to schedules that serve the mutual interests of SCANS members and instructors, considering a number of criteria:

1. Contractual obligations of venue rental (e.g., cost, availability)
2. Specific requirements of instructors e.g., technical equipment, light levels, preferred weekday and time to teach;
3. Class registration numbers anticipated;
4. Past history of specific course presentation – to avoid repetition of class presentation in a specific area;
5. The need to provide lectures where they are most desired and to meet geographic demands.
6. The policy of locating the majority of SCANS courses in venues not open to the general public will generate revenue in the form of annual memberships. The availability of parking (preferably free or low cost) for a substantial number of cars;
7. The proximity of public transit stops;
8. Accessibility for persons with limited mobility
9. While classes are in progress, the HRM Venues Coordinator monitors class cancellations and required extensions as reported by the Cancellation Coordinator in case an extension may impact invoices from the rented venues. If possible, one additional week only is contracted.
10. Any difficulties arising in venue operations that impact the SCANS courses will be discussed with the respective venue management by the HRM Venue Coordinator, if informed.

10.8 HRM Public Lectures Coordinator

1. Chooses appropriate dates for two lectures per term in consultation with venue coordinator who will book the venue.
2. Attempts to balance the subject matter of the lectures in any one term, so as to appeal to the broader membership.
3. Consults widely with other Seniors' College members regarding potential lecturers.
4. Contacts prospective lecturers by e-mail and arranges to meet them to discuss a potential topic if necessary.
5. Sends confirmation of date, time and place by e-mail to lecturer
6. In the above e-mail, asks for bio information, lecture description and A/V requirements.
7. Sends information to Web Administrator who puts it in poster format and posts it on the Seniors' College website.
8. Advises the Technology Coordinator of A/V requirements.
9. Provides local media such as radio, TV, newspaper with lecture information.
10. Sends poster to Office Manager for sending to "complete e-mail list".
11. Advises the Hospitality Coordinator of lecture date.
12. Gets honorarium cheque from Office Manager.
13. Welcomes audience, gives brief overview of Seniors' College and introduces lecturer
14. Reminds attendees to make cash donations for the refreshments and lecture venue costs.

10.9 HRM Hospitality Coordinator

1. Selects at least two volunteers from the contact list two weeks before the event to set up and serve refreshments.
2. Purchases supplies as required, e.g., a litre each of milk and cream.
3. Maintains a record of expenses and forwards expense claims to the Office Manager for reimbursement.
4. Arrives at least one hour before the event start time, having picked up the urns, kettles and supplies boxes at the SCANS Office if required.

5. Cleans and tidies the kitchens facilities of the venue at the end and packs away SCANS equipment for return to the Office A more detailed description of the kitchen activities follows here:
 - a) the dry supplies, such as coffee, tea, sugar and other condiments, have to be assessed on a regular basis. The purchased supplies should include a litre each of milk and cream.
 - b) Use one for hot water for tea. Fill the other for coffee, using 2 ½ - 2 ¾ cups of ground coffee.

For days when many people are expected, extra small urns might be borrowed from a member's home.

Set a table with a table cloth and other supplies, such as tea bags, sugar, napkins, stir sticks, cream, milk and food.

Put the food out **at the start of the break**.

Keep checking supplies and refill as needed. When the event is over, empty urns and wipe them out.

Repack supplies.

Make a list of supplies that will be needed for the next time.

Return the urns and supply containers to the SCANS Office.

10.10 Website Administrator

Website Admin responsibilities include, but are not limited to:

1. Maintain registrations with domain-name service and web-hosting service.
2. Maintain, update, and archive the structure and content of the SCANS website, in conjunction with SCANS designated authorities.
3. Manage and run the website course-registration process in each academic term, in conjunction with the Registrar.
4. Manage and run the website course-feedback process in each academic term, in conjunction with the Feedback Coordinator.
5. Manage and run the website course-materials process in each academic term, in conjunction with course instructors as required.
6. Checks the online feedback form on the SCANS website to ensure it is operational.
7. Respond to member queries related to website services.

10.11 Secretarial Duties

The secretary shall write the minutes during each Curriculum Committee meeting. S/he will email minutes to CCC for review no later than a week after the meeting; Following any corrections, the minutes will be sent to all cc members. S/he will remind CC members of the date of the next scheduled meeting approximately a week prior to its date. S/he will follow up with any other communications as requested by the Curriculum Committee Chair

Guidelines for SCANS Email Use

As the SCANS Board and its Committees do not meet frequently, we often resort to communicating with each other using email when doing business between meetings. What follows are some guidelines for SCANS members to follow in conducting SCANS business by email. They are organized around the capabilities of the most popular email programs.

The "CC" Function

"CC" means "advisory only" or "read but do not respond" or "respond only if you have information that is relevant to resolving the matter being discussed." An important principle here is NEED TO KNOW. Do not CC those who do not have a need to know the content of your email, unless you have some special reason for doing so.

The "To" Function

Regard "To:" as short for "Please read this email and respond if appropriate". If you want to share the email with others, CC them. That way these others will know that they need not reply. We commonly use "To" when what we are sending does not require a reply from anybody, but it is better to use "CC" for everybody in this case, even though it may seem strange. That way they know they do not need to reply.

The "Blind Copying" Function

Blind copying should be used when you want to send an e-mail to a number of recipients without revealing their addresses to protect the privacy of the recipients. For example, a class manager that needs to send a message to all members of the class should use the bcc function to ensure that the recipients' e-mail addresses are not shared with others. We are committed to honest and open communication. The blind copying function should not be used in situations that diminish trust in the confidentiality of the communication. For example, communicating negatively about an individual and blind copying the individual's supervisor. In this case if the e-mail needs to be sent, the supervisor should be carbon copied so the individual is aware of the negative communication.

The "Reply All" Function

The reply all function should not be used unless the intent is for all recipients to receive the reply.

The "Forward" Function

In doing SCANS work it is usually fine to forward an email sent to you without obtaining writer permission, but if you suspect that the writer would rather you did not, ask him or her. Authors of emails have a moral and legal right to restrict the dissemination of their writings. If someone asks you to refrain from forwarding emails he or she has that right. Please respect that right.

Expenses and Claim Forms

Travel Expenses

Instructors will be paid travel expenses for each journey calculated as follows: (Total roundtrip kms minus 50) x \$0.35

Board members are entitled to claim mileage for Board of Directors meetings, General meetings, and Committee meetings calculated as follows: (Total roundtrip kms minus 50) x \$0.35

Committee members who are not Board members are entitled to claim mileage for travel to Committee meetings, calculated as follows: (Total roundtrip kms minus 50) x \$0.35

Examples:

(a) A travels to a Board meeting at a location 20 kms away. Total roundtrip travel = $2 \times 20 = 40$ kms. No reimbursement, total travel is less than 50 kms.

(b) B travels to his teaching location 100 kms away. Total roundtrip travel = $2 \times 100 = 200$ kms. Reimbursement = $(200 - 50) \times \$0.35 = \52.50

The Expense Form may be found as an Attachment to this document.

Class Cancellations

This procedure applies to cancellation of classes because of storms or any other major disruption in Halifax Regional Municipality (HRM). Generally, if the public schools are cancelled throughout HRM, SCANS will also **normally** be cancelled. Members are to access the CBC Storm Centre website and the SCANS webpage for cancellation information.

The SCANS Cancellation Coordinator in consultation with the Curriculum Coordinator will notify the Instructor, the Class Manager, the Webmaster and the CBC Storm Centre Website that classes are cancelled. The procedure to be followed is described below.

IMMEDIATE PROCEDURE:

1. E-mail or telephone the Instructor and at the same time ask if he/she would be available to extend the course by one week, contingent on space being available.
2. Send the cancellation notice to the CBC Storm Centre (see note below).
3. E-mail or telephone the Webmaster and request that a notice be posted at www.thescans.org
4. E-Mail or telephone the Class Manager who should be asked to notify the Technical Manager for the class.
5. E-mail the Registrar.
6. E-mail or telephone the Venue Coordinator and any other SCANS Curriculum Committee members you want to notify.

1. FOR DISCUSSION:

If an Instructor cancels, s/he should contact:

- a) The Class Manager who will then notify the attendees by email (or telephone, if necessary).
- b) The Cancellation Coordinator, who will then carry out the same cancellation/extension procedure as used for storm disruption.

FOLLOW UP PROCEDURE:

If the course is to be extended by a replacement class initiate the following:

1. Check that the venue is available per Point 1 under 'Immediate Procedures'.
2. If the venue is available the Cancellation Coordinator should notify the Instructor and Class Manager, with copy to the SCANS Venue Coordinator.

3. The Class Manager will announce this information prior to the last several classes and notify the class Technical Manager.
4. If the venue is not available, the Cancellation Coordinator should notify the Instructor and Class Manager, who will announce this in class.
5. The Cancellation Coordinator should notify the Webmaster to put an announcement on the website as to whether the class is to be extended or not and notify the Registrar accordingly.
6. Inform Evaluations Coordinator of Course extension, if applicable.

Procedure for sending Cancellation Notices to CBC Storm Centre

1. Begin the message with the word SCANS. Example Message – SCANS, the Seniors College Association of Nova Scotia, classes in HRM are cancelled today, Mon., April 5.
2. E-mail the message to cbcs@cbc.ca OR Phone the Storm Centre hotline: 1-877-236-9350
3. Following the instructions, leave a clear message SEE BELOW* Check to make sure the notice is posted at <http://www.cbc.ca/stormcentre/ns/>. If not call back with information again.
*Example: SCANS, the Seniors' College Association of Nova Scotia, classes are cancelled today, Monday, February 5. My name is Abigail Ash. My number is 902-123-4567.

Procedures for Internal Audit by Board Members

Pursuant to SCANS By-Laws Sec. 47, Finance, the Members at the AGM shall appoint an auditor, the SCANS Board of Directors shall do so within 60 days following the Annual General Meeting. The subsequent audit shall take place before the next Annual General Meeting. At least one week prior to the audit, the auditor shall determine what financial statements and supporting documents will be required for the audit, and shall ask the Office Manger to have these documents on hand for the day of the audit. The Office Manager will book a room at her venue where the audit will take place.

The following documents should be reviewed:

- a) Balance Sheet as of December 31 of the previous year
- b) Income and Expenditure Statements from January 1 to December 31 of the previous year;
- c) A comprehensive sampling of revenue and expenditures, and where applicable, of all chapters, in the areas of:
- d) Membership Numbers and Revenue
- e) At least two IRS Events in all chapters
- f) At least two Public Lectures
- g) Spring/Fall Honoraria
- h) Instructors' Travel
- i) Board Members' Travel
- j) Committee Members' Travel
- k) All monthly back statements with a copy of cancelled cheques
- l) Matching of multiple randomly selected expense items to the monthly bank statements including, but not limited to: payroll and payroll deductions, venue rentals, and HST remittances for the previous year.

After completion of the audit and upon the satisfaction of the auditor that all financial records accurately reflect SCANS activities for the previous fiscal year, the auditor or two Directors will sign a review statement for the Registry of Joint Stock Companies.

PLEASE NOTE: A copy of the Balance Sheet and Income Statement must be presented at the Annual General Meeting.

The Auditor can make recommendations to the Office Manager, Treasurer and Finance Committee for improved bookkeeping and reporting practices.

ATTACHMENTS

SCANS Instructor Travel Expense Form

Effective June 1st, 2018

PLEASE SUBMIT TO THE SCANS OFFICE: - PO Box 33093, B3L 4T6 or info@theSCANS.ca

NAME: _____

COURSE: _____

HOME ADDRESS / STARTING LOCATION (be as specific as possible):

LECTURE SITE: _____

TOTAL KM TRAVELLED (return) – EACH TRIP _____ as determined by GOOGLE MAPS - MINUS 50 Km = _____ allowed travel distance for remuneration for each lecture. If applicable, include attendance at an Information and Registration Session.

REMUNERATION FOR INSTRUCTOR TRAVEL IS \$0.35 per allowable KM.

For expenses not related to travel to a lecture site use SCANS EXPENSE CLAIM FORM

Attendance at IRS: HRM ___ Truro ___ Chester ___ M. B. ___ Liverpool ___

DATES OF TRAVEL TO LECTURES: REDUCED # OF LECTURES TO 6

Information and Registration Session (if applicable): _____

1. _____

4. _____

2. _____

5. _____

3. _____

6. _____

DISTANCE _____ KM x _____ TRIPS x \$0.35 = \$ _____

TREASURER USE: CHEQUE # _____ DATE: _____ AMOUNT PAID: _____

MOU Between SCANS Board and SCANS Chapters

The Seniors' College Association of Nova Scotia (SCANS) is a largely volunteer, member-run organization incorporated under the Societies Act of Nova Scotia as a non-profit society. It has an elected Board of Directors (BoD) based in Halifax, and a paid Office Manager with office space at the Hope United Church, 3055 Connaught Ave, Halifax N.S. B3L3A7

SCANS Chapters are outreaches of the parent organization. As such, they are subject to the Bylaws, Policies and Procedures of SCANS. The principal objective of SCANS is to provide affordable learning opportunities for seniors (aged 50 years and older) on academic topics chosen by the members and delivered by well-qualified instructors.

SCANS members residing in the catchment area of each Chapter choose individual members to form a committee to oversee the activities of the local Chapter. One member of this Committee – the Chapter Coordinator - represents the Chapter as a member of the SCANS Curriculum Committee, and is responsible for liaison between the local Chapter Committee and the SCANS office manager.

Each Chapter seeks local instructors and course topics in consultation with the SCANS Curriculum Committee, which gives final approval for all SCANS courses. When potential instructors agree to participate in the SCANS program, the Curriculum Committee will send them a letter detailing what is expected from them regarding the presentation of material, whether audio-visual, oral, or copies of texts, and the proposed schedule, as well as information on the honorarium, and how to claim travel expenses. Prompt submission of instructors' biographies and synopses of proposed courses is essential to meet Curriculum Committee deadlines for approval and inclusion in program publications (brochures).

The Chapters are each provided with a budget – approved by the BoD – for the operation of the Chapter. The SCANS Treasurer, with input from the Board and Curriculum Committee (including Chapter Coordinators), determines the budget for expenses for each Chapter for advertising, facility rental, equipment purchase, and photocopying. The Chapter Coordinator has the authority to approve local expenditures, through the Treasurer and the BoD, within the limits of the Chapter's budget.

SCANS Chapters accept membership payments and class registrations only at each Chapter's IRS, and immediately remit those payments and registration information to the Halifax office. Individuals who wish to join SCANS, renew their membership, or register for classes after the IRS may do so through the SCANS website: theSCANS.org, or by contacting the SCANS office directly by phone, post, or e-mail.

SCANS Board of Directors Responsibilities and Competencies

Responsibilities

1. Provide Oversight: Oversee financial management, minimize exposure to risk, monitor programs and services, provide ethical oversight, measure progress on strategic plan, evaluate the Office Manager, and perform self-evaluation.
2. Stewardship: Oversee resources: ensure fiduciary responsibilities, ensure that the resources of SCANS are used efficiently to accomplish the mission for which SCANS exists, and making certain that our management practices ensure the long-term sustainability of SCANS; ensuring that all regulatory, legal and reporting requirements are met.
3. Set direction: plan and think strategically, promote positive public image of SCANS, help set vision, establish organizational values, approve operational and annual plans

CORE COMPETENCIES FOR ALL BOARD MEMBERS

Personal/Interpersonal Competencies:

- experience in serving on non-profit boards/in working in adult education field;
- ability to communicate well-articulate ideas in clear and concise manner, orally and in writing; comfortable using online communications;
- advocate for SCANS;
- work collaboratively with others as a team member; being respectful of others and value the contributions of all board/committee members;
- be diplomatic, yet honest and open in discussion with fellow board members;
- commitment to attend meetings, be prepared and ready to contribute, and prepared to dedicate periods of time each week for board work during your term of office;
- commitment to SCANS purpose and mission;
- strong interest in working toward the advancement of SCANS;
- be objective, understand the need to base decisions on what is best for the whole of SCANS rather than what is best for a particular constituency, and to avoid conflicts of interest;
- respect for and guarding the integrity of the governance process;
- can make informed decisions efficiently, while recognizing the complexity of issues, and take action when needed.

Willing to Acquire Knowledge of:

- the responsibilities of the Board of Directors;
- SCANS mission, vision, strategic goals;
- SCANS governance structure;
- SCANS By-Laws, Policy and Procedures Manual.

SPECIFIC COMPETENCIES**President**

- nurtures the development of the board as a cohesive group;
- ability to build trusting relationships to bring out the best in people, to make people feel important, that their voices, concerns and actions matter;
- be the chief branding officer-- build positive brand through constant communication of organization achievements and success;
- motivates board members, staff and key stakeholders - being passionate as a leader and searching for excellence in all that they do;
- listens, seeks input and earns respect and trust;
- sets expectations of board members, communicate these and hold people accountable;
- creates a winning attitude - sending the message that SCANS is the "place to be" and shares it with all stakeholders;
- models norms for board behavior and takes appropriate action when board members violate the norms;
- removes or reduces obstacles to board effectiveness;
- serves as a mentor within the board as needed to develop "talent".

Vice-President

- same competencies as expected of the President;
willing to accept additional responsibilities to support the President, Executive and Board.

Treasurer

- experience in fiscal management and oversight,
- experience and an ability to prepare financial reports that are accurate and timely;
- experience in accounting, preparation and overseeing budgets, financial plans, auditing;

- creates annual budget that is in alignment with available resources, includes input from board, Office Manager and committee members, supports SCANS programs and administration;
- understands and ensures that SCANS financial files are appropriate legal and financial documents as required by law;
- prepares financial reports with budget variance information for review by Board on a regular basis;
- chairs the Finance Committee in order to oversee development of revenue sources and understand financial implications.

Secretary

- shows initiative in order to appropriately support the president, executive and board;
- has knowledge of roles and responsibilities as laid out in the by-laws and Policies & Procedures manual;
- has interpersonal, computer and organizational skills.

Partnerships/Collaborations Committee Chair

- has an "entrepreneurial" spirit... to creatively build the revenues base by generating new members or by building relationships with those willing to invest in SCANS;
- experience in building and maintaining relationships so as to engage with influential people in the community and with other constituencies that involve mutual assistance and support;
- can explore and analyze opportunities for collaboration in terms of potential benefits, challenges and drawbacks to SCANS;
- can develop agreements that describe the responsibilities of each organization involved.

Publicity Committee Chair

- develops and oversees the implementation of a comprehensive communication plan/strategy to determine by whom and what , when and how information gets communicated to internal and external stakeholders about all SCANS activities, including publicity for and information about courses in all SCANS chapters, IRS, public lectures/events, annual and special meetings, and information about SCANS policies and procedures and bylaws;
- ensures that press releases are submitted to appropriate media outlets in support of SCANS activities;
- identifies and confirms, where they already exist, key areas of publicity in the community to help market SCANS programs and activities and collaborates when appropriate with Partnerships/Collaborations Committee to ensure all opportunities for marketing are utilized;

- ensures that all SCANS materials (brochures, web site, posters, etc.) show consistency and accuracy in portraying SCANS mission, activities and public information and are clear, easy to read and communicate the necessary information to members and to the public;
- works with office manager and webmaster to ensure website contains accurate and up-to-date information, and to explore social media opportunities.

OTHER COMPETENCIES

Strategic Thinking

- can pay attention to details while keeping SCANS goals in mind;
- understand issues from different perspectives, and synthesize and incorporate them into sound decisions;
- stays focused on goals and considers the future of SCANS;
- thinks independently and uses data to inform your opinions;
- to imagine new and different futures;
- be able to connect the dots between your own thinking and experience with the insights and experience of others and then synthesizing a vision of the direction that SCANS should pursue;
- to chart the future direction of SCANS and communicate it to all stakeholders.

Achievement Orientation

- ensures high standards are set and communicated;
- wants to be part of a high performance team;
- asks questions to get at root of a situation, seeks comprehensive information, and does regular ongoing information gathering;
- encourages the adoption of best practices;
- strives for SCANS to be a leader in its field;
- has a positive, "can-do" attitude toward achieving goals;
- emphasis on improvement: what could we do to make this better next time;
- sets challenging goals for themselves;
- expects highest levels of performance;
- strives to be a contributing member of a high performance team;
- understands forces that are shaping the general field over the next 5 to 10 years and that help shape SCANS vision and future direction;
- serves as SCANS ambassador projecting and promoting positive image of SCANS

