



# **SCANS Policies & Procedures Manual**

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# 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.

The SCANS Board of Directors may consist of up to twenty elected or appointed members. Currently, there are three Board Standing Committees, whose Chairpersons are Board members: Curriculum, Finance, and Publicity.

Any SCANS member may be appointed by the Chairperson of the Committee to serve on these Committees.

There are five Chapters: HRM, Truro, Mahone Bay, Chester and Liverpool. One goal of the SCANS Board is to establish Chapters in other locales in Nova Scotia where residents express sufficient interest. Each Chapter is operated by a Chapter Committee consisting of SCANS members from the Chapter area.

## 2. Officers

The Officers of SCANS consist of the President, the Vice-President, the Treasurer, the Secretary and the immediate Past-President. **The Officers constitute the Executive of the Board of Directors** (see By-laws section 28).

**The President** “shall be responsible for the effectiveness of the Board and shall perform other duties appropriate to the office as assigned by the Membership or the Board” (By-laws section 37). Specific duties include, but are not limited to:

- a) preparing the agendas for meetings of the Membership, the Board, and Board Executive;
- b) presiding as Chairperson over these meetings; and
- c) 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” (By-laws section 38), 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 By-laws section 40) for:

- a) the authorized disbursement of funds;
- b) legal custody of all financial books and records of the Society;
- c) preparation of an annual financial statement;
- d) preparation of an annual budget to be presented at the Annual General Meeting; and
- e) other financial duties appropriate to the office as assigned by the Board.

**The Secretary** shall (based on By-laws section 39):

- 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. within fourteen days of their election or appointment, a list of directors with their addresses, occupations, and dates of appointment or election;
  - ii. a copy of every special resolution within fourteen days after the resolution is passed;
- d) ensure that the following pages of the website are kept up to date by directing the Webmaster to make the necessary changes: "board.htm", "documents.htm", and "history.htm"; and
- e) other duties appropriate to the office as assigned by the Board.

**The Past-President** "shall normally chair the nominating committee" (By-laws section 41) and perform other duties appropriate to the office, as assigned by the Board.

### **3. Board of Directors**

The Board of Directors comprises at least twelve and no more than twenty voting members:

- a) President
- b) Vice-President
- c) Secretary
- d) Treasurer
- e) Past-President
- f) One representative appointed by the Association of Dalhousie Retirees and Pensioners

(ADRP)

g) Elected Directors-At-Large

### **3.1 Nomination and Election Procedures**

The Past President normally serves as the Chair of the Nominating Committee. He or she appoints two SCANS members to serve on the Committee. These appointees shall not be current Board members. The Nominating Committee shall seek at least one nomination for each officer position and at least seven Directors-at-Large. The Nominating Committee is also responsible to recommend two (2) auditors for appointment.

At least sixty days prior to the Annual General Meeting, the Chair shall contact all SCANS members, requesting them to offer to serve on the next Board, or to nominate another member to serve. The Past-President will contact anyone who has been nominated by another to confirm that she or he is willing to serve. As nominees' names are received, the Chair will compile a nominees list, and confirm that all those on the list are SCANS members. The Chair will also ensure that any nominee meets the requirements to be a Board member as written the Board of Directors Responsibilities and Competencies, which is included as an attachment to this document. The list of nominees will be forwarded to the membership with the agenda of the Annual General Meeting at least thirty days prior to the Annual General Meeting. The list shall include contact information and a brief statement of qualifications of each nominee.

Members may be added to the list of nominees subsequently, up to three days prior to the Annual General Meeting being called to order. The Chair will provide copies of the up-to-date list at the Annual General Meeting.

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. The appointments of those elected to the Board expire at the next Annual General Meeting. As stipulated in By-laws 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 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.

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

The 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 fourteen (14), 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 runoff 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.

Those elected 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 to fill any vacancies needed to raise the Board membership to the minimum of twelve, plus any additional Directors deemed by the Board to be needed for a special task, to a maximum of twenty members. Such appointments shall be presented to the next General meeting for confirmation by the Membership by a majority vote.

### **3.2 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 establish an account at a Chartered Bank or Credit Union, doing business in Nova Scotia, in which the funds of the Association are to be kept. The Treasurer shall promptly deposit in the account monies received in the name of the Association, and disburse these funds as necessary in the interests of the Association.

#### **Borrowing on Behalf of the Association**

As per By-law 48, ' the Society may only borrow money as approved by a special resolution of the members'.

## **Insurance for Board Members**

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

### **3.3 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, he/she 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 they are already a current member of the Chapter Curriculum Committee.
- c) To avoid a conflict of interest, or a perception thereof, it shall not be assumed that a Board member will be engaged as an instructor by virtue of their position on the Board. Instructors who are on the Board shall acknowledge the Curriculum Committee's independence in structuring curriculum and choosing instructors.

## **4. Membership**

### **4.1 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.

- c) Membership will run from the start of the date of the first cheque for one full year.

- d) Members may pay the full-year dues as a single payment using PayPal online registration.
- e) 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.

## **4.2 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 arrangements shall remain confidential.

## **4.3 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.

## **4.4 Life Membership**

Life Membership is conveyed by the Association to honour a current or former member of SCANS.

If two-thirds of all Directors of the Board voting at a regular scheduled Board meeting so agree, a person who has made outstanding contributions to SCANS may be designated as a Life Member. Life Members have all the rights and privileges of ordinary members, but are not required to pay membership dues. Current Board Members are not eligible for election to Life Membership.

## **4.5 Honorary Membership**

Honorary Membership is conveyed by the Association to honour a nationally or regionally known individual who has performed services that significantly further the objectives of the Association.

If two-thirds of all Directors of the Board voting at a regular scheduled Board meeting so agree, a nationally or regionally known individual who has significantly furthered the objectives of the Association, may be designated an Honorary Member for life. An Honorary Member has no voting rights and is ineligible to serve as a Director.

# **5. Faculty**

## **5.1 Definition**

SCANS faculty are instructors who teach one or more courses in a twelve-month period,

beginning at the date of the Information and Registration Session (IRS) at which members register for an instructor's first course.

## 5.2 Membership for Instructors

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 first term he or she teaches a course. Instructors ineligible for membership may assign this complimentary membership to an eligible person of their choice.

If new 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 membership expires.

If an instructor teaches in more than one term in the period of their free membership, the free membership will not be extended past the original expiry date.

The Curriculum Committee advises the Board on the structure of the College's curriculum and chooses its instructors. To avoid real or perceived conflicts of interest, no Board member shall attempt to use their position on the Board to secure an appointment as an Instructor for the College.

## 5.3 Guidelines for Publicizing by Faculty

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".

### **Website Publicity**

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 have the information placed on the website under "News & Events/SCANS Instructors in The News".

### **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". But if an instructor wishes to have an academic achievement briefly mentioned they are asked to pass the information to 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.

## **In-Class Opportunities**

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

## **6. Standing Committees**

### **6.1 Overview**

The Board of Directors may establish standing committees and special (ad hoc) committees.

Board Standing Committees shall be chaired by Board members. They 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.

Special Committees may be chaired by any SCANS member, and struck and disbanded by the Board as needed.

The President of SCANS shall be *ex officio* a voting member of every Board committee.

At the first 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 approval of the Board.

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.

## **6.2 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 the Technology Coordinator, the Volunteer Coordinator, the Publications Coordinator, the Evaluations Coordinator, and the Faculty Coordinator. 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 "courses.htm" page (except the "register.php" file) of the website is kept up to date by directing the Webmaster to make the necessary changes.

## **6.3 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. It would normally consist of 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.

## **6.4 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 and TV media.

Further details of this committee's roles and responsibilities are provided in the "Procedures"

section of this document.

## **7. Chapters**

SCANS is comprised of 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. The composition and size of this Committee, which may create subcommittees, will vary according to Chapter requirements, but a minimum of three members is desirable. One member of this Committee is to be chosen to serve as the Faculty Coordinator. The Coordinator will represent the Chapter at meetings of the SCANS Curriculum Committee. It will be the Coordinator's responsibility to supervise the Chapter activities in accordance with SCANS By-laws, Policies, and Procedures. The Faculty Coordinator will be the contact person for the Chapter.

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

The Memorandum of Understanding agreed upon by the Faculty Coordinators and the SCANS Board of Directors may be found as an Attachment to this document.

## **8. Office Manager**

The Office Manager reports to the President of SCANS and takes direction from the Board and its Officers. The Manager attends meetings of the Board, serving in an informational and advisory capacity, and shall present a report at each SCANS Board meeting.

To provide information and advice, the Office Manager shall attend meetings of any Board Committee at the request of the Committee Chair.

The Office Manager will provide overall daily administration of the organization, and assistance and support to the Board of Directors. Duties include, but are not limited to

1. Office Management
  - a) Order office supplies as required.
  - b) Ensure all office equipment is in working order.
  - c) Collect SCANS mail.
  - d) Maintain a record of the current location of each major item of SCANS-owned equipment.
2. Communications
  - a) Maintain an accurate and up-to-date membership list, with postal and email addresses, for the purpose of organizational communication by Board of Directors and Chairs of Standing Committees.

- b) Respond to telephone, post, and email requests for information, or direct enquiries to the appropriate Board member or Chair of Standing Committees.
- c) Support informational needs of SCANS Chapters.
- d) Support the Publicity Committee in ensuring that information about upcoming lectures, courses, and meetings is received by all members in a timely way.
- e) Ensure the following website pages are kept current:

Home page "Announcements"	
news.htm	Home => News & Events
contact.htm	Home => About => Staff/Contact
join.htm	Home => Membership => Join SCANS
links.htm	Home => Resources => Links
calendar.htm	Home => About => Academic Calendar
register.php	Home => Courses => Register for Courses

### 3. Finance and Bookkeeping

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

- a) Receive and record member payments through cheque, PayPal, and cash,
- b) Prepare and receive invoices for the Treasurer to pay,
- c) Reconcile bank statements,
- d) Enter budget information in the bookkeeping program and prepare reports for the Treasurer at monthly board meetings,
- e) Interact with and provide information to the SCANS auditor,
- f) Assist with preparation of monthly Financial Reports for the Board of Directors meetings and the Annual General Meeting,
- g) Work with the Treasurer to prepare an annual budget.

## 9. Registrar

The Registrar reports to the President of SCANS and takes direction from the Board and its Officers. The Registrar attends Board meetings, serving in an informational and advisory capacity. The Registrar shall present a report at each Board of Directors meeting, as requested.

The Registrar's duties include, but are not limited to

- a) Advising members of expiring memberships,
- b) Receiving, recording, and confirming membership payments,
- c) Receiving, recording, and confirming course registrations,
- d) Notifying members on a waiting list,
- e) Advising the Webmaster when courses are full,

- f) Preparing final class lists and forwarding them to the Curriculum Chair,
- g) Maintaining the official Register of Members.

## **10. Webmaster**

The Webmaster maintains and updates the SCANS website, and provides technical advice to the Board in the matter of the upgrading and redesign of the website.

In updating or adding to the information on the website the Webmaster will respond only to those persons authorized by the Board of Directors to request modifications to the website. Those authorized are presented in the "Procedures" section of this document.

## **11. Courses**

### **11.1 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).

### **11.2 Course Structures**

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

### **11.3 Class Guests**

As a way of introducing non-members to SCANS activities, any member enrolled in a course may bring a particular guest to class once during the course, and may bring different guests to the same class on different occasions, subject to available seating.

### **11.4 Closed Classes**

The SCANS Registrar maintains waiting lists for classes that fill up at the Information and Registration Sessions. People who register but do not appear for the first two classes are contacted to confirm that they will be attending future ones. If they do not so confirm, their place is given to the person on the top of the waiting list. For those who do not gain a seat by this process the Curriculum Committee will endeavour to have the Instructor re-offer the course as soon as practicable, if the waiting list is deemed to be long enough.



## **PROCEDURES**

### **12. Curriculum Committee Roles and Responsibilities**

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

#### **12.1 Curriculum Committee Chair**

The Chair of the Curriculum Committee 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. He or she serves on the Board as the voice of the Curriculum Committee and organizes events such as training sessions for the use of technology, sharing documents on Dropbox, hosting special meetings and SCANS volunteer events, and inviting new members to join the Curriculum Committee.

1. Ensures that forms such as the Faculty Information Form, the Class Managers' Guidelines, and Class Cancellation procedure are updated and shared with the Curriculum Committee and Board Members.
2. Organizes the Information Session part of the three Information and Registration Sessions held each year in HRM.
3. Ensures that email confirmation letters are sent to all instructors at the beginning of each term. Letters include: Photocopying deadlines, instructions and information on emailing class notes and learning materials to Class Managers and classes, confirmation of schedule details such as the time, date, location and duration of each course, and the individual instructor's A/V needs as stated in the Faculty Information Form . The Chair verifies that copies of instructor travel expense forms are sent to all instructors and to the chapter Faculty Coordinators. Letters are mailed before the Information and Registration Session, and as often as courses are being confirmed by Faculty Coordinators.
4. Works with the Office Manager and Treasurer to send thank you cards to all instructors together with cheques, when ready.
5. When possible, attends one of the first classes of each course.

#### **12.2 Faculty Coordinators**

While the roles and responsibilities of the Faculty Coordinators have most things in common, each Chapter, by its nature, has significantly different ways and means of accomplishing tasks.

### **HRM Faculty Coordinator**

1. Identifies and enlists instructors for twelve to fifteen courses per term, and ensures other coordinators are aware of the HRM's proposed list, to minimize potential conflicts.
2. Ensures that all instructors have completed the Faculty Information Form and updated all information therein.
3. Attempts to balance the subject matter of courses.
4. 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 as articulated on the Faculty Information Form. Relies on the Venues Coordinator to formally book venues.
5. Confirms times, dates and locations with instructors, as necessary. Shares finalized information with the Curriculum Committee Chair.
6. Gets all course descriptions, instructor profiles and schedule information to the SCANS Curriculum Committee Publications and Publicity Coordinators so that the brochure and publicity materials can be prepared in a timely manner and made available for final proofing.
7. Proofreads second draft of the SCANS term brochure and publicity materials.
8. Shares proofed brochure with the Office Manager, Curriculum Committee Chair, Venues Coordinator and Technology Coordinator for their follow-up and action in HRM.
9. Obtains the Curriculum Committee and Board's agreement for the proposed schedule.
10. Requests the attendance of instructors at the Information and Registration Session and informs the Office Manager which instructors have agreed to attend.
11. Introduces instructors at the Information and Registration Session.
12. Attends Curriculum Committee meetings.
13. Reviews course feedback forms

### **South Shore Faculty Coordinator**

1. Plans the curriculum, along with the local Chapter Committees (monthly meetings for Mahone Bay and Chester; for Liverpool usually one meeting per term).
2. Recruits instructors for each venue. Ensures other coordinators are aware of proposed list, to minimize potential conflicts. Ensures that all instructors have completed the Faculty Information Form and updated all information therein.
3. Coordinates venues with dates, bookings, cancellations, and changes.
4. Coordinates publicity (Mahone Bay brochure to be synchronized with SCANS brochure).
5. Obtains membership lists from Office Manager.
6. Attends all South Shore Information and Registration Sessions to explain SCANS and

introduce instructors.

7. Organizes class registrations for all classes at all venues and assigns Class Managers (except for Liverpool). Ensures the Office Manager has all contact information for all Class Managers.
8. Attends most of the first classes and moves the furniture and sets up A/V equipment.
9. Physically carries A/V and computer equipment between venues (Chester-Mahone Bay) as required for courses.
10. Notes that all instructors are to email all handouts to their classes and their Class Manager. A few hard copies of handouts can be printed and distributed by the Instructor, the Class Manager, or a classmate. Special arrangements will have to be made for photocopies from HRM to reach venues, and for distributing, collecting, and reviewing evaluation sheets.
11. Attends Curriculum Committee meetings.
12. Shuttles audio and video equipment back and forth to Liverpool.
13. Delivers banners and brochures for exhibitions in South Shore (Queens County).
14. Checks with Class Managers after two weeks of classes to remind them to update the Class Lists and forward changes to the Office Manager so all Class Lists can be updated shared via Dropbox.

### **Truro Faculty Coordinator**

1. Enlists four instructors to teach courses each term. Ensures that other coordinators are aware of proposed list, to minimize potential conflicts. Ensures that all instructors have completed the Faculty Information Form and updated all information therein.
2. Attempts to balance the subject matter of courses in any one term.
3. Secures venues.
4. Sets up a schedule for the courses - usually four per term but not two on one day, since many members take multiple courses. The choice of day of the week and time of day is left up to the instructors.
5. Sends all course titles, course descriptions, instructor profiles, and schedule information (day, time, location, duration) to Curriculum Committee Publications Coordinator and Publicity Committee, so that the brochure and publicity materials can be prepared in a timely manner.
6. Proofreads second draft of brochure and publicity materials.
7. Gets publicity posters put up around the community at least two weeks before the registration session.
8. Supports local publicity person who ensures that registration-day information gets to local newspapers, radio station, and other media outlets by their individual deadlines.
9. Coordinates the Truro registration session: books venue; ensures instructors will attend;

ensures a Board member will attend; looks after room setup; emcees the session; gets volunteers to help with the registration; makes sure all the necessary paperwork gets back to the SCANS office. Volunteers take care of refreshments.

10. Coordinates registrations with the SCANS Registrar to make sure the membership lists are accurate.
11. Enlists Class Managers, assistant managers, and technology managers. Each Class Manager is given the Class Manager Guidelines sheet created and revised by the Volunteer Coordinator, the Chair and the two Chapter Faculty Coordinators. Forwards all Class Manager contact information to the Registrar, as well as updates on registration, contact information, additions and withdrawals.
12. Consults with venue and SCANS Technology Coordinator to make sure the necessary equipment for the various instructors is available and functioning.
13. Attends the first class of each course to introduce the instructor, serve as a role model for new Class Managers to take attendance, facilitate room set-up, and explain housekeeping details.
14. Checks 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 and shared via Dropbox.
15. Advises Class Managers when evaluation forms are available to be completed online. Provides a few hard copies of the form to Class Managers, picks them up after courses finish, reviews them, and delivers them to the SCANS office for the Feedback Coordinator.
16. Attends Curriculum Committee meetings.
17. Arranges for the representation of SCANS at the Truro Seniors' Exposition, one day every September. Coordinates volunteers and sets up display.
18. Arranges display material and helps select suitable related books for the Truro Public Library SCANS display.

### **12.3 Technology Coordinator**

1. Prepares Schedule for Technical Support for Courses.
  - a) Receives brochure from Publications Coordinator identifying term courses, dates and locations.
  - b) 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 posted on Dropbox or through the HRM Faculty Coordinator.
  - c) Shares schedule with the Technology Team, asking for their course attendance.
  - d) Enters technology assistants' names on schedule.
  - e) Receives confirmed classroom locations from Venues Coordinator. Updates Schedule.

- f) Receives updated A/V requirements from Faculty Coordinators and Curriculum Committee Chair.
  - g) Updates schedule.
  - h) Receives names of Class Managers from Volunteer Coordinator. Updates schedule.
  - i) Technology team responds to updates to which they have access via Dropbox.
2. Arranges for the Setup A/V system for Public Lectures.
  3. Acts as liaison with the Webmaster for Curriculum Committee requested changes on the SCANS website.
  4. Assists with computer-related issues and challenges as they arise.
  5. Provides ongoing training and assistance to SCANS Curriculum Committee members, the Office Manager and the Board on Dropbox and informs all of changes, and requirements.
  6. Creates and emails class lists including names, telephone numbers, and email addresses to all SCANS Class Managers and instructors each term, to enable them to communicate with classes. Includes on each class list the Curriculum Committee created warning about non-SCANS related use of this contact information. Posts this document on Dropbox.
  7. Two weeks before the end of each semester, sends email to members on all class lists advising them they can be more environmentally friendly by completing online course evaluations.
  8. Maintains A/V inventory.

## **12.4 Feedback Coordinator**

### **Evaluation Forms**

1. At the beginning of courses:
  - a) Ensures feedback form is appropriately revised and that the form is available in the shared Dropbox file.
  - b) Informs the Office Manager that the form has been revised and is available for very limited photocopying. The Office Manager will convey this to the Technology Coordinator and to the webmaster for website revision, if necessary.
  - c) Sends a copy of the updated form to the Chapter coordinators and shares the Dropbox link with them.
2. Three weeks before the end of courses:
  - a) Using class lists, asks the Technology Coordinator to email all registered class participants, promoting the use of the more environmentally friendly electronic feedback form. Distributes a few hard copies to all classes in HRM.
  - b) Ensures that the current online form is posted on the SCANS website.
  - c) Tests the online form on the SCANS website to ensure there are no glitches.
3. At the end of courses:

- a) Ensures collection of all forms from each Chapter and compiles the information.
- b) Writes a report for the Curriculum Committee, aiming for one month after the end of the last class.
- c) Sends the report via email to the Curriculum Committee Chair, and all Faculty Coordinators.
- d) Sends lists of volunteers identified on the feedback forms to the Faculty Coordinators, Volunteer Coordinator, Office Manager and Curriculum Committee Chair.
- e) Sends a complete list of suggested courses to the Faculty Coordinators.
- f) Emails feedback information to all instructors, checking with each Faculty Coordinator to see if she/he wants to send this information.

## **Communications**

4. Writes minutes during each Curriculum Committee meeting and emails minutes to Curriculum Committee members and Board members about five days before the next scheduled meeting.
5. Other communications as requested by the Curriculum Committee Chair

## **12.5 Volunteer Coordinator**

The Volunteer Coordinator serves as the point of contact on the SCANS website for all offers for volunteer service in all SCANS chapters, and responds to contacts and forward names to appropriate Faculty Coordinators. A roster of positions and their descriptions is maintained for the Class Manager and other SCANS volunteer tasks, such as hospitality, office, and technical set up. Volunteers are so utilized that everyone enlisted may help at least once. The other important general duty is maintaining an updated Class Manager Guidelines document and managing this document and its various Chapter versions on Dropbox. Specific duties throughout the terms are enumerated below.

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 Instructor Coordinators, SCANS Registrar, appropriate Instructor, and the Curriculum Committee Chair the names of the current serving Class Managers.
  10. Collects and forwards updates to class lists to the Office Manager and the Technology Coordinator after the second class, as well as updates from the Office Manager to the Class Managers.
  11. Ensures that technical and venue designates contact information for each course has been added to all the class lists and the list in Dropbox.
  12. Checks class management during term by consulting the Class Managers and other observers.
  13. Produces and forwards an email Newsletter, as required, to all Class Managers and other volunteers containing SCANS facts, announcement material, cautionary notes, upcoming significant dates (such as special lectures and evaluation submissions) and other matters.
  14. 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.
  15. Sends to all Class Managers and other volunteer personnel thank you email messages after the end of each term, whenever possible transforming this effort into a celebratory occasion with refreshments.
  16. Develops estimated financial expenditures into a budgetary submission for Curriculum Chair approval.
  17. Notes at end of term from observations and from comments of others any changes or improvements to volunteer activities that might be undertaken.

## **12.6 Publications Coordinator**

1. Establishes and maintains a comprehensive collection of course descriptions, Instructors, and Instructor biographies for present and past courses. Directs the Webmaster to update this information as appropriate.
2. Receives from the three Faculty 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.
3. 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.
4. Sends out the draft brochure to the Publicity Chair for proof reading.

5. Sends the edited brochure to each of the three Faculty Coordinators for verification of their input.
6. Once corrections or changes are completed:
  - a) Sends the brochure to the Office Manager for printing.
  - b) Sends the website version of the brochure information to the Webmaster for publication on the website (only new or updated bios and Course Descriptions for courses not offered in the most recent term are sent to the Webmaster).

## 12.7 Venues Coordinator

The Venues Coordinator (HRM) is responsible for the coordination of venues and schedules within HRM. Working with the HRM Faculty Coordinator, he or she 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.

## 12.8 Faculty Coordinator

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

- a) Contractual obligations of venue rental (e.g. availability)
- b) Availability of instructors (dates and time);
- c) Specific requirements of instructors e.g., technical equipment required, preferred weekday and time to teach;
- d) Class registration numbers anticipated;
- e) Past history of specific course presentation – to avoid repetition of class presentation in a specific area;
- f) The need to provide concentration of lectures near the greatest concentration of SCANS members;
- g) The desire to respond to SCANS member requests for course subjects in a given geographic area;
- h) The desire to make at least a sampling of courses accessible across the greatest geographic extent of HRM practical;
- i) The policy of locating the majority of SCANS courses in members-only venues that will generate revenue in the form of annual memberships;
- j) The availability of parking (preferably free or low cost) for a substantial number of cars;
- k) The proximity of public transit stops;
- l) Accessibility for persons with limited mobility;
- m) The requirement that classrooms can be darkened sufficiently to enable projection of high contrast images and video.

In collaboration with the Faculty Coordinator, a tentative assignment of an instructor to a venue

together with a schedule of dates and times is made. The Technology Coordinator assesses technical requirements of each instructor and shares this information with the Faculty Coordinator and Venue Coordinator. When necessary, an adjustment of venue assignment is made.

The Faculty Coordinator, with the HRM Venues Coordinator, draws up the tentative schedule of courses and clears this with the Curriculum Committee and Curriculum Committee Chair. Once approved, the class titles, names of instructors, venues, and class schedule are provided to the Publicity Coordinator and to the Office Manager.

While classes are in progress, the HRM Venues Coordinator monitors class cancellations and required extensions as reported by Class Managers to the Volunteers Coordinator and thence to the HRM Venues Coordinator and informs the Office Manager of any cancellations and extensions that may impact invoices from the rented venues. If possible, one additional week only is contracted. 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.

### **12.9 HRM Public Lectures Coordinator**

1. Enlists two (2) lecturers for each term.
2. Attempts to balance the subject matter of the lectures in any one term, so as to appeal to the broader membership.
3. Consults the Curriculum Committee regarding potential lectures.
4. Secures venues through HRM Venue Coordinator.
5. Schedules the lectures and advises the Office Manager of their progress.
6. Advises the Technology Coordinator of A/V requirements.
7. Gives lecture description, lecturer profile or bio and schedule information to the Technology Coordinator for publication on the website, and to the Office Manager, so that publicity materials can be prepared and distributed in a timely manner.
8. Advises the Hospitality Coordinator of refreshment requirements.
9. Reminds attendees to make cash donations for the refreshments and lecture venue costs.

### **12.10 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. Places sweets, fruit and snacks orders with local retailer(s) one day before the event.
3. Picks up the ordered items on the day of the event and shops for any further items, such a litre each of milk and cream, paying for all items.

4. Forwards monthly receipts to the Office Manager or employs float monies for reimbursement.
5. Arrives at least one hour before the event start time, having picked up the urns, kettles and supplies boxes at the SCANS Office.
6. 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.** (It should be noted that members of the Committee are not responsible for the venue and technical set up and striking.) 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.

It is very important to start the water for tea and coffee right away, as it takes 30 to 35 minutes to heat. Each urn holds 37.5 cups. 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. The wrap up generally takes 20 to 25 minutes.

### **13. Publicity Committee**

1. Publicity for Information and Registration Sessions (details may be found in the SCANS Publicity Plan):
  - a) Prepare and place paid ads for the fall term and free ads in Chronicle Herald, meeting each publication deadline:
  - b) Chronicle Herald – Thursday edition – What's Happening Section
  - c) Herald Halifax
  - d) Herald Dartmouth
  - e) Herald Bedford-Sackville
  - f) Herald South Shore
  - g) Prepare and place ads in other publications:
    - i. Eastlink TV Community Announcements
    - ii. Northwood Radio Broadcasting
    - iii. The Coast – newspaper and online
    - iv. 105.9 Seaside FM
    - v. CBC Information Morning (as appropriate)

- vi. CBC Weekend Mornings (as appropriate)
  - vii. St. Ignatius Church in Bedford (has asked for material for their newsletter)
  - viii. Senior Living (run by the Herald)
  - ix. Serving Seniors
  - x. Retired Teachers Associations
- h) Prepare Posters for each Chapter Information and Registration Session (one-sheet ads for Information and Registration Session days in all five branches)
  - i) Distribute posters to each Faculty Coordinator and/or publicity team
  - j) Distribute posters to Board so they can distribute them as desired
  - k) Assist Chapters, at their request, with publicity materials
  - l) Coordinate publicity for Public Lectures with Special Lectures Coordinator:
  - m) Prepare and place free ads in Chronicle Herald, meeting each publication deadline:
    - i. Chronicle Herald – Thursday edition – What’s Happening Section
    - ii. Herald Halifax – Community Events Section
    - iii. Herald Dartmouth – Community Events Section
    - iv. Herald Bedford-Sackville – Community Events Section
    - v. Herald South Shore – Community Events Section.
    - vi. NWBC - Northwood Broadcasting Club radio station
    - vii. Eastlink Community notices (on Channel 10)
2. Coordinate publicity in Library Guides, meeting the Library’s deadlines and style guides. Ensure the HRM Faculty Coordinator knows what the Library Guide deadlines are.
  3. Participate in Halifax Regional Adult Learner Week by having an information table at their fair.
  4. Give speeches/talks to community groups and/or organizations, as requested (e.g., Community Service Fair in Dartmouth, Bethany United Church in Halifax).
  5. Save print material and copies of web material as appropriate for storage in SCANS Archives.
  6. Attend and present reports at Board of Directors meetings.
  7. Prepare suggestions for the annual budget at the request of the Treasurer.
  8. Do the final proofread of completed brochures.
  9. Prepare and send group email messages to members (via MailChimp). These could be notices of courses, Information and Registration Session sessions, SCANS Public Lectures, etc.

10. Attend monthly Military Retirement Planning Sessions at CFB Windsor to give presentation on SCANS.
11. Ensure SCANS brochures and posters are delivered to Northwood and coordinate distribution with the ReBoom Programmer.
12. Prepare publicity plan and amend as required.
13. Other activities appropriate to the office as requested by Board Members and Faculty Coordinators.

## 14. Website Maintenance Authorities

The web pages referred to below are pages at the URL "www.thescans.ca".

To access any page mentioned below, type "/" after the "ca", then the filename (such as "board.htm"), then press "Enter". Or go through the sequence as shown to the right of the filename.

This list denotes the individuals responsible for requesting that changes be made by the Webmaster to keep areas of the website current. These individuals have been granted the authority to request these changes by the Board of Directors. This does not imply that the individuals have decision-making power regarding these website entries. For example, some of the updates arise from decisions made at Board of Directors meetings. It is merely up to the person identified to ensure that the website is upgraded to reflect the decision.

### Secretary

board.htm      Home => About => Board/Committees  
 history.htm    Home => About => History  
 documents.htm Home => Resources => Documents

### Office Manager

Home page "Announcements"

news.htm        Home => News & Events  
 contact.htm    Home => About => Staff/Contact  
 join.htm        Home => Membership => Join SCANS  
 links.htm       Home => Resources => Links  
 calendar.htm   Home => About => Academic Calendar  
 register.php    Home => Courses => Register for Courses

Other pages as authorized by the Board.

### Curriculum Committee Chair

Everything under "Courses", except lectures.htm and register.php

### Special Lectures Coordinator

lectures.htm   Home => Courses => Lectures

## 15. Guidelines For SCANS Email Use

Since 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 "BCC" Function

Blind copying is very useful when you want to send an email to many recipients, without revealing their email addresses to the others. But of course you can also use it to share an email with a third party without the "To" addressee knowing that you have. There are sensitive situations in which this can be acceptable, and even necessary. But be careful! If the addressee discovers that you have blind-copied someone else they may want an explanation, which you might find embarrassing to provide.

### The "Reply All" Function

This is the one that causes the most trouble in SCANS. An all-too-common scenario is that A sends an "all-points bulletin" to Board members, B takes exception to something in it, writes something testy or uncivil to A, then hits "Reply All". This initiates a free-for-all with a magnification of offence and indignation. **If you want to send a critical response to an email, choose your words carefully, and then send it only to the writer.** Do not just write a reply and hit "Reply All"!

### 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.

## 16. Expenses and Claim Forms

### Travel Expenses

Instructors will be paid travel expenses for each journey calculated as follows: (Total roundtrip kms minus 50) x \$0.30

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 \$0.30

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 \$0.30

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 =  $(200 - 50) \times \$0.30 = \$45.00$

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

## 17. Class Cancellations

This procedure applies to cancellation of classes because of storms, illness, or any other reason in HRM.

SCANS **MUST** notify the CBC Storm Centre Website that SCANS classes are cancelled. Please see CBC Storm Centre Procedure below.

### SCANS class members

- Will receive an e-mail or phone notice if classes are cancelled.
- Should check the CBC Storm Centre website to see if classes are cancelled.

### Cancellations Coordinator will:

1. Notify the Instructor or, if there is some question about whether SCANS classes should be cancelled, consult with the Instructor on possible cancellation. If the class is cancelled, ask the Instructor if s/he would be available if the course were extended by one week, contingent on space being available, and, if so, inform the Venues Coordinator (this should be done later - see # 6 and 8).
2. Send cancellation notice to CBC Storm Centre, as per the CBC Storm Centre Procedure below.
3. Notify class members by e-mail or phone. The class e-mail list should include the technical assistant.
4. Notify the venue manager that the class is cancelled.

5. Notify the Registrar so s/he will be able to handle inquiries.
6. Notify the Venues Coordinator and the HRM Faculty Coordinator, who together will make arrangements at a later time to extend the course term, if appropriate.
7. Notify the Technical Coordinator (Johan Geldenhuys) or his designate.
8. If the course is extended by a replacement class, and the Venues and Faculty Coordinators have arranged for that class: the Cancellations Coordinator will notify the class members, the Technical Coordinator to provide technical support for the extended class, the Evaluations Coordinator who may have to change scheduled dates of evaluations, and the Class Manager who should:
  - a. Put the new end-of-course date on the evaluation forms envelope.
  - b. Announce the extension at the next class and the next-to-last class.
9. Notify the Registrar to update the end-of-course date on the website if a class has been extended.

NOTE: Make-up classes should not extend beyond one week from the last scheduled class.

### **CBC Storm Centre Procedure**

1. Prepare the message. Begin the message with the word SCANS. Example: SCANS, the Seniors College Association of Nova Scotia, classes in Halifax are cancelled today, Monday, April 5.
2. Phone the Storm Centre cancellation hotline: **1-877-236-9350**.

Follow the instructions and, after the tone, leave your message. Also, leave your name and phone number in case the CBC has to get back to you for clarification. Speak clearly. 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.

## **18. Procedures for Internal Audit by Board Members**

Pursuant to SCANS By-Laws Sec. 47, Finance, two (2) Board members shall be appointed internal auditors either at the SCANS Annual General Meeting or by the SCANS Board of Directors at the first Board meeting following the Annual General Meeting. The subsequent audit shall take place within 60 days of the next Annual General Meeting. One week prior to the audit, the auditors shall determine what financial statements and supporting documents will be required for the audit, and 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:

- Balance Sheet as of December 31 of the previous year
- Income and Expenditure Statements from January 1 to December 31 of the previous year;
- A comprehensive sampling of revenue and expenditures, and where applicable, of all

chapters, in the areas of:

- Membership Numbers and Revenue
- At least two IRS Events in all chapters
- At least two Public Lectures
- Spring/Fall Honoraria
- Instructors' Travel
- Board Members' Travel
- Committee Members' Travel
- All monthly back statements with a copy of canceled cheques
- Matching of multiple randomly selected expense items to the monthly bank statements including, but not limited to: payroll deductions, venue rentals, and HST remittances for the previous year.

After completion of the audit and upon the satisfaction of the auditors that all financial records accurately reflect SCANS activities for the previous fiscal year, the auditors will sign a review statement for the Registry of Joint Stock Companies, as well as a copy of the Balance Sheet and Income Statement to be presented at the Annual General Meeting.

Auditors may, if they so choose, make recommendations for improved bookkeeping practices to the Office Manager, Treasurer and/or Finance Committee.

**ATTACHMENTS**

**SCANS Instructor Travel Expense Form**

Effective January 1<sup>st</sup>, 2015

PLEASE SUBMIT TO THE SCANS OFFICE: - PO Box 33093, B3L 4T6 or [info@theSCANS.ca](mailto: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 \$0.30 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:**

0. Information and Registration Session (if applicable): \_\_\_\_\_

- |          |           |
|----------|-----------|
| 1. _____ | 5. _____  |
| 2. _____ | 6. _____  |
| 3. _____ | 7. _____  |
| 4. _____ | 8. _____  |
| 9. _____ | 10. _____ |

DISTANCE \_\_\_\_\_ KM x \_\_\_\_\_ TRIPS x \$0.30 = \$ \_\_\_\_\_

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 Suite 101, 2020 Gottingen St., Halifax, Nova Scotia.

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.ca](http://theSCANS.ca), or by contacting the SCANS office directly by phone, post, or e-mail.

## **SCANS Board of Directors Responsibilities and Competencies**

**(January 6, 2017)**

### **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 FOR FUTURE CONSIDERATION***

### **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 to10 years and that help shape SCANS vision and future direction;
- serves as SCANS ambassador projecting and promoting positive image of SCANS.