

Academy for Lifelong Learning Member Handbook

Updated

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SECTION 1 ABOUT THIS HANDBOOK

This handbook is a storehouse of information about how things are normally done, as well as a collection of decisions made by the Board designed to help volunteers to manage the yearly cycle of the Academy. It is the Academy's institutional memory.

The handbook comes in six sections. After this introduction, which is the first section, comes a brief description of the organization of the Academy. The third section deals with the Board of Directors, and is of particular interest to the members of the Board. The fourth describes the committees and their mandates, and is of particular interest to committee members or those thinking about joining a committee. The Board's version of the handbook also contains detailed procedures for each of the committees. The fifth section is a calendar of the sequence of events in the Academy year, which will give every volunteer an idea of when their committee will be called upon as well as when other committees are in action. The sixth lists the policies that have been adopted by the Board but are not part of the by-laws.

SECTION 2 ABOUT THE ACADEMY FOR LIFELONG LEARNING

The Academy for Lifelong Learning Toronto is an exceptional organization. It has no office. There are no paid staff. Yet every year the Academy puts on a cycle of events open to all members. “Staff” are volunteer members who serve as chairs or vice chairs of committees charged with running portions of the Academy’s annual program, or who serve as Officers of the Board. They decide on the Academy’s policies.

To allow the work of running the Academy to be shared among the members generally and to give any interested members the opportunity to participate, everyone is limited to a two-year stint on the Board, except for the President who sits for a third year as Past President as a non-voting member. Two years allow a volunteer to shadow his/her predecessor in the first year. For example, the Assistant Treasurer shadows the Treasurer for a year before taking on that role.

The form of governance used by the Academy is conventional; it is incorporated, and observes the provincial legislation for non-profit societies. There are bylaws that specify how the Board shall work and outline the responsibilities of the officers. The Board, which consists of the chairs and vice chairs of all of the committees, along with the officers and assistant officers, has established committees that execute the policies set by the Board.

SECTION 3 THE BOARD OF DIRECTORS

Board members are expected to be familiar with the established policies of the Academy. The Secretary maintains a register of established policies, and will add new policies as they are decided.

3.1 Membership of the Board (see MEMBERS' LIBRARY, CURRENT DOCUMENTS)

3.2 Board Organization, Responsibilities, Reporting, and Recruiting

Board Organization and Responsibilities

The Board of Directors:

- Is responsible for establishing the Academy's strategies, policies, and procedures, and for ensuring their communication and compliance
- Meets once a month, usually at Tartu
- Consists of up to sixteen elected voting members made up of the Officers (president, vice president, treasurer, assistant treasurer, Secretary, and Assistant Secretary), the Committee Chairs and their Vice Chairs, and the Past President who is a non-voting member
- Has a term of office of two years, with members usually serving as Assistants or Vice Chairs in the first year, and as Officers or Committee Chairs in their second year
- May from time to time appoint persons as non-voting members of the Board, upon such terms and conditions as the Board may direct.

Recruitment and Elections

- In October, the Board activates a Nominating Committee which is chaired by the Past President.
- The Committee meets to prepare a slate of nominees that is brought to the Board for approval.
- The current Chairs of the various Committees, with the help of the Volunteer Coordinator if required, are responsible for ensuring that a Vice Chair has been identified for their respective Committees.
- The Nominating Committee then sends an email to the membership in early May, publicizing the slate of nominees and inviting additional nominations.
- The final slate, with biographies of the nominees, is sent to the members as part of the AGM package in late May.
- The Chair of the Nominating Committee presents the final slate of nominees for election to the Board at the Annual General Meeting (AGM) in June.

Reporting

- The Secretary is responsible for taking the minutes of the Board meetings, their distribution to Board members after the meetings, and the preparation of agendas which should include the reports from the Officers and each Committee, as well as additional material as appropriate.

- Each Committee appoints one of its members to keep minutes. A copy of these minutes is distributed to Committee members, including the President or Vice President (whichever one has been attached to the committee ex officio).
- A summary is presented at the monthly Board meetings by the respective Committee Chairs.
- At the AGM, the President, Treasurer, Past President, and each Committee Chair submits their yearly reports to the membership.

3.3 Officers of the Board

President

- Oversees the affairs of the Academy
- Chairs Board meetings
- Chairs the Annual General Meeting
- Represents the Board at functions and meetings
- Negotiates contracts with Tartu and other organizations with which the Academy may be in a contractual relationship
- Is an ex-officio member of all Academy committees, and may attend meetings of two or three of the committees, to be determined in consultation with the Vice President at the first Board meeting
- Instructs the Archivist about special searches

Vice President

- Assists the President and acts on his/her behalf when the President is unavailable
- Accepts any special tasks delegated by the President
- May attend, as an ex-officio member, all meetings of two or three Academy committees – to be determined in consultation with the President at the first Board meeting
- Undertakes an annual review, updates the Handbook with the assistance of the Officers of the Board, the Committee Chairs, and the webmaster
- Acts as the Academy's representative to the Third Age Network

Past President

- Selects and chairs the Nominating Committee
- Prepares the slate of nominees for distribution with the AGM material
- Prepares and presents the slate of nominees for election at the AGM
- Advises the Board and Executive as required
- Establishes and chairs the Long Range Planning Group

Treasurer

- Manages financial transactions
- Keeps accurate accounts of revenues and expenses
- Prepares monthly financial statements for the Board
- Prepares draft year end statements for the accountant
- Miscellaneous responsibilities

Background:

Currently, the Academy maintains:

- a chequing account
- a savings account
- GIC's

at TD Canada Trust. All payments from the TD Canada Trust account are by cheque only; cash withdrawals are not allowed.

There are currently five authorized cheque signing officers as follows: President, Vice President, Secretary, Treasurer and Assistant Treasurer. Two members of the cheque signing officers must sign each cheque.

Using a Deposit Book, deposits may be made into the account, at any TD Canada Trust branch.

The Treasurer and Assistant Treasurer shall have limited access to the TD Canada Trust account, allowing them to look on-line at the activity in the account. These features of the Academy's banking are a primary source of security for the Academy's financial resources.

TD Canada Trust:

TD Canada Trust, 165 Avenue Road, Toronto, ON M5R 3S4. Tel: 416-944-4160, ext. 230.

Maintenance and Access to the Bank Accounts

Each year, soon after the AGM, the TD Canada Trust account should be updated, to reflect the new Academy officers who have signing authority. In addition, arrangements are to be made for the new Assistant Treasurer to be given an Access Card, conferring limited access to the Academy's account.

Financial Transactions

Cheques are written in payment of members' expense reports, vendors' invoices, Tartu statements and reimbursements regarding registration fees paid during the fiscal year following written withdrawal of member. Often, as a convenience, cheques are written at the same time as a Board meeting when it is easier to obtain a second signature. It is important that all transactions leave a paper trail, reflecting the authorization for each expenditure and the account(s) to which the expense is allocated.

Expense Reports

All reimbursement of expenses of Board Members or Facilitators are requested by completion of a properly authorized completed [expense report form](#) with supporting receipts attached, all to be submitted to the Treasurer or the Assistant Treasurer. It provides descriptions of common expenses, to aid in the documentation of the distribution of the expenses, as well as space for insertion of the cheque number used, the date of the cheque, to whom the cheque is payable, and other pertinent details. This data will also be cross-referenced on the cheque stub.

Cash Handling

From time to time, cash is received by individuals in payment of various Academy functions. A primary occurrence of cash handling is the receipt of visitors' fees during the Spring Talks. The individuals manning the Spring Talk desk, should record the amount of the fee paid and ultimately transfer the cash and respective recording document to the Treasurer/Assistant

Treasurer who takes the cash for deposit to the bank.

Other cash transactions may involve cash receipt of registration fees, as well as cash received relating to Academy functions (holiday luncheon, spring luncheon, etc.). In all situations, there should be a record of the cash received and subsequently given to the Treasurer / Assistant Treasurer for ultimate deposit into the Academy's bank account.

Keep Accurate Accounts of Revenues and Expenses

The Treasurer should maintain a written record of all cash received and cheques written, together with financial statements available for monthly board meetings as well as for preparation of the Academy's annual financial statement. The following are the suggested general ledger accounts to be used for the recording of the Academy's assets, liabilities, income and expenses. From time to time, additional accounts may be created to better describe the nature of the transaction.

Asset Accounts

- **TD Bank** Records the balance in the TD Canada Trust Account.
- **Other bank accounts** (if applicable)
- **Investments** (if applicable)

Liability Accounts (suggested list of accounts)

- **Accrued Liabilities** Transfer account used at year end to carry accrued charges forward into following year
- **Excess of Revenue/expense** Transfer amount at year end of prior year's operations into Unrestricted Net Assets account
- **Surplus account** Records the accumulated excess of Net Revenues over Expenses

Revenue Accounts (suggested list of accounts)

- **Registration Fees** Amount of fees received, net of withdrawals for current year
- **Donations** Amounts received from individuals, colleges or corporations unrelated to normal Academy operating revenues
- **Spring Talks Guest fees** Registration fees received in cash from non-Academy members, attending the Spring Talks in April and May.
- **Holiday Luncheon** Funds received from attendees at this annual function
- **Spring Luncheon** Funds received from attendees at this annual function
- **Other functions/activities** Funds received from attendees for other events
- **Other income accounts (if applicable)** Possible receipt of additional grants, donations, etc.
- **Interest Income** Interest earned from bank accounts, investments, etc.

Expense Accounts (suggested list of accounts)

- **Classroom Rent** Amount paid to Tartu as rent for use of rooms at Tartu for Academy classes in accordance with the Contract. Payments are usually due on the first of September and January each year.
- **Honoraria payments re Forums** Amounts paid to speakers re Wednesday Forums and Spring Talks

- **Honoraria other** Other payments to individuals apart from speakers at Forums, such as gifts to Tartu staff and others who may have performed outstanding services to the Academy
- **Supplies general** Supplies for general Academy use. Supplies for any specific forum, etc. should be allocated to that respective cost category.
- **Photocopies** Request for reimbursements for charges for photocopies incurred for Academy events such as forums, spring talks, etc. are to be reimbursed upon submission of Expense Reports
- **Bank Charges** The TD Bank may charge the Academy for bank charges relating to minor transactions such as reordering of cheques and bank deposit books. The Bank normally does not levy any charge for deposit or cheque transactions.
- **Insurance** Tartu College requires the Academy to carry its own insurance coverage. The insurance agent should be contacted to ensure coverage for the next year has been requested well in advance of its current expiry date
- **Accounting fees** If the Academy uses an outside accountant the fees are recorded here.
- **Meetings** Where possible, meeting and other costs should be charged to those related expense categories that better describe the nature of the expenses. This account should be used if no other category is applicable.
- **Publicity** The charges for maintenance of the Academy website are charged to this account as well as outreach efforts such as printing of brochures advertising what Academy has to offer
- **Annual General Meeting** The annual meeting is normally held in June. The cost of the hall rental, refreshments, etc. should be accrued as a cost of the previous year's operations.
- **Holiday Luncheon expenses** Expenses incurred for holiday luncheon
- **Spring Talks-Honoraria** Any honoraria paid to Spring Talk speakers are recorded as Spring Talk expenses. The three talks that are in May should be accrued in April to reflect all six spring talks in one year. The related costs for the Spring Talks including the costs of room rental, microphone charge, and refreshments are all recorded as costs of Spring Talks
- **Special Events Income** Income received for special events where applicable
- **Special Events Expenses** Expenses incurred for special events.
- **Web site** Charges for maintenance of the website are applied to this account. Other outreach efforts, such as printing brochures, advertising the Academy will also be recorded here.
- **Facilitators/Volunteers' workshop and luncheon** An annual meeting of Facilitators is accounted for separately. Hall rental, refreshments, etc. for this meeting should be accrued in April so that the cost of the meeting if held in May/June, is allocated to the year that has just ended. The facilitator's workshop is usually followed by a luncheon for facilitators and volunteers.
- **Computer and audio equipment and related expenses** From time to time, additional computer, audio equipment and related supplies are acquired for classroom use.
- **Office and general expense** The charges for miscellaneous office and general expenses that are not specifically attributed to events or other designated expense categories should be allocated to this expense account.

- **Third Age Network (TAN)** The Academy is a member of TAN and related costs are to be allocated to this account including membership fees
- **Consulting** Infrequently, the Academy may require the services of an outside individual or company
- **Bursary** The Academy annually pays an annual bursary to an educational institution.

Treasurer Prepares Monthly Financial Statements for the Board

For the benefit of all Academy board members, a monthly financial statement should be prepared and distributed to the board members, identifying the revenue and expenses incurred to date since the commencement of the fiscal year (May 1). To assist the readers, the current year's budget should also be included to reflect any possible differences. As well, the current bank balances and investments should be reported.

Prepares Year-End Statements and Tax Returns

In early May, shortly after completion of the fiscal year, the treasurer should prepare the year-end financial statements in the same format as other years. Completed statements will be sent to the previous two or three treasurers for review.

The tax returns are prepared by accessing the CRA web site and filling in the forms T2 Corporate return, Non-profit organization (NPO) Information Return and General Index of financial information-short.

The Board should vote to accept the financial statements. The financial statements will be made available for distribution to Academy members attending the annual meeting.

Annual Report at AGM

The Treasurer presents a brief review of the Academy's financial statements at the AGM, after which questions are solicited. When there are no more questions, a motion should be made as follows: "I move that the Academy's Financial Statements for the (year) be accepted as presented."

Bursary Fund

A Bursary Fund was originally established at Victoria College by members of the Academy for Lifelong Learning in 1997, designed to assist mature students to continue their studies at Victoria College.

Subsequently in 2008, the Academy decided to redirect its bursary and contribute instead to the School for Continuing Studies.

Miscellaneous Responsibilities: Insurance

The Academy is required to have independent insurance coverage. The President is responsible to arrange renewal of insurance.

The Academy currently maintains a policy through Brad Barbour Insurance Group Inc. an insurance broker who has placed a policy currently with The Co-operators. The coverage of this policy ends on Sept. 1 and service levels can be slow, so arrangements for the next year's coverage should begin soon after the July Board meeting.

Annual Meeting with Tartu College

In late February or early March, a meeting with Tartu will be arranged, attended by members of the Academy's Executive and the General Manager of Tartu, to confirm the details in our contract. Any matters of concern may be brought up at this meeting, or expressions of satisfaction made.

Accessing Bank Accounts - Access TD Chequing account to examine/print activity

A unique account access is setup for each Treasurer and Assistant Treasurer by the Academy's Investment Consultant at a meeting shortly after the AGM. After that meeting, it will be necessary to register the account on their computer, using their unique account number and a temporary password. During their initial sign-on to the account, they will be requested to change the password to a value that they choose.

Assistant Treasurer

- Assists the Treasurer and acts on his/her behalf when the Treasurer is unavailable
- Prepares a budget for the next financial year for approval by the Board secretary

Secretary

- Attends monthly Board meetings and takes the minutes
- In consultation with the President, prepares agenda and minutes for the Board meetings
- Collects reports of Committee Chairs and Officers of the Board and emails them, together with the minutes and agenda, to all Board members in advance of each Board meeting
- Emails approved Board minutes and policy changes and other important documents to the Webmaster for posting on the website
- Maintains an electronic folder of important documents such as the *Contract with Tartu College*, the *Letter of Understanding with the School of Continuing Studies* and the insurance policy
- Maintains a register of established policies, and adds new policies as they are decided
- Emails approved Board and AGM minutes, contracts, established policies, by-law changes, and important documents to the Academy's Archivist
- Organizes the Annual General Meeting, emails required notices to all members of the Academy, and takes the minutes at the AGM
- Prepares an orientation package for distribution to new Board members
- Produces and maintains the list of Board and Committee members
- Is responsible for paperwork related to the incorporation of the Academy, its by-law amendments and the Change of Information Notice required by the Ministry of Government Services
- Signs cheques and contracts from time to time as required.

Assistant Secretary

Responsibilities:

- Acts on the Secretary's behalf when the Secretary is not available
- If the Secretary is away for a Board meeting, the Assistant Secretary requests reports from Committee Chairs and takes minutes.
- Maintains an active liaison with the staff at Tartu
- Collects Academy mail from the Academy mail box on a weekly basis, and distributes to the appropriate Board members, e.g. President, Treasurer, Membership Chair, etc.
- Keeps a record of room bookings on the weekly workshop schedule.
- Produces and maintains the List of Important Dates in the Academy Year.
- Together with the Archivist puts away workshop files, clears bulletin boards.

Academy Archivist

Responsibilities:

- Collects official and ephemeral Academy documents in electronic format in cooperation with the Academy Secretary and Webmaster.
- Collects images in electronic format in cooperation with the Academy photographer.
- Organizes and stores electronic documents and images in the 'Cloud' using the 'Google for Work' App to make a coherent record of the Academy.
- Facilitates access to the Google Archive on the Academy's website.
- Helps the Assistant Secretary to retrieve files and papers from the classrooms at end of the second term
- Reports to the Board and membership once a year.

SECTION 4 COMMITTEES OF THE BOARD

4.1 The Following Procedures Apply To All Standing Committees

Committee Membership

- The committee members are selected from the members at large, the number depending on the tasks and responsibilities involved. Additional members, especially newer members, may be asked to join at any time, or may be enlisted for specific activities.
- The Assistant Chair is selected in the previous year from the Committee members, and will attend all Board meetings with the Chair. The Assistant Chair will also act as Chair in the absence of the Chair.
- The term is normally for two years. Some members may be asked to serve a second term to provide continuity, or to serve as Assistant Chair and Chair, but it is recommended that one third to one half of the Committee members be changed each year, and that no one stay longer than three (four at the most) years. This will ensure the involvement of more Academy members and bring in new ideas, which are important for continued growth. Occasionally, the Board, in collaboration with the relevant Committee Chair, may appoint one or more members to a Committee as non-voting consultants.
- Committee Chairs should canvass their members to find an Assistant Chair for the following year. If no one is prepared to take the position, the Chairs should work with the Volunteer Coordinator to find someone else. The Past President will be in touch with Committee Chairs on a regular basis and names should be submitted by March.

Running a Committee

- Consult timelines provided by previous Chairs and the monthly timelines of tasks in the Academy Work Plan by Month.
- At the first meeting, outline the responsibilities of the Committee and allot tasks to each member. Develop an overall schedule and plan for the year by consulting timelines provided by various Chairs, the Annual Schedule prepared by the Secretary, and the monthly task list in the Academy Work Plan.
- Schedule meetings as needed, and book rooms, if required, through the Assistant Secretary.
- Ensure that the Chair and the Assistant Chair prepare budget estimates for the next year. These figures are to be given to the Assistant Treasurer, who prepares the budget for the coming year.
- Promote the Committee's activities by providing written pieces and information on request for internal (the Academy Quarterly Review or the website) and external communication as appropriate, working in consultation with the Communications Committee

Reporting Committee Activities

- Keep a record of the year's activities, including dates, tasks, plans, minutes, budgets, expenses, and revenues, as well as comments and suggestions for future planning. Consider placing these items in your Committee's Procedures section of the Academy Handbook.
- Transfer this record at the end of the year to the next Chair. Send digital copies of the

- agendas and minutes and outdated material to the Archivist.
- Send the agendas of meetings and minutes to the Committee members, including the ex officio President or Vice President attached to your Committee.
- Report to the Board each month about current activities and materials for publication, such as questionnaires, forms, flyers, brochures, reports, or notices;
- Present a yearly report at the Annual General Meeting.

4.2 Standing Committees of the Board

4.2.1 Communications Committee

Composition:

- The Communications Committee consists of a Chair, Assistant Chair, Past Chair, the Webmaster, and other Academy members chosen by the Chair.

Terms of Reference:

- The aim of the Committee is to keep Academy members informed about Academy events (internal communications) and to provide information about the Academy to others (external communication). The Communications Committee handles the design, editing and printing of all materials that are generally distributed (e.g. brochures; posters of walks, talks, and forums) and maintains the website under the direction of the Webmaster.

Internal Communications:

- Consists of information members will need to fully take part in the affairs of the Academy, including:
 - Producing a newsletter (currently quarterly)
 - Maintaining the website
 - Distributing email notifications to the total membership
 - Producing the Academy Calendar, in conjunction with the Curriculum Committee
 - Designing and editing any Special Events flyers, invitations, etc., in conjunction with the appropriate Committees (e.g. Talks, Walks, Forums)
 - Maintaining the bulletin boards at Tartu
 - Maintaining the Facebook Page

External Communications:

- Maintaining a public profile within the academic and community sectors, including promoting the Spring Talks by designing, editing and producing brochures in conjunction with the Talks Committee.
- Undertaking public relations projects that reach out to organizations beyond the Academy and maintain liaison with such organizations as appropriate.

Reporting:

- A summary of activities is presented to the monthly Board meeting by the Committee Chair and to the Academy membership at the Annual General Meeting.

4.2.2 Curriculum Committee

Historical Background:

The Curriculum Committee was formed in 1991 as the Program Committee, one of the first four

original committees. In the first year, the Academy offered nine workshops in two eight-week semesters. In later years, this changed to twelve-week semesters. The Facilitators' Forum was started in 2011, and, in this same year, the Calendar was made available online. The Technology Sub-committee was created in 2014, and the Video-Conference Work Group was created in 2017.

Composition: The Curriculum Committee will consist of a Chair, Assistant Chair, and other Academy members chosen by the Chair.

Terms of Reference: The responsibilities of this Committee are:

- Recruiting members to facilitate workshops
- Soliciting and assessing workshop proposals, based on the Academy's principles of self-directed peer learning
- In collaboration with facilitators, developing a program and schedule of workshops
- Producing workshop descriptions, schedule and other information for the annual Calendar
- Conducting workshop and facilitator feedback surveys
- Organizing (including invitations and refreshments) the Facilitators' Forum
- Delivering video-conferencing, audiovisual, and other training sessions for members throughout the year, as need dictates, including the naming of a 'tech rep' from each workshop

Criteria for Selection: The following criteria are used by the Curriculum Committee to select new workshops that will be recommended to the Board. The workshop proposal:

- Provides an opportunity for self-directed peer learning through presentations and discussion
- Provides the content and intellectual challenge suitable for the experience and maturity of A.L.L. members
- Encourages active participation and interaction among members
- Has a suitable facilitator available who has been a member of A.L.L. for at least one term
- Is likely to attract at least eight participants

Reporting: A summary of activities is presented to the Board meetings by the Committee Chair.

4.2.3 Membership Committee

Historical Background: The Membership Committee was initially called the Registration Committee and was one of the four original committees of the Academy in 1991. In the first year, there were 108 members. In 2016/17, there were 401 members plus two life members. The position of Volunteer Coordinator was added in 2007. In 2009, the Committee introduced randomized selection for over-subscribed workshops. Originally, the Committee used Excel to monitor members on file. This was switched to Filemaker, a relational database program in 1995 and in 2008 Datatrium was introduced to host the Filemaker database so that more people could access it for data input. In 2015, registration became fully automated, including payment of fees.

Composition: The Membership Committee consists of a Chair, Assistant Chair, manager of the Academy's Database, Volunteer Coordinator, and other Academy

members chosen by the Chair.

Terms of Reference: The role of the Membership Committee consists of five key areas:

- **Registration Services:**
 - The new Calendar is made available online in April and online registration opens at the same time. An email address is required for everyone who registers.
 - All registration data is entered into the database as it is received until the date for randomization. On that date, applications for oversubscribed workshops are randomized to determine admission to the workshop and to create waitlists. After randomization, registrations are processed and added to the waitlists on a first-come, first-served basis. Three places in each workshop are held for new members until July 1st, after which time they are assigned to those waitlisted in priority order. The following are the activities performed by the Membership Committee to enable registration in the Academy.
 - Processing registration forms and fees (database entry April-January)
 - Running the randomization process for over-subscribed workshops, with Board members and affected facilitators invited to attend (late April / early May)
 - Contacting all members who are waitlisted (early May)
 - Confirming status in workshops and waitlists by email
 - Tracking waitlists for over-subscribed workshops and assisting members in selecting alternatives (June on till the end of registration in January)
 - Advising Facilitators of their workshop enrollment and confirming maximum numbers they will accept in their workshop (April-September)
 - Preparing class lists and attendance sheets for workshops (preliminary, in June; final in September) This includes preparing files of attendance sheets and folders in the classrooms.
- **New Member Orientation**
 - Once registration is underway, our Volunteer Coordinator contacts all new members to welcome them to the Academy.
 - Each September, the Membership Committee works with the Talks Committee to welcome new members to the Academy at the first Forum of the year.
 - The Committee also receives calls and emails from potential new members throughout the year, and facilitates their registration by directing them to the website if they wish to register or adding them to our potential members mailing list if they do not.
- **Monitoring Membership Numbers:**
 - The Committee provides registration data to assist the Board and Outreach Subcommittee to make decisions regarding recruitment and other needs.
 - Members who have not renewed their membership are encouraged to become Associate Members. Follow-up surveys on lapsed members are conducted

periodically.

- Volunteer Coordination
 - The Volunteer Coordinator works to let members know what opportunities there are for them to help run the Academy.
 - The Volunteer Coordinator uses the database to identify people who might be interested in helping with specific tasks and recruits members to sit on committees and to carry out the various tasks necessary to run an organization with no paid staff.
 - The Volunteer Coordinator also works with the Board's Nominating Committee to help with nominations to the Board and in recruiting new Assistant Chairs for Committees.
- Database Management
 - One of the ongoing tasks of the Membership Committee is to manage the Academy's database overseen by the Manager of the Database. Some tasks included are:
 - Keeping members' data current – i.e. address changes etc.
 - Adding potential members who have email addresses throughout the year
 - Creating labels for lunches, gatherings, meetings etc.
 - Creating name badges as requested for events
 - Preparing class lists for workshops
 - Training new committee members to work with the database

Reporting: The Membership Committee reports to the Board on membership data and procedures.

4.2.4 Special Events Committee

Responsibility: The Committee:

- Plans and implements the social events
- Organizes the venue, catering arrangements, and speakers
- Prepares event flyers and invitations which it provides to the Communications Committee for posting on the website and for emailing to all members
- Provides event information to the Membership Committee so they can set up and handle online registration
- Develops and manages the Spring / Summer / Fall Walks and Coats-Optional Winter Walk schedules and sends for posting on the website

The Special Events Committee is responsible for planning the following events:

- Fall – New Member Orientation
- December – Holiday Luncheon
- March – Spring Luncheon
- April – Facilitators / Volunteers Luncheon
- June – Annual General Meeting
- Spring / Summer / Fall / Coats-Optional Winter Walks planned and posted to website

Reporting: The Committee reports to the Board through the Chair who presents a summary of the Committee's activities at each Board meeting. The Chair and Assistant Chair are members of the Board of the Academy.

4.2.5 Talks Committee

Composition: The Talks Committee consists of a Chair, Assistant Chair, Past Chair and other Academy members chosen by the Chair.

Terms of Reference: The aim of the Academy Talks Committee is to develop and present a program for speakers for six lectures in April and May that appeal to members and guests and that raise the Academy's public profile, and to develop and present the Wednesday Forums during the academic year.

This Committee's Responsibilities Include:

- Enlisting speakers and developing a schedule for the six Spring Talks
- Plan all Forums

4.3 Ad Hoc Committees of the Board

4.3.1 Long-Range Planning Committee

Composition: The Long-Range Planning Group consists of the Past President, acting as Chair, and four other members of the Academy, each appointed by the Chair for a maximum two-year term. The President is an ex-officio member. Group members should collectively offer:

- A knowledge of the Academy, its mission, values and members
- Backgrounds in strategic planning, adult education, university administration and familiarity with present technology
- The ability to assess relevant research, such as demographic trends and financial concerns that could have a potential impact on the Academy

Terms of Reference:

- to advise the Board by providing information on, and analysis of, current and potential future challenges and to research any items the Board identifies
- to monitor and report to the Board regarding the Academy's internal (fulfillment of goals and objectives) and external (e.g. potential membership sources, university connections or competing complementary lifelong learning organizations, research findings on aging and learning, relevant technology issues, etc.) environment identifying issues, risks, opportunities that might impact on the Academy

Reporting:

- The Committee Chair will report to the Board as necessary. Copies of the report will be distributed to all Board members at least two weeks prior to the presentation.

4.3.2 Nominating Committee

Composition:

This committee is chaired by the Past President and includes the Vice President (i.e. the incoming President), the Volunteer Coordinator and two other Academy members.

Terms of Reference:

The aim of this committee is to solicit, recruit and present a slate of volunteers for all Board positions for election at the AGM. This committee's responsibilities include:

- Soliciting candidates by requesting suggestions and recommendations for the positions to be filled
- Working with each committee chair to recruit an assistant chair (preferably from the committee) who will serve on the Board for two years
- Requesting further nominations from the membership in the March newsletter and processing any submissions
- Consulting with each possible nominee to inform them of the responsibilities and term of office and ensuring they are willing to serve if elected

Reporting:

- Presenting an initial slate of nominees to the Board for approval
- Preparing the approved slate at the AGM for final approval by the membership
- Presenting the slate at the AGM for final approval by the membership

SECTION 5 CALENDAR OF EVENTS IN THE ACADEMY YEAR

General

Annual General Meeting: The AGM takes place in early June. The out-going President chairs the meeting and provides an overview of the work of the Board over the past year. The Committee Chairs in turn summarize the work of their respective standing committees. The Treasurer presents a report including the status of the bursaries. The Past President and Chair of the Nominating Committee present the slate of Board nominees and moves that they be elected. Immediately after the AGM, the outgoing President convenes the newly-elected Board, after which the newly elected President takes the chair.

Board Meetings: The Academy's Board meets once a month.

Committee Meetings: Dates for meetings of the Standing Committees are at the call of the Committee Chair. The Chair of each Committee calls the first meeting after the AGM. At this meeting the Committee's plan of work for the year is laid out and specific tasks are given to the members.

Emailing and Website Postings:

Coordinated by the Communications Committee, there are several emails sent to members during the year regarding special events, walks, talks, and forums. Information on these events is also posted on the website. In April, the Calendar for Workshops for the following academic year is posted on the website at the same time as the registration information goes 'live'. In late May, the Secretary prepares a special emailing to all members in preparation for the AGM. In June, the Membership Committee sends an email to members who have enrolled in workshops to let them know in which of their desired workshops they have a place. The Membership Committee calls members who are not in the workshops they had chosen; they can either be put on a waiting list or choose another workshop.

Proofreading: Every item that is sent out from the Academy is to be proofread by at least two independent readers, one of whom is in a position to verify facts such as dates, phone numbers, titles, etc.

Workshop Dates: The Fall Term usually begins two weeks after Labour Day, and ends twelve weeks later. The Winter Term usually begins on a Monday two weeks after New Year, and ends twelve weeks later.

Special Events: The Academy runs a number of social events for members, such as a lunch after the AGM, Spring and Summer Walks, a Fall Walk in October, a Holiday Lunch in December, a Spring event in March and a Volunteer Lunch in April.

Spring and Summer Walks: Academy walks take place in the Fall, Spring and Summer. The Special Events Committee organizes members to lead regular walks lasting about two hours at a moderate pace, and slower walks lasting less than two hours at a more leisurely pace, both inside the GTA. The start and terminus must be within reach of the TTC; and, at the end point, a reasonable meal should be near at hand. The program of walks is posted on the website.

Talks: The Academy puts on six lectures, which are open to the public, in April and May. A special flyer listing the Talks is prepared and posted on the Academy website. As well,

speakers are arranged for Wednesday Forums in the fall and winter terms for members.

Academy Schedule

Details on the Academy's schedule can be found in a number of places – the Important Dates listing, the Calendar posted on the website, and the interactive schedule tool on the website.

Work Plan by Month

- The aim of the Academy is to make administration as easy as possible for our volunteers. One means of doing this is to have one committee in charge of all aspects of an event. There is one exception to this rule; the university staff prefers to deal with one person. Accordingly, the Assistant Secretary makes contact with Tartu; the Special Events committee makes all catering arrangements.
- It is both courteous and necessary to allow ample time for others to complete their tasks; for example, the content of flyers or emails to go out to members must be sent to the Communications Committee, which is responsible for the format of all Academy communications, in good time. Those who write pieces for the newsletter should respect the deadlines set by the Communications committee.
- The calendar shows, month by month, the tasks the Board and Committees must complete to put on the Academy's academic and social programs. The work plan begins with the first meeting of the new Board in June and ends with the June Annual General Meeting the following year.
- Committee Chairs must bear in mind that, for every action in the calendar, it is important to establish what each committee member is expected to do. The Committee's minutes should show clearly what has been settled and the responsible individuals.

SECTION 6 POLICIES

Fragrance-Free Environment: Academy members are asked to refrain from using scented products while participating in Academy events.

Guest Speakers

Fees paid to guest speakers at a workshop will be the sole responsibility of workshop members. Members are reminded that workshops should be directed by the principle of self-directed peer learning, and that, if a guest speaker is invited to address a workshop, in most cases, a letter of thanks will suffice as recognition of his or her contribution. (Passed by the Board, September 25, 2013)

Third Age Network

The Academy's representative to the Third Age Network will be the Vice President.

Waiving Facilitator Fees

- The Academy recognizes the significant contribution of Facilitators, their planning and the research involved by waiving one fee for each workshop. Specifically:
 - Sole Facilitators – full fee waived (pay \$0)
 - Co-facilitating a workshop (with one other facilitator) – half fee waived (pay ½ the fee)
 - Co-facilitating two workshops (with one other facilitator in each workshop) – two half fees waived (pay \$0)
 - One of three facilitators in a workshop – 1/3 of fee waived (pay 2/3 of fee)
- Any fee a facilitator may wish to pay will be gratefully received.
- In the unfortunate situation of a workshop being cancelled, the fee will remain waived. This recognizes the time and effort invested in preparation.

Privacy Policy

[The Privacy Policy](#) was approved by the Board in 2017. (See ALL website, MEMBERS)

APPENDIX
(See ALL website, MEMBERS)

[Expense Form](#)

[Bylaws](#)

[Code of Conduct](#)