



Manitoba Reading Association

A provincial council of the International Literacy Association

**Board of Directors
Policy Handbook
August 2015**

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Chapter 1: Who We Are

“Every Manitoban a Literate Manitoban.”

The Manitoba Reading Association is a provincial council of the International Literacy Association. MRA includes over 500 teachers, parents, students and others committed to the promotion of literacy and to the improvement of reading and writing instruction throughout Manitoba.

MRA works with the following local reading councils within Manitoba:

- Reading Council of Greater Winnipeg (CG300)
- Brandon Reading Council (CG150)
- Portage Area Reading Council (CG270)
- Manitoba Council of Reading Clinicians (CG993)
- Pembina Escarpment Reading Council (CG275)

Chapter 2: What We Do

- provide professional development opportunities for educators, parents, students, etc
- network with other literacy organizations throughout the province
- evaluate current and future instructional practices in the areas of literacy
- hold one position on the selection committee for the Lieutenant Governor's Medal for Literacy
- support the International Literacy Association (IRA) by publicizing its worldwide literacy activities and by promoting its extensive selection of publications and brochures
- sponsor an international literacy project annually

Chapter 3: Purpose of the Organization

The purposes of the Association shall be:

- A. To improve the quality of literacy in the Province of Manitoba.
 - a) To improve the quality of literacy instruction at all levels (pre-school, school-age, adult) by:
 - encouraging the study of the nature of literacy processes;
 - stimulating and promoting research dealing with all aspects of literacy;
 - acting as a clearinghouse for information relating to literacy; and
 - encouraging the development and implementation of high quality teacher education programs, both pre-service and in-service.
 - b) To develop an awareness and understanding of the impact of literacy by:
 - encouraging the appreciation of a variety of literacy genres;
 - promoting the formation of lifetime habits of reading and writing; and
 - developing an appreciation and understanding of the value of literacy for the well-being of citizens and their full participation in a democratic society.
 - c) To promote the development of literacy proficiency for all people, that is commensurate with each individual's capacity.
- B. To act as a coordinating agency for Local and Special Interest Councils in Manitoba by:
 - a) promoting, encouraging, and aiding in the formation and maintenance of local and special interest councils;
 - b) supporting conferences and meetings planned to implement the purposes of the Local and Special Interest Councils and the International Literacy Association; and
 - c) providing an opportunity for communication and involvement for and with members of the International Literacy Association in areas of the province where no local councils exist.

Chapter 4: Membership

Section 1 – Eligibility:

- A. All members of local and special interest councils in the province of Manitoba shall be eligible to be members of the Manitoba Reading Association.
- B. All members of the International Literacy Association who reside in the province of Manitoba shall be members of the Manitoba Reading Association.

Section 2 – Membership:

Membership in the Association shall become effective upon payment of dues to the local council, or for members as described in Article III, Section 1B, membership shall be effective upon payment of dues to the International Literacy Association headquarters and to the Association.

Section 3 – Association Dues:

The fee structure for the Manitoba Reading Association for members in Section 1(A) and (B) shall be negotiated by the board of the Manitoba Reading Association and the executive of the local and special interest councils. Fees shall be paid on March 31st based on membership recorded on March 1st.

Chapter 5: MRA Awards

MRA Crocus Literacy Award for Administrators

This award will be presented to an administrator who has promoted literacy in his/her school. Nominations must include a description of the administrator's actions in support of literacy, supporting letters from staff, and documentation not exceeding two pages in length. The criteria for the award include:

The administrator:

- should be a role model for students and staff;
- promote and support innovative/creative literacy programs by allocating resources, providing opportunities for collaboration, and funding for Professional Development;
- demonstrate an understanding of and commitment to literacy development;
- encourage balanced literacy teaching and learning across all curriculum areas; and
- facilitate outreach to establish community connections

Deadline for submissions: Deadline date will be posted on the MRA website www.readingmanitoba.org

MRA Crocus Awards for Literacy Advocacy

This award will be presented to a person (s) other than a literacy educator who advocates for literacy within a local council's region. Each council may nominate a candidate outlining their advocacy of literacy in the region.

Nominations must include a description, not exceeding two pages in length, which shows:

- the nominee's belief regarding the need for literacy in the community;
- the nominee's leadership role taken to promote advocacy;
- the nominee's contribution for literacy advocacy;
- specific examples of the advocacy; and
- significant results of the advocacy.

Deadline for submissions: Deadline date will be posted on the MRA website www.readingmanitoba.org

MRA Crocus Awards Provincial Honour Council

This award is presented to local reading councils who meet the following criteria:

Part One: Service to Local Council Members

Required items:

- Local membership list complete with addresses to Director of Membership
- MRA dues to Treasurer
- Plan for the coming year presented at fall MRA meeting (Attach a brief summary)
- IRA officer report form to Provincial Coordinator

Optional Items (Two items are required)

- Newsletter or brochure (Attach a sample)
- Support to student membership (Attach a brief description)
- Support for professional development of members (Attach a brief description)

Part Two: Partnership with the Local Community (One item is required)

- Celebrate literacy event (Attach a brief description)
- Community literacy project (Attach a brief description)
- Family/intergenerational literacy project (Attach a brief description)
- Program for school age children (Attach a brief description)

Part Three: Partnership with MRA and IRA

Required Items:

- Council representation at MRA meetings, including AGM. Attach lists.
- Provincial officer at local council event. Attach details.
- IRA/MRA information included in displays and materials. Attach a sample.

Optional items (One item is required)

- Nomination to MRA executive
- Host a MRA meeting. Include date.
- Create a home page.

Part Four: Partnership with the International Community (One item is required)

- Sponsor an IRA membership in a developing country
- Contribute books/materials to a developing country (Attach details)
- Partnership with a council outside of Canada or USA

Deadline: Deadline date will be posted on the MRA website www.readingmanitoba.org

Chapter 6: Daily Operations of the MRA

Meetings

The first meeting of the Board of Directors shall be held in the fall of each year. At the Annual General Meeting, the exchange of records among outgoing and incoming board members will occur.

The Board of Directors shall be empowered to hold meetings as it deem necessary on the call of the president, at such times and places as the president may determine.

Meetings of the Board of Directors may be held at any time and place to be determined by the Board of Directors, provided that 7 days notice of meetings shall be sent in writing to each director. No formal notice shall be necessary if all Directors are present at the meetings or waive notice thereof in writing. No fewer than 4 meetings shall be held each year.

The President may call an executive meeting as he/she deems necessary.

Chapter 7: Board Member Accountability

A. Conflict of Interest Guidelines:

General Principles

Board members are expected to:

- a) maintain high standards of integrity, impartiality, and ethical conduct;
- b) be vigilant to prevent any actual or perceived misconduct, predisposition or conflict of interest; and
- c) conduct their personal business affairs so as to avoid an obligation to any person who might benefit from special consideration or favour on their part.

Definition of Conflict of Interest

A conflict of interest is any situation in which a board member has an employment, business, or personal interest, which results or appears to result in:

- a) an improper material interest or an advantage by virtue of the Board member's position; or
- b) an interference with the objective exercise of the Board member's responsibilities.

Requirements for Conflict of Interest Disclosure

Members of the Board of Directors are responsible for disclosure of any situation or matter where they have an actual or perceived conflict of interest or the potential for a conflict of interest.

Where a Board member is unsure whether any conflict of interest may exist, that person is responsible for obtaining clarification from the Board of Directors. The Board member should disclose in writing to the Board of Directors or have requested to be entered in the Board meeting minutes the nature and extent of his/her interest.

Disposition of Conflict of Interest

- 1) In response to a request for clarification of whether a conflict of interest exists:
 - a) The Board should decide by majority vote whether a perceived or actual conflict of interest exists.
 - b) The Board member potentially in conflict should be absent from the discussion and vote.
 - c) The disclosure and discussion as to whether a conflict exists should be recorded in the minutes of the meeting along with the time the affected Board member has left and returned to the meeting.

- 2) Where an actual conflict of interest has been found to exist, the Board member should be required by the board to take steps to avoid the conflict of interest.
- 3) The Board member should not be present during any discussions of the Board or vote on any matter where it has been decided that an actual conflict of interest exists.
- 4) Where a perceived or potential conflict situation may exist, the Board member should provide the Board member with advice on how to proceed to remove the perception of or the potential for a conflict of interest.

Conflict of Interest Scenarios

Board members shall not divulge confidential or restricted information to any unauthorized person or release such information in advance of authorization for its release.

Board members shall not act in any official matter where there is a personal interest, which is incompatible with an unbiased exercise of official judgment.

Board members shall not place themselves in a position where they are under obligation to any person who might benefit from special consideration or favours on their part.

Appeals

A process to enable a board member to appeal a decision of the Board of Directors, following a conflict of interest disclosure, should be established. This includes a means to file an appeal within prescribed timelines and a forum (e.g. independent arbitrator agreed to by both parties) to hear and decide on the appeal.

Disciplinary Action

Guidelines should be established to determine what disciplinary action should be taken to address Board member non-compliance with conflict of interest policy. Without the specific prior approval of the majority of the Board members, non-compliance may be cause for the dismissal from the Board.

B. Fraud:

While fraud can originate from outside, it can also be perpetrated by individuals within an organization. For Not-For-Profit (NFP) groups that devote their time and resources to advancing worthy causes, fraud – both external and internal – can affect your organization's ability to fulfill its financial mandate and generate a negative image in the public sphere. This can result in damage to your reputation and loss of credibility, leading to long term funding shortfalls and associated challenges.

There are a number of ways to minimize the potential for fraud and its effects on the organization. Understanding different types of fraudulent activities and education procedures can be incorporated using checks and balances, to prevent fraudulent activities from occurring in the first place.

Fraud Prevention Measures

Establish internal controls

1. Separate cash handling duties
 - a) Whenever possible, ensure no single individual is responsible for handling cash, issuing cheques or reconciling bank statements.
 - b) Two signing authorities for issuing cheques are considered best practice.
 - c) If changes are made to signing authorities, ensure these are documented in bank authorization forms.
2. Implement rigorous cash handling procedures
 - a) Make bank deposits promptly.
 - b) Issue individual payments for all expenses, so they can be matched to a specific invoice.
 - c) Keep cheque books, cash, and returned bank statements with cancelled cheques under lock and key.
 - d) Reconcile all payments with an invoice or other paper document.
3. Consider background checks
4. Set up accounting policies
 - a) If you have auditors, have them set an auditing policy to aid in detection of fraudulent accounting or bookkeeping.
5. How to prevent cheque fraud from affecting you
 - a) Refuse to accept any cheques that you cannot prove to be legitimate.
 - b) Check the date and signature and look for any alterations, such as changes to the dollar amount.
 - c) Keep tight controls on your own cheques.
 - d) Reconcile bank statements promptly.
6. Identify bad cheques
 - a) The issuing bank's name, address, etc are missing.
 - b) The word 'void' appears on the cheque.
 - c) The cheque is not signed.
 - d) MIRC numbers at the bottom of the cheque are:
 - missing

- don't match cheque's serial number
 - e) There are stains or discolouration, possibly indicating tampering.
 - f) Cheque numbers missing or does not change.
 - g) There are typeface inconsistencies (name style different from address or amount, etc).
7. Safeguard your information technology (IT infrastructure):
- Your information system contains the lifeblood of your organization, program registrations, member information, financial data and more. Therefore, it's critical you implement a security policy specifically for IT governing the use of all data, servers and networks, as well as hardware, such as laptops and external drives. Regular system monitoring, including emails is both a defense and a deterrent.
8. Steps for avoiding IT security breaches:
- a) secure all computers – especially laptops
 - b) establish information security protocol for CD/DVD burners and external drives
 - c) never respond to email soliciting passwords
9. If you suspect fraudulent activity, immediately:
- a) disconnect the source of the intrusion;
 - b) isolate corrupt systems;
 - c) shut down relevant servers or hubs to prevent further access to the system;
 - d) contact the carrier or ISP to attempt to trace the attack; and
 - e) for major breaches, consider contacting the police.
10. Sound business practices
- a) implement a formal code of conduct;
 - b) develop an appropriate expense policy;
 - c) close account(s) if bank statement theft is suspected;
 - d) provide fraud prevention training for elected members;
 - e) shred paperwork containing sensitive data;
 - f) secure all sensitive data (personal identifiers, account numbers, etc.);
 - g) implementing password protected computer access, change passwords frequently;
 - h) change your personal identification number (PIN) regularly;
 - i) conduct audits on business accounts;
 - j) never accept cheques payable to any party other than your organization; and
 - k) never cash cheques for friends by depositing cheques and issuing cash

While the tips and advice presented are by no means exhaustive, there is a great deal of information available to help establish fraud detection and prevention protocol.

C. Safeguarding Personal Information Guidelines

MRA holds personal information of its members and therefore has a responsibility to properly use and protect that information. This document provides guidelines for the appropriate use of information technologies.

Best Practices

Best practices for a secure computer:

- All computers that store personal information must be password protected.
- Ensure that you are running up-to-date antivirus and antispyware software.
- Use a password protected screensaver, or 'lock' your computer whenever you leave it.
- Keep your passwords secure and confidential.
- Beware of unexpected emails with attachments. There are numerous forms of malware that have been unleashed by no more than visiting a website linked through an email or opening an attachment.

Best practices when traveling:

- When traveling, move your laptop to the trunk or another location where it can't be seen before you arrive and park at your destination.
- At a hotel, put your laptop in the room safe, with the front desk, or lock it in your luggage.
- Using a USB storage devices – personal information should be transported on encrypted, password protected storage devices and never copied onto public computer equipment.
 - Do not rely on USB storage devices for long term storage. Keep a backup elsewhere.

Chapter 8: Duties of the Board of Directors

IRA Provincial Coordinator

The IRA Coordinator serves the provincial council for a 3 -year term and is responsible for supporting the network of local, student, and special interest councils within the province. He/she is a liaison between the provincial council and IRA.

IRA required duties and expectations:

1. maintain provincial and IRA membership throughout term of office (required);
2. review Council Leaders' Resources on the IRA Website, including the Guide for IRA Coordinators (required);
3. promote Council Leaders' Resources on IRA Website with provincial and local/student/special interest council officers (required);
4. access IRA membership database on IRA website (required);
5. maintain accurate records for all active and Inactive local/student/special interest council officers in the Province (required);
6. support the chartering of new local/student/special interest council officers (required);
7. participate in leadership development activities offered by IRA and the provincial council;
8. assist Director of Membership Development with membership booth at provincial conference (required);
9. attend IRA Convention and participate in council activities;
10. collaborate with provincial council leaders to plan leadership workshop to support local/student/special interest council officers (required);
11. facilitate leadership development activities for local/student/special interest council officers
12. prepare reports as requested by the state/provincial board;
13. offer ongoing support and guidance to local/student/special interest council officers (required);
14. assist IRA in collecting local/student/special interest council officers officer information annually (required);
15. ensure that all council officers are members of provincial council and IRA;
16. confirm that the President submits the provincial officer report form by the due date;
17. assist provincial council and local/student/special interest councils with achievement of awards;
18. send updated electronic copy of council bylaws, policy manual, and annual goals to IRA (required);and
19. submit annual report of council activities to IRA (required).

MRA Expectations – The Provincial Coordinator shall:

1. maintain membership in a local council if there is one in the area in which you live;
2. take a leadership role in CNIRAC and vote on behalf of MRA;
3. support CSIG-L programs and the Chairperson;
4. support the Canadian Reception as Manitoba Provincial Coordinator;

5. liaise with the IRA Board, Leadership Development Officer and IRA headquarters staff to share concerns as necessary; and
6. other duties as needed.

President

The President is the leader of the provincial council and chair of the executive committee.

IRA required duties and expectations

1. maintain provincial and IRA membership throughout term of office (required);
2. review council leader resources on IRA website (required);
3. promote council leader resources on IRA website with provincial and local/student/special interest council officers (required);
4. access IRA membership database on the IRA website;
5. participate in leadership development activities offered by IRA and the provincial council;
6. attend the IRA Convention and participate in council activities;
7. review council bylaws, policies, motions, budget reports, and meeting minutes in conjunction with Executive Committee duties;
8. collaborate with provincial council leaders to plan leadership workshop to support local/student/special interest councils (required);
9. facilitate leadership development activities and board orientation for provincial council leaders;
10. prepare reports as requested by the provincial board;
11. collaborate with provincial council leaders to appoint committee chairpersons and identify committee charges;
12. monitor progress of committees and achievement of council goals;
13. schedule board and executive committee meetings;
14. set agenda for board and executive committee meetings;
15. preside over board and executive committee meetings;
16. write president's message for website, newsletter, and/or journal;
17. ensure that all council officers are members of the provincial council and IRA (required);
and
18. complete and submit provincial officer report form to IRA by due date (required).

MRA duties and expectations – The President shall:

1. maintain membership in a local council if there is one in the area in which you live;
2. as the chief officer of the Executive Committee and of the board;
3. shall preside at all meetings;
4. exercise general leadership and supervision over the Association's affairs in the implementing its purposes;
5. be Chair of the By-laws Committee; and
6. other duties as needed

Past President

The Past President serves on the provincial council board and is a member of the executive committee. He/she is a valuable advisor to the president and the entire council leadership team. The Past President provides much needed background knowledge and continuity.

IRA duties and expectations:

1. maintain provincial and IRA membership throughout term of office (required);
2. attend provincial council executive committee and board meetings;
3. chair or serve on committees as requested by the president and/or board;
4. attend provincial conference and assist as needed;
5. attend provincial leadership workshop and assist as needed;
6. attend IRA convention and participate in council activities;
7. chair the nominating committee;
8. ensure that all nominated officers are members of the provincial council and IRA prior to election;
9. plan and conduct the installation ceremony for new officers; and
10. confirm that the president submits the provincial officer report form by the due date.

MRA duties and expectations – the Past-President shall:

1. maintain membership in a local council if there is one in the area in which you live; and
2. serve as a member of the Executive Committee and of the board;
3. act as chairperson of the Nominating Committee;
4. serve in an advisory capacity to the Executive Committee, and
5. other duties as needed

President Elect

The President Elect is a provincial council officer and serves on the executive committee. He/she performs the duties of the president in his/her absence, resignation, or incapacity.

IRA duties and expectations:

1. maintain provincial and IRA membership throughout term of office (required);
2. review council leader resources on IRA website (required);
3. promote council leader resources on IRA website with provincial and local/student/special interest council officers (required);
4. participate in leadership development activities offered by IRA and the provincial council;
5. attend IRA convention and participate in council activities;
6. review council bylaws, policies, motions, budget reports, and meeting minutes in conjunction with executive committee duties;
7. attend provincial conference and assist as needed;
8. attend all provincial council board and executive committee meetings;
9. chair or serve on any committee as requested by the president;
10. participate in provincial leadership workshop;
11. prepare reports as requested by the provincial board;
12. assist president with any delegated duties;
13. meet with outgoing president and executive committee to review accomplishments and plan for future; and
14. confirm that the president submits the provincial officer report form by the due date.

MRA duties and expectations – The President-Elect shall:

1. maintain membership in a local council if there is one in the area in which you live;
2. serve as a member of the Executive Committee and of the board; act as chairperson of the Programs Committee and the I Love to Read Project;
3. assume and perform the duties of the president in the event of the president's absence or incapacity;
4. assume such duties as assigned by the president; and
5. other duties as needed.

Vice President

The Vice President is a provincial council officer and serves on the executive committee. He/she performs the duties of the president when the president or president elect is unavailable.

IRA duties and expectations:

1. maintain provincial and IRA membership throughout term of office (required);
2. review council leader resources on IRA website (required);
3. promote council leader resources on IRA website with provincial and local/student/special interest council officers (required);
4. participate in leadership development activities offered by IRA and the provincial council;
5. attend IRA convention and participate in council activities;
6. review council bylaws, policies, motions, budget reports, and meeting minutes in conjunction with executive committee duties;
7. attend provincial conference and assist as needed;
8. attend all provincial council board and executive committee meetings;
9. chair or serve on any committee as requested by the president;
10. participate in provincial leadership workshop;
11. prepare reports as requested by the provincial board;
12. assist president with any delegated duties; and
13. confirm that the president submits the provincial officer report form by the due date

MRA duties and expectations – The Vice-President shall:

1. maintain membership in a local council if there is one in the area in which you live;
2. serve as member of the Executive Committee and of the board, act as chairperson of the Awards Committee, and shall assume any duties as assigned by the president;
3. assume and perform the duties of the president-elect in the event of the president-elect's absence or incapacity;
4. chair a committee to develop an I Love to Read booklet. The committee will determine a theme for the year and distribute a booklet to all schools in Manitoba; and
5. other duties as needed.

Secretary

The Secretary serves the provincial council and is a member of the executive committee. He/she maintains accurate council records and corresponds with council leaders and members.

IRA duties and expectations

1. maintain provincial and IRA membership throughout term of office (required);
2. review council leader resources on IRA website (required);
3. promote council leaders' resources on IRA website with local/student/special interest council officers (required);
4. attend all provincial council executive committee and board meetings;
5. participate in provincial leadership workshop to support local/student/special interest council officers;
6. offer ongoing support to local/student/special interest council secretaries;
7. chair or serve on any committees as requested by the president;
8. attend provincial conference and assist as needed;
9. review provincial budget, bylaws, policy manual, and strategic plan in conjunction with executive committee duties;
10. attend IRA convention and participate in council activities;
11. take accurate minutes of executive committee and board meetings;
12. provide an opportunity for board to review and approve meeting minutes;
13. send meeting minutes, upcoming agenda, and notice of next meeting to all board members in advance;
14. record all motions and changes to bylaws or policy manual;
15. report on all council correspondence sent/received;
16. maintain records for all council committees;
17. archive important correspondence;
18. coordinate the distribution of newsletters, journals, etc; and
19. notify board members and executive committee of meeting arrangements.

MRA duties and expectations – the secretary shall:

1. maintain membership in a local council if there is one in the area in which you live;
2. the secretary shall serve as a non-voting member of the Executive Committee and of the Board;
3. ensure the recording of the happenings at all Association meetings of the Executive Committee and of the Board;
4. shall keep a permanent record of all meetings, and within thirty (30) days of the end of term of office shall submit up-to-date records to the president; and
5. other duties as needed.

Treasurer

The Treasurer serves the provincial council and is a member of the executive committee. He/she maintains accurate financial records and ensures sound fiscal management of the council.

IRA duties and expectations:

1. maintain provincial and IRA membership throughout term of office (required);
2. review council leader resources on IRA website, including the financial guide for treasurers (required);
3. promote council leaders' resources on IRA website with local/student/special interest council officers (required);
4. attend all provincial council executive committee and board meetings;
5. request an informal or formal audit of records annually;
6. obtain bonding insurance;
7. chair or serve on any committees as requested by the president;
8. attend provincial conference and assist as needed;
9. attend provincial leadership workshop and facilitate session for local/student/special interest council treasurers;
10. attend IRA convention and participate in council activities;
11. review provincial budget, bylaws, policy manual, and strategic plan in conjunction with executive committee duties;
12. collaborate with provincial council leaders to develop a balanced budget (required)
13. chair the budget committee;
14. update bank records annually with current officers, signature cards, and accurate EIN;
15. deposit and disburse funds in a timely manner;
16. maintain accurate record of income and expenditures;
17. ensure that all payments are properly documented and approved by the president or designee; and
18. provide a comprehensive budget report at each executive committee and board meeting.

MRA duties and expectations – The Treasurer shall:

1. maintain membership in a local council if there is one in the area in which you live;
2. serve as a non-voting member of the Executive Committee and of the Board;
3. maintain accurate and up-to-date records;
4. have custody of the funds of the association which shall be deposited in the name of the Association in accounts co-signed by the president;
5. submit all expenditures for approval to the Board, and within thirty (30) days of the end of term of office shall submit up-to-date records to the president;
6. other duties as needed.

Director of Membership Development

The Director of Membership Development (DMD) serves the provincial council for a 3-year term and is responsible for membership promotion, recruitment, and retention at all levels: local/student/special interest councils, provincial councils, and IRA.

IRA duties and expectations:

1. maintain provincial and IRA membership throughout term of office (required);
2. review council leaders' resources on IRA website (required);
3. promote council leaders' resources on IRA website with provincial and local council officers (required);
4. access IRA membership database on IRA website (required);
5. develop campaign for promoting local council membership, provincial membership, and IRA membership (required);
6. participate in leadership development activities offered by IRA and the provincial council;
7. host a membership booth at provincial conference (required);
8. collaborate with provincial council leaders to plan leadership workshop to support local council officers (required);
9. facilitate leadership development activities for local council membership chairpersons (required);
10. attend IRA convention and participate in council activities;
11. prepare reports as requested by the provincial council board;
12. offer ongoing support and guidance to local council membership chairperson (required);
13. ensure that all council officers are members of provincial council and IRA;
14. monitor IRA membership growth for award of excellence and membership awards;
15. work with treasurer to ensure accurate processing of membership dues;
16. collaborate with provincial council leaders to maintain accurate membership database (required);
17. send provincial council membership database to IRA upon request (required); and
18. submit annual report of membership activities to IRA (required).

MRA duties and expectations – The Director of Membership Development shall:

1. maintain membership in a local council if there is one in the area in which you live;
2. provide local council Directors of Membership with a Handbook for Directors of Membership Development for a detailed description of their role and membership promotional strategies and resources;
3. review membership data to determine membership growth and retention;
4. send a reminder letter to people who do not renew their IRA membership (after 4-6 months);
5. provide receipts to the MRA treasurer for membership expenses (\$500 budget line);
6. periodically contact local membership chairs to offer assistance when needed;
7. provide the MRA president with information for membership awards as requested by IRA;
8. provide local presidents with information for Honor Council Awards as requested by IRA;
9. send a welcome letter to new IRA members in the province;

10. other duties as needed.

Members at Large

MRA duties and expectations:

1. Members-at-large shall serve as voting members of the board and shall serve as representatives of the International Literacy Association members who reside in areas of the province where no local council exists or represent areas of special interest (i.e. Adult Literacy, Reading Recovery, French Immersion, Aboriginal Education, Family Literacy, Pre-service teachers, Media Advisory, Westman region, Francophone, etc.) who are not represented by a Special Interest Council.
2. Join MRA committees to help facilitate the work of the provincial council