

Standard Operational Procedures Guide Contents

For Laubach Literacy New Brunswick

Version 1.0

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Fundraising <http://www.nald.ca/PROVINCE/ONT/CLO/policies/guide2/page9.htm>

Volunteer Recruitment <http://www.nald.ca/PROVINCE/ONT/CLO/policies/guide2/page31.htm>

Volunteer Screening <http://www.nald.ca/PROVINCE/ONT/CLO/policies/guide2/page105.htm>

Volunteer Recognition <http://www.nald.ca/PROVINCE/ONT/CLO/policies/guide2/page51.htm>

Managing Liability and Risk <http://www.nald.ca/PROVINCE/ONT/CLO/policies/guide2/page88.htm>

Program and Service Delivery/Evaluation <http://www.nald.ca/PROVINCE/ONT/CLO/policies/guide2/page79.htm>

Agency Conduct <http://www.nald.ca/PROVINCE/ONT/CLO/policies/guide2/page84.htm>

Crisis Management

1. Laubach Literacy New Brunswick's (LLNB) Crisis Management Policy is to be communicated to all LLNB staff, executive directors, board members, student tutor coordinators and relevant council volunteers.
2. Council Chairpersons and student tutor coordinators will ensure that the appropriate individuals on the LLNB Executive and LLC Board are notified immediately of a potential crisis situation.
3. The designated spokesperson for LLNB in times of difficulty or crisis is the President of the Board of Directors. Only when the President is not available should one of the following designated spokespersons be contacted (in order):
4. Public Relations Officer
5. Vice-President
6. Finance Officer
7. All media inquiries should be immediately directed to the designated LLNB spokesperson. Before discussing a negative situation/incident with the media, be certain you have all the facts, and if relevant, consult with a lawyer designated by the LLNB Board of Directors.
8. Meet the situation/crisis head-on. Ignoring it won't make it go away.

9. Respond to the media immediately once you have all the facts. Fall-out from secrecy and cover-up is often more damaging than the actual problem. When asked a question you cannot answer, respond by saying:
 - "I do not have the answer to that question, but I will try to find out."
 - "I would prefer not to comment on that at this time."
10. When working with the media:
 - remain calm at all times
 - be positive and professional
 - show confidence, concern and leadership
 - never lie
11. When faced with a negative situation or bad press, remember that the best defense is a good offense. By anticipating negative questions, you stand ready to counter with positives and can avoid defensive responses and behaviour.

Director's Responsibility and Liability

Terminology:

Fiduciary - Directors are held in positions of public confidence and trust and are expected to act accordingly.

Duty of Care - Directors are expected to apply a level of competence that is reasonable in light of their position and background, and to exercise appropriate attention and care (due diligence) in attending to their responsibilities. The more qualified you are, the higher your duty to perform with skill, good judgment and discipline in governing the organization.

Duty of Loyalty - Directors are expected to act honestly and in good faith in the best interest of the organization. This includes avoiding conflicts of interest and full disclosure should they arise.

Prudence - Directors are expected to act cautiously, carefully and deliberately.

Record Keeping Responsibility

Boards must practice a certain degree of care and diligence in managing the affairs of the organization including ensuring the safekeeping of the organization's legal documents.

1. Records of incorporation, charter and charitable status
2. Financial audits, records and statements
3. Bylaws
4. Tax filings and determinations
5. Charitable and other government documents and returns
6. Client records and case histories
7. Personnel and volunteer records
8. Licenses, contracts, deeds, leases, and insurance policies

9. Proof of purchase and ownership

10. Minutes

Financial Responsibilities

It is vital that as a board member you clearly understand the role of overseeing the finances of a nonprofit organization and the maintenance of financial controls. The board of directors must ensure the organization has the financial resources to carry out its work and is held legally accountable for sound financial management and all the financial affairs of the organization. Board members must be constantly alert to ensure that the organization is handling its finances with integrity and responsibility. It is important to remember that nonprofit organizations are governed by a non-distribution clause which prohibits directors and/or volunteers from making personal financial gains. The income or profit received by non-profit organizations must be held in trust for the organization and can only be used in carrying out its goals and objectives.

Financial Responsibility Checklist for Directors:

1. The organization has clear financial operational policies and control procedures.
2. There is a formal system for approving budgets and financial reports.
3. There is a clear delineation of who within the organization is responsible for specific financial decisions and actions.
4. Long-term organizational goals have been quantified in financial terms.
5. A minimum of two people are involved in financial disbursements such as cheque writing and authorizing payments.
6. Financial reports are presented in a manner understandable by individual board members and the opportunity exists for questions on report components.
7. An annual audit or review is performed by a qualified independent auditor which is accepted by a vote of the board.

The best advice for avoiding liability is to understand the obligations of being a board member, recognize where risks may lie, and be prepared to take the time needed to fulfill these obligations. The Liability Checklist for Directors below outlines many of the key principles necessary to guide your performance as a director of a nonprofit organization. Provisions should be made in your Bylaws for the removal of Directors who fail to participate, who do not fulfill their mandated responsibilities or who behave in a manner inconsistent with the policies of the organization as this can create liabilities for both the Board and the nonprofit agency.

Liability Checklist for Directors:

1. Act honestly, in good faith and in the best interest of the organization.
2. Exercise due care, diligence and loyalty in performing the tasks of a director.
3. Know and support the organization's core beliefs, mission, goals and objectives.
4. Base all actions and decisions on the stated mandate and strategic plan of the organization.

5. Act within the scope of your powers and adhere to the oath of confidentiality.
6. Be conscious of your fiduciary duties.
7. Ensure a standard of care by regularly attending director's meetings, keeping informed, and attending to the affairs of the organization.
8. Do not give or accept compensation as a trustee of a charitable organization, directly or indirectly.
9. Know the specific responsibilities and functions of the board and its committees.
10. Ensure all organizational contracts, grant stipulations and tax returns are in order, complete and up-to-date.
11. Avoid and declare conflicts of interest.
12. Avoid taking financial risks for the organization and be accountable for all income and expenditures.
13. Ensure the organization complies with government & funding body regulations.
14. Participate in approving the annual budget, audit, financial statements, contracts, personnel policies, insurance policies, bylaw changes, etc.
15. Obtain written legal opinions on any important or contentious matters, and expert financial advice.
16. Never accept a directorship which restricts your access to organizational information

While holding a position on a board is becoming increasingly challenging, you CAN protect yourself from liability and greatly minimize personal risk by understanding and practicing a number of commonly accepted techniques and procedures. It is important to keep the risks in perspective and not deny yourself the pleasure and satisfaction of enriching the lives of others through service to a worthy community organization.

Minutes

Minutes are a brief, impartial account of the business that takes place at a meeting. Straightforward, accurate and timely minutes are essential.

Minutes include:

- the name of the group
- the date, time and location of the meeting
- the type of meeting (i.e., regular, special)
- the name of the person chairing the meeting
- the names of those in attendance and those who sent apologies
- whether the minutes of the previous meeting were approved
- the exact wording of each motion and amendment
- the names of the proposer and seconder of each motion and amendment
- whether each motion and amendment was carried or defeated
- a summary of the main points of discussion
- a record of the action that is to be taken

- the date of the next meeting
- the time of adjournment
- the signature of the Secretary

Minutes do not include:

- dialogue
- long discussion
- unnecessary detail
- personal opinion
- commentary

Procedure

Following the meeting, minutes are typed by the Secretary as soon as possible.

Minutes can then be checked by the President to eliminate minor errors and misunderstandings. Copies are then made available to all members as soon as possible while the meeting is still fresh in the minds of those who attended. Minutes are submitted for approval at the next meeting.

Nominations and Elections Guidelines

The following guidelines are intended to assist each local council with nominations and elections. Each local council should have its own bylaws which take precedence over these guidelines.

Nominations Procedure

1. The council's Executive Committee will appoint a Nominating Committee approximately two months prior to the Annual General Meeting (AGM).
 - The Nominating Committee will contact all council members prior to the AGM to seek candidates for all elected offices of the council.
 - If requested, the Nominating Committee will provide a description of the duties of each officer (from the local council bylaws or from Section 1-3: Administrative

Guidelines of the Council Operations Handbook).

2. Nominations do not require a seconder.
3. Once a nomination has been made, permission must be sought from the nominee to permit the nominee's name to stand for election.
4. The report of the Nominating Committee will be given at the AGM immediately prior to the election. The formal report includes only the name of the office, the name of the nominee, and the name of the nominator for each nomination.

Elections Procedure

1. Prior to the election, the council's Executive Committee will appoint an Elections Chairperson who will have the authority to conduct the election and to appoint scrutinizers and assistants if necessary.
2. The election of officers will take place at the AGM. All elections will be decided by a majority of votes cast.
3. The election of officers will proceed in a pre-determined order. Suggested order is: President, Vice-President, Secretary, Treasurer, Student-Tutor Coordinator, Membership Secretary, Workshop Coordinator, Publicity Coordinator, and Newsletter Editor.
4. In addition to nominations appearing in the Nominating Committee report, nominations for all elected offices must be sought from the floor. The request for nominations from the floor must be made three times for each office. Nominations do not require a seconder.
5. In the event of only one nomination being put forth for any office following the three requests, the nominee will be awarded the office by acclamation.
6. The election of each office will be completed before nominations may be accepted for any subsequent office.
7. In the event of a tie vote, the Elections Chairperson will call for another ballot and will continue to call additional ballots until the tie is broken.
8. All officers will take office at the end of the AGM at which they are elected. The term of office is usually one to two years. (See local council bylaws.)

Local Council Composition

It is recommended that each council executive consists of some, all, or a combination of the following positions:

- President
- Vice-President
- Secretary
- Treasurer
- Student-Tutor Coordinator
- Membership Secretary
- Workshop Coordinator
- Publicity Coordinator and
- Newsletter Editor.

Each council must have at least three executive members, and the positions of

President, Secretary and Treasurer are mandatory. Depending on the size of the council, the availability of people to serve, and the amount of responsibility, a council may decide to combine positions. Treasurer and Secretary may be combined into one position; however, the council must still have at least three executive members. In smaller councils, it may not be necessary to have both a Student-Tutor Coordinator and Membership secretary.

In larger councils however, a Membership Secretary can considerably lighten the heavy workload load of the Student-Tutor Coordinator by performing all the duties not directly related to tutoring. In smaller councils, it may be preferred to have the President or Vice-President perform publicity duties rather than having a Publicity Coordinator. Councils that do not have a newsletter will not need a Newsletter Editor.

It is up to each individual council to decide which executive positions it should have to run the council efficiently and to make sure the basic responsibilities and administration are done.

Local Council Executives Responsibilities

President

- Coordinate council activities
- Call regular meetings of the council and the executive
- Chair regular meetings of the council and the executive
- Prepare meeting agenda (with Secretary)
- Bring incoming correspondence to the attention of the executive
- Respond to correspondence, or delegate
- Provide guidance and support to other executive members
- Publicize the existence of the service
- Represent the council at all meetings of LLNB (Director's meetings and AGM)
- Submit council reports to all meetings of LLNB (Director's meetings and AGM)
- Represent the council in the community
- Ensure that information requested by LLNB and Laubach Literacy Canada (LLC) is forwarded promptly
- Ensure that an independent annual review or audit of the council's financial records is conducted
- Ensure that an annual funding application is submitted to the Province of

New Brunswick

- Ensure that the Registered Charity Information Return (T3010) is submitted annually to the Canada Customs and Revenue Agency if the council is a registered charity
- Ensure that screening is done (I think this statement should be clarified?)

Vice-President

- Perform the duties of the President in the absence or disability of the President
- Perform any duties which may be delegated by the President

Secretary

- Prepare meeting agenda (with President)
- Notify members of upcoming meetings as directed by the President
- Keep minutes of meetings of the council and the executive
- Write letters as required
- Maintain a filing system for correspondence, minutes, and other material as requested by the executive
- Keep an accurate and current inventory of student and tutor resource materials

Treasurer

- Maintain the financial records of the council
- Receive and deposit all council funds in a bank account in the name of the council
- Co-sign cheques with another executive member
- Collect annual dues from each council member
- Ensure that tutor training and membership dues are sent to LLNB
- Ensure that an independent annual review or audit of the council's financial records is conducted
- Ensure that the Registered Charity Information Return (T3010) is submitted annually to the Canada Customs and Revenue Agency if the council is a registered charity
- Prepare an annual proposed budget (with other executive members)
- Prepare and submit a financial report to each council meeting
- Prepare and submit the council's annual financial report to the LLNB AGM.

Student-Tutor Coordinator

- Maintain accurate, up-to-date lists of council members including addresses and telephone numbers
- Maintain accurate, up-to-date lists of students including addresses, telephone numbers and levels of achievement
- Match tutors with students
- Ensure that tutors keep accurate records of tutoring and non-tutoring (travel, preparation) hours and that the hours are reported on a regular basis
- Maintain records of total tutoring and non-tutoring hours
- Prepare and submit a report to each council meeting
- Prepare an annual statistical report on the council's activities and forward the report to the LLNB Membership and Nominations Officer upon request
- Provide LLNB with an up-to-date membership list upon request.

Membership Secretary

- Work closely with Student-Tutor Coordinator to ensure:
 - Membership list of active tutors, inactive tutors, and non-tutors is current
 - Mailing list, including addresses and membership renewals is current
- Ensure that all council members are registered with LLNB and LLC
- Ensure that membership dues have been paid
- Keep records of activities other than tutoring in which members are interested (telephoning, newsletter, publicity, etc.).

Workshop Coordinator

- Make arrangements for tutor training and other workshops including certified trainer(s) and team
- Reserve workshop room
- Coordinate provision of registration data, workshop folders and nutrition breaks during workshops.

Publicity Coordinator

- Publicize tutor training sessions

- Publicize council activities through use of the media (newspapers, radio, TV, community cable TV, etc.)
- Promote the council through brochures, posters, church bulletins, displays, information booths, presentations, etc.
- Publicize special events such as International Literacy Day, Family Literacy Day, and New Brunswick Literacy Day. Suggested activities are flag raising at city/town hall, student and/or tutor interviews in media, tutor recognition event, etc.

Newsletter Editor

- Form a newsletter committee
- Collect and compile material for newsletter including the acknowledgement of newly trained tutors and all membership achievements
- Edit material
- Assemble material in publication format
- Print material
- Prepare newsletter for mailing
- Mail newsletter
- Send a copy to the LLNB Communications and Public Relations Officer

Responsibilities and Administration of Each Council

LLNB is made up of affiliated councils. The following guidelines are intended to assist each local council with the operation and administration of the council. Each local council should have its own bylaws which take precedence over these guidelines.

Responsibilities of each Council

Each Council has the following basic responsibilities:

- Tutoring
- Recruiting, training and supporting tutors
- Publicizing the service
- Recruiting adult students
- Collecting and forwarding annual membership dues along with an up-to-date membership list to LLNB
- Collecting and forwarding annual statistics to LLNB
- Notifying LLNB of changes in council executive.

Administration of the Council

Administration of each council consists of the following:

- holding regular meetings
- preparing an agenda for each meeting
- keeping minutes of each meeting
- reading and responding to correspondence and distributing it to appropriate persons
- keeping accurate records of:
 - tutoring and preparation hours
 - administration hours
 - tutors
 - students
 - level of achievement of students
- ensuring the free and confidential nature of the service
- ensuring tutoring materials are available
- keeping accurate up-to-date financial records
- ensuring that an independent annual review or audit of the council's financial records is conducted.

Listing of New Brunswick Literacy Councils

Bathurst Literacy Council--Pat Stephenson-Boudreau--Council Contact
Address: 1180 Rockland Drive, Bathurst, New Brunswick, E2A 3T9
Contact Information: (506) 548-8335, rboudro@nbnet.nb.ca

Campbellton Literacy Council--Ruth Mather--Chairperson
Address: 142 Babcock St. W., Tide Head, New Brunswick, E3N 4T5
Contact Information: (506) 753-2091, damather@nb.sympatico.ca

Carleton Literacy Council—Grace Shaw—Chairperson
Address: PO Box 4241, Woodstock, New Brunswick, E7M 6B6
Contact Information: (506) 272-2108, skilbank@nbnet.nb.ca

Dorchester/Westmorland Literacy Council—Bill Snowden—Chairperson
Address: 415 Route 935, Wood Point, New Brunswick, E7M 6B6
Contact Information: (506) 379-4064(W), 536-2993(H), 379-4204(F),
wsnowden@nbnet.nb.ca

Laubach Literacy Fredericton Inc—Gail Farnsworth—President
Address: 65 Brunswick Street, RM 209, Fredericton, New Brunswick, E3B 1G5
Contact Information: (506)388-3103, laubachliteracyfredericton@nb.aibn.com

Fundy Reading Council—Lanny Justason—Chairperson
Address: 171 Mealey Rd, Box 272, Pennfield, New Brunswick, E5H 1M2
Contact Information: (506) 456-2377, lanny@nbnet.nb.ca

Moncton Regional Learning Council—Peter Sawyer
Address: 60 Williams Street, Moncton, New Brunswick, E1C 2G5
Contact Information: (506) 388-3013, meg@nbnet.nb.ca

Keswick Valley Literacy Council—Dorothy Lagacy
Address: 2822 Rt. 104, Middle Hainesville, New Brunswick, E6E 1H5
Contact Information: lagacydo@nbed.nb.ca

Miramichi Literacy Council—Judy Arnold--Chairperson
Address: 960 Highway 11, Rimmer's Lane, Bartibog Bridge, New Brunswick, E1V 7H9
Contact Information: judyjp@nb.sympatico.ca

Literacy Grand Manan—Penny O'Neil—President
Address: 11WC Breakwater Road, Grand Manan, New Brunswick, E5G 2E8
Contact Information: (506)662-9885

Port Elgin Literacy Council—Val Goodwin—Chairperson
Address: PEDVAG Inc., 12 Church Street, Port Elgin, New Brunswick, E4M 2C9
Contact Information: (506) 538-7638, pedvac@nb.aibn.com

READ Saint John—Sonya O'Reilly—President
Address: P.O Box 921, M.P.O, Saint John, New Brunswick, E4E 4R5
Contact: (506) 696-0658, soreilly@nbnet.nb.ca

READ Sussex—Donna Steeves
Address: 65 Essex Street, Sussex, New Brunswick, E4E 1J8,
Contact Information: (506) 433-1401

Tantramar Literacy Council—Cynthia Adams—Chairperson
Address: Box 6331, Sackville, New Brunswick, E4L 1G6
Contact Information: (506)536-0245, adamsg@nbnet.nb.ca

Frequently Asked Questions from the LLNB Council Operations Handbook

Who must we notify when there is a change in our local council executive?

Your council should send the new information to the LLNB Secretary, who will forward it to all LLNB Executive Committee members, the NB Field Services Coordinator, other staff and the LLC Development Office.

Who must we notify when one of our council members has a change of address?

Send address changes to the LLNB Membership and Nominations Officer, who will forward it to the LLC Development Office, the NB Field Services Coordinator and the editor of The Bulletin.

Can we have council members who are not tutors?

Yes. Some members may not wish to tutor but may have specific skills which would be useful for an executive position or special project of the council. Their services should be put to good use.

Who can vote at the LLNB AGM?

Two delegates from each council and the elected officers of LLNB can vote at the LLNB AGM.

What is the purpose of LLNB's Exit Interviews?

The purpose of the Exit Interviews is to obtain feedback from departing volunteers and councils to help evaluate and improve the Laubach program in New Brunswick.

Exit Interviews for Volunteers: Local Councils

When a volunteer departs from a local council, the Exit Interview for Volunteers can be administered by the local council if so desired.

Exit Interview for Volunteers: LLNB Board of Directors

The Exit Interview for Volunteers can be administered by LLNB when a volunteer departs from the LLNB Board of Directors. In other words, when the term of office of any council President ends (thus ending the person's term as a member of the LLNB Board of Directors), or when the term of office of any elected LLNB officer ends, the person may be asked to complete the Exit Interviews for Volunteers. Since most LLNB volunteers do not exit the organization when they complete a term of office, the Exit Interviews in these cases apply to exit from the Board, not to exit from the organization.

Exit Interview for Councils

When a council departs from LLNB, the Exit Interview for Councils can be administered by LLNB.

How and when can our council apply for funding?

Provincial funding is centralized through LLNB. The process is carried out in the Fall each year.

Why do we pay membership dues?

The benefits of membership include:

- affiliation with the provincial, national and international bodies which are respected around the world,
- the privilege of using the Laubach name,
- access to training workshop
- discounts on registration fees for Laubach conferences,
- subscriptions to national and provincial Laubach newsletters
- access to Laubach publicity materials.

Who pays the expenses for our council members to attend LLNB meetings?

LLNB will pay the expenses for one person from each council, usually the President, to attend LLNB Directors' meetings and AGM.

What is the Student Advisory Committee (SAC)?

The Student Advisory Committee is made up of three students and one advisor. The committee offers support and recommendations on issues such as student recruitment, student support groups, student training needs, and student leadership initiatives.

When is a Laubach Literacy New Brunswick student no longer a student?

When a period of six months has passed without the student meeting with his or her tutor, excluding illness or personal circumstances, the student is no longer considered a student.

How is the LLNB Student Representative selected?

Every two years, councils may submit nominations of students who have had leadership experience at the local level. Following the election of LLNB Officers, the submissions will be reviewed by the LLNB Executive Committee, and one student will be appointed to the position of LLNB Student Representative for a two year term.

What is the Dr. Bob Laubach Student Fund?

In celebration of Dr. Bob Laubach's 80th birthday, a student fund of \$2500 was introduced by LLC in 1999. The purpose of this fund is to support student activities and initiatives. Proposals are sent to the LLC Development Office in the spring of each year. Successful submissions are announced at the LLC Conference in May. For more information, contact the LLC Development Office.

Where do we get materials to teach our adult students?

Core tutoring materials are provided free of charge by the Province of New Brunswick through the local New Brunswick Community College Literacy Coordinators. Other tutoring or reference materials can be purchased from the LLC Distributorship in Saint John.

What is the basic Laubach Series?

The Laubach Way to Reading (LWR) series is a basic reading and writing program designed to teach adults with little or no reading ability. The series consists of four color coded levels. Each level includes a student's Skill Book, a Teacher's Manual, a Correlated Reader, a Checkup and Diploma. The titles are as follows:

Skill Book 1: Sounds and Names of Letters (green)

Skill Book 2: Short Vowel Sounds (red)

Skill Book 3: Long Vowel Sounds (blue)

Skill Book 4: Other Vowel Sounds and Consonant Spellings (gold).

Note: Canadian Editions are available for Skill Books 3 & 4.

What supplementary materials are available for the Laubach Way to Reading (LWR) ?

1. More stories is a series of four readers correlated to LWR. More Stories contains three extra stories for each LWR lesson to offer additional reading practice to LWR students.
2. Crossword Puzzles for LWR reinforce the vocabulary and word structures from each of the LWR Skill Books.
3. Focus on Phonics is a four level series correlated to LWR. Focus on Phonics is designed to increase the student's ability to read independently by applying word attack skills to new words. In addition, it provides spelling practice. Focus on Phonics includes five Student Workbooks and five Teacher's Editions.

Can I use other materials besides Laubach when I am tutoring?

Yes. Tutors are encouraged to use a variety of methods and materials to supplement the basic Laubach program to broaden the learning opportunities for adult new readers.

What is the Challenger series?

Challenger is an eight-level program of reading, writing, and reasoning skills designed to take adults and older teens from the early stages of reading to about an eighth grade level. The series contains light-hearted stories about adults in a variety of situations, classical and modern fiction, and adaptations of widely acclaimed literature as well as non-fiction pieces. Each lesson includes a reading selection and a variety of exercises and activities. The Challenger series includes Students Books, Teacher's Manuals, Answer Keys, Placement Tools, Puzzles and Diplomas. Writing for Challenger is a four-book writing program intended to be used with Challenger books 1-4.

What is the Voyager Series?

Voyager: Reading and Writing for Today's Adults is Laubach's new four-stage, nine level program for adults at reading levels 0-8. Voyager teaches reading, writing, listening, speaking and critical thinking processes, skills and strategies. Voyager draws for a combination of high quality literature, information-rich articles, adult student writings and the types of forms, documents and graphic material adults commonly encounter. The four stages are Learning to Read (Levels Foundation & 1), The Emerging Reader (Levels 2 & 3), Reading to Learn (Levels 4 to 6), and Reading for Work and Life (Levels 7 & 8). The Voyager series includes nine Student Books, nine corresponding Workbooks, four Teacher's Resource Guides and a Placement Tool.

What is the Breakthrough to Math series?

Breakthrough to Math is a four level basic math program designed for students who have competent reading and comprehension skills and who have had little success with standard math programs. Breakthrough to Math starts with basic number concepts, includes the basic functions of math, works up to fractions, decimals and percents, and ends with algebra and geometry. Each level includes word problems which relate math to everyday life. Breakthrough to Math includes 20 Student Books along with Workbooks, Teacher's Guides, Mastery Checkups, a Placement Inventory, a Student Profile and a Teacher's Directory.

What materials should I use to teach a student who is learning English as a Second Language?

The Laubach Way to English (LWE) series is an English Second Language program based on the Laubach Way to Reading. LWE is designed to teach basic speaking, listening, reading and writing skills to functionally illiterate speakers of other languages. The series includes three Teacher's Manuals, three Illustration Books and four Workbooks. After students have completed the three LWE levels, they progress to Level 4 of the Laubach Way to Reading.

How can we improve communication among our council members?

Meet regularly, as often as the business of your council requires. Have a defined purpose. Ensure members receive regular and timely preparatory materials. Start and end meetings on time. Have a written agenda; all items to be discussed should be included. Insist that discussions remain focused and on track.

How can I get the most out of a meeting?

Before the meeting:

Prepare. Read and absorb minutes. Be ready to report on your activities, committees, and areas of responsibility. Be prepared to discuss items on the agenda.

At the meeting: Be prompt, alert, positive, and involved. Actively participate in the meeting but do not dominate. Listen to others and do your best to understand others. Stay on track.

If I have questions regarding tutoring, where can I go?

We have a few people who are interested in the LWR workshop, but there is not enough interest to hold a workshop in our community. Can our people attend another council's workshop?

Yes, councils are encouraged to welcome workshop trainees from other councils. Contact the Provincial Training Officer to find out about workshops that are scheduled nearby.

Our council does not have a certified Laubach trainer. Can we still host a workshop?

Contact the provincial Training Officer, who will find a training team to go to your community to present the workshop. Ideally, each council would have its own training team; however, this is not always possible, especially in smaller councils. Try to locate a prospective trainer in your council who will begin the trainer apprenticeship program.

What is the procedure to become a certified Laubach trainer?

LLC's national Training and Certification committee establishes and maintains standards for Laubach's training programs across Canada. Tutors who chose to become certified trainers complete an apprenticeship program using the Literacy Trainer Handbook. With the support of a supervising trainer, apprenticing trainers present each segment of the workshop, participate in a trainers' workshop and submit a trainer application to the Training and Certification committee. For more information, contact your PTO.

What Laubach training workshops are available?

The Laubach Way to Reading (LWR) tutor workshop in 10-18 hours. A shorter version can be used as a refresher for those who have previously taken the workshop.

As well, parts of the LWR workshop can be done as separate, shorter workshops: Skill Books 3, Supplementary Materials, Writing for Your Student, Student Writing (i.e., Writing By Your Student).

Other workshops include Voyager, Challenger, Math, Laubach Way to English, Creating a Learning Culture in the Home (Family Literacy) and Peer Youth Tutor. Contact your PTO for more information.

How often are Laubach Conferences held?

LLNB holds its Annual General Meeting and conference in the fall of each year. These conferences are for tutors, students, and other supporters and associates of Laubach councils and provide an opportunity for members to network with colleagues from other areas and to further enhance their tutoring, organizational, training and other capabilities. (And they're a lot of fun, too!) Councils should make every effort to encourage as many members as possible to attend these most worthy events. Each council should strive to send at least two delegates to each conference.

What awards are available to recognize our volunteers?

There are a variety of awards that can be presented:

1. LLNB presents awards each year at the fall AGM Conference. Deadline for nominations is Sep. 30.
 - Each One Teach One "Tutor"
 - Each One Teach One "Student"
 - Jack/Jill of All Trades
 - Executive Member
 - Laubach Trainer
 - Helping Hand
 - Student Development Award.
2. The Province of NB presents Alpha Awards in the fall. Nominations are made in the summer.
 - The Alpha Award for Learner Achievement
 - The Alpha Award for Facilitator Excellence
 - The Volunteer Alpha Award
 - The Alpha Award for Non-Profit Organizations
 - The Corporate Alpha Award
 - Lieutenant-Governor's Alpha Award for Early Childhood Literacy.
3. Canada Post Literacy Awards are presented in the fall. Deadline for nominations is May 31.
 - Individual Literacy Achievement Award.
 - Educator Award
 - Community Leadership Award.
 - Business Leadership Award
4. LLC recognizes students with Learning Achievement Awards each year at the spring AGM Conference. Deadline for submissions to the Development Office is March 30.
5. Check for other awards in your community.

What is the role of the NB Field Services Coordinator?

The NBCC Literacy Coordinators' responsibilities in relation to Laubach councils are:

- To offer support to literacy councils:
 - Create and offer ongoing support to literacy councils in the college region.
 - Be available to attend the meetings of the literacy councils and support organized activities.
 - Provide core materials to local literacy councils.
- To offer support tutors and trainers as requested.
- To act as a liaison among different partners:
 - Establish partnerships with other government agencies, industry, service groups and councils.
 - Collect and submit the grant application to the Provincial Literacy Coordinator for approval.
- To provide academic assessment to adults.
- To provide ongoing educational resource support to the general public.

Our council is going to hold a public relations event. Where can we get LLNB media kits?

Media kits of press kits are available from the LLNB Communications and Public Relations Officer.

What is NALD?

NALD is the National Adult Literacy Database, Canada's Adult Literacy Information Network. NALD provides Canadian adult literacy information through its toll-free number (1-800-720-6253), over the Internet through its World Wide Web site (www.nald.ca), and through its quarterly newsletter (NALD Networks). NALD's head office is located at Scovil House, 703 Brunswick Street, Fredericton, NB, E3B 1H8.

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