



**Resolutions into Policy:
The Tool that Shapes Future CFUW Advocacy**

**A Guide to Developing Resolutions for
AGM 2012**

**CFUW Resolutions Committee
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POLICY RESOLUTIONS

CFUW member women rally around issues of national, provincial and local importance and demonstrate the potential impact for communities across the country. Our network of volunteers works to identify issues, share knowledge with members and supporters and advocate on behalf of the CFUW's vision and mission. Resolutions that are approved at the AGM by the membership following the resolutions process become CFUW policy. Adopted resolutions form the framework for action and advocacy.

For the purposes of this guideline, proposed resolution refers to those documents that are proposed to be ratified at the CFUW AGM to then become policy resolutions.

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WHY DOES CFUW CREATE RESOLUTIONS THAT BECOME POLICY?

Resolutions form the foundation of all CFUW policy initiatives and determine our position on public policy issues and advocacy action. These policy positions reflect the CFUW's consensus on issues of international and national importance. CFUW member women and clubs use resolutions in their pursuit of issues important to them at all levels of government from municipal to international.

To encourage Clubs and clubwomen to learn about issues that have contemporary importance

The resolution process allows CFUW women to take an issue from coast-to-coast through 112 clubs to inform 9200 members.

Speakers discussing these issues may provide interesting monthly programs.

To provide direction for our organization so that we are

Proactive – expressing our own concerns to governments and others by:

- contacting elected officials after the policy resolutions have been passed and
- using policy resolutions as the base of annual briefs that go to Governments about our concerns.

Reactive – the most important use of policy resolutions

- reacting to the government's agenda, its consultations and legislation
- reacting to problems within our communities
- taking action using our Policy Book Online (<http://www.cfuw.org/policy-book-online.aspx>)

To collaborate with other organizations with similar concerns

THE ISSUE

Creating resolutions starts with identifying an issue. Once identified, more needs to be learned.

The first step is to check the Policy Book Online for related topics. Then you ask these questions: do we already have a policy? Is it outdated? After you know that there is no policy on your issue, these need to be considered

Who is responsible?

What are the possible solutions?

What level of government is involved?

What are the implications?

Who can make changes?

What can be done?

To update, review or rescind a resolution found in the *Policy Book Online*, it must go through the same process as a new resolution. (Board motions, 2009)

Is this issue local, or provincial, or is it national?

Local issue – a club can create their own resolution; these must not contradict the mission of CFUW, or any of its policies.

Provincial issue – create a resolution for your Provincial Council.

National issue, of concern across the country, or international – create one for CFUW.

Who can propose a CFUW resolution?

CFUW Clubs

CFUW Standing Committees only with a Club partner

Only one proposed resolution from any group is accepted each year.

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What are the parts of your proposed resolution?

- the RESOLVED clauses
- A Background
- A Bibliography
- Action plan

Is there a schedule for creating resolutions?

Appendix 1 gives an annual calendar for clubs and proposers and shows the work of the Resolutions Committee. You may also use the calendar as a checklist for your work.

Submit an **Intent to Submit a Resolution** by **October 1** to Chair of Resolutions using form in Appendix 2. Please note that for AGM 2013, the Intent to Submit a Resolution must be submitted by April 1, 2012. Submit at the same time a letter or email from your club president that tells that your club has voted in principle to support a resolution. For a club, there are costs involved, such as sending a representative to the AGM. From a CFUW committee, the Chair and relevant CFUW Director must submit this letter. An e-message can substitute.

Submit the **completed proposed resolution** by **November 1, 9:00 am EST** to resolutions.cfuw@gmail.com. **The Resolutions Committee will forward your documents to the Advocacy Committee.**

Work with the CFUW Resolutions Committee and the CFUW Advocacy Committee from November 1 to February so that your proposed resolution is ready to submit to clubs on February 1. The Resolutions Committee will send their review at the same time.

The proposed resolutions are studied by all Clubs. Clubs may submit amendments for the RESOLVED clauses by May 1. The proposing club may choose to use these amendments in the final resolution that is presented for ratification at the AGM.

Attend the AGM to present and defend the Resolution. Following ratification, the adopted resolution becomes CFUW policy and is indexed and recorded in the *Policy Book Online* for future advocacy use. The Action Plan will be finalized by the Advocacy Committee with the proposers.

STEPS TO DEVELOPING A RESOLUTION

1. Study your issue

Create a local club resolutions committee or study group.

Gather primary and secondary research; organize and analyze the information.

Re-evaluate what needs to be done, and by whom.

Ask yourself:

- What is the anticipated outcome of the resolution? Write a general statement; this might lead you to the initial wording of your resolution.
- Who is your target audience?
- What is the reason for the resolution?
- Have you kept to the broad purpose of the resolution without resorting to too many details?
- Will your resolution withstand the effect of time?

Recheck the *Policy Book Online* at www.cfuw.org for other policy resolutions that you might use. Record these related policies; they are required in the header of your submitted proposed resolution.

2. Create your intent to submit a resolution including your resolved clauses

The objective of your resolution may indicate a direction in which to proceed and may suggest a specific solution to a problem.

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3. What happens after the intent to submit a resolution is received

- A member(mentor) of the CFUW Resolutions Committee will be assigned by the Chair, Resolutions
- Your mentor will assist you with questions, suggestions, editing, and so on with the aim of achieving a useful, relevant resolution for future use by CFUW.
- The Intents to Submit a Resolution are posted online and sent to the Clubs.

4. Developing the Resolution, Especially the Resolved Clauses

Qualities of a good resolution:

- it is only one manageable topic
- the topic respects the purposes and interests of CFUW;
- is a concern appropriate anywhere in Canada or internationally;
- is non partisan;
- is clear, concise, non-ambiguous and free of jargon, with no negative language.

See Appendix 4 for Useful Information about developing the Resolved Clauses.

CREATING AND SUBMITTING THE FULL RESOLUTION

See Appendix 5 for example with help notes.

A. Developing the Background

The Background has all of the following

- an overview of the topic, a summary of the argument and a conclusion
- be well researched, using a variety and more than one reliable source; single source resolutions are not accepted
- be documented using APA citation style (American Psychological Association)
- provide statistics and definitions of terms
- a glossary (if necessary)
- a discussion of the situation across the country (or internationally where appropriate)
- adhere to the 4 page limit that includes the Resolved Clauses
- present both sides of the issue in a carefully reasoned, succinct and logical manner;

Why do we have Background material?

It provides Clubs with a summary of the research from which the resolution was developed and allows for analysis and discussion for Clubs to understand, debate and support the resolutions at the AGM. The Background is essential for CFUW's briefs and letters to the government.

B. The Bibliography

The Bibliography is organized

- Using APA format (American Psychological Association);
- Including both primary and secondary sources;
- For web-based research
 - Include references to primary sources, especially when discussing reports, laws, Bills
 - Include the full URL
 - Include the date of retrieval
 - Keep a printed copy in case the page is no longer available at the time of club study;
- Adhere to the Bibliography limit of 2 pages.

Why do we have a Bibliography?

It indicates the sources; demonstrates the variety, quality and depth of research; and provides sources for others to read and to research.

C. Develop your Action Plan

Develop the action plan at the same time that the resolution is researched. It is limited to 1 page and should contain the following information.

Plan the outcome of the resolution – if the resolution is passed what will be the result? Identify who will implement changes/policies recommended in the resolution. Identify professional groups related to the issue. Identify community and women’s groups interested in the issue. Discuss costs of implementation. Obtain names and addresses of those targeted by the resolution to implement change and incorporate into the action plan. Identify follow-up activities at the local, provincial and national levels. Draft sample letters, press release and information sheets.

D. Submitting Completed Resolutions

The complete Resolution with all its parts is due to the Chair, Resolutions by November 1. The Resolved Clauses plus Background are together limited to 4 pages; the Bibliography is limited to 2 pages and the Action Plan to 1 page. The completed Resolution must be submitted electronically in Times New Roman, 12 font with .75 – (3/4) inch margins. All hyperlinks in the documents must be functioning and checked as of November 1.

WHAT HAPPENS ON FEBRUARY 1?

The Resolution Committee and the Advocacy Committee work with the proposers to finalize the resolutions documents. The Resolution Committee studies each proposed resolution. The Resolutions Committee reserves the right to supplement the proposed resolution and to attach its review.

The proposed resolutions are simultaneously placed online and sent to Clubs for their discussion, consideration, debate and suggestions for amendments. Suggested amendments must be submitted to the Chair, Resolutions by May 1 on the amendment form found in Appendix 4. This is a Word document that may be copied, completed and returned as an attachment to an e-message.

Clubs are encouraged to engage in the amending process; this is the sole opportunity and these are the only amendments that will come to the AGM.

A FEW POINTS ABOUT AMENDMENTS

1. What is an amendment?

“An amendment must always be **germane** - that is, closely related to, or having bearing on, the subject of the motion to be amended. This means **no new subject can be introduced** under the pretext of being an amendment. *Roberts Rules of Order, Newly Revised. 10th edition, 2000*

Your amendment may be accepted or rejected by the Resolution proposers. If accepted, it will be incorporated into the amended Resolution to be presented at the AGM. If not accepted, you may still bring your amendment forward at the Resolutions Workshop held at the AGM and/or put it up for consideration when the resolution is discussed by the CFUW voting body.

The Resolution proposers are obliged to notify you by early June whether or not your amendment has been accepted.

Amendments and rejections received from the Clubs are placed online in early May.

2. Amendment Procedure

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Following our Standing Rules, the only amendments allowed at the AGM are those that have been proposed during this Club Amending Process (February 1 to May 1).

After carefully studying the proposed resolution, and reviewing the above statements, if you wish to propose amendments, follow the procedure below.

For each Resolution, submit separate **Amendments to Proposed Resolutions forms (Appendix 5)**. Due to the number of amendments received by the Chair of Resolutions, you are encouraged to send these by email. Written amendments will be accepted, and will be forwarded to the proposers of the Resolutions.

To assist the proposers of the Resolutions and the Resolutions Committee, please use Word and follow the **template Amendments to Proposed Resolutions as provided in Appendix 5**. Simply **copy and paste** from 'Resolution number and title' to 'Rationale for amendment(s)' and then complete the document template, one for each proposed resolution.

3. Procedure for the Proposers: The Amended Proposed Resolutions

Amendments are sent to the proposers immediately following May 1. During the month of May, the proposers cooperate with the Resolutions Committee in finalizing their resolved clauses that are due to the Chair Resolutions by June 1. These are sent to the Clubs and placed online after June 1.

4. Amendment opportunities at the Annual General Meeting (AGM)

Two further opportunities occur at the AGM to amend these policy resolutions:

- at the Resolutions Workshop, and
- during the Business Session.

At both of these opportunities, **no new amendments may be put forward**, only amendments proposed during the Club amending process (February 1 to May 1) may be considered. The Proposer may choose to return to the original wording.

5. If you are a Proposer

- Attend the **Resolutions Workshop** to discuss further amendments;
- After the Resolutions Workshop, prepare the final amended proposed resolution. Submit it in writing to the Chair of Resolutions and for consideration at the Business Session. These amendments will be incorporated into the resolution that is presented at the Business Session for consideration for ratification.
- Gather support and assistance. Your club should not be the only one involved in getting your resolution passed. Try to involve other clubs and members in supporting your resolution. Share your facts and ask others to speak pro to your resolution. This will not only help you get your resolution passed, it will also encourage other CFUW members to get involved.
- Be available. Make sure you are available to the delegates to answer questions.
- At the Resolutions part during the **Business Session** you will need to:
 - Be available to answer further questions
 - Give a two-minute introduction of your resolution to start the debate. This is the maximum time allowed for the introduction.
 - Give a two-minute summary conclusion of your resolution.
- There are 10 minutes for debate of each proposed resolution; this can be extended by a motion and vote of the membership. A two-thirds majority vote is required for a proposed resolution to be adopted.
- Any changes accepted by the voting members during the Business Session will be incorporated into the resolution at this time.

6. If you are an Amender of a Proposed Resolution

At the AGM you will have the following opportunities:

- Attend the **Resolutions Workshop** to further discuss your amendment that was proposed earlier (by May 1) but not accepted. No new amendments may be proposed at this time, but amendments that were proposed earlier may be reconsidered.

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- At the Resolutions part of the **Business Session** you will be able to suggest the amendment, but it cannot be a new amendment.
- Amendments to the amendments may be proposed, if they are made by adding, striking out, inserting, or by striking out and inserting a word or words.

7. If you are a delegate to the AGM

- The proposed resolutions will be discussed and voted on individually.
- There are 10 minutes for debate of each resolution; this can be extended by a vote of the membership. A two-thirds majority vote is required for a resolution to be adopted.
- There may be 2 minutes per amendment for discussion
- If your Club is unable to attend, you may send your proxy vote to either a neighbouring club, your Regional Director or Provincial Vice-President.

AFTER THE ANNUAL GENERAL MEETING (AGM)

When ratified, resolutions become CFUW policy. They will be placed in the *Policy Book Online* after the AGM.

An advocacy package for each Resolution, including template letters, will be prepared by the CFUW Advocacy Committee and national office. Copies will be available online.

Reviewed July 2011; reviewed annually

APPENDIX 1
CFUW Resolutions: An Annual Calendar for Clubs

Month	Activity	By Whom?
October 1 April 1, 2012 for AGM 2013	Intents to Submit A Resolution deadline to CFUW using online form New beginning for Resolutions cycle	Proposers
Month of October	Finalizing the full resolution including all parts. Check Guidelines for details	Proposers
November 1	Full Resolution submission deadline to CFUW	Proposers
November to February	Continue to work on your resolution in discussion with the Resolutions and the Advocacy Committees	Proposers
November to February	CFUW Resolutions and Advocacy Committees study the proposed resolutions and consult experts	CFUW Resolutions and Advocacy
February 1	Resolutions circulated to clubs by CFUW	CFUW Resolutions
February 1 to May 1	All resolutions to be studied/discussed/ debated; suggested amendments created Clubs begin work on new Resolutions	Clubs
April 1, 2012	Intents to Submit A Resolution deadline to CFUW using online form	Proposers
May 1	Deadline for clubs to submit amendments to proposers; submit online using form only	Clubs
May 1 to June 1	Proposers with the CFUW Resolutions Committee study the amendments and modify their resolved clauses	Proposers/CFUW Resolutions
June 1	Deadline for final Proposed Amended Resolutions	Proposers/ CFUW Resolutions
June (first week of)	Resolutions are translated; CFUW Resolutions Committee posts all amended resolutions online and circulates to clubs	CFUW Resolutions
At CFUW AGM	At the Resolutions Workshop, proposers and amenders can debate amendments (only those already submitted from February 1 to May 1)	CFUW Resolutions/proposers Clubs
At CFUW AGM	At the CFUW Business Session: proposers and amenders have designated time for presentation/comment/debate/ summary/vote	CFUW Resolutions/proposers/ Clubs
Post CFUW AGM	Posts ratified resolutions to Policy Book Online; sends these adopted resolutions to clubs with action plans	CFUW Resolutions and Advocacy Committees
October 1 2011 only	Begins cycle for CFUW resolutions again	

APPENDIX 2

Form for an Intent to Submit a Resolution (Expand this form as necessary)

Club Name		
Club Address		
Club President (obligatory)	Phone (obligatory)	e-address (obligatory)
Club Resolutions Committee Chair	phone	e-address
Proposer of the Resolution	phone	e-address
Names of other members of the creation committee		
Title of Resolution		
Resolved Clauses		
Date of submission (deadline October 1 in 2011; April 1, beginning 2012)		
Letter (obligatory) from President sent by regular mail: y/n		Date
OR Letter (obligatory) from President sent by e-mail: y/n		Date

APPENDIX 3
CFUW RESOLUTIONS GRID FOR SUBMISSION NOVEMBER 1

Resolution title:

Proposed by:

The following questions need to be applied to each resolution to show how it fits into the mission, mandate, and advocacy actions of the CFUW.

Resolution Topic	Fits our Mission? Yes/No	Timely? Yes/No	Realistic/Attainable Call to Action? Yes/No	Priority to CFUW? Yes/No

CFUW Mission:

- To assist in developing a sound concept of educational values and in maintaining high standards of public education in Canada;
- To arouse and sustain among members an intelligent interest in all aspects of public affairs in the political, social, cultural and scientific fields; to encourage an active participation in such affairs by qualified women; and to provide an opportunity of effectual concerted action;
- To foster a sense of responsibility and encourage women University graduates to place their educational and professional training at the service of the community in local, national and international fields; to be concerned with human rights and at the same time to safeguard and improve the economic, legal and professional status of women in Canada;
- To participate in the work of the International Federation of University Women.

Source: Mission Statement of CFUW/FCFDU www.cfuw.org

APPENDIX 4

Writing Resolutions, especially the Resolved Clauses

This guide provides the general format for a resolution, and a few tips for writing a resolution.

When drafting and proposing a resolution, keep in mind that the wording will greatly influence its appeal (or lack thereof). The resolution should be clear, concise, and specific. The substance should be well-researched and reflect the character and interests of the proposing club or committee.

A resolution is basically a statement of what the CFUW turns into policy and has decided to do. One important thing to remember is that a resolution, when read straight through, should be a single complete sentence.

TITLE – This is pretty self-explanatory – it is the topic your resolution addresses.

PROPOSER – This is the member club or CFUW committee that initiates and proposes the resolution.

RELATED POLICIES BY NAME – This lists the policies from the Policy Book Online that relate to your proposed resolution.

Useful information when drafting the RESOLVED Clauses of your Resolution

1. The RESOLVED clauses need to be sufficiently specific that your issue is defined, but sufficiently general that the CFUW can advocate on behalf of the policy
2. As a resolution directs CFUW and/or its Councils and member clubs to take action, the resolved clauses are therefore action clauses. You must know and indicate the action you want taken.
3. The "Resolved" statements identify the specific proposal for the proposer's course of action.
4. A resolution may initiate new policy, expand, amend or rescind current policy.
5. It is to be in plain simple form, easily understood and concise. This is advice for both the resolved clauses and the Background.
6. A Resolution must not be negative. The principle of discussion under Robert's Rules is that an affirmative proposition is to be acted upon.
7. Clauses begin with "RESOLVED, That". CFUW does not use Whereas clauses. The Background fulfils this function. Whereas clauses have found to be limiting during the life of the resolution.
8. Know the relevant level(s) of government. Do not limit to the Government of Canada solely. Most topics dealt with by CFUW resolutions involve federal, provincial and territorial governments, and in some occasions municipal as well.
9. Be aware of other resolutions that have been passed on your issue and give reference to them at the top of your resolutions document.
10. Each clause needs to be supported by documentation in the Background.
11. Each clause should be stated in such a way that it can be understood without the accompanying background. When the CFUW adopts a resolution, only the resolved clauses are forwarded to the AGM for ratification. These Resolved clauses must be fully understood and should stand-alone.

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12. Each Resolved clause itself needs to be able to stand-alone. During the vote, there is always the possibility that the resolved clauses may be separated for voting, with each clause being ratified separately.
13. Be aware of objective scientific data that supports your resolution and use it to tell your issue.
14. *Robert's Rules* suggests wording for lists, such as “including, but not restricted to.”
15. *Robert's Rules*, latest edition, is the final authority on the wording of the resolved clauses, if CFUW does not already have a policy.
16. We provide some sample operative words that are common to RESOLVED clauses. The word used by CFUW traditionally is “urges.”

Some Operative Words (not a complete list)

Accepts...	Congratulates...	...its appreciation	Invites...	Reiterates...
Adopts...	Considers...	...its conviction	Notes...	Renews its appeal
Affirms...	Decides...	...its regret...	...with appreciation	Repeats...
Appeals...	...accordingly...	Further...	...with approval..	Suggests...
Appreciates...	Declares...	...concur...	...with interest...	Stresses...
Approves...	Deplores...	...invites	...with	Strongly...
Authorizes...	Designates...	...proclaims...	satisfaction...	Supports...
Calls upon...	Directs...	...reminds...	Reaffirms...	Takes note of...
Commends...	Emphasizes...	...recommends...	...its belief...	Transmits...
Concurs...	Encourages...	...requests...	Recognizes...	Urges...
Condemns...	Endorses...	...resolves...	Recommends...	Welcomes...
Confirms...	Expresses...	Implores...	Regrets...	
		Instructs...		

APPENDIX 5

CFUW Amendments, Acceptance or Rejection of Proposed Resolutions

Resolution number and title

Name of Club submitting amendment(s)

Contact Person: (Name, address, telephone, e-mail)

Amend clause number ... by

Striking out the word or words, or

By inserting the word or words

The amended clause to read:

RESOLVED, That

Acceptance/rejection of the resolution: choose one and state it

Rationale for amendment(s)/acceptance/rejection:

**Proposed amendments must be received by the Chair, Resolutions
via e-mail, or mail by the deadline of May 1, 9 am Eastern Daylight Time.**