

Canadian Parents for French - Saskatchewan



Policy Manual

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GOVERNANCE

Policy Type	GOVERNANCE	Policy No.	GOV 1
Policy Title	Relationship of Board to Membership		
Date of Adoption	November 16, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 16, 2002		

Canadian Parents for French - Saskatchewan's (CPF-SK) Board acts in trusteeship on behalf of its membership (as defined below) and serves as the legitimizing connection between the total community within its membership jurisdiction and the Organization. The Board will govern with one voice through written policies and with an emphasis on ENDS rather than means.

The job of the Board of CPF-SK is to achieve the mission in a prudent and ethical way.

Definition: "The membership of CPF-SK is composed of all members of Canadian Parents for French who reside in Saskatchewan as well as those members of Canadian Parents for French (CPF) who live in an educational jurisdictions governed by Saskatchewan Learning."

Policy Type	GOVERNANCE	Policy No.	GOV 1.1
Policy Title	Membership		
Date of Adoption	November 16, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

Members and services to members are a main priority of CPF at all levels. Without members, our mission and vision have no life. Membership, and membership development, must remain a priority focus of CPF-SK.

Membership

Membership is open to adults or organizations interested in furthering the objectives of CPF whose applications for admission as members has been processed in accordance with procedures established by the National Board of Directors of CPF. There are three forms of membership:

1. Voting members
 2. Distinguished Life Members
 3. Associate Member Organizations
1. Voting members:
 - a. A voting member is an adult for whom the appropriate membership fee has been paid (including those who purchased life memberships when these were available) and whose application has been accepted under the voting member designation. A maximum of two adults of a member household shall be deemed voting members.
 - b. A voting member shall have the right to vote at all meetings at the chapter and branch to which his or her membership fee is credited. Only voting members may be, or be nominated to be, Directors or delegates.
 2. Distinguished Life Members:
 - a. Distinguished life memberships may be awarded by the National Board of Directors to voting members who have provided outstanding leadership to CPF at the National level and/or significant national contributions to CPF in its mandate of improving French language learning opportunities for children in Canada.
 - b. This category includes all those who were previously awarded Honorary Life Memberships.
 - c. Distinguished life members have the rights of voting members.

Policy Type	GOVERNANCE	Policy No.	GOV 1.1
Policy Title	Membership - continued		
Date of Adoption	November 16, 2002		
Date Last Reviewed	November 15, 2008		
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3. Associate Member Organization:

A national, provincial or local body may become an Associate Member Organization (AMO) in order for such an organization to endorse the goals and activities of CPF. The AMO is entitled to newsletters and other designated reports or mailings sent to the organization headquarters. The AMO is entitled to send representatives to CPF-SK Annual General Meetings as non-sponsored, non-voting delegates. AMO status confers no right to vote.

Membership Fees

1. The membership fee for a one-year voting membership shall be \$25.00 per household.
2. The membership fee for a three-year voting membership shall be \$60.00 per household.
3. The membership fees are waived for Distinguished Life Members.
4. The annual membership fee for an Associate Member Organization shall be \$60.00.
5. The three-year membership fee for an Associate Member Organization shall be \$150.00.
6. Membership fee distribution will be on the following basis:
 - a) 10% of the fee to National;
 - b) 25% of the fee to the branch;
 - c) 65% of the fee to the chapter.

7. Membership Development

Financial and human resources will be made available for membership development and training at the National, the branch, and the chapter levels.

Policy Type	GOVERNANCE	Policy No.	GOV 1.1.1.1
Policy Title	Membership Rebates		
Date of Adoption	May 04, 2003		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

1. Individual and AMO membership rebates owing to the chapters will be distributed to them semi-annually upon the completion of the requirements established in Policy no. CPH 2.

GOV 1.1.1.1

Policy Type	GOVERNANCE	Policy No.	GOV 2
Policy Title	Board's Role		
Date of Adoption	November 16, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 16, 2002		

The role of the Board of CPF-SK is to uphold the mission of CPF in determining and demanding appropriate organizational performance, and to serve as a link between CPF-SK and its members, volunteers, and the public it serves. To distinguish the Board's unique role from that of the employees, the Board will concentrate its efforts on:

1. Establishing governing policies that, at the broadest levels, address:
 - a. Ends, outcomes, recipients, and their relative worth (what good for which needs at what cost).
 - b. Executive limitations: constraints on executive authority that establish the prudence and ethical boundaries within which all executive activity and decisions must take place.
 - c. Governance process: how the Board conceives, carries out and monitors its own task.
 - d. Board-Executive Director relationship: how power is delegated and its use monitored (the Executive Director's role, authority and accountability).
2. Identifying and recruiting potential Board members with adequate skills and expertise who are representative of the social diversity of the province.
3. Evaluating the Executive Director's performance.

Policy Type	GOVERNANCE	Policy No.	GOV 2.1
Policy Title	Board Meetings		
Date of Adoption	December 1, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	December 1, 2002		

Board meetings are for the single task of getting the Board's job done.

Conduct of Board Meetings

1. Meetings will be conducted according to *Robert's Rules of Order*.
2. Meetings will start on time and Directors are expected to be present and prepared.
3. Directors are obligated to prepare for meetings and to participate productively in discussion, always within the boundaries of discipline established by the Board.
4. Lack of preparation on the part of individual Directors shall not impede the remaining members of the Board from proceeding with a discussion, decision and action on any item.
5. Time frames shall be honoured. The chairman shall inform the meeting five minutes before the end of the time period to determine whether the meeting will:
 - a. Extend the discussion on the agenda item, and by what amount of time;
 - b. Table the discussion on the agenda item; and
 - c. Apply Roberts Rules of Order.
6. Responsibility areas and time frames shall be determined and shall be recorded by the Secretary prior to moving away from the item.
7. Meetings will be open to the public except when an in-camera session is officially announced by the president. In-camera sessions will only be used in accordance with the following process:
 - a. Any Director may request an in-camera session, but the reason must be stated in writing and submitted to the president;
 - b. The Board may include no one else or any one else it chooses;
 - c. Authority to declare the session is vested in the president unless overridden by a simple majority vote; and,
 - d. Where possible, announcement of the in-camera session shall be on the published agenda.
8. The Board is the sole authority over its own agenda.

Policy Type	GOVERNANCE	Policy No.	GOV 2.1
Policy Title	Board Meetings - continued		
Date of Adoption	December 1, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	December 1, 2002		

9. Only those issues which are within the Board's chosen area of responsibility shall consume Board time.
10. Meetings of the Board shall be at the call of the President, and shall be advertised at least three weeks in advance, except in emergency situations in which case discretion and common sense shall prevail.
11. Attendance is mandatory. Except where prior notice of a force majeure has been given to the President, non-attendance at two consecutive meetings will be grounds for cessation of Directorship. Attendance at less than 60% of all meetings in a year will be considered grounds for cessation of Directorship.
12. The President will cause an agenda to be developed and published in advance of all Board meetings.
13. The Secretary shall liaise with the Executive Director to ensure that minutes of meetings of the Board are recorded, published as soon as possible after the meeting and ratified at the following Board meeting. In the interim, the intent of motions approved by the Board may be acted upon.

Policy Type	GOVERNANCE	Policy No.	GOV 2.1.1
Policy Title	Agenda		
Date of Adoption	November 29, 2003		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

An agenda shall be prepared in advance of each meeting. The President shall prepare and distribute (via e-mail) a draft agenda for comment, amendment, or adjustment at least three weeks in advance of the scheduled date of the meeting.

Directors shall provide agenda items and comments to the President within one week of the President's transmitting the agenda. The President shall finalize and distribute the agenda at least one week prior to the scheduled date of the meeting.

Agenda Items

All background information relating to agenda items shall be distributed (and received) at least one week in advance of the scheduled date of the meeting OR be included with the final agenda. Items for the agenda shall be accepted only if they are clearly consistent with the mission statement of CPF. The agenda shall follow the following format and contain the following information:

1. Date and Location of Meeting
2. Call to Order
3. Adoption of Agenda
4. Adoption of Previous Minutes
5. Business Arising
6. Monitoring (reports – President, ED, financial)
7. Membership Linkage (communications from chapters, task force reports, projects, liaison reports – CDO, Institut français, Coalition)
8. Board Policies – Policy, Nominations, Bylaws
9. Environmental Scanning/Strategic Planning/Ends (take a look at what is happening and bring back to the group)
10. Information Items/Other Business
11. Board Self-Assessment
12. Adjournment

The agenda shall identify:

1. Time frames
2. Director responsible for each item
3. Status of materials: emailed, circulated, distributed, available at meeting, etc.

Agenda items sent by email shall be identified as such within the subject line.

Policy Type	GOVERNANCE	Policy No.	GOV 2.1.2
Policy Title	Governing Manner and Style		
Date of Adoption	December 01, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

The Board will govern with a style that emphasizes outward perspective rather than internal preoccupation, encouragement of diversity of view points, strategic leadership more than administrative detail, a clear distinction between the Board's and the Executive Director's roles, collective rather than individual decisions, the future rather than the past or present, and proactively rather than reactively.

In order to fulfil its mandate effectively, the Board will:

1. Always remain mindful of its public trusteeship.
2. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, respect of roles, speaking with one voice, and ensuring the continuity of governance capability and succession.
3. Continuity of governance capability will include orientation of new members in the Board's governance process and periodic Board discussion of process improvement.
4. Inspire and lead CPF through careful establishment of broad organizational policies reflecting the Board's values and perspectives based on input from membership. The Board's major focus will be on ends policies.
5. Cultivate a sense of group responsibility. While employee input is valued and desired, the Board will be responsible for excellence in governing.
6. Monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline with the governance process and Board-Executive Director linkages policies.

GOV 2.1.2

Policy Type	GOVERNANCE	Policy No.	GOV 2.1.2.1
Policy Title	Board Accountability and Self-Monitoring		
Date of Adoption	April 8, 2006 (CPF-National)		
Date Last Reviewed	November 15, 2008		
Date Last Modified	April 7, 2006		

The Board has a responsibility to monitor its performance in meeting the primary responsibilities of the organization. The Board will monitor its performance in the following four components:

- 1) Written governing policies;
- 2) Linkage with owners of the organization (members, branches, partners, funders, stakeholders);
- 3) Assurance of Executive performance;
- 4) Board operations.

The Board self-monitoring process would, at a minimum, involve:

- 1) An evaluation of each Board meeting by individual Board member input using a predetermined format. (Appendix A)
- 2) An annual in-depth assessment of Board functioning using a collaborative process with an instrument that includes criteria indicating excellence in governance. (Appendix B)
- 3) Input from the Executive Director on Board compliance with Link policies and Governance policies.
- 4) An annual assessment of the organization's performance which includes Executive Director performance.

(See APPENDIX A)

GOV 2.1.2.1

Policy Type	GOVERNANCE	Policy No.	GOV 2.1.3
Policy Title	Voting by Fax, Telephone, and Email		
Date of Adoption	December 01, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	December 01, 2002		

1. Voting by fax, by telephone or by email shall be conducted only when considerations of urgency make it unreasonable to wait for the next face-to-face Board meeting.
2. Voting by fax or e-mail shall normally be preceded by discussion at a face-to-face meeting or during a conference call.
3. Voting by telephone shall be conducted during a conference call in which a full quorum of the Board participates.
4. Votes taken by fax, telephone or email shall be considered as having the same weight as votes taken at a face-to-face meeting of the Board and will be handled in such a way as to reasonably simulate the conduct of a vote while the Board is in session.
5. Results of a vote by fax, telephone or email are to be communicated to the Board and to any other appropriate individuals in a timely fashion and are to be duly recorded as part of the permanent record.
6. Bilateral discussions among the Directors are encouraged; should a majority of Directors request a conference call to discuss the matter at hand, such request shall be honoured within seven working days.

Policy Type	GOVERNANCE	Policy No.	GOV 2.1.4
Policy Title	Exit Interview		
Date of Adoption	December 01, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	December 01, 2002		

Exit Interview Requirement

Each retiring Director will participate in an exit interview conducted by a Director designated by the President and acceptable to the retiring Director. The interview may be conducted by telephone or face-to-face, as circumstances permit.

Purpose of the Exit Interview

The purpose of the exit interview is to provide information that will permit the Board to improve its functioning and enhance the experience of future Directors.

Nature of the Interview

The interview will consist of questions approved by the Board. The interview questions will be reviewed annually by the Board to ensure their appropriateness to the Board's current situation.

Confidentiality of the Interview

The retiring Director's responses to the interview questions will be held in confidence, but will be shared with the Board and the Executive Director in order that they may be discussed and acted upon by the Board as necessary.

Policy Type	GOVERNANCE	Policy No.	GOV 3
Policy Title	Board Member's Code of Conduct		
Date of Adoption	November 16, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 16, 2002		

The Board of CPF-SK commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members. Accordingly:

1. Directors must represent un-conflicting loyalty to the interests of the organization. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the organization's services.
2. Directors must avoid conflict of interest with respect to their fiduciary responsibility:
 - a. There must be no self-dealing or any conduct of private business or personal services between any director and the organization except as procedurally controlled to assure openness, competitive opportunity and equal access to inside information.
 - b. When the board is to decide upon an issue about which a director has an unavoidable conflict of interest, that director shall absent herself or himself without comment from not only the vote but also from the deliberation.
 - c. Directors must not use their positions to obtain employment for themselves, family members, or close associates. Should a Director desire employment, he or she must resign.
 - d. Directors will annually disclose their involvement with other organizations, with consultants, with partners, or any other associations that might produce a real, potential or apparent conflict.
 - e. Directors must not place themselves or have the appearance of placing themselves in the position of participating in decision-making at the municipal/chapter level which influences decisions at the provincial level and vice versa.
3. Directors may not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - a. Directors' interaction with the Executive Director or with staff must recognize the lack of authority vested in individuals except when explicitly board-authorized.
 - b. Directors' interactions with public, press, or other entities must recognize the same limitation and the inability of any Director to speak for the Board except to repeat explicitly stated Board decisions.
 - c. Directors will give no consequence or voice to individual judgements of Executive Director or staff performance.

Directors will respect the confidentiality appropriate to issues of a sensitive nature.



Policy Type	GOVERNANCE	Policy No.	GOV 4
Policy Title	Board Roles and Responsibilities		
Date of Adoption	November 16, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

Officer's Roles

The officers of the Board are the President, Vice-President, and Secretary. Officers of the Board are in the service of the Board. They are bound by Board wishes and by limits of Board authority.

President's Role

The role of the President is to ensure the integrity of the Board's process and to represent the Board to outside parties. The President is the only Board member authorized to speak for the Board (beyond simply reporting Board decisions) other than in specifically authorized instances.

President's Responsibilities and Duties

Specifically, the President will:

1. Ensure that the Board behaves according to its own rules and those legitimately imposed upon it from outside the organization, by:
 - a. Chairing all meetings of the Board of Directors;
 - b. Keeping meeting discussion focussed on those issues that, according to Board policy, clearly fall within the Board's domain; and
 - c. Ensuring that deliberation is fair, open and thorough, but also efficient, timely, orderly and kept to the point.
2. Make decisions that fall within governance process and Board-Executive Director linkages policies, except where the Board specifically delegates portions of this authority to others. The President will use reasonable interpretations of the provisions in policies created by the Board regarding ends and executive limitations.
3. Represent the Board to outside parties in announcing Board-stated positions and in stating his or her decisions and interpretations within the areas delegated to the President.
4. Promote the visibility and financial stability of CPF-SK.
5. Act as chief spokesperson for CPF-SK.
6. Provide support and advice to paid staff through the Executive Director.
7. Assume responsibility and accountability for any tasks identified for the President in the bylaws.
8. *Have signing authority.*

Presidential Succession

The presidential succession, in cases of temporary absence or in the event of death, resignation or removal from office of the President, is the Vice-President and then the Secretary. In the absence of the President, the term of "President" shall be construed to apply in due turn to this succession of officers.

Policy Type	GOVERNANCE	Policy No.	GOV 4
Policy Title	Board Roles and Responsibilities - continued		
Date of Adoption	November 16, 2002		
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Vice-President's Responsibilities and Duties

1. Ensures that he/she is adequately prepared to act in the absence of the President.
2. Performs any and all duties of the President, as and when required.
3. Assists the President, as required.
4. *Have signing authority for CPF-SK.*

Secretary's Responsibilities and Duties

1. The Secretary, by affixing his/her signature, shall attest formally to the legitimacy of Board documents.
2. The Secretary shall ensure that a copy of all board documents is retained in the custody of the Executive Director.
3. The Secretary is responsible to the Board for reporting on and noting any inconsistencies in Board actions.
4. The Secretary is responsible for ensuring follow-up on all uncompleted items of Board business.
5. The Secretary is responsible for ensuring that the minutes of the Board meetings are recorded, published and ratified.

Director's Role

Authority and Responsibility

The Board of Directors is the legal authority for CPF-SK. As a member of the Board, a Director acts in a position of trust and is responsible for the effective governance of the organization.

Requirements of Board Membership

Requirements of Board membership include:

1. Commitment to the goals of the organization.
2. Knowledge and skills relevant to the work of the Board.
3. Willingness to carry out the responsibilities and duties of a Director as defined by Board policies.
4. Membership in CPF.

Director's Term

Directors are elected for a two-year term by the membership of CPF-SK at the organization's Annual General Meeting.

Policy Type	GOVERNANCE	Policy No.	GOV 4
Policy Title	Board Roles and Responsibilities - continued		
Date of Adoption	November 16, 2002		
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Director's General Duties and Responsibilities

The job of the board is to represent CPF-SK in determining and demanding appropriate organizational performance.

1. The Board will produce the link between CPF-SK and its membership.
2. The Board will produce written governing policies that, at the broadest level, address each category of organizational decision.
3. The Board will produce assurance of the Executive Director's performance.
4. The Board shall liaise with CPF-National to:
 - a. Establish rapport;
 - b. Receive information;
 - c. Provide information; and
 - d. Provide feedback to the National board.

Liaison with Chapters

The Executive Director shall liaise, on behalf of the Board, with chapter Presidents to:

1. Establish rapport;
2. Receive information;
3. Provide information; and
4. Provide feedback to the branch Board.

Policy Type	GOVERNANCE	Policy No.	GOV 4.1
Policy Title	Board Committee Principles		
Date of Adoption	January 19, 2003		
Date Last Reviewed	November 15, 2008		
Date Last Modified	January 19, 2003		

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from the Board to Executive Director.

Limitation of Board Committee Authority

Board Committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Such authority will be carefully stated in order not to conflict with authority delegated to the Executive Director.

Purpose of Board Committees

Board Committees are to help the Board do its job, not help the staff do its job. Committees will assist the Board chiefly by preparing policy alternatives and implications for Board deliberation. Board committees are not to be created by the Board to advise staff.

Relationship of Board Committees to the Organization

If a Board Committee is used to monitor organizational performance in a given area, the same committee will not have helped the Board create policy in that area. This is to prevent committee identification with organizational parts rather than the whole.

Committees will be used sparingly and ordinarily in an ad hoc capacity.

This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless whether the group includes Directors. It does not apply to committees formed under the authority of the Executive Director.

The Executive Director and President are ex-officio members of all Board committees.



Policy Type	GOVERNANCE	Policy No.	GOV 4.1.1
Policy Title	Standing Committees		
Date of Adoption	January 19, 2003		
Date Last Reviewed	November 15, 2008		
Date Last Modified	January 19, 2003		

Board standing committees are those set out below:

Nominations

See policy no. GOV. 4.1.1.1

Bylaws

The Board shall either appoint, or act as, a Bylaws Committee to set appropriate guidelines for continuous review of the bylaws of CPF-SK. The Bylaws Committee shall table a statement at each Annual General Meeting that the bylaws have been reviewed.

Policy Type	GOVERNANCE	Policy No.	GOV 4.1.1.1
Policy Title	Nominations Committee		
Date of Adoption	January 19, 2003		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

The work of the Nominations Committee is essential to creating and maintaining a strong Board.

Composition

The Nominations Committee should include at least two Directors (one being the Committee Chair, the other the Vice-Chair), and, *if possible*, at least two non-Directors to add a wider perspective. To ensure continuity, the new Chair of the Nominations Committee should be selected from Directors with at least a year of previous involvement.

Mandate

To recruit potential Directors and to present the nominees to the Board and to the membership. The Committee will also organize the election at the Annual General Meeting.

Duties

1. To develop and maintain records of Board and Board committee members, and terms of service.
2. To work with the President to identify future Board needs.
3. To work with the President to identify the strengths and weaknesses of the Board.
4. To identify necessary selection criteria for recruiting new Directors. (Appendix B)
5. To gather and to generate names of prospective Directors.
6. To research and to screen prospective Directors.
7. To recommend to the Board a list of possible Board nominees.
8. To work with the President to make sure that proper nomination and election procedures are followed in accordance with the Bylaws and the nominations process.
9. To review bylaws, policies and procedures on recruitment, selection, assessment and training of Directors, and to make recommendations for change to the Board on an annual basis.
10. To ensure that the effectiveness of both the Board and individual Directors is assessed on a regular basis. (Self-Assessment Tool - Appendix A)

GOV 4.1.1.1

Policy Type	GOVERNANCE	Policy No.	GOV 4.1.1.1
Policy Title	Nominations Committee - continued		
Date of Adoption	January 19, 2003		
Date Last Reviewed	November 15, 2008		
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Individual Board members contribute to Board recruitment by:

1. Providing suggestions for prospective Directors;
2. Cultivating future prospective Directors; and
3. Helping with recruitment activities as needed.

Members of the organization contribute to Board recruitment by:

1. Providing suggestions for prospective Directors to the Nominations Committee; and
2. Considering letting their own name stand for election.

The President may:

1. Be a member of the Nominations Committee;
2. Assist the Nominations Committee by offering his or her opinion about what member qualities the Board may require in the future; and
3. Assist with approaching Board nominees.

Immediately after the Annual General Meeting, the Board appoints the President and individuals to serve on the Nominations Committee. The Committee first reviews the bylaws and policies related to Board recruitment. Their recruitment plan must not contravene CPF's Bylaws.

The President records those Directors who are leaving the Board because they have completed their terms and confirms that the remaining Directors are committed to remaining on the Board. The President also consults with members who have not fulfilled their responsibilities and asks them about leaving the Board, if appropriate. Directors eligible for re-election according to the bylaws for an additional term are evaluated before being invited to serve an additional term. An additional term should not be automatic.

(See APPENDIX B)

GOV 4.1.1.1 - continued

Policy Type	GOVERNANCE	Policy No.	GOV 4.1.1.1.1
Policy Title	Nominations Committee Process		
Date of Adoption	January 19, 2003		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

1. The Nominations Committee assesses the qualities of current Directors, and considers what strengths will be lost as members complete their term.
2. The Nominations Committee considers the short- and long-term plans of the organization and any special Board qualities that are required to carry out these plans.
3. The Nominations Committee develops the selection criteria for prospective Directors, and discusses the selection criteria with the entire Board.
4. The Nominations Committee requests suggestions for suitable prospective Directors from a variety of sources.
5. The Nominations Committee researches all of the prospective Directors in more depth, and chooses suitable candidates to nominate.
6. The Nominations Committee may ask the Board to approve the list of Board nominees, although the Board will usually simply accept the Nominations Committee's recommendations.
7. The Nominations Committee designs a customized approach for recruiting each individual nominee, and assigns a recruiter or recruitment team to approach each Board nominee.
8. The recruiters carry out the recruitment plan and invite interested Board nominees to stand for election.
9. The Nominations Committee shall circulate the list of nominees and qualifications in a standardized form to attendees at the Annual General Meeting.
10. The qualifications of each of the candidates will be presented in a standardized form to each of the voting members attending the Annual General Meeting.
11. At the Annual General Meeting, a vote will be held if necessary, or a slate of nominees will be accepted by acclamation.
12. The Board Chair welcomes the new Board members to the Board.

GOV 4.1.1.1.1

Policy Type	GOVERNANCE	Policy No.	GOV 4.1.2
Policy Title	Ad Hoc Committees		
Date of Adoption	September 19, 1999 (CPF-National)		
Date Last Reviewed	November 15, 2008		
Date Last Modified	September 19, 1999		

Ad Hoc Committees of the Board

The Board may appoint ad hoc committees from time to time for specific purposes.

These ad hoc committees shall automatically terminate after a year unless given a definite renewed mandate by the Board. The terms of reference shall be clearly identified by the Board.

CPF Operational Committees

All other committees of Canadian Parents for French are operational committees under the jurisdiction of the Executive Director. Directors who serve on such committees do so as volunteers and not as Directors.

Policy Type	GOVERNANCE	Policy No.	GOV 4.2
Policy Title	Volunteer Leadership Development		
Date of Adoption	June 20, 1998 (CPF-National)		
Date Last Reviewed	November 15, 2008		
Date Last Modified	January 31, 2004 (CPF-National)		

In order to enable the Board to fulfill their responsibilities to CPF and to attain those skills and abilities that they need, volunteer leadership development is essential. This must be planned and structured so that both the organization and the individual Director profit.

Consequently, the Board shall undertake a needs survey annually to determine what training is required; at least three Board meetings a year shall include specific training for the Directors.

It is agreed that Directors will make themselves available either before or after designated Board meetings for ongoing training.

GOV 4.2

Policy Type	GOVERNANCE	Policy No.	GOV 4.3
Policy Title	Policy and Procedures Development		
Date of Adoption	June 20, 1998 (CPF-National)		
Date Last Reviewed	April 26, 2008 (CPF-National)		
Date Last Modified	April 26, 2008 (CPF-National)		

To be reviewed at a later date.



Policy Type	GOVERNANCE	Policy No.	GOV 4.4
Policy Title	Channels of Communication to the Board		
Date of Adoption	April, 1984 (CPF-National)		
Date Last Reviewed	November 15, 2008		
Date Last Modified	April 19, 2002 (CPF-National)		

Any Voting Member or Distinguished Life Member of Canadian Parents for French may communicate with the Board in the following ways:

1. Any member wishing a copy of Board minutes for a particular meeting may receive one free of charge. Whenever possible, this copy will be supplied by email or fax. This practice will apply to a single copy only and no member may make a standing order for Board minutes. Board minutes are also available through the Branch office.
2. A member wishing to bring a matter to the attention of the Board should communicate with the Branch office or with a Director of the Board.

Policy Type	GOVERNANCE	Policy No.	GOV 4.5
Policy Title	Orientation of New Directors		
Date of Adoption	1991 (CPF-National)		
Date Last Reviewed	November 15, 2008		
Date Last Modified	April 19, 2002 (CPF-National)		

In order to assist newly-elected Directors to assume their role quickly and effectively, the President shall ensure that each newly-elected Director receives an adequate information package as soon as possible following the Director's election and shall organize an orientation session in conjunction with the first Board meeting following the AGM.

Policy Type	GOVERNANCE	Policy No.	GOV 5
Policy Title	Use of Corporate Name		
Date of Adoption	November 16, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 16, 2002		

To ensure consistency in the use of the corporate name, "Canadian Parents for French":

1. The use of corporate name by chapters is at the discretion of the National Board of CPF;
2. The form of the name for a chapter will be "Canadian Parents for French" followed by a hyphen and the name of the chapter (e.g. "Canadian Parents for French - Yorkton Chapter"); and
3. New chapters will first seek permission through the branch Board to use the corporate name, "Canadian Parents for French".



EXECUTIVE LIMITATIONS

Policy Type	EXECUTIVE LIMITATIONS	Policy No.	ELIM 1
Policy Title	General Executive Constraint		
Date of Adoption	November 03, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

General Executive Constraint

The Executive Director *shall* not cause or allow any practice, activity, decision or organizational circumstance that is illegal, imprudent, in violation of commonly accepted codes of ethics or inconsistent with the mission of CPF.

Administrative Clarity

The Executive Director may not operate without:

- Procedures to assure operational/administrative continuity.
- Operational policies and procedures known and available to employees.

Emergency Executive Succession

The Executive Director shall not fail to ensure that senior-level employees are informed and able to deal appropriately with Board and Executive level issues and processes.



Policy Type	EXECUTIVE LIMITATIONS	Policy No.	ELIM 1.1
Policy Title	Volunteer and Employee Treatment		
Date of Adoption	November 03, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

The Executive Director's authority, with respect to paid *staff and* volunteers, is limited so as to assure that the rights of volunteers and employees to fair, equitable, and humane treatment are not impeded. Accordingly, the Executive Director shall not:

1. Operate without written personnel policies that clarify personnel rules for volunteers and staff, provide for effective handling of grievances and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
2. Discriminate against any staff member for expressing an ethical dissent.
3. Prevent staff from grieving to the Board when:
 - a. Internal grievance procedures have been exhausted and
 - b. The employee alleges either that:
 - i. Board policy has been violated to his or her detriment, or
 - ii. Board policy does not adequately protect his or her human rights.
4. Fail to acquaint staff with their rights under this policy.
5. Cause or allow conditions that result in unfair or undignified treatment of volunteers.

Policy Type	EXECUTIVE LIMITATIONS	Policy No.	ELIM 1.2
Policy Title	Financial Planning and Conditions		
Date of Adoption	November 03, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

With respect to the financial planning and actual ongoing condition of CPF's financial health, the Executive Director, as authorized signing officer for CPF-SK, shall not risk fiscal jeopardy or deviate materially from Board priorities as established in ENDS Policies or fail to derive the budget from a multi-year plan.

Accordingly, the Executive Director shall not:

1. Fail to meet deadlines for reports and submissions to authorities or funding agencies.
2. Cause or allow budgeting that contains too little information to permit:
 - a. An accurate projection of revenues, expenses and cash flow;
 - b. Separation of capital and operational items;
 - c. Disclosure of planning assumptions;
 - d. An adequate audit trail.
3. Fail to inform the Board in the event that:
 - a) Expenses in any fiscal year exceed revenues received, unless there is reasonable certainty that revenues to cover any shortfall will be received within four months;
 - b) Current cash assets at any time are less than a safety reserve of 60 days' operating costs.
4. Fail to allocate an appropriate amount for Board prerogatives, such as fiscal audits, Board development, and Board meetings.
5. Allow any funds received by the organization and under the jurisdiction of the Executive Director to be held in a manner that would fail to ensure maximum benefit to the organization without consent of the Board.

ELIM 1.2

Policy Type	EXECUTIVE LIMITATIONS	Policy No.	ELIM 1.3
Policy Title	ENDS Focus of Grants or Contracts		
Date of Adoption	November 03, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 03, 2002		

In entering into grant or contract arrangements, the Executive Director shall not:

1. Authorize the imprudent, unlawful, or unethical use of funds.
2. Fail to assess or consider an applicant's capability to produce appropriately targeted efficient results.
3. Convey the right to use, modify, or distribute CPF-SK's intellectual property without express permission granted by the Board of Directors.
4. Approve remuneration, including reimbursable expenses, for CPF-SK member efforts unless covered by specific Board policy.

ELIM 1.3

Policy Type	EXECUTIVE LIMITATIONS	Policy No.	ELIM 1.4
Policy Title	Asset Protection		
Date of Adoption	November 03, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

The Executive Director shall not cause or allow assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the Executive Director shall not:

1. Fail to insure or implement acceptable risk management techniques:
 - a. Against theft and casualty losses to cover replacement value;
 - b. Against liability losses to Board members, employees or CPF itself, in any amount greater than the average for comparable organizations
2. Unnecessarily expose CPF, its Board, volunteers or employees to claims of liability.
3. Make any capital purchase or contract for services over \$5,000 without attempting to obtain at least three quotations, and without a stringent method of assuring the balance of long-term quality and cost.
4. Make any capital purchase or contract for services wherein protection has not been given against conflict of interest.
5. Fail to protect intellectual property, including information.
6. Establish short-term operating line(s) of credit that:
 - a. Extend beyond one-year;
 - b. Exceed three months' of operating expenses;
 - c. Have other than operating assets pledged against line(s) of credit; and
 - d. Are used for other than operational requirements.
7. Enter into long-term borrowing or long-term lease arrangements without prior approval of the Board.
8. Make commitments for expenditures of a capital nature which exceed \$5,000 without prior approval of the Board.
9. Allow any individual to have complete authority over a financial transaction.

ELIM 1.4

Policy Type	EXECUTIVE LIMITATIONS	Policy No.	ELIM 1.5
Policy Title	Compensation and Benefits		
Date of Adoption	November 03, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

With respect to employment, compensation and benefits for employees and contract workers, the Executive Director shall not cause or allow the fiscal integrity or public image of CPF to be jeopardized.

Accordingly, the Executive Director shall not:

1. Change his/her own compensation and benefits.
2. Establish compensation and benefits that deviate materially from the current geographical or professional market for the skills employed.
3. Establish or change staff benefits in a manner that would:
 - a. Cause unfunded liabilities to occur or commit CPF to benefits which create a significant risk of major increase in future costs; or,
 - b. Provide less than the basic level of benefits prescribed by the Saskatchewan Labour Standards.
4. Promise or imply permanent or guaranteed employment.
5. Fail to remit in a timely manner all payments to Canadian Revenue officials required by law.

ELIM 1.5

Policy Type	EXECUTIVE LIMITATIONS	Policy No.	ELIM 1.6
Policy Title	Communication and Support of the Board		
Date of Adoption	November 03, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

With respect to providing communication and support to the Board, the Executive Director shall not permit the Board to be uninformed or misinformed.

Accordingly, the Executive Director shall not:

1. Present information in unnecessarily complex or lengthy form.
2. Neglect to submit monitoring data required by the Board in an agreed-upon fashion.
3. Let the Board be unaware of relevant trends, significant legal issues, anticipated adverse media coverage or significant external and internal changes; particularly changes in the assumptions upon which any previous Board policy has been established.
4. Fail to advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies on governance process and Board-Executive Director relationship, particularly in the case of Board behaviour that is detrimental to the relationship between the Board and the Executive Director.
5. Fail to deal with the Board as a whole except when:
 - a. Fulfilling individual requests for information;
 - b. Responding to officers or committees duly charged by the Board; or
 - c. Briefing and advising senior officers between meetings of the Board.
6. Fail to report in a timely manner any actual or anticipated non-compliance with any policy of the Board.
7. Fail to supply approved agenda items to the Board required by law or contract to be approved, along with appropriate monitoring assurance.

ELIM 1.6

Policy Type	EXECUTIVE LIMITATIONS	Policy No.	ELIM 1.7
Policy Title	Compliance with the Federal Privacy Act		
Date of Adoption	April 25, 2004 (CPF-National)		
Date Last Reviewed	November 15, 2008		
Date Last Modified	April 25, 2004 (CPF-National)		

The Executive Director shall not allow any breach of the Federal Privacy Act.

ELIM 1.7

Policy Type	EXECUTIVE LIMITATIONS	Policy No.	ELIM 2
Policy Title	Ethical Fundraising and Financial Accountability		
Date of Adoption	November 29, 2003		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

1. CPF hereby adopts the Canadian Center for Philanthropy's Ethical Fundraising and Financial Accountability Code as its policy.
2. Members of the Board commit to being responsible custodians of donated funds, to exercise due care concerning the governance of fundraising and financial reporting, and to ensure to the best of their ability that the organization adheres to the provisions of the Code.
3. It is hereby confirmed that each member of the Board has received a copy of the Ethical Fundraising and Financial Accountability Code and that a copy will also be provided to each person who is subsequently elected to the Board.

(See Addendum A)



Policy Type	EXECUTIVE LIMITATIONS	Policy No.	ELIM 2.1
Policy Title	Charitable Donations		
Date of Adoption	November 29, 2003		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

The Executive Director shall not fail to ensure that CPF-SK adheres to the following policy concerning charitable donations:

1. As a registered charity, CPF-SK *shall*:
 - a) Issue a charitable donation receipt for any donation made to it in its own name;
 - b) Retain all the donations; and
 - c) File appropriate financial reports with Canada Customs and Revenue Agency (CCRA).

2. Any chapter of CPF administered through the jurisdiction of CPF-SK which has registered with CCRA as a registered charity may issue a charitable donation receipt for a donation made to it in its own name and retain all of the donation, and will be responsible for filing appropriate financial reports with CCRA.

3. For any chapter of CPF administered through the jurisdiction of CPF-SK which has not registered with the CCRA as a registered charity and which receives a donation, the branch office will:
 - a) Instruct the chapter to have the cheque made out to CPF-SK;
 - b) Instruct the chapter to send the cheque to the branch office; and
 - c) Send a cheque to the chapter and write a receipt to the donor as soon as the donor's cheque has been received in the branch office.

Policy Type	EXECUTIVE LIMITATIONS	Policy No.	ELIM 2.2
Policy Title	Tax Receipts for Goods Donated		
Date of Adoption	June, 1993 (CPF-National)		
Date Last Reviewed	November 15, 2008		
Date Last Modified	March 23, 2001 (CPF-National)		

In order that the value of a donated good does not become a matter of controversy between the donor and CPF, or between CPF and the Canada Customs and Revenue Agency (CCRA), the Executive Director shall not fail to exercise discretion in providing tax receipts for donated goods.

If there is disagreement between the donor and CPF as to the value of the donation, or if the donation is deemed to be worth more than \$1,000.00, the Executive Director shall not fail to seek the advice of a third party competent to assess the value of the goods in accordance with the guidelines of the CCRA.

Policy Type	EXECUTIVE LIMITATIONS	Policy No.	ELIM 3
Policy Title	Personal Information Protection		
Date of Adoption	February 21, 2004		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

The Executive Director shall not fail to develop an Operational Policy that conforms to the provisions of the Federal Personal Information Protection and Electronic Documents Act and any similar provincial legislation that should be enacted.

ELIM 3

BOARD-EXECUTIVE DIRECTOR LINKAGE

Policy Type	BOARD-ED LINKAGE	Policy No.	LINK 1
Policy Title	Unity of Control		
Date of Adoption	November 03, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

Only decisions of the Board acting as a body are binding on the Executive Director. No individual can act alone.

Accordingly:

1. Decisions or instructions of individual board members, officers, or committees are not binding on the Executive Director except in rare instances when the board has specifically authorized such exercise of authority.
2. In the case of board members or committees requesting information or assistance without board authorization, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds, or are disruptive.

LINK 1

Policy Type	BOARD-ED LINKAGE	Policy No.	LINK 1.1
Policy Title	Delegation to the Executive Director		
Date of Adoption	November 16, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

The board will instruct the Executive Director through written policies that prescribe the organizational ends to be achieved and describe organizational situations and actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the Executive Director to achieve certain results, for certain recipients, at a specific cost. These policies will be developed, and will be called ends policies.
2. The Board will develop policies that limit the latitude the Executive Director may exercise in choosing organizational means. These policies will be developed, and they will be called executive limitations policies.
3. As long as the Executive Director uses a reasonable interpretation of the Board's ends and Executive Limitation policies, the Executive Director is authorized to establish all further operational policies, make all decisions, take all actions, establish all practices and develop all activities.
4. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between the Board and Executive Director domains. By doing so, the Board changes the latitude of choice given to the Executive Director. But as long as any particular delegation is in place, the Board will respect and support the Executive Director's choices.

LINK 1.1

Policy Type	BOARD-ED LINKAGE	Policy No.	LINK 2
Policy Title	Accountability of the Executive Director		
Date of Adoption	November 16, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

The Executive Director is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Executive Director.

Accordingly:

1. The Board will never give instructions to persons who report directly or indirectly to the Executive Director.
2. The Board will refrain from evaluating, either formally or informally, any staff other than the Executive Director.
3. The Board will view Executive Director performance as identical to organizational performance so that organizational accomplishment of Board-stated ENDS and avoidance of Board-proscribed "*means*" will be viewed as successful Executive Director performance.
4. All operational committees under the Executive Director's jurisdiction, except those dealing with staff-specific issues, shall have volunteer representation.



Policy Type	BOARD-ED LINKAGE	Policy No.	LINK 2.1
Policy Title	Monitoring Performance of the Executive Director		
Date of Adoption	November 16, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

Systematic and rigorous annual monitoring of Executive Director job performance will be solely against the expected Executive Director job outputs: organizational accomplishment of Board policies on Ends, and organizational operation within the boundaries established in Board policies on Executive Limitations.

Accordingly:

1. Monitoring is simply to determine the degree to which board policies are being met. Data that do not do this will not be considered to be monitoring data.
2. The Board will acquire monitoring data by one of more of three methods:
 - a. By internal report, in which the Executive Director discloses compliance information to the Board;
 - b. By external report, in which an external, disinterested third party selected by the Board, assesses compliance with Board policies; and
 - c. By direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
3. In every case, the stand for compliance shall be any reasonable Executive Director interpretation of the Board policy being monitored.

All policies that instruct the Executive Director will be monitored at a frequency and by a method predetermined by the Board. The Board can monitor any policy at any time by any method which is fair, accurate and reasonable. The Board will ordinarily depend on a routine schedule.

(See APPENDIX C)

LINK 2.1

Policy Type	BOARD-ED LINKAGE	Policy No.	LINK 3
Policy Title	Maintaining Integrity and Continuity		
Date of Adoption	April 15, 2005 (CPF-National)		
Date Last Reviewed	November 15, 2008		
Date Last Modified	April 17, 2005 (CPF-National)		

Canadian Parents for French is the national body charged with maintaining integrity and continuity in the fulfillment of CPF's mandate at all levels.

Branch Boards have the obligation to frame Branch organizations and delegation of authority on the model set out by the National Board.

Branch Boards have a responsibility to inform Executive Directors of obligations and limitations as are from time to time articulated and defined by the National Board.

LINK 3

Policy Type	BOARD-ED LINKAGE	Policy No.	LINK 3.1
Policy Title	Dispute Resolution		
Date of Adoption	April 15, 2005 (CPF-National)		
Date Last Reviewed	November 15, 2008		
Date Last Modified	April 17, 2005 (CPF-National)		

Any dispute arising between levels of CPF and any dispute concerning the dissolution of Branches and Chapters, which cannot be resolved through the use of appropriate alternative resolution methods and approaches, shall be resolved by referral to the National Board of Directors.

LINK 3.1

ENDS

Policy Type	ENDS	Policy No.	ENDS 1
Policy Title	Purpose of the Organization		
Date of Adoption	March 28, 2001 (CPF-National)		
Date Last Reviewed	November 15, 2008		
Date Last Modified	April 17, 2005 (CPF-National)		

The purpose of CPF is to ensure that all youth in Canada have the opportunity to learn French.

ENDS 1

Policy Type	ENDS	Policy No.	ENDS 1.1
Policy Title	Objectives of the Organization		
Date of Adoption	November 03, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

The purpose of CPF-SK is to ensure that every child in Saskatchewan has the opportunity to learn French.

In pursuit of this purpose, CPF-SK will aim to bring about the following results to the achievement of which an appropriate level of resources will be allocated annually by the Board in consultation with the Executive Director.

1. French Second Language (FSL) education is a required part of the curriculum in all provinces so that fifty percent (50%) of high-school graduates are functionally bilingual by 2013.
2. Canadians value proficiency in French as a useful and desirable skill and an important part of our Canadian identity.
 - a. Students, parents, decision-makers in the field of education and culture, and the total community, are aware of the benefits of a French-second-language education.
 - b. As many children in Saskatchewan as possible have access to quality French-second-language educational programs.
 - c. Young Canadians have access to opportunities to use French in a variety of activities outside the classroom.
3. All elements of CPF work together as a team to achieve the goals of the organization.
4. Parents, educators, and decision-makers in the fields of education and culture at all levels are familiar with CPF and its goals.
5. Through membership fees, fundraising and revenue generating activities, and fiscal responsibility, the organization is financially stable.

The Board supports this financial stability through the development of appropriate governance and executive limitations policies.

Policy Type	ENDS	Policy No.	ENDS 1.2.1
Policy Title	Partnerships		
Date of Adoption	November 03, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

To assist CPF-SK in furthering its aims, it will see to develop ongoing partnership with organizations having similar goals. Such organizations include, but are not limited to SEVEC, French for the Future, the Saskatchewan Association of French Teachers (SATF/APFS), the Canadian Association of Second Language Teachers (ACPLS/CASLT), the Coalition for the Promotion of the French Language and Francophone Culture in Saskatchewan, AJF and other provincial francophone associations.

ENDS 1.2.1

Policy Type	ENDS	Policy No.	ENDS 1.2.2
Policy Title	Research		
Date of Adoption	November 16, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

CPF-SK collects and disseminates research and other information on the study of French as a second language as a support to its membership, chapters, and other stakeholders.

CPF-SK provides practical research, using secondary sources, in support of strategic initiatives.

ENDS 1.2.2

Policy Type	ENDS	Policy No.	ENDS 1.3
Policy Title	Communication with Media		
Date of Adoption	First Draft: September 24 2005		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

CPF-SK will have positive, constructive and respectable liaisons and communications with media.

The following steps are the process to follow if a journalist or media request information from CPF-SK:

1. The Executive Director will screen the requests in order to determine the subject of the communication, general direction of the issue and informally brief the journalist on CPF-SK involvements with the issue.
2. If the Executive Director deems the request appropriate, he/she will coordinate an interview or meeting between the President and the Journalist.
3. In the event where the President is unavailable or not in the position to appropriately fulfill the request, the Executive Director will determine, whether the Vice-President or any other Board member should be contacted. The issue raised and location of the Board members might be reflected in this decision.
4. The Executive Director will brief the Board member delivering the interview in order to ensure constructive and positive communication with the media, consistent with CPF-SK positions.
5. If a Board member is not available, the Executive Director shall give the interview if appropriate.
6. There is never an obligation to deliver an interview, but one should always portray CPF-SK, its mandate and its liaisons in a positive and constructive light.
7. If media approaches a Board member without the involvement of the Executive Director, the Board member may use his or her own discretion in accepting to deliver an interview or provide information. After any communication with media, Board members have the responsibility to brief the Executive Director and Board of Directors afterwards.

In general:

1. All questions relating to policies should be addressed to the President or the Board member responsible for the portfolio in question if applicable.
2. All questions relating to administrative duties should be addressed by the Executive Director.
3. CPF-SK personnel shall only deliver information or an interview to media after receiving approval from the Executive Director.
4. All News Releases will have the appropriate contact information available.

Policy Type	ENDS	Policy No.	ENDS 1.4.1
Policy Title	Visual Identity		
Date of Adoption	November 16, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

CPF-SK establishes the following standards for visual identity.

All publications in print or electronic form will display:

1. The CPF-SK logo using the approved wordmark format.

CPF *Canadian Parents for French*

2. POTL ("Proud of Two Languages") image with the bilingual slogan ("Nos deux langues, notre fierté").



3. The CPF logo may appear in black or teal (PMS 3282 or CMYK (C-89, M-36, Y-48, K-0)). The size and location will be dictated by space and design but the size of the word mark and images or logos should appear so that they are readily recognizable and to maintain the integrity of the word mark or image.

ENDS 1.4.1

Policy Type	ENDS	Policy No.	ENDS 1.4.2
Policy Title	Maintenance of Website		
Date of Adoption	November 03, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

CPF-SK maintains an up-to-date website for the purpose of promoting membership in and support of CPF, promoting French-second-language learning in Saskatchewan, revenue generation and chapter information.

The "home page" (i.e. index) of CPF-SK conforms to the policy on the visual identity of CPF.

The website will provide:

1. Contact information
2. Mission and vision statements
3. Link to the CPF-National and other branch websites

ENDS 1.4.2

Policy Type	ENDS	Policy NO.	ENDS 1.4.3
Policy Title	Paid Advertising		
Date of Adoption	November 03, 2002		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

Paid advertisements may be accepted in CPF-SK newsletters and on the CPF-SK website for the purpose of generating revenue.

Paid advertisements serve as an information resource for our readers and are restricted to education related products and services of interest to our membership.

ENDS 1.4.3

CHAPTER

Policy Type	CHAPTER	Policy No.	CHP 1
Policy Title	Formation of Chapters		
Date of Adoption	May 04, 2003		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

1. Minimum standards for the establishment of chapters are determined by the National Board of Directors of CPF and are contained in the bylaws thereof.
2. The formation of new chapters is subject to the approval of the branch Board.
3. Chapters must develop bylaws that conform to the branch and National bylaws.
4. The chapter must elect a Board of directors in accordance with its own bylaws.
5. The chapter must open a bank account in the chapter's name (Canadian Parents for French – xxx chapter) with appropriate signing officers and a specification that cheques must be co-signed by any two of these officers.
6. The Saskatchewan branch will provide new chapters with a start-up grant of \$300.00.

Policy Type	CHAPTER	Policy No.	CHP 2
Policy Title	Chapter Maintenance		
Date of Adoption	May 04, 2003		
Date Last Reviewed	November 15, 2008		
Date Last Modified	November 15, 2008		

1. Chapters must abide by the conditions for chapters specified in branch and National bylaws.
2. Chapters must advise the Saskatchewan branch office of the results of elections immediately following the chapter Annual General Meeting.
3. Chapters must present an action plan each January outlining programs for the following school year that require branch support. Budgets must be submitted for any new initiatives for which branch funding is requested.
4. Chapters must provide, within 30 days of the event, detailed activity and financial reports of chapter/branch co-sponsored activities on the forms provided by the branch.
5. Chapters must, by the third week of April in each year, provide the branch with an Annual Report including an activity report and financial statements using the forms provided by the branch.
6. Chapters must send at least one representative to the branch Annual General Meeting of CPF-SK.
7. The branch will withhold rebates if chapters fail to meet requirements.

Policy Type	CHAPTER	Policy No.	CHP 3
Policy Title	Chapter Dissolution		
Date of Adoption	May 04, 2003		
Date Last Reviewed	November 15, 2008		
Date Last Modified	May 04, 2008		

1. If a chapter Board deems that they are unable to continue functioning as a chapter, they may pass a motion of dissolution.
2. Funds held by the chapter at dissolution will be forwarded to the branch which will hold the funds in trust for one year.
3. The branch will attempt to re-establish the chapter during the ensuing year.
4. After a full year, if the chapter has not been re-established, the funds will revert to the branch.

Policy Type	Mary Joyce Booth Endowment Fund	Policy No.	MJB 1
Policy Title	Use of Funds		
Date of Adoption	May 01, 2010		
Date Last Reviewed	November 21, 2011		
Date Last Modified	November 21, 2011		

The generosity and vision of the late Mary Joyce Booth will assist CPF-SK in furthering its aims of promoting and creating French-Second-Language learning opportunities. In accordance to Mary Joyce Booth's will, the funds are to be used for the promotion in the area of French-Second-Language learning.

Funds will be used as an incumbent reserve and restricted, at the discretion of the Board of Directors. At the beginning of each fiscal year, funds will be allocated for the purpose of promoting and enhancing French-Second-Language learning opportunities.

MJB 1

Policy Type	Mary Joyce Booth Endowment Fund	Policy No.	MJB 2
Policy Title	As a Contingency Fund		
Date of Adoption	November 21, 2012		
Date Last Reviewed	November 21, 2012		
Date Last Modified	November 21, 2012		

In the unlikely event that CPF-SK would need to close its Branch, the MJB Endowment money would be used to dissolve the non-profit organization, Canadian Parents for French – Saskatchewan Inc.

MJB 2

***ADDENDA
AND
APPENDICES***

Addendum A

Policy Type: **EXECUTIVE LIMITATIONS (ELIM 2)**

Policy Title: **Ethical Fundraising and Financial Accountability**

Donor's Rights

1. All donors (individuals, corporations, and foundations) are entitled to receive an official receipt for income tax purposes for the amount of the donation. Donors of non-monetary eligible gifts (or gifts-in-kind) are entitled to receive an official receipt that reflects the fair market value of the gift. (Note: The term "Eligible gifts" is comprehensively defined by CCRA. A full definition can be found in CCRA's Interpretation Bulletin dealing with gifts and official donation receipts¹. Some common gifts, such as donations of volunteer time, services, etc. are not eligible to receive official tax receipts.) The charity's governing Board may establish a minimum amount for the automatic issuance of receipts, in which case smaller donations will be receipted only upon request.
2. All fundraising solicitations by or on behalf of the charity will disclose the charity's name and the purpose for which funds are requested. Printed solicitations (however transmitted) will also include its address or other contact information.
3. Donors and prospective donors are entitled to the following, promptly upon request:
 - a. The charity's most recent annual report and financial statements as approved by the governing Board;
 - b. The charity's registration number (BN) as assigned by CCRA;
 - c. Any information contained in the public portion of the charity's most recent Charity Information Return (form T3010) as submitted to CCRA;
 - d. A list of the names of the members of the charity's governing Board; and
 - e. A copy of this Ethical Fundraising & Financial Accountability Code.
4. Donors and prospective donors are entitled to know, upon request, whether an individual soliciting funds on behalf of the charity is a volunteer, an employee or a hired solicitor.
5. Donors will be encouraged to seek independent advice if the charity has any reason to believe that a proposed gift might significantly affect the donor's financial position, taxable income, or relationship with other family members.
6. Donors' request to remain anonymous will be respected.
7. The privacy of donors will be respected. Any donor records that are maintained by the charity will be kept confidential to the greatest extent possible. Donors have the right to see their own donor record, and to challenge its accuracy.
8. If the charity exchanges, rents, or otherwise shares its fundraising list with other organizations, a donor's request to be excluded from the list will be honoured.
9. Donors and prospective donors will be treated with respect. Every effort will be made to honour their requests to:
 - a. Limit the frequency of solicitations;
 - b. Not be solicited by telephone or other technology; and
 - c. Receive printed material concerning the charity.
10. The charity will respond promptly to a complaint from a donor or prospective donor about any matter that is addressed in this Ethical Fundraising & Financial

Code. A designated staff member or volunteer will attempt to satisfy the complainant's concerns in the first instance. A complainant who remains dissatisfied will be informed that he/she may appeal in writing to the charity's governing board or its designate, and will be advised in writing of the disposition of the appeal. A complainant who is still dissatisfied will be informed that he/she may notify the Canadian Centre for Philanthropy in writing.

Fundraising Practices

1. Fundraising solicitations on behalf of the charity will:
 - a. Be truthful;
 - b. Accurately describe the charity's activities and the intended use of donated funds; and
 - c. Respect the dignity and privacy of those who benefit from the charity's activities.

2. Volunteers, employees and consultants who solicit or receive funds on behalf of the charity shall:
 - a. Adhere to the provisions of this Ethical Fundraising & Financial Accountability Code;
 - b. Act with fairness, integrity, and in accordance with all applicable laws;
 - c. Adhere to the provisions of applicable professional codes of ethics, standards of practice etc;
 - d. Cease solicitation of a prospective donor who identifies the solicitation as harassment or under pressure;
 - e. Disclose immediately to the charity any actual or apparent conflict of interest; and
 - f. Not accept donations for purposes that are inconsistent with the charity's objects or mission.

3. Paid fundraisers, whether staff or consultant, will be compensated by a salary, retainer or fee, and will not be paid finders' fees, commissions or other payments based on either the number of gifts received or the value of funds raised. Compensation policies for fundraisers, including performance-based compensation practices (such as salary increases or bonuses) will be consistent with the charity's policies and practices that apply to non-fundraising personnel.

4. The charity will not sell its donor list. If applicable, any rental, exchange or other sharing of the charity's donor list will exclude the names of donors who have so requested (as provided in section A8, above). If a list of the charity's donors is exchanged, rented or otherwise shared with another organization, such sharing will be for a specified period of time.

5. The charity's governing board will be informed at least annually of the number, type and disposition of complaints received from donors or prospective donors about matters that are addressed in this Ethical Fundraising & Financial Accountability Code.

Financial Accountability

1. The charity's financial affairs will be conducted in a responsible manner, consistent with the ethical obligations of stewardship and the legal requirements of provincial and federal regulators.

2. All donations will be used to support the charity's objects, as registered with the CCRA.

3. All restricted or designated donations will be used for the purposes for which they are given. If necessary due to program or organization changes,

alternative uses will be discussed where possible with the donor or donor's legal designate. If the donor is deceased or legally incompetent and the charity is unable to contact a legal designate, the donation will be used in a manner that is as consistent as possible with the donor's original intent.

4. Annual financial reports will:

a. Be factual and accurate in all material respects;

b. Disclose:

i. The total amount of fundraising revenues (received and non-received)²;

ii. The total amount fundraising expenses (including salaries and overhead costs)³;

iii. The total amount of donations that are received for income tax purposes (excluding bequests, endowed donations that cannot be expected for at least ten years, and gifts from other charities)⁴;

iv. The total amount of expenditures on charitable activities (including gifts to other charities)⁵;

c. Identify government grants and contributions separately from other donations; and,

d. Be prepared in accordance with generally accepted accounting principles and standards established by the Canadian Institute of Chartered Accountants, in all material respects.

5. No more will be spent on administration and fundraising than is required to ensure effective management and resource development. In any event, the charity will meet or exceed CCRA's requirements for expenditures on charitable activities. (The Income Tax Act sets out a requirement that all registered charities spend 80% of their received donations from the previous taxation year - excluding bequests, endowed donations that cannot be expended for at least 10 years, and gifts from other charities - on charitable activities; in addition, charitable foundations are required to expend 4.5% of their assets in support of charitable programs)⁶.

6. The cost-effectiveness of the charity's fundraising program will be reviewed regularly by the governing Board.

Endnotes:

1. Currently, "Eligible Gifts" are defined in IT110R3 Gifts and Official Donation Receipts.

2. Total of amounts from lines 100, 102, and 113 of T3010 (CCRA's Registered Charity Information Return, 2001)

3. Amount from line 123 of T3010 (2001)

4. Amount from line 906 of T3010 (2001)

5. Total of amounts of lines 120 and 121 of T3010 (2001)

6. See section 149.1 of the Income Tax Act.

Appendix A

Board Accountability and Self-Assessment Tools

Appendix B

Selection Criteria for Recruiting New Board Directors



Canadian Parents for French – Saskatchewan Board Meeting Exit Survey

Date of Meeting _____

Board Meetings:	Never Always			
1. Did we have minutes, reports, background reading and a proposed agenda in advance of the meeting and in sufficient time to read materials?	1	2	3	4
2. We start our meetings on time	1	2	3	4
3. We encourage participation by all members	1	2	3	4
4. We follow the order of business set by the agenda	1	2	3	4
5. We maintain order, proper conduct and decorum	1	2	3	4
6. We ensure debate is relevant to the question	1	2	3	4
7. We make decisions in an informed, evidence-based manner	1	2	3	4
8. We adhere to our governance policies	1	2	3	4
9. We make decisions that are consistent with our mission statement	1	2	3	4
10. Were we prepared for the meeting by having read material provided and providing Branch liaison reports?	1	2	3	4
11. Have we and the staff a clear understanding of any tasks required of us prior to the next meeting?	1	2	3	4

Feedback for Better Meetings

One idea to improve our meetings is ...

<i>Our meetings would be better if we did more of ...</i>	<i>Our meetings would be better if we did less of ...</i>

Appendix C

Executive Director Accountability and Organization Performance Monitoring Schedule