



MEMBER ORIENTATION HANDBOOK



Canadian Association for Co-operative Education
www.cafce.ca

INTRODUCTION

The CAFCE Member Orientation Handbook is an extension of the CAFCE By-laws that captures the association's best practices, policies, and procedures. The CAFCE Member Orientation Handbook is to be used as an educational tool for members **who are interested in volunteering on CAFCE's Board of Directors, Standing Committee(s), and Ad hoc Committee(s)**. The Council and Committees may copy relevant material into their own policy and procedures manuals.

The CAFCE Member Orientation Handbook is available on-line at www.cafce.ca -> Resources> Orientation Handbook

CAFCE Board of Directors Handbook: 1992

Revised: 1999

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CHAPTER 1

OBJECTIVES OF THE CORPORATION

Canadian Association for Co-operative Education (CAFCE)

The Canadian Association for Co-operative Education (CAFCE) was created in 1973 and incorporated on March 1, 1979 as a charitable organization.

The objectives of the Corporation are:

To provide a forum for individuals and institutions interested in co-operative education and more specifically:

1. To broaden the interpretation and understanding of the significance and values of co-operative education.
2. To strengthen the functioning of co-operative education through active interchange of ideas and experience among educators, employers and students.
3. To provide a source of information about co-operative education to counsellors, teachers, administrators in post-secondary education, and the employment community.
4. To extend participation in co-operative education.
5. To provide a program accreditation service to its members.
6. To encourage and co-ordinate fact-finding surveys, studies and long-term research in areas related to the objects of the Corporation.
7. To provide its Members with a medium for the exchange, review and evaluation of co-operative education related information and particularly in the form of professional training seminars for new and experienced co-operative personnel.
8. To co-ordinate its activities with other related national and international organizations.

BELIEFS AND VALUES

1. CAFCE values the role as Canada's leading voice in post-secondary Co-operative Education. It provides a forum for proactively addressing the dynamic needs of its constituents. The constituents are comprised of:
 - a. Post-secondary co-operative education students seeking careers;
 - b. That sector of the employer community recruiting post-secondary co-op students;
 - c. Institutions and individuals involved in delivering post-secondary Co-operative Education, and
 - d. Those individuals in Canadian society, affiliated with education and training, who participate in the Co-operative Education process but not directly as a student, employer or institutional educator.
2. CAFCE values experiential learning in general and its definition of Co-operative Education in particular.
3. CAFCE values the accreditation process as a means of encouraging quality Co-operative Education.
4. CAFCE values its role as a positive change agent amongst the constituents.
5. CAFCE values individuals (both paid and volunteer) who, through their energy, enthusiasm and creativity drive the activities of the association.
6. CAFCE values the process of linking with other associations involved in experiential learning.
7. CAFCE values its "not for profit" status and strives for financial viability through on-going member and self-generated support.

VISION

To be the voice for postsecondary co-operative education in Canada.

MISSION

Is to foster and advance post-secondary co-operative education in Canada.

We do this through a national forum of professional co-op practitioners; by establishing national standards and promoting the value of co-operative education; and by delivering opportunities for learning and sharing of best practices.

FIVE YEAR GOALS AND OBJECTIVES **(September 2006 –August 2011)**

Goal #1: Accreditation:

- Promote the value of accreditation as a means to enhance post-secondary co-operative education in Canada.
- Improve communication and promote to our members.
- Provide mentorship for institutions considering accreditation.
- Explore other ways to support institutions through the accreditation process.

Goal #2: Capacity Building:

- Develop and implement a plan to increase our capacity to achieve our goals and deliver value to our members.
- Create a plan to make the best use of our finances and ensure the future stability of the organization.
- Develop programs to increase volunteer participation and support by a broader group of members.
- Invest in appropriate databases/information systems to support our goals.

Goal #3: Professional Development & Membership Services:

- Expand professional development opportunities and membership services.
- Increase professional development, sharing of best practices, networking.
- Capitalize on international partnerships/alliances.
- Address geographical barrier.
- Explore possibility of professional designation and/or enhanced training.
- Research.
- Increase the value of membership.

Goal #4: Marketing:

Develop and implement a marketing and communications plan to enhance our position as the national voice for co-operative education.

- National presence / raise awareness.
- Develop Government awareness.
- Communicate with members to provide info updates; promote benefits; encourage members to embrace CAFCE and become active members of CAFCE.

Goal #5: Membership:

- Attract and engage more members.
- Better communicate the value of membership.
- Increase memberships at existing member institutions.
- Increase member engagement in CAFCE.
- Increase member satisfaction in CAFCE.

CHAPTER 2

MEMBERSHIP

Membership in CAFCE is open to individuals who are employed by Co-operative Education/Internship institutions and co-operative employers as well as other individuals interested in the development of post-secondary Co-operative Education/Internship in Canada. Application for membership shall be submitted in writing and include payment of the annual fee as fixed by the Board. The CAFCE Membership year runs from September 1 – August 31. Memberships are transferable throughout the year.

Voting Member

Individuals/organizations interested in co-operative education (see membership fee structure). All registered members are voting members.

2009/2010 Membership Fees

1 Member	\$315	6 Members	\$2,555
2 Members	\$630	17 Members	\$2,615
3 Members	\$845	18 Members	\$2,675
4 Members	\$1,060	19 Members	\$2,735
5 Members	\$1,225	20 Members	\$2,795
6 Members	\$1,390	21 Members	\$2,855
7 Members	\$1,555	22 Members	\$2,915
8 Members	\$1,720	23 Members	\$2,975
9 Members	\$1,885	24 Members	\$3,035
10 Members	\$1,995	25 Members	\$3,095
11 Members	\$2,105	26 Members	\$3,155
12 Members	\$2,215	27 Members	\$3,215
13 Members	\$2,325	28 Members	\$3,275
14 Members	\$2,435	29+ Members	\$3,335
15 Members	\$2,495		

2010/11 Membership Fee

1 Member	\$330	16 Members	\$2,655
2 Members	\$660	17 Members	\$2,720
3 Members	\$880	18 Members	\$2,785
4 Members	\$1,100	19 Members	\$2,850
5 Members	\$1,270	20 Members	\$2,915
6 Members	\$1,440	21 Members	\$2,980
7 Members	\$1,610	22 Members	\$3,045
8 Members	\$1,780	23 Members	\$3,110
9 Members	\$1,950	24 Members	\$3,175
10 Members	\$2,065	25 Members	\$3,240
11 Members	\$2,180	26 Members	\$3,305
12 Members	\$2,295	27 Members	\$3,370
13 Members	\$2,410	28 Members	\$3,435
14 Members	\$2,525	29+ Members	\$3,500
15 Members	\$2,590		

Honorary Members

Honorary Members may be appointed by the Board for a life-time membership. An Honorary Member shall be a voting member.

BENEFITS OF MEMBERSHIP

Membership in CAFCE has a variety of benefits, as this professional association provides members with opportunities for professional development and networking. In addition, CAFCE is an important national volunteer advocate of Co-operative Education/Internship, and the Accreditation Council provides leadership and quality program evaluation.

Networking Opportunities

CAFCE members are dedicated professionals with experience in education, training, recruiting and human resource counselling. This association joins members in a dynamic network where:

- Relationships with new and experienced members are developed and fostered;
- Ideas, skills and expertise are exchanged to enhance the Co-operative Education/Internship experience of all members; and
- Professional challenges are discussed and interesting insights are examined from various perspectives.

The CAFCE Discussion Board (<http://www.cafce.ca/discussion/>) provides a venue for members to pose questions to other experienced co-op practitioners and share information (contact the Office Manager if you require directions on registering).

Professional Development

The CAFCE professional development program recognizes each member's need to invest in and diversify his/her own professional competence. National conferences are held every second year and are hosted by the regional committees of CAFCE so the location rotates around the country. The conferences generally run from Sunday to Wednesday with a strong professional and social program. During a non-conference year, the PD Committee organizes a professional development session in conjunction with the annual general meeting (AGM) in November. In addition, regional committees may host their own professional development sessions annually.

Leadership and Advocacy

Visibility at both national and provincial levels enables CAFCE to be a prominent advocate in promoting Co-operative Education/Internship initiatives.

Standards

CAFCE's independent Accreditation Council ensures that only the highest standards exist for our members. Member institutions are subject to rigorous evaluation before achieving accreditation status. Ongoing education and discussion of topics concerning Co-operative Education/Internship and professional development ensure that members can **maintain and support CAFCE's commitment to excellence.**

Publications

Valuable information relating to Co-operative Education/Internship is made available to CAFCE members through announcements, the CAFCE Discussion Board, and the web site.

- On-line Co-operative Education/Internship Directory.
- Co-op Manual: A Guide to Planning and Implementing Co-operative Education Programs.
- CAFCE News Update.
- Co-op Tips and Techniques.
- CAFCE Accreditation/Re-accreditation Guidelines.
- Member Orientation Handbook

Alliances and Partnerships

The Board works with like-minded associations to further the advancement of co-operative education and increase the benefits to members.

Conference:

The CAFCE Board of Directors extends complimentary conference registrations to the CEIA and WACE Presidents or to their appointed designate. **Travel and accommodations cost are to be covered by the Board member's institution.**

Co-op Summit:

The CAFCE President participates in an annual meeting with several international organizations involved in experiential learning.

Accreditation Council for Co-operative Education (ACCE): <http://www.co-opaccreditation.org/> The Cooperative Division of the American Society for Engineering Education (CED): <http://www.profpractice.gatech.edu/ced/>

Canadian Association for Co-operative Education (CAFCE) www.cafce.ca

Cooperative Education and Internship Association (CEIA): <http://www.ceiainc.org>

National Commission for Co-operative Education (NCCE): <http://www.co-op.edu/index.htm>

Northeastern University (NEU) The National Society for Experiential Education (NSSE): <http://www.nsee.org/>

The World Association for Cooperative Education (WACE): <http://www.waceinc.org/about.html>

Their hope is to meet twice a year to collaborate on three issues:

- Promote the CEIA Co-operative Education Research Journal
- Reciprocal agreements
- Accreditation/certification

CAFCE AWARDS AND MEMBER RECOGNITION

Volunteer Recognition

CAFCE recognizes and expresses its appreciation in a letter to the individual and his/her institution for involvement and dedication as an active member whose support, effort, and initiative has fostered the development of Co-operative Education/Internship in Canada through CAFCE in the current membership year.

Dr. Albert S. Barber Award

The Albert S. Barber Award is awarded to recognize the recipient's outstanding contributions to the advancement of the philosophy and practice of Co-operative Education/Internship in Canada. The Award continues to be sponsored by the University of Waterloo.

Dr. Graham Branton Research Award

The Dr. Graham Branton Research Award recognizes significant contributions by CAFCE members to scholarly research in Co-operative Education/Internship, and to encourage such research. The Award is sponsored by the University of Victoria.

CAFCE Service Award(s)

Service awards were instituted by CAFCE in 1989. These awards were implemented to recognize meritorious service to the Association by individual(s) during the current membership year.

Awards and Nomination Forms and Presentation

The nomination forms for the CAFCE Awards are posted on the CAFCE website. These awards are announced and presented during the conference or at the Annual General Meeting on a non-conference year.

CAFCE Co-op Student of the Year Awards

Since 1994, CAFCE has chosen a student each year to receive the CAFCE Co-op Student of the Year Award (CSOTY). The award was divided into two awards, one for a college and one for a university in 2006. These awards recognize a wide variety of achievements: job performances; academic performances; responsibilities; particular contributions to their employers; to co-operative education; and, their communities at large.

Emery/Dufault Award

The Emery-Dufault Award was established by CAFCE in 2003 in recognition of the contributions of two of the founding fathers of co-operative education in Canada, Les Emery and George Dufault. The Emery-Default Cash Awards are made through donations from Christopher Dufault and are awarded to the CAFCE Co-op Students of the Year

Note: Person(s) receiving cash (including gift cards), grants, prizes, scholarships, bursaries, etc. will need to be issued a T4N Slip. Committee Chairs are required to note this on promotional material and are responsible for collecting the winners Last name, First name, Initial, Social Insurance Number (SIN, Home Address, and telephone number).

CAFCE RESEARCH GRANT

Instituted in 2006 to help strengthen the development of Co-operative Education in Canada by supporting research that provides a deeper understanding of what engages, enacts, and enriches students, faculty, employers, and staff as well as studies that contrast and compare various co-op practices and their outcomes.

2007 Pilot Projects (\$10,000)

- *A 360-Degree Assessment Model for Fostering Reciprocal Development of Professional Behaviors and Communication Skills Across Academic and Cooperative Education Experiences* by Dr. Lorna Hayward and Dr. Betsey Blackmer, Northeastern University

- *Comparing Employability Between Native English Speakers and English Language Learners in a Co-operative Program at a Large Canadian University* by Christine Arsenault and Renée Janes-Reid, University of Toronto

2008 (\$5,000)

The Use of a Blogging Community to Prompt Learner Reflection during Co-operative Education Work Terms (CAFCE 2008 Research Grant, to be presented at the CAFCE AGM in 2009 or CAFCE 2010 Conference)
Sandra Birrell, Principal Researcher, Simon Fraser University

2009 (\$5,000)

Sponsored by Concordia University, Institute for Co-operative Education

"Seeing Cooperative Education: A Study of the Lived Experiences of Cooperative Education Students as Seen and Understood by Co-op Students, Staff, and Myself" by Ms. Jeela Jones, PhD Candidate & Assistant Director, Learning and Professional Development, University of Ottawa.

ORGANIZATIONAL STRUCTURE



CHAPTER 3

BOARD OF DIRECTORS

Executive of the Board and Directors are elected by the membership except for the Treasurer who is appointed by the Board. Candidates must be a member in good standing and will require their employer's support to invest the financial and time commitment to assume the responsibility of their Board position.

Executive of the Board

President
President-Elect
Past-President (Ex Officio)
Secretary
Treasurer

Directors

2 Director-at-Large (Employers)

Regional Representatives

Chosen by the members of their respected regions:

Atlantic Region
Quebec Region
Ontario Region
Manitoba Region
Saskatchewan Region
Alberta Region
BC/Yukon Region

Office Manager (Ex Officio)

ROLE OF THE BOARD

The function of the Board of Directors shall include but not be limited to:

- Furthering the objectives of CAFCE.
- Representing the membership.
- Administering the business of CAFCE between meetings of the Board and the members.
- Formulating policies, regulations and practices to govern the activities of CAFCE.
- Directing the execution of the policies, regulations and practices as per CAFCE By-laws.

MEETINGS OF THE BOARD AND EXECUTIVE

The Executive of the Board will meet regularly via teleconference or in-person meetings to ensure smooth operations of the Association.

The Board meets a minimum of three times a year for at least 1.5 days in length. Generally, meetings take place in Toronto, where the CAFCE Office is located and are arranged normally in November, February, and June (to be convenient for those traveling for work site visits). The Board meets to approve plans and budgets, create and implement objectives, and to ensure smooth operations of the association. Directors are expected to attend 3 Board meetings and the Annual General Meeting at their own expense. The Directors are required to attend in person the minimum of one meeting per year. Directors unable to attend may participate by teleconference, however, it is expected that Directors make an effort to attend meetings in person.

Travel to meetings is at the expense of the individual board member's institution. In conference years, one meeting will be held in conjunction with the association's national conference which is hosted by regional committees.

For each Board meeting, all Regional Representatives and Council/Committee Chairs are expected to complete activity reports to be distributed by the Office Manager two weeks in advance of the board meeting. Chairs or representatives may be invited to attend in person with adequate notice. All persons attending the meeting are responsible for bringing their own copies of these reports to the meeting.

Minutes of each meeting will be distributed by the Office Manager following the Board meeting.

ANNUAL GENERAL MEETING

The Annual General Meeting (AGM) is a legal requirement of CAFCE to provide the members an opportunity to review the audited Financial Statements and the announcement of the Board of Directors Election Results. The AGM must be held within 16 months of the previous AGM as required by the Federal Government. The CAFCE AGM will be scheduled in early November to allow adequate time for the financial year-end audit **and completion of the organization's** Financial Statements.

The association will hold a business meeting AGM during a conference year and hold a concurrent PD/Reception with its AGM during a non-conference year.

DUTIES OF THE PRESIDENT

Position Summary

The President is the Chief Executive Officer of the Association. The President shall direct the business of the Association and, in concert with other Directors to set policy, procedures and priorities. Candidates must be a member in good standing and will require their employer's support to invest the financial and time commitment to assume the responsibility of their Board position.

Duties

- Participates in the affairs of CAFCE by preparing for and presiding over meetings of the Board of Directors, the Executive of the Board, meetings of the membership and other related meetings of the Association.
- The President shall be a member Ex Officio of all committees/councils. Represents CAFCE on various committees, by planning for and attending meetings in order to co-ordinate policy on Co-operative Education/Internship in Canada, and to represent the interest of the Association. The President is a member Ex-Officio of all committees and councils.
- Works with the Board on relations with WACE, CEIA and other Co-operative Education/Internship bodies/associations.
- Liaises with other Directors and especially the Past-President, President-Elect, Treasurer, and Secretary to ensure the smooth functioning and promotion of the business of the Association.
- Represents CAFCE at international meetings such as World Association for Co-operative Education, CEIA Annual Conference and the like, where practical. Attendance at such meetings is at the expense of the **President's institution. The President may appoint a designate to represent CAFCE at such conferences.**
- Signs documents and contracts on behalf of the Association.
- In concert with the CAFCE Office Manager, distributes voting cards and records the number of proxy votes carried by the member in person or on behalf of other members.
- **Has overall responsibility for the general and active management of the Association's business by ensuring that all orders and resolutions of the Board are carried into effect and enforcing the provisions of the by-laws of the Association.**
- Seeks volunteers from the Board of Directors to be appointed as Board Representatives to the standing and ad hoc committees.
- **Sends President's Message to members in conjunction with the following events: United Nations International Volunteer Day on December 5 and National Volunteer Week (third week of April)**
<http://www.volunteer.ca/volcan/eng/content/nvw/welcome.php>.
- Notifies the CAFCE Office of vacations or extended periods of leave.

Term and Method of Appointment

The President shall automatically assume this office for the year following the term as President-Elect.

DUTIES OF PRESIDENT-ELECT

Position Summary

In addition to other duties assigned by the Board; to act on behalf of the President in the President's absence, disability or refusal to act. Candidates must be a member in good standing and will require their employer's support to invest the financial and time commitment to assume the responsibility of their Board position.

Duties

- Participates in the affairs of CAFCE by preparing for and attending meetings of the Board of Directors, the Executive of the Board, and meetings of the membership and other related meetings of the Association.
- Liaises with committees and other organizations as requested by the Executive.
- Liaises with other Directors and especially the President in order to ensure the smooth functioning and promotion of the business of the Association. Works with the Past-President and President on government relations and on relations with WACE, CEIA and other Co-operative Education/Internship bodies/associations.
- Submits agenda materials to the President and Secretary for information.
- Reviews all legal documents and manuals (CAFCE By-Laws, CAFCE Member Orientation Manual, Co-op Manual, Fair Treatment and Complaint Policy, previous meeting minutes, etc.)
- Reviews Accreditation Guidelines and participates in an Accreditation Application Review Team.
- Demonstrates leadership on the Board of Directors by participating in and/or chairing standing and/or ad hoc committees.

Terms of Appointment

Elected by the membership for a one-year appointment, however, this is a three-year commitment to the Board (President-Elect, President, Past-President).

DUTIES OF THE PAST-PRESIDENT

Position Summary

Acts in an advisory capacity to the Board by providing background experience, knowledge of Board practices and its history. The Past President will advocate and co-ordinate the business of the Association in concert with other Directors and works to ensure succession planning for the Association. Must remain a member in good standing and will require their employer's support to invest the financial and time commitment to assume the responsibility of their Board position.

Duties

- Participates in the affairs of CAFCE by preparing for and attending meetings of the Board of Directors and related meetings of the Association.
- Represents CAFCE on various committees by planning for and attending meetings in order to co-ordinate policy on co-operative education in Canada and to represent the interests of the Association.
- Liaises with the President of CAFCE in order to ensure the smooth functioning and promotion of the business of the Association.
- Chairs the Nominating and the Awards Committee of the Association generally comprised of Past-Presidents. This Committee conducts elections for the Association.
- Liaises with former Past-Presidents of the Association to tap into their experiences for special projects as assigned by the Board.
- Reviews and edits the CAFCE Member Orientation Handbook and CAFCE By-laws as required.

Term and Method of Appointment

The Past-President shall automatically assume this office for the year following the term of President of the Association.

DUTIES OF THE SECRETARY

Position Summary

In addition to other duties assigned by the Board, to ensure the accurate recording of business conducted during Board of Directors Meetings, Annual General Meeting (AGM), and Special Meetings in accordance with the provisions of the CAFCE By-laws. Candidates must be a member in good standing and will require their employer's support to invest the financial and time commitment to assume the responsibility of their Board position.

Duties

- Participates in the affairs of CAFCE by preparing for and attending meetings of the Board of Directors, the Executive of the Board, meetings of the membership, and other related meetings of the Association.
- Records minutes of Board meetings and forwards them to the CAFCE Office for distribution.
- Records attendance at the AGM of members attending in person or by proxy.
- Records minutes of the AGM and forwards them to the CAFCE Office for distribution.
- Demonstrates leadership on the Board of Directors by participating and chairing standing and/or ad hoc committees.

Term and Method of Appointment

The Secretary shall be elected each year by the membership of the Association.

DUTIES OF THE TREASURER

Position Summary

In addition to other duties assigned by the Board, the Treasurer oversees and controls the financial well being of the Association. This includes budget preparation, controlling the flow of funds and determining the most effective and efficient means of obtaining funds and maintaining records. Candidates must be a member in good standing and will require their employer's support to invest the financial and time commitment to assume the responsibility of their Board position.

Duties

- The incumbent in this particular role must be available to sign cheques at least twice a month at the CAFCE Office in Toronto.
- Participates in the affairs of the Association by preparing for and attending meetings of the Board of Directors, Executive Meetings, meetings of the membership, and other related meetings of the Association; liaises with committees and other organizations upon the request of the Board.
- Presents financial statements (year-to-date) for the Association at each Board meeting, provides financial information and recommendations to assist the Board in making sound decisions regarding fund disposal in the Association.
- At the fall meeting, reviews and proposes adjustments for the budget inherited from the previous years.
- **Ensures that arrangements have been made for the auditing of the previous year's books. Recommends an auditor to the general membership at the AGM.**
- Ensures that full and accurate accounts of all receipts and disbursements are kept in proper books of accounting at the CAFCE Office, and ensures that funds are disbursed in the proper manner via the CAFCE Manager.
- Has signing authority for financial documents and other documents of the Association.
- Notifies the CAFCE Office of vacations or extended periods of leave.

Term and Method of Appointment

The Treasurer shall be appointed by the CAFCE Board of Director and work in close proximity to the CAFCE Office.

DUTIES OF REGIONAL REPRESENTATIVE

Function

- Regional Representatives are CAFCE representatives in their respective region and will participate on the **CAFCE Board for at least one to three full year terms (November to November). They act as region's liaison** with CAFCE via its Board of Directors. Regional Representatives must be a member in good standing and will require their employer's support to invest the financial and time commitment to assume the responsibility of their Board position.

Duties

- The Directors are required to attend in person the minimum of one meeting per year.
- Reports on regional activities at Board meetings. Identifies regional issues and presents issues at the National Board meetings.
- Provides a regional report two weeks prior to a CAFCE Board meeting.
- Communicates CAFCE activities to region members, in particular providing information following National Board meetings.
- Presents new proposals received by the national board to their regional board in order to bring back a regional response to the national board.
- Demonstrates leadership on the Board of Directors by participating and chairing standing and/or ad hoc committees.
- Represents CAFCE at regional events.
- Reviews all legal documents and manuals (CAFCE By-Laws, CAFCE Member Orientation Manual, Co-op Manual, Fair Treatment and Complaint Policy, previous meeting minutes, etc.).
- Reviews the Accreditation Guidelines and participates on an Accreditation Application Review Team. Promotes the benefits of CAFCE Accreditation Guidelines.
- Provides a forum for the exchange of ideas and information. Gathers and shares information (e.g. statistics, survey information, etc.) from each of the Co-operative Education Programs in their region.
- Promotes Co-operative Education with employers, educators, and at all government levels.

Terms and Methods of Appointment

Chosen by their regional members.

DUTIES OF EMPLOYER REPRESENTATIVE

Function

- Employer Representatives must be a member in good standing and will require their employer's support to invest the financial and time commitment to assume the responsibility of their Board position.

Duties

- The Directors are required to attend in person the minimum of one meeting per year.
- Demonstrates leadership on the Board of Directors by participating and chairing standing and/or ad hoc committees.
- Reviews all legal documents and manuals (CAFCE By-Laws, CAFCE Member Orientation Manual, Co-op Manual, Fair Treatment and Complaint Policy, previous meeting minutes, etc.).
- Reviews the Accreditation Guidelines and participates on an Accreditation Application Review Team. Promotes the benefits of CAFCE Accreditation Guidelines.
- Promotes Co-operative Education with employers, educators, and at all government levels.

Terms and Methods of Appointment

Appointed by the Board for a one-year period. May be reinstated at the request of the full Board of Directors.

DUTIES OF BOARD REPRESENTATIVES

Board Representative is appointed from the current directors on the CAFCE Board of Directors.

Duties

- Attend and participate in committee meetings.
- Represent **the Board's position on projects and** activities.
- Address any Board requests or concerns with the committee and report back to the Board the committee's requests or concerns.
- Provide timely responses to requests from either the Board or Committee.
- Report to the CAFCE Board of Directors on behalf of the Committee and/or when the Chair is not in attendance.

CHAPTER 4

CAFCE OFFICE

CAFCE maintains a National Office in Toronto. There is one full-time staff member who manages the daily operations of the association. The CAFCE Office contact information is:

Carol Cox, Office Manager
Canadian Association for Co-operative Education (CAFCE)
834 Yonge Street, Suite 205, Toronto, ON M4W 2H1
Tel: (416) 483-3311/Fax: (416) 483-3365 /Email: cafce@cafce.ca/Web-site: www.cafce.ca

EXECUTIVE DIRECTOR/OFFICE MANAGER

Position Summary

The Office Manager of CAFCE is responsible to the President of CAFCE for effectively coordinating the day-to-day activities of the CAFCE Office as well as those of the Association. The Office Manager liaises with and assists the Board as well as the membership-at-large, ensuring timely, high quality and professional completion of Association activities. The Office Manager also maintains contacts with other associations, businesses and the public-at-large.

Duties

- Maintains the CAFCE Office and records of the association.
- Conducts banking and financial transactions, prepares financial statements and budgets.
- Maintains bookkeeping records, payroll, and prepares materials for annual audits.
- Maintains and updates the membership and general database.
- Coordinates membership renewal campaign in July of each year.
- Compiles and distributes the CAFCE Directory, CAFCE news/updates, nomination forms, and all relevant membership information.
- Coordinates award projects (Barber/Branton-Research/Service/Volunteer Recognition/Co-op Student).
- Responds to requests for information on the association and co-operative education.
- Attends and makes logistical arrangements for Board, AGM and PD in conjunction with the Professional Development (PD) Committee during a non-conference years, Committee, and Accreditation meetings. Prepares and submits reports on the CAFCE Offices activities to the Board of Directors.
- Distributes agendas and minutes for meetings.
- Distributes information packages to potential members.
- Maintains the CAFCE National Web site.
- Maintains a series of CAFCE Manuals and Policies.
- Assists Board members in executing Board and membership decisions.
- Liaises with committees and other organizations; and liaises with the President in order to ensure the smooth functioning and promotion of the business of the Association.
- Contacts Board members for agenda items, develops the agenda and forwards it to the CAFCE Office for distribution.
- Distributes proxies, notices of motions, and a covering letter to the membership 3 months before the AGM.
- Prepares a list of members, the cut-off date of which will be 3 weeks prior to the date of the meeting.
- In concert with the President, distributes voting cards and records the number of proxy votes carried by the member in person or on behalf of other members.
- Holds the corporate seal for use on official documents.
- **Submits the Association's revised Constitution to Industry Canada, Corporations Directorate for approval.**
- Incorporates the letter of approval and **revisions in the 'Amendments' section of the Constitution.**
- **Updates the Directors' Register in the Constitution annually for new and retiring members.**

Terms and Method of Appointment

The only permanent full-time paid employee of the association and is hired by the CAFCE Board of Directors.

CHAPTER 5

CAFCE COMMITTEES

New committees will normally operate as Ad hoc Committees for at least the first year. Status of committees will be reviewed by the Board on request of the Chair, and may be changed if deemed appropriate.

Each Standing Committee and Ad hoc Committee shall be provided by the Board with its Terms of Reference outlining:

- Mandate.
- Meetings and conduct of business.
- Reporting Activities.
- Budget.
- Chair Responsibilities.

A list of committee members with an identified Chair shall be submitted to the Board following the first committee meeting.

Committee membership shall be drawn from the membership of CAFCE whenever possible. However, if the expertise necessary for a particular committee requires the appointment of a non-member, that appointee shall be made a corresponding member of the committee, until the end of a current membership year when they will be required to become a member of the association.

Committee membership will be for a one-year term, which may be renewed. Chairs may be asked to remain on the committee for the year subsequent to their term as Chair. No person shall serve as Chair for more than two (2) consecutive years.

An outgoing Chair will ensure that the new chair is educated on the committee's activities and the Chair's full responsibilities prior to leaving the position.

The CAFCE Office is a resource to all committees on the practices and procedures of the association.

All committee correspondence either electronically or hardcopy shall be copied to the CAFCE Office.

All Standing and Ad Hoc Committees must submit activity reports for each Board meeting. Annual activities report for AGM Report, proposal, and budgets must be submitted by a proposed date in May prior to the beginning of the next membership year.

STANDING COMMITTEES

The Board shall create standing committees/councils as are deemed necessary to carry out the established objectives of the Corporation.

Current Standing Committee(s):

Accreditation Council:

Mandate

The Canadian Association created the Co-operative Education Council of Canada (CECOC) for Co-operative Education (CAFCE) in 1979 to regulate the quality of co-operative education programs in Canada and to accredit those programs

which meet specific criteria. The name of the council was changed in 1987 to the Accreditation Council and operates as a standing committee of the CAFCE Board.

Publication(s)

- Council Members Operations Manual
- Co-op Tips and Techniques (4 issues per membership year)
- CAFCE Accreditation and Re-accreditation Applications and Guides
- Co-operative Education Manual: Guide to Planning and Implementing Co-operative Education Programs in Post-Secondary Institutes
- CAFCE Standards and Rationale

AD HOC COMMITTEES

Ad hoc committees may be created by the Board to support the specific needs of the Corporation. The responsibilities and powers of each ad hoc committee shall be defined by the Board and provided to newly created committees.

Current Ad Hoc Committee(s)

Anniversary Committee

The Anniversary Committee shall coordinate the CAFCE Anniversary celebrations throughout the anniversary year calendar. Committee membership consists of at least one Board member and other members as required.

Biennial National Conference Committee Host

The Conference Committee shall provide overall co-ordination of the national biennial conference consistent with the objects of the Corporation and in accordance with the CAFCE Conference Guidelines and Procedures. Committee membership consists of at least one Board member and other members as required.

Publication(s)

- CAFCE Conference Planning Guidelines.
- CAFCE Conference Website (design and maintenance).

Co-op Student of the Year Awards Committee (CSOTY)/Emery-Dufault Award

The CSOTY Awards Committee shall evaluate the applications for, and awarding the annual co-op student of the year awards (\$500 each) and presents the Emery/Dufault Awards (\$500 each) to one (1) college and one (1) university co-op student.

Publication(s)

- CAFCE Co-op Student of the Year Nomination Guide and Form.
- CAFCE Co-op Student of the Year Awards Operations Manual.
- **CSOTY Selection Committee Evaluators' Guidelines.**
- Promotional Poster.
- Nomination Sample.
- News release.

International Co-op

To support the mobility of students between Canada and other countries through co-operative education and work terms.

- CANuke Agreement (UK)

Membership Committee

The Membership Committee shall work towards maintaining existing members; attracting new members; communicating the value of membership; and reviewing the current membership fee structure. Committee membership consists of at least one Board member and other members as required.

National Co-operative Education Week Committee

The National Co-operative Education Week Committee shall develop the tools needed to support regional activities to promote and increase awareness of co-operative education. One week is set aside, normally during the 3rd full-week in March, for individual member schools and regions to celebrate co-operative education in Canada. Committee membership consists of at least one Board member and other members as required.

Nominations and Awards Committee

The Nominating and Awards Committee shall conduct the election of all Directors and Officers of the Association and the nominations process for the Albert S. Barber, Dr. Graham Branton Research, and Services Awards. The Chair of the committee is normally the Past-President.

Publication(s)

- Nomination & Awards Guidelines Manual.
- Nomination Forms.
- Evaluators' Guidelines.

Professional Development

The Professional Development (PD) Committee shall deliver professional development sessions for CAFCE Members. Under the direction of the CAFCE Board, the committee will review technologies to bring PD events to the membership. Committee membership consists of at least one Board member and other members as required.

Public Relations Committee

The Public Relations Committee shall provide overall coordination of communications activities which include: Marketing; Communications; and, Government Affairs. Committee membership consists of at least one Board member and other members as required.

Research Committee

The Research Committee shall foster the conduct and distribution of co-operative education research across the country. Committee membership consists of at least one Board member and other members as required.

Responsibilities:

- The collection of Canadian Research
- Research Grant (pilot project)

Statistics Committee

The Statistics Committee shall develop a method for collection of co-op statistics that will benefit members, institutions and regions. Committee membership consists of at least one Board member and other members as required.

Web Advisor

The Web Advisor shall work with the Office Manager to maintain the website's design and functionality.

GUIDELINES FOR CAFCE COMMITTEES

Mandate

All committees will be provided with a mandate. This mandate may change from time-to-time with the approval of the Board of Directors according to the association's objectives.

Meetings and conduct of business

- Chair calls committee meeting.
- Chair will send an e-mail to the Office Manager requesting meeting room/food/equipment for a confirmed number of persons.
- Committees will be responsible for creating its agenda and recording minutes.
- Copies of minutes for each committee will be forwarded to the CAFCE Office for permanent records.
- All written communications shall be approved by the Board before distribution.
- Committees may also hold meeting by teleconference*.

*Teleconference Calls: CAFCE has a contract with a teleconference service which allows committees to dial a specific number from anywhere using a participant's passcode. This number is available to all Committee Chairs and may be requested from the Office Manager. Chairs are to inform the Office Manager of their meeting time to avoid conflicts with other committees' use of the line.

Membership

Committee membership consists of at least one Board member and other members as required.

Reporting Activities

- A list of committee members with an identified Chair shall be submitted to the Office Manager for the Board in August of each year. Changes to the Committee membership throughout the year will be reported to the Office Manager.
- Committees will submit a committee report to Office Manager to distribute to the Board two weeks prior to each Board meeting.
- All committee correspondence either electronically or hardcopy shall be copied to the Office Manager.
- Annual review reports must be to the Office Manager one month prior to the Annual Meeting and be presented by the Chair at the Annual Meeting.
- **The Chair will report briefly on the committee's activities during National Conference's "Town Halls".**

Budget

- No committee shall incur debt, solicit funds, or make commitments without prior Board approval.
- A committee, or the Office Manager on their behalf, shall receive 2-3 price quotes for purchases above \$500 before signing any contracts. 100% of payment should be made only when the contract has been fulfilled to CAFCE's satisfaction." Ask and check references.
- **The Chair shall submit an annual budget normally in May for the CAFCE Board's approval. Budgets are to cover activities and new project proposals for the upcoming membership year beginning September 1st. The Board will hold a Budget Meeting to consider all reports. The Chair will be contacted after that meeting.**

Responsibilities

Chair Position Summary:

To co-ordinate the committee members in the development and delivery of approved projects.

Chair's Duties:

- Chairs meetings of the Committee.
- Co-ordinates and participates in the activities of the committee as they are described in the CAFCE Constitution and the CAFCE Member Orientation Handbook.
- **To maintain and distribute the committee's operational manual.**
- Solicits members.
- Corresponds with other committees to collaborate on mutual projects to ensure no unnecessary overlapping of activities.
- Submits a report for each Board meetings and annual meeting.
- To educate new members and incoming Chair on their mandate-responsibilities, current activities, and general task.
- Conduct their business according to the CAFCE Fair Treatment Policy.

Terms and Methods of Appointment:

- A two (2) year term nominated and elected by members of the committee. No person shall serve as chair for more than two (2) consecutive years.

Committee Members' Duties:

- Participates in the affairs of the committee by actively working on projects and attending committee meetings.
- **To be familiar with Committee's Operational Manual.**
- Conduct their business according to the CAFCE Fair Treatment Policy.

Quorum

A quorum for any meeting of a standing or ad hoc committee/council shall be a majority of the members of the committee/council

BUDGETS AND NEW PROJECT PROPOSALS

CAFCE's Annual Budget is made up of:

- Operational Budget.
- Committee Budgets.

A committee shall receive 2-3 price quotes for purchases above \$500 before signing any contracts. 100% of the payment should be made only when the contract has been fulfilled to CAFCE's satisfaction.

New Project Proposals: Person(s), be it members, other organizations, or the general public, wishing to propose a collaborative project to the CAFCE Board of Directors must submit a formal written proposal to the CAFCE National Office. Proposals requesting funding must be submitted in May in order to be considered for the next membership year starting September 1st. Each proposal should:

- Explain the purpose of the project and how it will benefit CAFCE members. If available, please provide examples of similar successful programs.
- Include research and any potential legal responsibilities that may be required. For example, grants and awards are to be reported to the government with T4A slips distributed to recipients.
- Provide timelines, responsibilities, including expectations of support from the **Office Manager, and the project's** completion date.
- Outline any special software cost or changes to the website.
- Provide safeguards to avoid misuse of the event or its funding.
- Answer whether the proposed project will be a one-time event or is it intended as an annual event. If annual, **is the cost of the proposed project sustainable based on CAFCE's annual budget? If not, how does the committee propose to fund it as an annual project?**
- Include a realistic budget that includes all possible costs such as teleconference cost, translation cost, etc.
- **Include supporting materials such as an operation's manual, nomination or registration forms, etc. This material must be submitted to the Board for approval if the proposed project is accepted.**

Note: Please request a copy of How to Create a New CAFCE Project Proposal from the Office Manager and consider all aspects of a proposed project and how it fits with other CAFCE projects. New Project Proposals are to be submitted by **with committees' annual budget/proposal by a deadline set normally at the end of May.**

MEETINGS OF THE COUNCIL/COMMITTEE(S)

The Accreditation Council meets twice a year in conjunction with the Board of Directors to accommodate Board members who are also Council members. The Accreditation Council meeting will normally be scheduled a day prior to a Board meeting. During a conference year the Council meets in August and not again until the next February.

Other Committees are expected to meet throughout the membership year by teleconference calls or in-person meeting as acceptable by their members. In-person meetings may not conflict with Board of Directors or Accreditation meetings.

Council and Committee reports are to be submitted to the CAFCE Office two weeks prior to each Board of Directors Meeting.

VOLUNTEER TESTIMONIALS

"My main contribution to CAFCE has been through the CAFCE Accreditation Council – initially as a member and the as Chair for two years. I found this to be a very rewarding experience to connect with representatives from other Co-op institutions, to engage in stimulating discussions regarding Co-op standards, and to help move forward initiatives that promote the concept of Co-operative Education. Serving on Accreditation Review teams has helped me to link up with other Co-op practitioners across Canada and to understand better how other institutions administer their co-op programs, often tapping into the best practices of others. I would encourage everyone to serve as a reader on a review team – it is not onerous and there is much to be gained." *Joanne Thomas, University of Victoria*

"Volunteering with CAFCE has enabled me to connect with colleagues in many valuable ways. Along with exploring common issues, sharing best practices and comparing helpful statistical data, I have developed some great friendships!" *Karen McCargar, Wilfrid Laurier University*

"As a volunteer member of CAFCE, I've grown both professionally and personally. I have received plenty of professional development and networking opportunities through my activities on the Accreditation Council as MSVU's representative, Co-chairing the CAFCE National 2004 Conference, Executive Member of CAFCE Atlantic, and as a CAFCE Board Member. I am able to apply these experiences, best practices and lessons learned to my career as a co-operative education practitioner. Volunteering opens up an opportunity to network with experienced members from across Canada as well as providing an opportunity to develop new friendships and be a mentor to new members. I enjoy my work with CAFCE as it really is a win-win situation for all volunteer members involved. CAFCE is about volunteering and members get out of the association what they are willing to put into it. I look forward to many more years of working with CAFCE." *Mausi Reinbold, Mount Saint Vincent University*

"Volunteering for CAFCE committees or other initiatives is an excellent way to learn more about Co-op Education in Canada as well as meet new colleagues across the country. In a country as large as Canada, it is national organizations like CAFCE that help to reduce distances and increase relationships by reminding us of our similarities rather than our differences. Through CAFCE, institutions and individual members can build partnerships on a national scale." *Andrea Giles, University of Victoria*

"Networking opportunities through the Canadian Association for Co-operative Education provided both personal and professional growth for me in my time as the Director of Co-operative Education and Graduate Employment at Mohawk College and also resulted in gains for the College's staff and students. Co-operative Education is the best tool—for students to experience their chosen field within a monitored learning framework; for employers to make strategic investment in short-term and long-term staffing while directly impacting the curriculum and therefore skill set required within their environment; for academic institutions to facilitate real-life working scenarios contributing to the success of their students while ensuring their curriculum and programming meet the test in real-life situations. CAFCE provides professional development opportunities that highlight best practices and continually looks at ways to improve its services to members. Canadian academic institutions in particular but also employers are well advised to take advantage of the many contacts and opportunities available through CAFCE and its members." *Kathy Verspagen, Mohawk College of Applied Arts and Technology*

"Volunteering to CAFCE has given me the opportunity to learn more about the profession of co-operative education and to better serve my own institution's students and employers. For very little effort and time on my part I have not only made professional contacts throughout Canada but most importantly I have made life long friends with other volunteers and for this I am most grateful. The benefits of volunteering far outweigh the time commitment and I encourage all CAFCE members to put their name forward for a committee and to lend a helping hand!" *Carmen Poulin, University of Ottawa*

"Volunteering for CAFCE was rewarding both on a professional and personal level. I had the opportunity to develop leadership skills, gain project and event management experience, and develop confidence while contributing to my professional association. In doing so, I made lifelong friendships and developed a national network of colleague. As a volunteer association, CAFCE members are the association and will is only as strong as its members." *Shani Pearson, Mount Saint Vincent University*

CHAPTER 6

COMPLAINT AND FAIR TREATMENT POLICIES

The CAFCE Complaint and Fair Treatment Policies were created in 2005 to enable the organization to receive Officer and Directors Liability Insurance coverage. These two separate policies are extensions of CAFCE Bylaws. All members and staff of the organization are to conduct their business for the association accordingly. Conducting business contrary to the CAFCE Bylaws, Fair Treatment Policies, and this manual may result in disciplinary action.

WEBSITE

CAFCE is present on the world-wide-web with a dynamic web site. All CAFCE material is freely available at www.cafce.ca. The website is maintained by the Office Manager.