

# Starting and running a chapter

## 4

## Benefits to local chapters in British Columbia & Yukon

### Credibility

Canadian Parents for French has an excellent reputation throughout Canada for its work in support of French second language learning.

### Financial support

- ✓ 80% of each membership fee is returned to the chapter
- ✓ the costs of attendance by chapter representatives at branch conferences, training sessions, and the annual general meeting (AGM) are paid by CPF-BC & Yukon
- ✓ the cost of directors' and officers' liability insurance as well as comprehensive general liability insurance for most chapter activities is covered by CPF-BC & Yukon<sup>1</sup>
- ✓ help share the cost of cultural events through Socio-cultural grants<sup>2</sup>
- ✓ specific projects aimed at supporting and promoting French second language learning such as Concours d'art oratoire and Rencontre française.



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1. see "Insurance" on page 8-13

2. grants are funded by the Department of Canadian Heritage and the BC Ministry of Education

## Materials, information and training



Information

- ✓ quantities of pamphlets, posters, etc. at no cost to the chapter<sup>3</sup>
- ✓ information, training
- ✓ volunteer training sessions, to which chapter representatives are fully sponsored by the branch
- ✓ the support of our experienced, professional staff members<sup>3</sup>
- ✓ access to the CPF-BC & Yukon Resource Library<sup>3</sup>
- ✓ access to the "Chapter Representatives" throughout British Columbia and the Yukon
- ✓ access to the "chat room" for CPF volunteers on the national website<sup>3</sup>

## Synergy

- ✓ working in concert with other chapters, the branches and national levels of CPF means that your efforts are enhanced
- ✓ the sharing of ideas, information, and resources among volunteers throughout the country means less work for you

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3. *see appendix G "Resources from CPF and others"*

# How to establish a chapter

1. Understand the vision/mission/values of CPF National and CPF-BC & Yukon and have a general vision of what a local chapter would do (i.e., Why form a CPF chapter in your community?)
2. Establish a Steering Committee to:
  - ✓ determine how your chapter should be organized to accomplish its goals in the short, medium, and long term
  - ✓ review the CPF-BC & Yukon bylaws within which chapters must operate<sup>4</sup>
  - ✓ prepare an initial plan of action:
    - ❖ identify the most immediate priorities,
    - ❖ determine the activities the chapter would undertake for the coming year to begin to address those priorities, and
    - ❖ prepare a budget for those activities
  - ✓ ensure there are at least 10 CPF members within the jurisdiction of the proposed chapter (as few as 5 families where both spouses' names are on file as members)
  - ✓ seek individuals to take the various positions on you chapter Board of Directors
  - ✓ prepare for a founding meeting and notify all current CPF members in your area
3. Hold a founding meeting of CPF members where meeting minutes are taken and at which they:
  - ✓ formally agree to start a local CPF chapter
  - ✓ adopt your chapter bylaws if you write your own chapter bylaws<sup>4</sup> rather than use the bylaws for chapters in the CPF-BC & Yukon bylaws
  - ✓ elect a Board of Directors in accordance with the bylaws
  - ✓ approve the priorities for the first year of operation
4. The new Board of Directors then:
  - ✓ if the chapter created their own chapter bylaws they need to have CPF members sign the adopted bylaws<sup>4</sup>
  - ✓ sets up a bank account in the chapter name (i.e. CPF "Anytown" Chapter) with signing officers as required by the bylaws.
  - ✓ applies to Canadian Parents for French for chapter status by sending to the CPF-BC & Yukon office:
    - ❖ a photocopy of the signed chapter bylaws, if the chapter adopted their own chapter bylaws<sup>4</sup>
    - ❖ completed Chapter Board of Directors List form<sup>5</sup> which contains the list of the Board of Directors with their contact information
    - ❖ a photocopy of your first year's budget
    - ❖ your chapter CPF Banking Information form<sup>5</sup>

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4. chapters may adopted their own chapter bylaws, see appendix D "*Sample chapter bylaws*", based on the chapter bylaws in the CPF-BC & Yukon bylaws, see appendix C "*CPF-British Columbia & Yukon bylaws*". Most chapters find it unnecessary to have their chapter bylaws.
  5. see appendix F "*CPF Forms*" or on the CPF-BC & Yukon website, [www.cpf.bc.ca](http://www.cpf.bc.ca) under *Chapter Information*

# How to maintain chapter status

- ✓ maintain a membership of at least 10 CPF members in good standing
  - ✓ abide by the conditions of the CPF-BC & Yukon chapter bylaws
  - ✓ ensure that your chapter bylaws are amended when required to reflect changes to CPF national and CPF-BC & Yukon policies, if you adopted your own chapter bylaws<sup>6</sup>
  - ✓ advise the CPF-BC & Yukon branch office of your current Board of Directors members and Chapter Representative person(s) immediately following your Annual General Meeting (using the Chapter Board of Directors List form<sup>7</sup>)
  - ✓ notify CPF-BC & Yukon of important changes: any interim changes to your Board of Directors, change of address, etc.
  - ✓ send in all the reports required by CPF-BC & Yukon by the established deadlines<sup>8</sup>
  - ✓ be an active part of the CPF network:
    - ❖ participate in branch and national programs, projects, and resources as appropriate to your members' priorities
    - ❖ provide needed information (e.g., volunteer hours and the number of participants in your activities, any updates to the CPF Guide to French Immersion, copies of news clippings, etc.)
    - ❖ keep CPF-BC & Yukon informed of issues and trends so that the branch and the national levels can work effectively on your behalf
    - ❖ share your ideas, experiences, and resources with other chapters
- ⇒ **Contact CPF-BC & Yukon for assistance as soon as possible if you anticipate difficulty in meeting any of these obligations. The branch will work with you to ensure that your group does not lose its status as a CPF chapter.**

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6. see appendix D “*Sample chapter bylaws*” and see appendix E “*How to amend bylaws*”

7. see appendix F “*CPF Forms*” or on the CPF-BC & Yukon website, [www.cpf.bc.ca](http://www.cpf.bc.ca) under *Chapter Information*

8. see “*Reporting requirements*” on page 4-31

# Chapter jurisdiction

While CPF and CPF-BC & Yukon work at the national and provincial levels to promote and support French second language learning opportunities; the chapter is that vital part of the network, which deals with the local jurisdiction.

In BC, the decision to offer core French and/or French immersion is entirely at the discretion of the local educational authority (the school board or the governing body for private or charter schools). The educational authority also makes critical decisions regarding policies and procedures for and the support accorded to our French as a second language programs. Therefore,

⇒ **it is essential that where more than one CPF group exists within one school district, there must be unity of purpose and of message. Where this cannot be achieved, it is much better for CPF to be silent on an issue.**

Where there is more than one chapter in a school district, processes for establishing and maintaining communications and collaborating with the other chapters are needed (see below). Working together increases influence while spreading the volunteer commitment.

The geographic areas of our school districts need to be considered. It is important to note, for example, that the boundaries of public and separate districts rarely, if ever, coincide, and often overlap in complex ways. Frequently a school district boundary does not form what parents think of as a "natural" area in which to work, but is a reality with which CPF must deal if we are to be effective.

And it is important to remember that CPF supports core French ("FSL") as well as French immersion programs, and programs from kindergarten right to the end of grade 12. How can your group best organize to achieve its goals?

The jurisdiction of a chapter is defined within its bylaws (the clauses on membership). Words such as "residing in or associated with" are used to offer flexibility in defining which education authority is the focus of the chapter's efforts and on whose behalf the chapter will be working.

Members of the branch staff work<sup>9</sup> with chapters to find the wording which will ensure that a jurisdiction is defined clearly and in a way that will allow a chapter to most effectively promote and support FSL learning opportunities.

A variety of organizational patterns allow for unity of purpose and message while accommodating community-based activities - please see below for some examples.

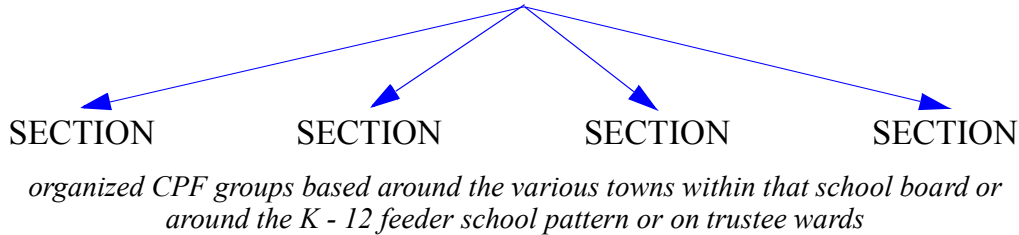
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9. see appendix A "Contact Directory"

## CHAPTER

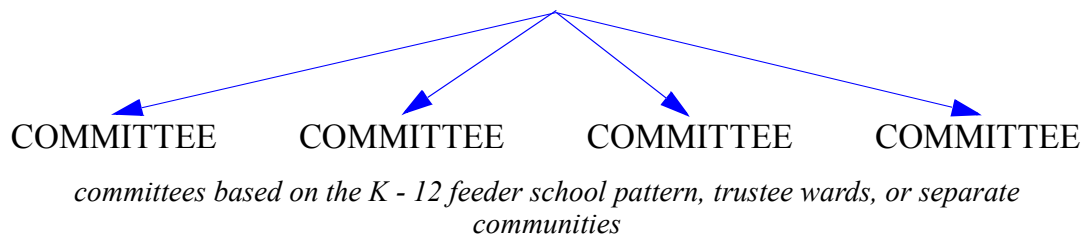
*an umbrella group based on a school board jurisdiction*

*minimum one meeting per year per its bylaws*



## CHAPTER

*an organized CPF group based on a school board jurisdiction*



Where there is more than one section (that is, an organized CPF group with its own Board of Directors) within a chapter, processes for establishing and maintaining the organizational structure, for communicating and collaborating between /among the sections are needed. This would include the allocation/sharing of income and expenses among the sections and the chapter.

## Chapter Activities

CPF Chapters are involved in varying degrees with the following:

- ✓ Monitoring school board meetings
- ✓ Writing and presenting briefs as required
- ✓ Supporting extra curricular activities of children in French
- ✓ Holding information meetings for parents
- ✓ Advocacy for school boards to institute French Second Language Programs or expand existing ones
- ✓ Keeping up-to-date information on programs offered in your school district and supplying these to CPF-BC & Yukon and CPF National for use in the immersion and core registries
- ✓ Keeping the chapter active by continually recruiting new members, working together to facilitate cooperative advocacy
- ✓ Establishing and maintaining a good rapport with media in your area. (A media relations guide is available from your CPF Branch or the National Office)
- ✓ Maintaining a good relationship with schools, the school board administration and school trustees
- ✓ Communicating ideas, concerns and any new information regarding FSL programs
- ✓ Establishing contact and possible partnerships with francophone groups in your area
- ✓ Offering workshops for members on subjects pertinent to personal and group goals (These could include stress management, public relations, and advocacy skills.)

## How to Avoid Some Pitfalls

- ✓ Support all French second language programs including core French and immersion. This enlarges the potential group of members and volunteers and will avoid any conflict between supporters of various programs.
- ✓ Offer incentives to members, students and volunteers to congratulate effort and achievement and to motivate future involvement.
- ✓ Communicate with CPF-BC & Yukon regularly
- ✓ Learn how to delegate to avoid burnout
- ✓ Find ways to have fun
- ✓ Keep meetings short enough to keep attention and long enough to accomplish clearly defined goals
- ✓ Find family activities for members and volunteers to keep kids in the picture
- ✓ Set up a newsletter to offer members an accessible and easy way to keep in touch
- ✓ Keep the media aware of chapter activities
- ✓ Offer resources to parents to keep them active and aware. (Speakers, updates of recent research or information about upcoming policy and funding issues can be invaluable.)



# CPF-BC & Yukon Bylaws = Chapter bylaws: your most basic rules

The bylaws<sup>10</sup> of an organization belong to the members. This is the fundamental document, which establishes the organization. Chapters in British Columbia and the Yukon generally operate under the CPF-BC & Yukon Bylaws<sup>11</sup>.

The bylaws articulate the reason for the organization, the "what" of the organization (where it exists, who belongs), the most basic rights of its members, and the terms under which the members agree to be led by their Board of Directors (Executive).

Bylaws should be minimal - that is, they should include only those rules that the group considers so important that they:

- a) cannot be changed without previous notice to the members and a specified large proportion of members (usually 2/3 or 3/4); and
- b) cannot be suspended (except under specified conditions as provided for within the bylaws<sup>12</sup>).

It is the responsibility of every member of the Board of Directors to be familiar with the chapter's bylaws and to ensure that the chapter's business is conducted in a way which conforms to the members' requirements as established by those bylaws. A review of the bylaws at the beginning of each term and a crosscheck with the chapter's calendar and upcoming plans is the first important step in meeting this expectation.

Bylaws are a "living" document, and can always be updated and improved (as outlined in the clause referring to amendments). If a chapter chooses to establish its own bylaws, they must conform with the requirements articulated in the CPF National bylaws and the branch bylaws.

CPF-BC & Yukon is always ready to assist you in understanding your bylaws and their application to your procedures and activities. Simply contact the branch office with your questions.

The basic steps involved in changing or amending your bylaws are included in an appendix to this manual, How to amend bylaws.

Changes to your bylaws must be submitted to CPF-BC & Yukon for approval as conforming with CPF National and CPF-BC & Yukon bylaws and policies<sup>13</sup>.

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10. The term "constitution" or "constitution and bylaws" also refers to such a document, but "bylaws" is now most commonly used.

11. *see appendix C "CPF-British Columbia & Yukon bylaws"*

12. *Robert's Rules of Order Newly Revised*; Henry M. Robert III, William J. Evans, editors; Scott, Foresman and company, 1990; page 12

13. *see appendix E "How to amend bylaws"*

## Chapter "rules"

The bylaws establish the organization and the most important rules about how it is run (see “*CPF-BC & Yukon Bylaws = Chapter bylaws: your most basic rules*” on page 4-8). They are relatively difficult to change, requiring significant and proper advance notice to all members and a 2/3 or 3/4 vote at a general meeting.

Within the requirements and constraints articulated within the bylaws, Board of Directors then establishes policies and procedures for the running of the organization<sup>14</sup>. For the purpose of this introductory discussion we'll call them "rules."

Most local CPF chapters will not need extensive lists of policies and procedures. However, carefully developing and recording some basic rules can help in a number of ways:

- it saves a great deal of "rethinking" time: trying to figure out how things ought to be done or how they were done in the past;
- it makes it much easier to avoid spending a great deal of precious Board time focusing on details by providing a framework within which to delegate responsibility to others. (Bonus: when the Board doesn't micro-manage, other volunteers can take ownership of and pride in their contributions to the organization.);
- important decisions are made in advance of need, with due deliberation, rather than under pressure in reaction to a request or a situation;
- ensures fairness: the same rules apply to all, and everyone is clear on the parameters within which they must act;
- it makes monitoring, supervision, and evaluation much easier and fairer; and
- it facilitates volunteer recruitment and orientation.

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14. A good reference is: *Boards That Make a Difference: A New Design for Leadership in Nonprofit and Public Organizations* by John Carver (Jossey-Bass Publishers, San Francisco, 1997).

## Rules about what?

Here are some suggestions of areas in which your chapter might want to gradually develop its rules:

- ✓ **Prudence and ethics.** This set of rules might start with something like, "The Board of Directors will 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 Canadian Parents for French." Other examples: You might want to reiterate clause "18.01 *Indemnification of Directors and Officers*" on page C-25, of the branch bylaws. Most organizations have a rule about conflict of interest. Do you need a rule that you will never have a deficit budget (or something about not risking financial jeopardy)? Is it important enough to capture in a rule that you will always get insurance to protect your volunteers when putting on camps or other major activities for students<sup>15</sup>?
- ✓ **Money.** For example: If someone other than the Treasurer receives funds, how are they to be handled? What out-of-pocket expenses will be reimbursed to volunteers, and under what conditions? If you anticipate undertaking projects where the chapter gives funds to others (awards to students, money to schools for resources, etc.), do you need to establish some fundamental rules which must apply to all such projects? Do you need a general rule about fees or prices to be charged to members versus nonmembers<sup>16</sup>?
- ✓ **Communications, both external and internal.** For example: What broad limits, if any, should be put on communicating to the public or to senior people in other organizations? Should you include rules on the use of the name of your chapter? Do you want to reiterate the bylaw requirements re notices of meetings so they are not overlooked? What are the most important rules for getting onto the Board agenda? for committee and other reports to the Board?

## How to develop chapter rules

1. Work at this gradually. Start with some areas that are easy to deal with to get some practice, perhaps having one or two on the agenda of each Board meeting. Don't hesitate to contact CPF-BC & Yukon for assistance and/or examples.
2. Don't pass them in haste. Give them due consideration, so the result is as clear as possible and will stand the test of time. Identify the need for a rule at one meeting; have a draft brought to the next meeting for discussion; if important changes are needed, prepare a second draft to discuss at a subsequent meeting; then wait until the following meeting for the motion to pass it.
3. Keep them as broad as you possibly can. Often that will mean stating what cannot be done rather than what is to be done: the possibilities and variations on what it is going to be okay can sometimes be vast and beyond capturing.
4. Don't have too many. If you find your list is getting long, look at where you can consolidate and broaden.
5. Keep them as simple and straightforward as you can. Make sure they say exactly what the Board intends. No "jargon" or "legalize" here! (And use headings, etc. to make referencing easy.)

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15. see "Insurance" on page 8-13

16. see "Financial policies" on page 8-4

6. Make it one person's responsibility to keep your rules up-to-date and to ensure that all relevant volunteers have the latest version.

## The chapter Board of Directors



Your chapter is led and managed by an elected Board of Directors. See clauses 10 - 14 in the CPF-BC & Yukon bylaws<sup>17</sup> for the relevant section for information on the role of the Board, how it is elected, term of office, how to carry out its responsibilities and other important information.

The following highlight some of the important duties and liabilities of Directors of not-for-profit organizations. It all boils down to:

- ✓ obey the law,
- ✓ follow the "rules" of your own organization, and
- ✓ employ a good measure of common sense!

## Duties of Directors

All Chapter directors sit on the Chapter Board of Directors in a personal capacity. The Chapter directors are to uphold the mission of CPF, oversee the officers of the Chapter, and set and monitor the policies, finances and internal controls of the Chapter. In exercising their powers and in discharging their duties, the Chapter directors shall act with diligence and skill, honestly, and in good faith with a view to the best interests of the Organization as a whole. All Chapter directors shall owe a duty to the Chapter; to the Organization as a whole; to directors, members and staff; to clients, funders and creditors; to the government and to the public.

### Duty of Knowledge

A Director must know the general contents of the documents that outline the fundamental purpose of the organization. This includes an awareness of the objects contained in the bylaws and the letters of incorporation (if applicable).

### Duty of Care

A Director has a duty to act in accordance with a minimum standard of care and may incur personal liability where the conduct falls short of this criterion. The courts have suggested that the standard is "conduct that may reasonably be expected from a person of such knowledge and experience as the identified Director." This means that not every Director on the same Board will be held to the same standard. A Director will not be liable for simple errors of business judgment.

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17. see appendix C "CPF-British Columbia & Yukon bylaws"

## **Duty of Skill and Prudence**

The level of skill required of a Director will depend on that Director's responsibilities within the organization and the individual skills and experience brought to the position. A Director must act with practicality and caution. The Director need not necessarily meet the standard of an expert, unless of course that Director happens to be one!

## **Duty of Diligence**

A Director must act in the best interest of the organization and must be as fully informed as reasonably possible with respect to all aspects of the organization.

## **Duty to Manage**

The Board of Directors has the duty to manage the affairs of the organization and to apply the bylaws of the organization. While some of these responsibilities may be delegated, the Directors must maintain a supervisory role.

## **Fiduciary Duty**

A Director is required to act honestly and in good faith. This means that the Director must be loyal to the organization and act in the best interest of the organization. This further means that the person must avoid conflicts of interest and must also subordinate every personal interest to those of the organization.

## **Duty to Avoid Conflicts of Interest**

A conflict of interest arises whenever a Director has a personal self-interest in the same subject matter as the organization. Statutory provisions generally provide that liability for conflicts of interest may be avoided where a person declares his/her interest (opportunity for personal benefit or advantage) in a particular transaction. The Director must then not participate in or influence the decision-making process.

## **Duty to Act Within Scope of Authority**

Directors must know both the scope of their own authority and the permitted activities of the organization. A combination of the objects, the bylaws, and the resolutions of the Board of Directors outline the permitted activities of the organization and the scope of authority of an individual Director.

## **Liabilities of Directors**

### **Criminal Liability**

The most common examples of criminal responsibility from a Director's perspective would be conspiracy and fraud, as a Director may be liable where the organization commits fraud, which was authorized and/or allowed by that Director.

### **Civil Liability**

An offence may lead to personal liability where the Director has had some personal participation in the offence. Even in more ordinary business, a Director should ensure that it is clear that it is the organization and not the individual Director that is entering into a contract or transaction.

### **Statutory Liabilities**

These are potential liabilities arising from various statutes such as liability with regard to employees (payroll, workplace conditions, income tax, etc.) and environmental laws.

# Protection of Directors

## Indemnification

Indemnification means that the organization will compensate the Director for any loss incurred for the liabilities arising from the performance of the Director's duties. Value of indemnification is, of course, dependent on the financial stability of the organization<sup>18</sup>.

## Insurance

It is becoming more and more common for organizations to have some form of Director's liability insurance<sup>19</sup>.

## Independent Advice

Sometimes Directors will be required to seek independent advice in order to act in the best interest of the organization. Independent advice must only be obtained from properly qualified individuals.

## Disclosure of Competing Interests

As noted above, the easiest way to avoid personal liability is for a Director to disclose to the Board at the earliest time possible all situations in which a conflict of interest may arise.

## Ratification

Directors can be protected from personal liability where members of the organization ratify their actions.

## Due Diligence

Different situations and different organizations will call for different levels of diligence. Still, acting in a cautious forward-looking manner can reduce the risk of liability before problems actually occur.

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18. see appendix C "*CPF-British Columbia & Yukon bylaws*"

19. see "*Insurance*" on page 8-13

## Composition of the Board of Directors

The Chapter Board of Directors shall consist of not fewer than three Chapter voting members elected at the Chapter annual general meeting as follows:

1. Chapter president
2. Chapter vice president; and
3. one additional member to be elected from the Chapter voting members.

It is strongly recommended that other officer(s) be elected for the position(s) of secretary and treasurer at a minimum.

See clauses 10 - 14 in the CPF-BC & Yukon bylaws<sup>20</sup> for the relevant section for information on the role of the Board, how it is elected, term of office, how to carry out its responsibilities, voting and other important information.

Chapters should ensure that they recruit volunteers for the Vice-President and President positions so no President is in the position for longer than one term (2 years). Presidents that stay longer than one term can unduly influence the direction of the group and intimidate persecutive new candidates. It also leads to burn out as the President's position is very demanding. The President needs their energy and enthusiasm intact to step into the Past President's position to help the new President.

⇒ **Chapter Presidents should not remain in office longer than their one term (2 years).**

## Chapter Officers

"Officers" are members of your Board of Directors who have designated individual responsibilities in addition to their collective responsibilities. For example, as an individual the chapter Secretary is responsible for the written records of the chapter - it is as a Director that s/he has a voice and a vote in making decisions for the chapter. Within CPF Chapters, all Officers are Directors, but not all Directors are Officers.

The CPF-BC & Yukon Bylaws<sup>20</sup> will give the fundamental requirements of and limitations placed on your Chapter Board of Directors, Officers, and individual Board members.

⇒ **All members of the chapter Board of Directors and any others in positions of authority must be members of CPF in good standing.**

The officers of the Chapter shall be the president and vice-president. The Chapter Board of Directors at any time, or the Chapter voting members at a Chapter annual general meeting, may establish other officer positions with prescribed duties.

Sections starting with "*Chapter Officers*" on page 4-15 to section "*Other key volunteer positions*" on page 4-23 are provided to assist you in developing job descriptions for your Officers and other key volunteers for more on job descriptions see "*Recruiting volunteers*" on page 7-4.

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20. see appendix C "*CPF-British Columbia & Yukon bylaws*"

## President

The Chapter president shall be chairperson of all meetings of the Chapter Board of Directors and all chapter meetings of Voting members and shall preside at all such meetings.

The Chapter president shall be the chief executive officer of the Organization, with responsibility for the general and active management of the Organization.

The Chapter president is responsible for ensuring that all orders and resolution of the Chapter Board of Directors are carried into effect.

Responsibilities and duties include:

- shall be responsible for the integrity of the board process, including the effectiveness of meetings and the boards adherence to its own rules and bylaws
- shall convene and preside at all general, extraordinary, and Board of Directors meetings, keeps decisions focused and ensures fair deliberations
- shall ensure that an agenda is prepared, in consultation with the Board of Directors, and presented
- shall encourage decisions to be made on information rather than on emotions or attitudes
- shall appoint committees where authorized to do so by the Board of Directors or general membership
- shall take such actions or ensure that such actions are taken by others to achieve the objectives and purpose of the chapter and CPF
- shall supervise the other Board of Directors members in the execution of their duties
- shall supervise the affairs of the chapter
- shall be ex-officio<sup>21</sup> member of all standing and special committees and keeps in touch with each Committee Chairperson to offer support and keep abreast of current activities
- shall ensure that the chapter sets goals for the year
- shall sign all documents requiring her/his signature
- shall represents the board and chapter at community and CPF functions
- shall be the chief spokesperson for the chapter (see section on Visibility)
- shall be one of the signing officers on the chapter bank account(s)
- shall participates in chapter activities.

Qualifications:

- must have previously been a member of CPF
- should be reliable, with good communication skills, a working knowledge of CPF and demonstrated leadership abilities
- an interest in broader aspects of French education and Canadian bilingualism is important

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21. "by virtue of office or position" An ex-officio member of a committee has the right to receive notice of meetings, to attend meetings, and to vote. However, s/he is not obliged to attend meetings, and therefore is not counted in the quorum.

## Vice President

Responsibilities and duties include:

- shall assume the responsibilities, perform the duties and exercise the powers of the Chapter president in the absence or disability of the Chapter president
- shall complete the unexpired term of the Chapter president in the case of resignation or vacancy
- shall stay well informed in order to be able to undertake the above responsibilities
- shall assist and work in cooperation with the Chapter president as necessary and accept other duties as required
- may be responsible for acting as board liaison to one or more committees or have a specific designated responsibility (e.g., Chair of a key standing committee)
- shall participate in chapter activities

Qualifications:

- must have previously been a member of CPF
- should be reliable, with good communication skills, a working knowledge of CPF and demonstrated leadership abilities
- an interest in broader aspects of French education and Canadian bilingualism is important

## Secretary

The Chapter Board of Directors shall appoint a person to attend and take accurate minutes of all meetings of the Chapter Board of Directors and all meetings of Voting Members the Chapter, to ensure that a record of such minutes is maintained and to make copies available to members who request them.

Responsibilities and duties include:

- shall be responsible for maintaining, storing and the integrity of the official records of the chapter and Board of Directors and ensure that a duplicate copy of these records are kept in a secure place
- shall be responsible for maintenance of accurate records of the proceedings of all meetings of the Voting Members, and Board of Directors meetings.
  - the minutes should be brief but an accurate account of all business transacted. A copy of these minutes shall be distributed to the Board of Directors and to CPF members who request them
  - All reports to meetings form an integral part of the minutes of those meetings. In other words, copies of the reports (including financial statements) should be filed in the minute book. It's not sufficient for the minutes to simply refer to a report: the minute book should stand on its own as a complete record of each meeting. Robert's Rules of Order provides a good overview.
- shall maintain record book(s) in which the Bylaws, special rules of order, standing rules, and minutes are entered, with any amendments to these documents properly recorded, and has the current record book(s) on hand at every meeting of the Voting Members and of the Board of Directors
- shall be responsible for the clarification of the wording of all motions before a vote is taken
- shall maintain an accurate record of attendance at each meeting
- shall send out the notices of meeting for all Annual and Special General Meetings and meetings of the Board of Directors
- shall report on any inconsistencies of board actions
- shall issue and receive correspondence on behalf of the organization
- shall coordinates and oversees the publication of the annual report
- may be responsible for acting as board liaison to one or more committees or have a specific designated responsibility
- shall participates in chapter activities.

Qualifications:

- should have good written communication skills
- typing skills and access to a computer preferred
- experience in minute taking an asset

## Treasurer

For more detailed information on the role and duties of the treasurer see section 8 “*Chapter finances and fundraising*”.

Responsibilities and duties include:

- shall be responsible for the annual budget, the financial books and records, and financial statements as required by the Bylaws and in accordance with the procedures, rules, and policies adopted by the Board of Directors;
- shall make the books, records, and financial statements available to any Voting Member of the Chapter at any time upon giving reasonable notice and arranging a time satisfactory to the Treasurer. Each member of the Board of Directors shall at all times have access to such books and records.
- shall perform such other duties applicable to the office as prescribed by these Bylaws and by the procedures of the Chapter
- shall provide to each member of the Board of Directors at least once in every three (3) months a balance sheet and a statement of revenues and expenses (income statement)
- shall prepare the year-end statements for the chapter and fill in any other yearly reports required by CPF-BC & Yukon branch, the BC Gaming Commission, if the chapter receives Gaming funds, and any other authorities that require financial reports
- shall present the year-end financial statements for the previous fiscal year at the Annual General Meeting. These financial statements shall include a balance sheet as well as a statement of revenues and expenses.
- shall be responsible for all of the chapter financial accounts including receiving and depositing all monies and overseeing dispersal of funds, monitors financial operations
- shall keep a current up-to-date record of transactions and have a prepared balance sheet and statement of revenues and expenses for presentation at each general meeting and at other times as requested by the board
- shall perform duties in connection with finances of the chapter as required by the bylaws and the board
- shall assist in preparing grant applications
- shall prepare or be the Chairperson for the Budget Committee and ensure that a yearly budget is passed at the annual general meeting
- shall be one of the signing officers on all bank accounts and is the liaison with the chapter's bank
- may be responsible for acting as board liaison to one or more committees
- shall participate in chapter activities.

Qualifications:

- should be reliable and trustworthy
- should have a good knowledge of CPF and its funding structure
- should have knowledge of bookkeeping and budgeting procedures

## Signing officers

- Any two of the Treasurer, President, or another Officer appointed by the Board of Directors have authority to sign in the name of the Chapter all instruments in writing.
- Should be approved at the first Board meeting following your elections unless otherwise indicated in your bylaws.
- It is the responsibility of the Treasurer to advise your bank immediately of any change to the signing officers.
- All other legal documents (e.g., contracts) must also be signed by these signing officers.

## Chapter Representative

This person should be comfortable with and have access to a computer and the internet. They should have e-mail access, have Microsoft Word and Excel, and have Adobe Acrobat Reader. Communication with the chapters from CPF-BC & Yukon office is sent by e-mail and the forms and information from the branch office are sent in these types of document formats.

The Board of Directors shall appoint one of its members to be the Chapter Representative.

Responsibilities and duties include:

- shall receive all communications from the CPF-BC & Yukon branch and CPF National and ensures that the information is circulated to all appropriate individuals within the chapter
- shall ensure that information requested by the CPF-BC & Yukon branch or CPF National is forwarded in a timely fashion
- shall ensure that the CPF-BC & Yukon branch is kept apprised on an ongoing basis of local issues, trends, activities, and other information which is of significance beyond the chapter
- shall have excellent information management skills and easy access to e-mail and the internet

# Committees

The Board of Directors may establish committees for purposes that are considered proper and fall within the Chapter governance policy model. The Board of Directors shall define the duties and powers of any committee it establishes and may prescribe the procedures, rules, and policies to be followed by it.



As each Committee is formed, one member shall act as Chairperson.

A committee member may be removed if, at a meeting of the Board of Directors, a resolution is passed to remove a committee member for improper conduct or actions which may bring Canadian Parents for French into disrepute or is inconsistent with the object of Canadian Parents for French. The member is entitled to a fair hearing.

- ⇒ **The Board establishes a committee's responsibilities, deadlines, reporting requirements, budgets, etc. and monitors compliance with these as well as with chapter policies and priorities. This is the case even when the Board itself acts as the committee (see "Bylaws Committee" and "Nominations Committee" below).**

## Committee Chairperson

Responsibilities and duties include:

- shall assume responsibility for the work of the Committee
- shall convene and preside at all Committee meetings ensuring that accurate meeting minutes are kept and given to the chapter Secretary to file
- shall keep in touch with Committee members in order to support them and keep abreast of current activities
- shall attend general meetings and other meetings necessitated by their position
- shall maintain communication with the executive regarding the functioning and effectiveness of the Committee, including financial position and requests
- shall, upon consultation with the executive, communicate to members any pertinent information
- shall present a detailed report of their respective Committee's annual activities at the Annual General meeting.
- shall keep an updated Committee handbook to give to the next Chairperson.

## Types of committees

1. **Standing committees** - established to perform a continuing function, such as Nominations and Bylaws
2. **Ad hoc or Special committees** - established for a specific time period for a limited purpose, such as to carry out a specific activity (e.g., put on a summer camp) or to consider or investigate a particular topic (often with the goal of making a recommendation)

For information on appointing committees, the conduct of committee business, reporting, etc. see Robert's Rules of Order. For information on recruiting and orienting committee members, see section 7 "*Finding and keeping volunteers*".

### Bylaws Committee

If the chapter has adopted their own bylaws (rather than use the chapter bylaws in the CPF-BC & Yukon bylaws<sup>22</sup>) then they must establish a Bylaws Committee. The Board of Directors shall either appoint or act as a Bylaws Committee to set appropriate guidelines for continuous review of the Bylaws of the Chapter. The Bylaws Committee shall table a statement at each Annual General Meeting that the Bylaws have been reviewed<sup>23</sup>.

### Nominations Committee

The Board of Directors shall appoint a Nominations Committee to set appropriate guidelines for nomination for the positions of Directors and for the positions of president, vice-president, secretary, and treasurer, to seek recommendations for nominees, and to nominate suitable candidates. The Nominations Committee shall circulate to Voting Members the list of nominees at least fourteen (14) days before the Annual General Meeting.

The work of the Nominations Committee is ongoing and year-round function.

Responsibilities and duties include:

- develop records of chapter volunteers, including information on skills, interests, experience, Board-related orientation and training, and terms of service
- identify selection criteria for recruiting new Board members
- ensure means by which chapter members can contribute to Board recruitment
- gather names of prospective Board members
- research and screen prospective Board members
- recommend to the Board a list of possible Board members
- prepare the committee report for circulation prior to the Annual General meeting
- work with the chapter President to ensure that proper nomination and election procedures are followed
- should a vacancy on the Board occur between Annual General meetings, assists the Board in identifying a suitable candidate to fill the position

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22. see appendix C "*CPF-British Columbia & Yukon bylaws*"

23. see "*CPF-BC & Yukon Bylaws = Chapter bylaws: your most basic rules*" on page 4-8 and see appendix E "*How to amend bylaws*"

## Other key volunteer positions

In addition to the members of the Board of Directors, the following are key volunteer positions within chapters. While having no vote on the Board, when invited to do so by the President they may attend and speak at Board meetings. The Board establishes their responsibilities, deadlines, reporting requirements, budgets, etc. and monitors compliance with these as well as with chapter policies and priorities. Any of these individuals might have a committee to help her/him carry out their responsibilities (and as a way to develop potential successors).

The following are suggestions which will help you to develop your chapter's job descriptions. They are given in alphabetical order for ease of reference. For more on job descriptions see section 6 "*Members: our most important asset*".

### Education or School Board Liaison

Responsibilities and duties include:

- serves as a communication link between the chapter Board of Directors and a school district's Board of Trustees and senior administrators
- at all times represents the chapter as a whole, not individual schools or individual parents
- becomes familiar with relevant district policies, guidelines, and procedures; the roles and responsibilities of district leaders; and the district's decision-making processes
- might represent the chapter on relevant school district committees
- might take a lead re specific projects designed to improve the school district's support of French second language learning
- works to promote CPF visibility and goodwill with the school district's Board of Trustees, school board and school administrators

### Francophone Liaison

Responsibilities and duties include:

- works towards developing and maintaining a rapport with the local Francophone community
- keeps the chapter Board of Directors aware of areas of mutual concern to CPF and the Francophone community
- reviews publications written in French for the chapter President and/or the Board of Directors
- may serve as a French-speaking media contact if so delegated by the President

Qualifications:

- very good working knowledge of French
- good communication skills
- sensitivity to the aspirations of the Francophone community and an understanding of the goals of French First Language programs

## Membership Coordinator

The Membership Coordinator is responsible for promoting membership in CPF.

Responsibilities and duties include:

- ensures that all chapter Board of Directors and committee members are members of CPF in good standing
- chairs the membership committee, which:
  - develops and implements activities to recruit and retain members for the chapter
  - leads in the participation in branch and national membership recruitment/retention activities as appropriate to the local context and chapter priorities
  - looks at all chapter plans and activities from the perspective of membership development
  - helps all volunteers understand how to use their own positions/activities to promote membership (e.g., works closely with the Publicity / Public Relations Coordinator(s))
  - works with the CPF-BC & Yukon Chapter Support Officer to ensure that the chapter membership list is accurate and current
  - contacts members before expiry to remind them to renew
  - contacts new members to welcome them
  - contacts members who have renewed to thank them
  - contacts those whose memberships have lapsed to encourage them to renew and/or to conduct an exit interview (to find out why they are no longer interested in belonging to CPF, with the objective of learning how your chapter can better serve its members)
  - ensures that CPF pamphlets or other membership promotion materials are available where potential members will see or receive them (libraries, schools, community centres, medical clinics, day cares, preschools, school board French coordinator or Language coordinator, chapter displays)
  - help make new people feel welcome at meetings
- reports on membership committee activities to the chapter Board of Directors and chapter general meetings as appropriate

## Newsletter Editor

Responsibilities and duties include:

- determines timing and contents of the chapter newsletter within the context of chapter priorities and schedules
- responsible for gathering and/or writing articles
- responsible for editing of articles and proofreading of the newsletter
- responsible for the layout, printing and distribution of the chapter newsletter
- may submit articles for the CPF-BC & Yukon and CPF National newsletters on behalf of the chapter

## Publicity Coordinator

(**Note:** may be combined with Public Relations Coordinator)

Responsibilities and duties include:

- arranges for interviews, news conferences, etc. on behalf of the President or other designated spokespersons
- issues approved news releases on behalf of the chapter
- maintains a list of local media contacts, deadlines, etc.
- leads in the participation in branch and national publicity activities as appropriate to the local context and chapter priorities
- adheres to national policies regarding CPF publicity
- assumes any other tasks that may be assigned from time to time by the Board of Directors

## Public Relations Coordinator

(**Note:** may be combined with Publicity Coordinator)

Responsibilities and duties include:

- responsible for preparing and/or distributing posters and pamphlets
- responsible for the visibility activities such as displays
- oversees the acquisition, storage, and distribution of CPF pamphlets, videos, etc.
- assumes any other tasks that may be assigned from time to time by the Board of Directors

## School Liaison or School Representative

In many ways, CPF School Representatives hold the most important position on your Chapter Board of Directors. They are the primary conduit of information from administrators, teachers, parents and the community to your local Board.

Responsibilities and duties include:

- serves as a communication liaison between the parents in a particular school and the chapter Board of Directors
- serves as a communication liaison between the school administration, teachers and the chapter Board of Directors
- assists the Membership Coordinator in promoting membership within that school community
- maintain a visible presence at the school with CPF material and chapter newsletters prominently displayed where parents will be able to see them

The following are ideas to pass on to your School Representatives. They are only suggestions and there is no obligation for School Representatives do everything on the list. In fact, this is a "best case scenario" list.

1. Have a current School Representatives job description. Amend it as required.

2. Follow and add to the school Planning Calendar and Budget designed by President.
3. Introduce yourself to teachers and administration at start of school year.
4. Send home a welcome letter<sup>24</sup> to new French Immersion Kindergarten or Late French Immersion parents.
5. Compile a list of parents willing to help - best done at the September "meet the teachers" night/tea in association with the PAC.
6. Maintain a positive, visible and up-to-date presence in the school. Ask to have designated bulletin board and monitor it regularly.
7. Keep in constant contact with administration and teachers, passing relevant information on to your Chapter President.
8. Contribute school French Immersion news to the school newsletter (submit something every month) and your CPF Chapter newsletter. Make distribution of your CPF newsletter easy for the school secretary by having them counted out and identified by class. If you ask your copy centre to print the newsletter in batches of 30 it makes counting really easy.
9. Sell memberships always! Remember, 80% of those fees come right back to your chapter!
10. If not already present, lobby to have French exterior and/or interior signage at school to ensure the public knows it offers French Immersion; this also applies to school brochures and school web site. Make sure information on brochures and website is current.
11. If your chapter provides a French entertainer or event at your school, prepare an evaluation form to get feedback from teachers as well as from a small sampling of students, if desired.
12. Through consultation with your school's French Immersion Department Head, monitor how your school is doing in terms of French Immersion instruction - hours, quality, choices offered in secondary, etc.
13. If it isn't already, try to have the CPF School Representatives position designated as a PAC executive member-at-large and help out with the whole school activities (yes, that includes discussions about head lice and hot lunches!); not just French Immersion - it will take more of your time but keeps French Immersion issues and achievements in the spotlight and creates good will. To keep one person from spending too many hours in monthly meetings (PAC executive meeting, PAC general meeting, CPF chapter meeting), you could share your position with someone who enjoys attending the PAC meetings and have them report to you.
14. Have a "CPF report" as a regular item on the PAC meeting agenda. The report will let parents know what CPF events are coming up, new French Immersion items of interest, etc.
15. Check to see if there is a French Immersion parent on your School Planning Council and if so, keep in touch. If not, consider recruiting someone to run next year.
16. To create goodwill, find out when your teachers are having their French Immersion meetings and cater one with homemade goodies.
17. Be sure to write a thank you note to any teachers/administrators/staff that help out at an event and/or give a little gift.

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24. for an example see "Introducing CPF to new French second language parents" on page 6-8

18. Attend Kindergarten briefing meetings set up by school board - identify students who are good role models to have at those meetings. Make sure that you have plenty of CPF pamphlets on hand to give to prospective new parents. A display table is a great idea where you have pamphlets, resources and people to answer questions.
19. Be proactive - find out what teachers, librarians and LA's are working towards and how you can help. (i.e. Is their focus on literacy this year? Perhaps you can sponsor an author visit instead of a musical performance.)
20. Keep concise records of events in your CPF School Representatives binder so that your replacement will not have to "reinvent the wheel."
21. Keep track of your volunteer hours & contributions and the hours of any parents who assist at CPF events to give to your chapter's secretary who will send them in to CPF-BC & Yukon.
22. Don't forget the Core French teacher and the French Learning Assistant! They often get left out of consultations and planning processes.

# Chapter Meetings

See clauses 11 and 13 in the CPF-BC & Yukon Bylaws<sup>25</sup> for the relevant information on chapter meetings, voting, quorums, notice of meetings etc.

## Annual General Meeting

The annual general meeting of the chapter shall be held annually, in the chapter's jurisdiction and at such time as the Chapter Board of Directors shall designate. Voting members must be given prior notice of annual meetings.

## Extraordinary General Meetings

The Chapter Board of Directors may call an extraordinary general meeting of the chapter at any time. The Chapter Board of Directors shall call an extraordinary general meeting upon the requisition of at least ten percent of the Chapter voting members or upon the written request of six Chapter voting members, whichever is greater.

## General Meetings

The number of general meetings held during the year is at the discretion of the Board of Directors. It is suggested that at least one meeting per quarter be held.

## Board of Director Meetings

The Chapter board of directors shall meet at least three times a year at the call of the Chapter president at a place to be determined by the Chapter Board of Directors or the Chapter president.

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25. see appendix C "*CPF-British Columbia & Yukon bylaws*"

# The "fine print"

## Registered charity status

CPF is a registered Canadian charity, number 11883 5131 RR0001. All donations to CPF are eligible for receipts for income tax purposes. (Since services are received in return for the membership fee, the fee itself is not tax deductible.)

Likewise, CPF-BC & Yukon is, in its own right, a registered Canadian charity, number 106865165 RR. The branch is also entitled to issue receipts for donations.

In Canadian law a charity must fall under one of four general headings:

1. relief of poverty
2. advancement of education
3. advancement of religion
4. other purposes (beneficial to the community but not falling under any of the previous headings) which are recognized by the law as charitable.

CPF falls under the category of advancement of education.

The Income Tax act requires that a registered charity be an independent organization, created or established in Canada, that has applied for registration, and has been registered as a charitable organization or a public foundation or a private foundation. In addition, it must keep adequate books and records at a Canadian address that is recorded with Canada Customs and Revenue Agency. Typically, it is responsible for administering a charitable program or series of programs. Registered charities devote their resources to the charitable activities carried on by the charity itself and ensure that no part of their income is payable to or available for the personal benefit of its members. Registered charities must also have an independent board of directors or trustees.

Under the Income Tax Act registered charities have two significant tax advantages crucial to their funding and functioning:

1. charities are exempted from paying tax on any income they earn, and
2. donations to registered charities are tax-deductible or tax-creditable to the donor

In addition, a Registered Charity can apply to have half of all GST paid by it refunded by Canada Customs and Revenue Agency.

The extent to which a registered charity may engage in non-partisan political activities is strictly limited. That is, no more than 10% of the charity's resources may be devoted to swaying public opinion in order to affect legislation.

A registered charity may not engage in partisan political activities - directly or indirectly supporting or opposing a political party or a candidate in an election. However, this does not prevent a charity from providing information from all of the candidates in an election provided there is fair and impartial treatment and no preferences are expressed.

Being a registered charity carries with it the responsibility of using this status wisely and in accordance with Canada Customs and Revenue regulations.



**Due to the very stringent regulatory and reporting requirements, chapters are not encouraged to become registered charities, but to work under the auspices of the branch.**

⇒ Please contact the branch if you have any questions regarding how and when tax receipts can be issued or any other matters related to CPF-BC & Yukon's charitable status.

## Incorporation

Incorporation and registration as a charity are two different things. The following was copied directly from the Government of British Columbia Minister of Finance Corporate Registry website at [www.fin.gov.bc.ca/registries/corppg/crinfopkg.htm#soc](http://www.fin.gov.bc.ca/registries/corppg/crinfopkg.htm#soc) (February 2003), where you can find the complete text and more details.

A society is a non-profit organization. Any funds or profits must be used only for purposes of the society itself. Funds or profits cannot be distributed to a member of the society without the member giving appropriate compensation to the society first.

Societies are not required by law to incorporate. However, there are benefits to incorporating.

When a society is incorporated, it acquires all of the powers of an individual, as well as an independent existence - separate and distinct from its members - and an unlimited life expectancy.

Every society wanting to incorporate must have both a constitution and a set of bylaws as set out in the Society Act. The Society Act can be found on the Minister of Finance Corporate Registries website.

Once incorporated or registered, the legal entity must conduct business in BC according to the provisions set out in the legislation for the Societies Act.

Failure to comply with certain responsibilities may result in the legal entity being removed from Corporate Registry's active records. The society must file change of information forms within 30 days of their annual general meeting.

For detailed information on how to incorporate a non-profit society and the reporting requirements see:

- <http://cap.ec.gc.ca/english/8926.htm> for Yukon information and
- <http://cap.ic.gc.ca/english/8916.htm> for British Columbia information

⇒ **CPF-BC & Yukon does not recommend that chapters become incorporated. However, if there is a need for your group to do so, contact the branch office regarding requirements for the use of the name "Canadian Parents for French."**

# Reporting requirements

## Reporting to your members

In addition to keeping your members apprised of your activities on an ongoing basis, your bylaws will require specific reporting to be done at your Annual General Meeting. This will include your financial statements and an Annual Report.

## Reporting to CPF-BC & Yukon

In addition to keeping CPF-BC & Yukon informed of local trends, issues, and activities on an ongoing basis, the following specific reports are required:

1. Within 30 days after the end of **each quarter** you must submit your chapter's "Chapter Quarterly Summary Report of Volunteer Hours"<sup>26</sup> for the quarter.
2. **Immediately following your Annual General Meeting** - the Chapter Board of Directors List and Banking Information forms<sup>26</sup> must be submitted just as quickly as possible so that the national and branch contact lists can be updated. Membership rebates will be withheld following the anniversary date of your last AGM pending receipt of this form.
3. Within **90 days of your fiscal year end**, year end financial statements and reports which include:
  - a Balance Sheet,
  - Income Statement (Profit and Loss statement),
  - Budget for the new fiscal year,
  - copies of newspaper clippings, chapter newsletters, and any other documents illustrating your activities for the past year
4. **By October 15<sup>th</sup>** completed Chapter Summary reports which include:
  - the Chapter Summary of Secondary Information form<sup>26</sup>
  - the Chapter Summary of Activities form<sup>26</sup>
5. **Ongoing** - review and update the information for The CPF Guide to Immersion and Extended Core French at [www.cpf.ca](http://www.cpf.ca). On the CPF National website click Resources, then go to the "CPF Guide, The Research and Resource Database" page, scroll down and click on "The CPF Guide to Immersion and Extended Core French". Changes and additions should be sent to CPF National by e-mailing them at [cpf@cpf.ca](mailto:cpf@cpf.ca) as they occur throughout the year.
6. **Ongoing** - within 30 days of the conclusion of an event, that you applied for a Socio-cultural grant for, you must submit your Evaluation Report for Socio-cultural Grants<sup>26</sup> and original receipts.

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26. see appendix F "CPF Forms" or on the CPF-BC & Yukon website, [www.cpf.bc.ca](http://www.cpf.bc.ca) under *Chapter Information*

## Reporting to others

Be sure to note in your planning calendar<sup>27</sup> any reports due to other agencies, such as:

- for any grants your chapter has received
- to the Corporate Registry if your chapter is incorporated
- to the BC Gaming Commission if you have undertaken any licensed fundraising activities
- to the Canada Customs and Revenue Agency if your chapter is a Registered Charity

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<sup>27</sup>. see “*Routine dates and deadlines*” on page 5-10

# Working together

Working together with respect - some tips for enhancing communication and working relationships among staff, volunteers, and different levels of the organization:



## What we need in order to be able to work together effectively

- To be able to critically assess our work, improve, and move on
- To be able to trust and be trusted
- Open, honest communications
- To know everyone is kept equally informed
- To know that the same information is being shared with everyone
- To have mutual respect
- To speak with one voice

## What we agree to do

- To share the same information with everyone, in writing whenever possible
- To keep emotions and personalities out of the discussion; to stick to issues and facts through the following decision-making process
  - establish criteria for a good decision
  - list all possible options/ideas/opinions
  - discuss the merits of each and assess against established criteria
  - choose the best solution; confirm and document it
- To clearly articulate our expectations
- To help improve the work by making suggestions that add value and support efforts
- To communicate the rationale for a decision when sharing it
- To deal with board matters with the Board of Directors first and not discuss them outside the board until we reach a decision
- To speak with one voice

## Criteria for good decisions

- Compatibility with our mission, values, and mandate
- Take the interest of the collective CPF as priority

