



# **BOARD AND COMMITTEE ORIENTATION HANDBOOK**



**Canadian Association for Co-operative education**  
**[www.cafce.ca](http://www.cafce.ca)**

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## **INTRODUCTION**

The CAFCE Board and Committee Orientation Handbook is an extension of the CAFCE By-laws that captures the association's best practices, policies, and procedures. The CAFCE Board and Committee Orientation Handbook are to be used as educational tools 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.

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## CHAPTER 1

### 1.1 History of CAFCE

CAFCE was formed on September 26, 1973 when 29 representatives of 15 post secondary institutions from across Canada met at McMaster University and Mohawk College in Hamilton, Ontario, formally adopting a constitution and electing a board of directors. To fully appreciate the role of CAFCE and the context within which it was formed, review 'From Impossibility to Reality' written by Andrew Crichton, formerly co-operative education coordinator at Memorial University of Newfoundland. (<http://www.cafce.ca/en/history>)

### 1.2 Objectives of the Corporation

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

The objective of the Corporation is to provide a forum for individuals and institutions interested in co-operative education and more specifically to:

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

### 1.3 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) Employers recruiting post-secondary co-operative education students;
  - c) Institutions and individuals involved in delivering post-secondary co-operative education, and
  - d) 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 its constituents.

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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.

CAFCE values its "not-for-profit" status and strives for financial viability through on-going member and self-generated support.

## **1.4 Vision**

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

## **1.5 Mission**

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

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

## **1.6 Five Year Goals and Objectives**

The CAFCE Board develops and updates its goals every 3 years and uses each goal as a guiding principle in its work. The following are the current 3 year objectives (2015-2018). A full chart with goals, actions and progress notes is located in [Appendix 2](#).

### **Objective #1: Membership Engagement/Adding value for members:**

Goals included that will help CAFCE achieve this objective are:

- Accreditation of college programs
- Developing pro-active plan for recruitment and staffing of all board and committee positions.
- Annually recognizing members who provide leadership to the association.
- Practice sound financial management to ensure continued financial health of CAFCE.
- Collaboration with CACEE.
- Develop certification program for WIL practitioners.
- Establish stronger onboarding of members.
- Continue to offer robust set of PD offerings to members annually.
- Evaluate current membership base in terms of participation by region.

### **Objective #2: Advocacy for Co-operative Education with internal and external partners:**

Goals included that will help CAFCE achieve this objective are:

- Create National co-op database.
- Explore broadening mandate of Association to include other forms of Work Integrated Learning
- Maintain CAFCE program accreditation standards.
- Consider inviting influencers from government/industry/academic leadership to participate in individual board meetings.
- Continue to support calls for national tax credit and hiring incentives for co-op programs.
- Support creation of WIL forum with AUCC, CCC and CiCan.

### **Objective #3: Enhancing and expanding the CAFCE brand:**

Goals included that will help CAFCE achieve this objective are:

- Create a clear brand for CAFCE that includes key messages and visual presence for Association.
- Create daily/weekly/monthly news stories for CAFCE web site.

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- Develop social media strategy to engage members.
  - Bring PR/Marketing expertise to CAFCE Board.

## CHAPTER 2

### 2.1 Membership

Membership in CAFCE is open to individuals who are employed by co-operative education institutions and co-operative employers as well as other individuals interested in the development of post-secondary co-operative education 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

All registered members are voting members. Individuals and organizations seeking members are invited to consult: <http://www.cafce.ca/membership.html>.

#### Honorary Members

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

### 2.2 Benefits of Membership

Membership in CAFCE has a variety of benefits, particularly in terms of accreditation, professional development and networking opportunities. In addition, CAFCE is an important national volunteer advocate of co-operative education.

#### Networking Opportunities

CAFCE members are dedicated professionals with experience in education, training, and recruiting. 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 experience of all members; and
- Professional challenges are discussed and interesting insights are examined from various perspectives.

#### Professional Development

CAFCE 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, allowing the conference to move across the country. The conference generally runs from Sunday to Wednesday with a strong professional development and social program.

Each October/November, an Annual General Meeting will be hosted in October/November in the region of the incoming President. The Committee organizing the AGM will organize a professional development session in conjunction with the annual general meeting.

In addition to the conference and AGM, the PD Committee will develop professional seminars with a focus on co-operative education specific topics of interest offered by webcast throughout the year. Regional Committees may also host their own professional development sessions to their co-operative education practitioners.

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## **Leadership and Advocacy**

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

## **Standards**

CAFCE's Accreditation Council ensures that only the highest standards exist for our members. Member institutions are subject to rigorous evaluation before achieving accreditation status.

## **Publications**

Valuable information relating to Co-operative education is made available to CAFCE members through announcements, email distribution, and the web site. Resources include:

- Online Co-operative education Program Directory.
- CAFCE News Digest
- Co-operative education Tips and Techniques.
- CAFCE Accreditation Guide.
- Board and Committee 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.

The CAFCE President periodically participates in meetings with several international organizations involved in experiential learning.

Previous partners:

- Accreditation Council for Co-operative Education (ACCE): <http://www.co-opaccreditation.org/programs.htm>
- The Co-operative Division of the American Society for Engineering Education (CED): <http://www.profpractice.gatech.edu/ced/>
- Cooperative Education and Internship Association (CEIA): <http://www.ceiainc.org>
- National Commission for Co-operative Education (NCCE): <http://www.co-op.edu/index.html>
- 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>
- Canadian Association of Career Educators and Employers (CACEE) [www.cacee.com](http://www.cacee.com)

Their hope is to meet regularly to collaborate on several issues including:

- Reciprocal agreements
- Accreditation/certification

## **2.3 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 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 in Canada. The Award continues to be sponsored by the University of Waterloo.

### **Dr. Graham Branton Research Award**

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The Dr. Graham Branton Research Award recognizes significant contributions by CAFCE members to scholarly research in co-operative education, 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.

### **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). In 2006, the award was divided into two awards, one for a college and one for a university. 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.

### **Awards and Nomination Forms and Presentation**

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

## **2.4 CAFCE Research Grant**

Instituted in 2006, the CAFCE Research Grant helps to 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-operative education practices and their outcomes.

## **CHAPTER 3**

### **3.1 Board of Directors**

The affairs of the Corporation are managed by a Board of seventeen (17) Directors, each of whom at the time of election or appointment, and throughout the term of office, shall be a member of the Corporation and will require their employer's support to invest the financial and time commitment to assume the responsibility of a Board position.

#### Executive Committee

- The President
- The President-Elect
- The Secretary
- The Treasurer
- The Past President

#### Regional Representatives

- The Atlantic Region
- The Quebec Region
- The Ontario Region
- The Manitoba Region
- The Saskatchewan Region



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Director/Manager-at-Large

- College Director-at-Large
- University Director-at-Large

Employer Representatives

- Representative-at-Large
- Representative-at-Large

- The Alberta Region
- The B.C./Yukon Region

Ex-officio:

- Accreditation Council Chair
- Director of Operations
- Standing Committees, Chairs

The Executive Committee, in consultation with the Regional Representatives and the Directors-at-Large, shall appoint the Employer Representatives.

Upon accepting a position on the CAFCE Board of Directors, each Director must submit their home address, telephone number and birth date to the CAFCE Office. This information is a requirement for the annual Canada Revenue Agency's "Registered Charity Information Return". "Directors/Trustees and Like Officials Worksheet - The CRA makes the public information section on this worksheet available to the public (name, position, start-end dates, at arm's length with other Directors). All of the information collected on this form, including the confidential data (home address, telephone number, date of birth (mandatory for identification), may be shared as permitted by law (e.g. with certain other government departments and agencies).

### **3.2 Role of the Board**

The function of the Board of Directors shall include but are not 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.

### **3.3 Meetings of the Board**

The CAFCE Board will meet regularly to approve plans and budgets, create and implement objectives, and to ensure smooth operations of the Association. The Board will meet three times in person and up to five to eight times via teleconference per year. Directors are expected to attend a minimum of 50% of meetings throughout the year including one in person meeting per year.

Travel to meetings is at the expense of the individual board member or his/her institution. Executive members have a travel expense account to offset the cost of attending CAFCE Board meetings (Current levels: President - \$1,500; President Elect - \$1,000; Secretary - \$1,000 Treasurer - \$1,000; and Past President \$1,000). In conference years, one meeting will be held in conjunction with the association's national conference, which is hosted by regional Committees.

Committee Chairs and/or employers 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. The President and Regional Representatives are to forward a final report for the membership year ending in September to the CAFCE Office by mid-August to be included in the CAFCE Annual Report that is distributed to the membership with the CAFCE AGM Invitation and Agenda.

Minutes of each meeting will be provided by the Secretary and distributed by the Director of Operations following the Board meeting.

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### **3.4 Annual General and Special Meetings**

The Annual General Meeting (AGM) is a legal requirement of CAFCE to provide 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 late October or early November to allow adequate time for the financial year-end audit and completion of the organization's Financial Statements.

Travel and accommodation costs are to be covered by the Board member's institution.

### **3.5 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, 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.
- Is a member Ex-Officio of all Committees/councils and 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 interest of the Association.
- Works with the Board on relations with WACE, CEIA and other co-operative education bodies/associations.
- Liaises with other Directors, especially the Past-President, President-Elect, Treasurer, and Secretary to ensure smooth function and promotion of the business of the Association.
- Represents CAFCE at international meetings such as, World Association for Co-operative education (WACE), 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, distributes voting cards and records the number of proxy votes carried by the member in person or on behalf of other members, in concert with the CAFCE Director of Operations.
- 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 implemented and enforces 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 CAFCE National Co-operative education Week (second or third week in March).
- Notifies the CAFCE Office of vacations or extended periods of leave in a timely fashion.

#### **Term and Method of Appointment**

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

### **3.6 Duties of the 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 members in good standing and will require

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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 function 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 bodies/associations.
- Submits agenda materials to the President and Secretary for information.
- Reviews all legal documents and manuals (*CAFCE By-Laws, CAFCE Board and Committee Member Orientation Handbook, Co-op Manual, Fair Treatment and Complaint Policy*, previous meeting minutes, etc.)
- Acts as the key contact for a person looking to lodge a complaint based on *CAFCE's Fair Treatment Policy*.
- 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).

## **3.7 Duties of the Past-President**

### **Position Summary**

To act 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 work to ensure succession planning for the Association. Must remain a member in good standing and will require his/her 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 function 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 Board and Committee 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.

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## 3.8 Duties of the Secretary

### Position Summary

In addition to other duties assigned by the Board, the Secretary ensures 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 members 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 President for approval and then sends it to the CAFCE Office to ensure a record is being saved. The Director of Operations will distribute them to the Board.
- Records attendance at the AGM of members attending in person or by proxy.
- Records minutes of the AGM and forwards them to the President for approval and then sends it to the CAFCE Office to ensure a record is being saved. The Director of Operations will then distribute them to the Board.
- 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.

## 3.9 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 members in good standing and will require his/her employer's support to invest the financial and time commitment to assume the responsibility of their Board position.

### Duties

- Signs cheques at least twice a month, or on an as needed basis, at the CAFCE Office in Toronto or by courier.
- 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 June 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.
- Holds signing authority for financial documents and other documents of the Association.
- Notifies the CAFCE Office of vacations or extended periods of leave.

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## **Term and Method of Appointment**

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

### **3.10 Duties of the Regional Representative**

#### **Position Summary**

Regional Representatives are CAFCE representatives in their respective regions and will participate on the CAFCE Board for at least one to three full year terms (November to November). They act as the region's liaison with CAFCE via its Board of Directors. Regional Representatives must be members 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**

- Attends a minimum of one in person meeting per year.
- Reports on regional activities at Board meetings. Identifies regional issues and presents issues at the National Board meetings.
- Communicates CAFCE activities to region members, in particular providing information following National Board meetings.
- Interfaces with their region's representatives to obtain feedback on CAFCE's initiatives to provide regional feedback 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**

Elected by CAFCE members within their respective region.

### **3.11 Duties of the Employer Representative (Representative-At-Large)**

#### **Position Summary**

Serve as the voice of employers for and within the association.

#### **Duties**

- Believes in and promote the vision and mission of CAFCE.
- Demonstrates leadership on the Board of Directors by participating in and/or Chairing Committees.
- Participates in the affairs of CAFCE by preparing for and attending meetings of the Board of Directors and related meetings of the Association.
- 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.*).
- Promotes Co-operative education with employers, educators, and at all government levels.

#### **Terms and Methods of Appointment**

- The Executive Committee, in consultation with the Regional Representatives, shall appoint the Employer Representatives.

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- Employer Representatives must be members 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.
  - The term of service is one year and may be renewable up to two times for a maximum of a three year term.

### **3.12 Duties of the Manager/Director-at-Large**

#### **Position Summary**

Serve as the voice of either universities or colleges for and within the association. Manager/Directors-at-Large must be members in good standing and will require their institution's support to invest the financial and time commitment to assume the responsibility of their Board position.

#### **Duties**

- Attends a minimum of one in person meeting per year.
- Plans and promotes "CAFCE Directors/Managers Meeting" in conjunction with a CAFCE event and reports key findings back to the Board.
- Identifies university/college issues and presents issues at the National Board meetings.
- Interfaces with university/college colleagues to obtain feedback on CAFCE's initiatives to provide feedback to the national board.
- 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**

- Manager/Director-at-Large (Colleges) will be elected by CAFCE College and Institute members.
- Manager/Director-at-Large (Universities) will be elected by CAFCE University members.

### **3.13 Duties of Board Representative on CAFCE Committees**

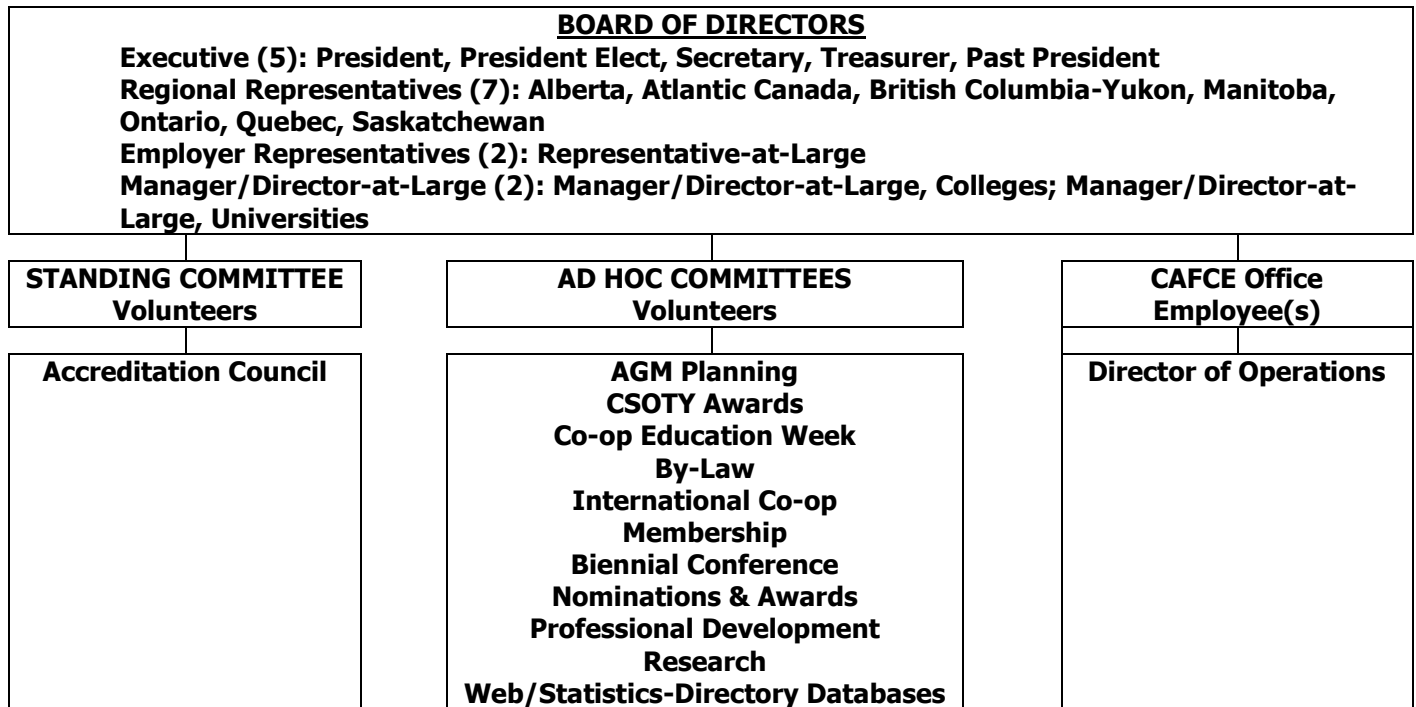
#### **Position Summary**

Board Representatives are appointed annually from the CAFCE Board of Directors to serve as advocates and Board Liaisons for CAFCE Committees.

#### **Duties**

- Brings forward motions from the Committee for review by the Board.
- Attends and participates in Committee meetings.
- Represents the Board's position on projects and activities.
- Addresses any Board requests or concerns with the Committee and reports back to the Board the Committee's requests or concerns.
- Provides timely responses to requests from either the Board or Committee.
- Receives activity reports, either orally or in writing, from the Committee Chair to present to the Board.

### 3.14 Organizational Structure



## CHAPTER 4

### 4.1 CAFCE Office

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

Director of Operations  
 Canadian Association for Co-operative education (CAFCE)  
 411 Richmond Street East, Suite 200, Toronto, ON M5A 3S5  
 Tel: (416) 483-3311/Fax: (416) 929-5256  
 Email: [cafce@cafce.ca](mailto:cafce@cafce.ca) / Web site: [www.cafce.ca](http://www.cafce.ca)

### 4.2 Director of Operations

#### Position Summary

The Director of Operations 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 Director of Operations liaises with and assists the Board as well as the membership-at-large, ensuring timely, high quality and professional completion of Association activities. The Director of Operations 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.

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- Maintains and updates the membership and general database.
  - Coordinates membership renewal campaign in July of each year.
  - Compiles and distributes CAFCE news/updates, nomination forms, and all relevant membership information.
  - Coordinates award projects (Barber/Branton-Research/Service/Volunteer Recognition/CSTOTYA).
  - 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, Committees, 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.
  - 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 for distribution.
  - Distributes proxies, notices of motions, and a covering letter to the membership before the AGM.
  - In concert with the President, distributes voting cards and records the number of proxy votes carried by each member attending in person 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.
  - Submits the 'Annual Return' and 'Change of Directors' to Corporations Canada.
  - Incorporates the letter of approval and revisions in the 'Amendments' section of the Constitution.

#### **Terms and Method of Appointment**

- The Board may appoint an Executive Director/Director of Operations who shall be a Director of the Corporation. The tenure of the Executive Director/Director of Operations will be reviewed at least biennially.

## **CHAPTER 5**

### **5.1 CAFCE Committees**

New Committees will normally operate as Ad Hoc Committees for at least the first year. If the Chair is not from the CAFCE Board of Directors, a Board Representative will be appointed (see Board Representative Duties).

The status of a Committee will be reviewed by the Board at the request of the Chair and may be changed if deemed appropriate.

The Board will provide each Standing Committee and Ad Hoc Committee its Terms of Reference outlining:

- Mandate
- Meetings and conduct of business
- Reporting Activities
- Budget
- Chairs Responsibilities



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A list of Committee members with an identified Chair shall be submitted to the Board and the CAFCE Office 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 upon approval of the Board, until the end of a current membership year when he/she 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.

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 an activity report, in writing or verbally, to the Board Representative for each Board meeting. Annual activities reports for the AGM Report, proposal, and budgets must be submitted by a proposed date in May prior to the beginning of the next membership year. Chairs are to forward a final report for the membership year ending on August 31<sup>st</sup> to the CAFCE Office during the first week in September to be included in the *CAFCE Annual Report* that is distributed to the membership with the CAFCE AGM Invitation and Agenda.

## **5.2 Standing Committees**

The Board shall create standing Committees/councils when deemed necessary to carry out the established objectives of the Corporation.

### **Accreditation Council**

#### **Mandate**

CAFCE created the Co-operative education Council of Canada (CECOC) for co-operative education 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.

The Council shall review and assess co-operative education programs on behalf of the Corporation.

More specifically the Council shall:

- Establish and maintain rules and procedures for the conduct of its business;
- Establish the standards according to which co-operative education programs will be accredited by the Corporation;
- Review the standards according to which co-operative education programs will be accredited by the Corporation and amend those standards as required;
- Receive and respond to suggestions and queries regarding appropriate standards for accreditation as provided by the membership of the Corporation;
- Establish guidelines, documentation, and procedures by which co-operative education programs shall be evaluated for accreditation purposes;
- Establish an appeal procedure;
- Establish documentation and evaluation standards and procedures by which co-operative education programs shall be evaluated for accreditation purposes;

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- Evaluate co-operative education programs presented to it and, on behalf of the Corporation award interim or full accreditation or withhold accreditation in accordance with the established standards;
  - Establish on behalf of the Corporation a period of accreditation;
  - Recommend to the Board an appropriate fee structure for the evaluation of programs such that the review and assessment procedure is self-supporting. All fees shall be paid to the Corporation;
  - Appoint sub-Committees to conduct the review of co-operative education programs brought forward for accreditation in accordance with the established guidelines and procedures. Such sub-Committees shall be comprised of a minimum of three (3) members of the Corporation, one (1) of whom must be a member of the Council;
  - Recommend to the membership of the Corporation such standards of performance and ethical codes as it may from time to time deem desirable for the guidance of students, employers and co-operative education program staff.

### **Publication(s)**

- Co-operative education Tips and Techniques
- Co-operative education Manual: Guide to Planning and Implementing Co-operative education Programs in Post-Secondary Institutes
- CAFCE Standards and Rationale

## **5.3 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.

### **Annual General Meeting (AGM) Planning Committee**

The AGM Planning Committee shall be formed within the region of the traveling AGM to plan and host the Annual General Meeting normally held in October/November to work with the annual audit schedule.

A Professional Development (PD) portion is normally included with an AGM. There is no requirement to hold a PD with a travelling AGM during a conference year. Duties include sourcing the location, scheduling the AGM and/or PD, arranging meeting room and food for the AGM as well as all other meetings happening around the AGM; the Board will supply this information.

### **Biennial National Conference Committee Host**

The Conference Committee shall provide overall co-ordination of the national biennial conference consistent with the objectives of the Corporation and in accordance with the *CAFCE Conference Guidelines and Procedures*.

### **By-Law Review Committee**

The By-Law Review Committee will comprise of at least one Executive Board Member and all by-laws of the Corporation may be amended or repealed at a meeting of the Board by a two-thirds (2/3) vote of the Directors present provided that notice of the proposed amendments or repeals is included in the notice for the meeting at which the amendments or repeals are to be considered or provided that all Directors waive, in writing their right to such notice.

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

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

### **International Co-operative Education Committee**

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

### **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.

### **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 3<sup>rd</sup> full-week in March, for individual member schools and regions to celebrate co-operative education in Canada.

### **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.

### **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.

### **Communications/Public Relations Committee**

The Public Relations Committee shall provide overall coordination of communications activities which include: Marketing; Communications; Sponsorship and Partnership Opportunities and, Government Affairs.

### **Research Committee**

The Research Committee shall foster the conduct and distribution of co-operative education research across the country.

### **Web and Statistics Committee**

The Statistics Committee shall develop a method for collection of co-operative education statistics that will benefit members, institutions and regions. Committee membership consists of at least one Board member and other members as required. The Web Committee shall maintain the website's functionality.

## **5.4 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 Director of Operations requesting meeting room/food/equipment for a confirmed number of persons.
- Committees will be responsible for creating their own agendas and recording minutes.
- Copies of minutes for each Committee will be forwarded to the CAFCE Office for permanent records.

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- Committees may also hold meetings by teleconference\*, but a free online option, such as, Skype is preferred.

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

## **Membership**

The Membership Committee 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 Director of Operations for the Board's review in August of each year. Changes to the Committee membership throughout the year will be reported to the Director of Operations.
- Committees will submit a Committee report, in writing or verbally, to the Board Representative or Director of Operations to distribute to the Board two weeks prior to each Board meeting.
- All Committee correspondence either electronically or hardcopy shall be copied to the Director of Operations.
- Annual review reports must be submitted to the Director of Operations 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 Hall".

## **Budget**

- No Committee shall incur debt, solicit funds, or make commitments without prior Board approval.
- A Committee, or the Director of Operations on their behalf, shall receive 2-3 price quotes for purchases above \$500 before signing any contracts. It is advised to ask for and check references. Final payment is to be made only when the contract has been fulfilled to CAFCE's satisfaction.
- The Chair shall submit an annual budget (see Appendix 1: New Project Proposal) normally at the end of 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 and Duties**

The main duty is to co-ordinate work of the Committee in the development and delivery of approved projects.

- Co-ordinates and participates in the activities of the Committee as they are described in the CAFCE Constitution and the CAFCE Board and Member Orientation Handbook.
- Maintains and distributes the Committee's operational manual.
- Recruits new Committee members.
- Corresponds with the board to ensure no unnecessary overlapping of activities.
- Submits a report for Board meetings and AGM.
- Educates new members and incoming Chair on the Committee's mandate and their responsibilities, current activities, and general tasks.
- Conducts 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.

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### **Committee Members' Duties**

- Participates in the affairs of the Committee by actively working on projects and attending Committee meetings.
- Becomes familiar with Committee's Operational Manual.
- Conducts 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

## **5.5 Budget**

CAFCE's Annual Budget is made up of:

- Operational Budget
- Committee Budgets
- Conference Budget

## **5.6 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. Review Appendix 1: How to Create a "New" Project Proposal for CAFCE

## **5.7 Meetings of the Council/Committee(s)**

The Accreditation Council meets twice a year in conjunction with the Board of Directors meetings. Other Committees are expected to meet throughout the membership year by any type of free on-line communications (Skype, Mingle, etc.) that works for the Committee, via teleconference or in-person meeting as acceptable by their members. In-person meetings may not conflict with Board of Directors or Accreditation meetings.

## **CHAPTER 6**

### **6.1 Complaint and Fair Treatments Policies**

The *CAFCE Complaint* and *Fair Treatment* Policies were created in 2005 to enable the organization to receive Officer and Director's 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*, *CAFCE Fair Treatment Policy*, and this manual may result in disciplinary action. These documents can be found on the CAFCE website.

### **6.2 Website**

CAFCE is present on the world-wide-web with a dynamic web site <[www.cafce.ca](http://www.cafce.ca)>.

Web Designer: Exware

Content: Director of Operations

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## APPENDICES

### Appendix 1 –How to Create a New CAFCE Project Proposal Document

CAFCE Committees are asked to use the following information as an example, when producing and submitting a new project proposal to the CAFCE Board of Directors. New Project Proposals for the next CAFCE Membership Year September 1 – August 31) are to be submitted to CAFCE Office ([cafce@cafce.ca](mailto:cafce@cafce.ca)) by the third Friday in May.

The CAFCE Board of Directors is always pleased to receive new initiatives being proposed by Committees and the Directors are very appreciative of the time and effort involved in a Committee developing these initiatives. It is hoped that Committee Members understand that all projects may not be accepted.

Each proposal should:

- Explain how the project supports the current strategic directions 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 CAFCE Director of Operations, 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 it's funding.
- Include a set of criteria for a performance review report for the Board of Directors once the pilot project is complete.
- 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 the CAFCE 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 consider all aspects of a proposed project and how it fits with other CAFCE projects. New CAFCE Project Proposals are to be submitted with a Committee's activities/budget report for each new membership year.

PROJECT NAME		
Project Initiation Checklist		
Prepared By	Date Prepared	Revision Number
<b>Project Objective (Benefits and Benefits)</b>	To meet which of the 5 Goals): ( <a href="http://www.cafce.ca/mission-objectives.html">http://www.cafce.ca/mission-objectives.html</a> )	
	In a way that:	
Business Case		
<b>Project Justification</b>	Why do this project?	
	What happens if we don't do it?	
	Why do it now?	
	How critical will the impact of the project be?	
<b>Risks</b>	What could go wrong? (both systems-related and user-related)	
<b>Countermeasures</b>	How will you avoid this?	
<b>Costs</b>	List all hardware, software, network, staff, facilities and other costs	
Background		
<b>Project Scope</b>	What Goals and activities are in scope?	
	What other Committees are in scope? (attach a scope diagram for clarity)	
	What business procedures are required?	
	What IT operations procedures are required?	
	Will testing or "Evaluation Criteria" be required?	
	Will Director of Operations's time be required, if so what's needed?	
	What training is required?	
	What documentation is required?	
	What are the critical requirements?	
<b>Constraints</b>	What is the maximum cost of the project?	
	What is the latest project completion date?	
	What are the interproject dependencies	
<b>Current Issues</b>	Briefly describe any issues that will need to be addressed prior to or during the project	
Organization		
<b>Project Sponsor</b>	How will this project be financed?	
	Who will signoff the requirements?	
	Who will remove obstacles?	
	Who will accept the finished product?	
<b>Project Lead</b>	Who will execute the project initiation (e.g., Chair, Committee Member, etc.).	
<b>Resources &amp; Responsibilities</b>	What additional resources will be required?	
	Outline Roles and Responsibilities?	
Schedule		
<b>Start Date</b>	When will the project start?	
<b>End Date</b>	When will it end?	
<b>Estimate</b>	How many effort hours?	
	What assumptions are you making?	
<b>Final Product</b>	What is the end product?	
<b>Project Approach</b>	What are the milestones? (timelines)	
<b>Interim Products</b>	What are the products of the milestones?	
Project Initiation Approvals		
<b>Requested Date</b>		
<b>Approval Date</b>		
<b>CAFCE Board (Notes)</b>		

## Appendix 2 – CAFCE Board Strategic Goals and Priorities 2015-2018

### Objective 1: Membership engagement/ Adding value for our members

Goal	Objectives	Actions	Owner	Notes	Progress
Accreditation of college programs	To engage all members to the fullest capacity within the organization and consequently to enable access to all the benefits and privileges possible.		Karen Reimer and Accreditation Council with support from PR and Communications Committee	Accreditation Council passed new criteria for 2 year programs in February 2015; now needs to develop communications strategy to promote the new guidelines	On-going
Develop proactive plan for recruitment and staffing of: -all board positions and committee chairs and committee member positions -fully utilize new College and University positions	To ensure members are active. To ensure volunteers to not reach a point of volunteer fatigue (succession planning).		Past-President, President, Director of Operations (and the board)	Need to consider filling vacant employer rep position during 2015/16 election cycle. Membership committee through new Peer Mentoring program, could support volunteer succession.	Discuss employer rep position prior to May 2015
Annually recognize members who provide leadership to organization	Add value for members	President to write thank-you letters to all committee chairs copied to President of their Institution; also recognize at President's reception at bi-annual conference	President; CAFCE Director of Operations		Start in Summer 2015; do annually prior to each AGM



Practice sound financial management to ensure continued financial health of CAFCE	Exercise prudent stewardship of Association's resources to ensure financial sustainability		President, Treasurer, all Board and Committee Chairs		On-going
Collaboration with CACEE	To enhance our relationship with CACEE and leverage our partnership opportunities		Karen Reimer	Exploring opportunities for joint conference with CACEE/CAFCE in 2017 or 2018	In Progress
Develop Certification Program for WIL practitioners	Develop consistent and recognized standards in practice of work integrated learning	First module of WIL course will be piloted Spring 2015	Norah McRae representing CAFCE with partners from Sweden, Australia, and New Zealand		Pilot of first module in Spring 2015 with additional modules planned for coming year
Establish stronger onboarding of members	To ensure member engagement from the outset		President, Membership committee	Develop Peer Mentoring Program (launched at 2016 CAFCE conference), more structure Conference buddy program, reaching out to College members, encouraging more members to serve on committees, new member orientation materials	Call for new Membership Committee with mandate to focus on new and existing members—Spring 2015. New committee formed Summer 2015
Continue to offer robust set of PD offerings to members annually	Build on our strength in supporting our members' professional development		PD Committee; CAFCE Conference Planning Committees		On-going Membership committee to offer support in any surveys of members.
Evaluate current membership base in terms of participation by region	Evaluate composition by region and needs of current CAFCE members to assess potential for growth and	Assess current breakdown of members by region	President; CAFCE Director of Operations; Board, Membership Committee	Conduct member survey to identify key needs and interests of membership Membership Committee to provide some member analysis.	Assess current membership prior to June 2015 board meeting; discuss results and next steps at June meeting

	adjustment to Association's opportunities				
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**Objective 2: Advocacy for Co-operative Education with Internal and External Partners**

Goal	Objectives	Actions	Owner	Notes	Progress
Create National Co-op Database	To provide data needed for advocacy and research on co-op	CAFCE Stats Database committee created RFP Winter 2015	Stats Database Committee, President, Board; Directors at Large	Directors at Large lead discussion at Annual Directors and Managers meeting to encourage buy-in	RFP to be sent out in April 2015 with submissions from contractors received prior to June 2015 meeting; ideally decision made at June 2015 meeting
Explore broadening mandate of Association to include other forms of Work Integrated Learning	Fill gap of lack of national association for practitioners in other forms of WIL such as Internships and Community Service Learning; broaden CAFCE's ability to advocate nationally on behalf of Work Integrated Learning/Experiential Learning; build on CAFCE's success with Co-op Accreditation model to build out other forms of WIL to be accredited	Begin by exploring current CAFCE member data and considering survey of current membership; assess other similar professional organizations in Canada—what's being done already? Where are their gaps?	President; President Elect; Directors at Large; Membership Committee Chair; Board	Keep this goal in mind when creating member survey	Begin in Spring 2015—Discussion at Directors/Managers meeting in Ottawa in June 2015
Maintain CAFCE program accreditation standards	Build on one of the strengths of the organization	Encourage more CAFCE members to become accredited	Accreditation Chair and Council supported by CAFCE Board	Explore ways to enhance the value of accreditation: more promotion of accredited schools?	TBD

Consider inviting influencers from government/industry/academic leadership to participate in individual board meetings	Educate others about co-operative education; enrich board discussions with other expertise on particular topics		President; President Elect; Board		TBD
Continue to support calls for national tax credit and hiring incentives for co-op programs	Increase co-op opportunities particularly for SMEs		President; President Elect; Directors at Large; Board		Ongoing
Support creation of WIL forum with AUCC, CCC and CiCan	Advocate for co-op model with key government and industry partners		President; President Elect; Directors at Large; Board		Discuss Statement of Intent at March 2015 Board meeting

### Objective 3: Enhancing and Expanding the CAFCE Brand

Goal	Objectives	Actions	Owner	Notes	Progress
Create a clear brand for CAFCE that includes key messages and visual presence for Association	To present a clear and compelling brand for the Association to internal and external stakeholders	Co-chairs of committee in place Fall 2014	Co-chairs of PR and Communications Committee	Co-chairs to consider recruiting someone with PR experience to sit on committee and advise the board; also explore potential for that person to lead Board in branding exercise at June 2015 meeting	In Progress Spring 2015
Create daily/weekly/monthly news stories for CAFCE web site	Increase profile of Co-operative Education in Canada		PR and Communications Committee		Timeline TBD—after branding exercise in June 2015?
Develop social media strategy to engage members	Provide updates in timely fashion through Twitter; provide forum for members to engage informally (LinkedIn)	Assess current Twitter/LinkedIn account/activity and propose new plan	PR and Communications Committee; CAFCE Director of Operations Membership Committee	Membership/PR Committee to recruit a member to monitor the LinkedIn Group	Timeline TBD

Bring PR/Marketing expertise to CAFCE Board	Increase Association's capacity for strategic communications and advocacy		Co-chairs of PR and Communications Committee/President/ Board	First step is to identify someone to support our Branding exercise; see how they work out and consider inviting them to join the Board (could fill vacant employer rep position or be advisor to the Board rather than formally a Board member)	Discuss prior to June 2015 in-person board meeting
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This spreadsheet was updated in March 2015 based on priorities that the CAFCE Board identified in a Strategic Planning Day held in Toronto on February 23, 2015.