

Confederation of University Faculty Associations
of British Columbia

Policies

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Administrative Policies

A1. Reporting Policy (amended April 15, 2016)

- A1.1 The President and Executive Director shall ensure that the CUFA BC member associations are kept informed of **CUFA BC's activities and involved in priorities** and policy planning at General Meetings and between General Meetings, at Executive Committee meetings
- A1.2 At each General Meeting, CUFA BC shall publish a report of its activities since the previous General Meeting. The report shall contain:
1. a report from the President
 2. a report from the Executive Director
 3. a report from the Secretary/Treasurer which shall include a narrative budget
 4. a report from each member association on its own activities
- A1.3 **In order to develop wider knowledge of and experience with CUFA BC's advocacy** work, CUFA BC Council members shall be invited to participate in advocacy meetings and events, where possible and appropriate.

A2. Communications Policy (amended April 15, 2016)

- A2.1 CUFA BC member associations are responsible for ensuring that information **about CUFA BC's work is communicated to individual faculty members on their** respective campuses. This may include, but is not limited to:
1. having CUFA BC contribute articles to member association newsletters;
 2. inviting CUFA BC officers to address member association executive committee meetings and/or general membership meetings;
 3. **having one of the member association's CUFA BC General Meeting delegates report on CUFA BC General Meetings to their association's** executive committee.

A3. Orientation Policy (amended April 15, 2016)

- A3.1 The Resource Coordinator shall produce and maintain, electronic form, an Orientation Handbook to be provided to each new member of CUFA BC Council.

A3.2 The Orientation Handbook shall include copies of:

1. the Constitution and By-Laws
2. the Operational Policy Manual
3. the Policy Statement Manual
4. the most recent audit report
5. the minutes for the last two General Meetings
6. the current operating budget
7. the list of past presidents
8. the Society Act
9. other documents that might be useful for a new member of CUFA BC Council

A4. Organizational Review Policy (amended April 15, 2016)

A4.1 Every five years, CUFA BC shall review its mandate, activities, staffing and budget to ensure their continued relevance.

A4.2 The next organizational review will commence at the Spring 2020 General Meeting.

General Financial Policies

F1. General Budget Policy (amended April 15, 2016)

- F1.1 The purpose of the CUFA BC budget is both to fund the predictable expenses of the organization and to provide contingency funds to allow the organization to act in response to government initiatives and/or to take advantage of opportunities to advance the interests of its members.
- F1.2 Predictable expenses (e.g. salary, rent, telecommunications) are budgeted at their actual expected level.
- F1.3 Contingent expenses (e.g. miscellaneous travel) are budgeted based on actual expenditures in the previous year and an estimate of the amount of activity in the coming year.

F2. Budget Review (amended April 15, 2016)

- F2.1 At each General Meeting there shall be a review of the budget for the current fiscal year in light of the most recent financial statements and consider what budget amendments may be necessary in order for the budget to better reflect the actual revenues and expenditures of the organization.

F3. Exceeding Budgeted Amounts (amended April 15, 2016)

- F3.1 An increase greater than five thousand dollars (\$5,000) for an individual expenditure must be authorized by a resolution at a General Meeting or an Executive Committee meeting.
- F3.2 **The amounts budgeted for staff salaries and the President's teaching** release may only be exceeded if authorized by a resolution at a General Meeting or at an Executive Committee meeting.
- F3.3 For all other expense categories, the President and Secretary/Treasurer may jointly authorize expenditures exceeding the amount budgeted up to a maximum of \$5,000.

F4. Signing Officers (amended April 15, 2016)

- F4.1 The signing officers shall be designated by a General Meeting resolution.
- F4.2 Normally, the signing officers are the President, Vice-President, Secretary/Treasurer and Executive Director. Where a cheque is to be issued in an amount exceeding five thousand dollars (\$5,000), the cheque must be authorized by two signing officers other than the Executive Director.
- F4.3 A signing officer may be removed or replaced by a two-thirds majority resolution at a General Meeting or at an Executive Committee meeting.
- F4.4 All cheques and other financial instruments shall be signed by two signing officers.

- F4.5 Normally, a signing officer may not sign a cheque or financial instrument for which she or he is the payee. In exceptional circumstances, a signing officer may sign a cheque or financial instrument for which she or he is the payee, subject to the verbal or written authorization of a signing officer other than one who will sign the cheque or financial instrument.
- F4.6 All cheque requisitions must be initiated by the signing officers signing the cheques. Where one of the signing officers is the Executive Director, the cheque requisition, along with a photocopy of the cheque, must be reviewed and approved by a third signing officer within 60 days of the issuance of the cheques.
- F4.7 The monthly bank reconciliation statements and bank statements must be signed by the Secretary/Treasurer to indicate that she/he has reviewed the statement.
- F4.8 The monthly journal entries must be signed by the Secretary/Treasurer to indicate that she/he has reviewed them.

F5. Financial Management (amended April 15, 2016)

- F5.1 The Executive Director is responsible for managing the finances of the organization subject to the budget and policies set by CUFA BC and the direction of the President and Secretary/Treasurer.
- F5.2 The Executive Director shall provide Council members with financial statements at each General Meeting.
- F5.3 The Executive Director and the Resource Coordinator shall regularly update the President and Secretary/Treasurer on the financial status of the Confederation. The Executive Director and the Resource Coordinator shall also provide copies of the financial statements and the bank reconciliation to the Secretary/Treasurer on a monthly basis.

F6. Travel and Accommodation Expenses (amended April 15, 2016)

- F6.1 All travel and accommodation expense claims
1. shall be submitted on the approved form;
 2. shall not be processed without the signature of the person making the claim;
 3. be supported by original receipts, except in exceptional circumstances;
 4. may be submitted electronically;
 5. shall be submitted in a timely manner
- F6.2
1. The per diem rates for meals not otherwise provided are:
 - Breakfast \$15.00
 - Lunch \$15.00
 - Dinner \$40.00
 2. An additional \$15.00 per day may be claimed for incidental expenses.

3. Reimbursement for the use of a personal vehicle is at the rate of \$0.555 per kilometer. For trips within an **individual's home community, if that individual** normally drives to her/his campus/office then that mileage is to be deducted from the total claimed.
 4. If accommodation is provided by friends or relatives, up to \$40 per day may be claimed for accommodation expenses.
 5. None of these claims require submission of receipts.
- F6.3 For in-province travel, CUFA BC will not normally reimburse accommodation costs in excess of the amounts set out in the Business Travel Accommodation Listings for BC Government employees (<http://csa.pss.gov.bc.ca/businesstravel/>) where available and applicable.
- F6.4 For out-of-province travel (and in-province travel where the rates outlined in F6.3 are not available, CUFA BC will not normally reimburse accommodation costs in excess of the amounts set out in the Canadian Association of University Business **Officer's University (CAUBO) Hotel Rate program** (http://www.caubo.ca/supplier_contracts/hotels).
- F6.5 Travel between Vancouver and Victoria will be reimbursed to the equivalent of the cost of travel by personal vehicle via BC Ferries, including the cost of ferry fares, ferry reservation fees, vehicle mileage, and parking.
- F6.6 Where a person traveling on CUFA BC business chooses to use a mode of travel or stay at an accommodation that exceeds the travel and accommodation expense guidelines above, they shall be reimbursed for a portion of their expenses equivalent to the total cost, had they used approved modes of travel and places of accommodation.
- F6.7 Any two of the President, the Secretary/Treasurer or the Executive Director may approve exceptions to the travel and accommodation expense guidelines above where they **deem it in CUFA BC's interests** to do so.

F7. **Child and Dependent Care Policy**

Where a person engages in CUFA BC business, resulting in a need for additional child or dependent care, the person may apply for reimbursement of necessary and reasonable costs associated with providing alternative care for dependents who rely primarily upon them for physical care. On a case by case basis, additional costs related to child / dependent care incurred as a result of engaging in CUFA business may be reimbursed. Notice of the requirement of reimbursement for child / dependent care expenses, including an estimate of the costs, should be made to the CUFA BC office at least a week before the activity occurs. Approval must be granted by two of the following: President, Vice-President, and Executive

Director. Receipts are required for reimbursement; receipts for care services must show the number of hours and the total amount paid.

F8. Employee Pensions (amended April 15, 2016)

F8.1 The salary and benefits for all CUFA BC employees shall be set out in a contract with the employee.

F8.2 Payroll services for employees may be provided directly by CUFA BC, through a member faculty association or university, or through a private sector payroll service.

F9. Budget Policy - Conferences and Meetings of Allied Organizations (amended April 15, 2016)

F9.1 The CUFA BC President, Executive Director, or their designates attend meetings of allied organizations for a variety of purposes. Unless CUFA BC Council decides otherwise, the CUFA BC budget shall allocate funds to attend these meetings. These associations shall include, but not be limited to, the Canadian Association of University Teachers (CAUT), the Confederation of the University Faculty Associations of Alberta (CAFA), the Ontario Confederation of University Faculty Associations (OCUFA), the Federation of Post-Secondary Educators (FPSE), and, if applicable, other provincial associations.

F10. Budget Policy - Resource Coordinator Meeting and Conference Attendance (amended April 15, 2016)

F10.1 From time to time, the Executive Director and the President may determine that conference attendance and/or meeting attendance involving travel for the Resource Coordinator or other staff may be appropriate.

F11. Donations (repealed April 4, 2013)

F12. Accounting Handbook (adopted September 23, 2011)

See Appendix I

F13. CUFA BC Statement of Investment Objectives and Guidelines

F13.1 Introduction

The purpose of this statement is to establish guidelines for the prudent **investment of CUFA BC's assets. These guidelines are meant to** provide stability in the management of the portfolio. This policy furthermore provides parameters for the portfolio by providing guidelines for selecting appropriate investments and

classes of assets. It is recognized that from time to time the Executive **Committee's attitudes, expectations and objectives may change or the manager** of the assets may sense a significant shift in the investment environment. Therefore, it is particularly important that the Committee and the investment manager continue to communicate about this statement.

F13.2 Purpose of the Reserves

The reserves have been provided to fund CUFA BC activities while minimizing fees charged to members, as well as to provide a source of funds in times of unusual **cash requirements (a "safety buffer")**.

F13.3 Investment Philosophy

CUFA BC's investment philosophy is to exercise care and prudence in its investment of its assets, with the primary goal of preserving capital value in two ways: (i) minimize the possibility of permanent loss of capital and (ii) protect the real value (inflation-adjusted) of the capital. In addition, immediate access to **some of the capital ("liquidity") for emergencies is required. It is expected that all** transactions undertaken by the investment manager will be based solely upon the best financial interest of CUFA BC.

F13.4 Investment Objectives

- A. Source of funds for operations and special needs. A portion of the reserves, to be specified by the Executive Committee, is to be available, without loss of capital, for immediate use by CUFA BC. This would typically be held in an interest-bearing account with no withdrawal restrictions or in high-quality discount investments.
- B. Preservation of Capital. CUFA BC wishes to take on the minimum possible amount of risk of capital loss necessary to protect the real value of the reserves. Low-risk fixed income of **Canadian governments or companies will be used to meet CUFA BC's objectives**.
- C. Liquidity. A portion of the reserves must be available to meet short-term operational or emergency needs. Longer-term investments for the remainder of the reserves are acceptable if the planned maturities provide for regular maturing assets repaying face value and providing a yield sufficient to avoid real losses on the reserves.
- D. Yield. Given the above objectives of safety, CUFA BC wishes to see the reserves grow from investment returns. This can be accomplished by investing in the highest yielding investments with the requisite safety level.
- E. Reporting. The investment manager must provide, at least quarterly, a statement of account (see below). In addition, all necessary tax reporting is required within a reasonable time after tax-year-end.

- F. **Perception of Prudence.** CUFA BC must exercise great care with its members' funds, and investments felt to be inappropriate by the Executive Committee will be avoided, as outlined below.

F13.5 Financial Guidelines

The Executive Committee believes that CUFA BC's assets should be managed in a manner which reflects the following statements.

A. Asset Allocation

1. The reserves will be invested in the fixed income obligations of the Canadian federal government, its agencies, provincial governments, municipal governments or Canadian corporations.
2. Cash equivalents (including all securities with maturities less than one year) will be held in an amount consistent with Section F12.6 of this document. Thus, while no minimum nor maximum amount of cash is specified, the target amount of cash would be consistent with **the "laddering structure" described in Section F12.6.**
3. Convertible securities are not allowed.
4. Preferred or common equity securities or other instruments are not allowed.

B. Fixed Income Investments

1. **Fixed income assets selected for CUFA BC's portfolio must have a readily ascertainable market value and must be readily marketable.**
2. Canadian government (or agencies guaranteed by the federal government) and corporate debt obligation maturities may not exceed 10 years.
3. Diversification across sectors will be used when possible. It is expected that a mixture of federal, provincial and corporate debt issues would be held.
4. No more than 15% of the assets taken at cost will be invested in any one issuer other than the federal government (or its agencies) or provincial issues and must be rated A- or better by at least one rating agency.
5. Commercial Paper is allowed, but must be rated within the highest classification, by two rating services.
6. Cash Equivalents. Insured certificates of deposit, Canadian Treasury Bills and other insured interest-bearing accounts are allowed.

7. Corporate Debt Obligations must be of investment grade rated A- or better by at least one rating agency.

F13.6 Ethical Guidelines

To be determined.

F13.7 Implementation

It is expected that the investment manager will form a "laddered" bond portfolio, with maturities spaced in one year intervals out to a maximum of ten years. A similar face value of debt obligations will be held in each bucket.

Within each of these "maturity buckets" will be fixed income securities of the same or similar maturities. If more than one issuer can be held in a bucket, then diversification argues for doing so.

The shortest maturity bucket will be where liquidity for CUFA BC will available.

The primary investment objectives of capital preservation and growth will be obtained by holding each instrument to maturity, providing return of investment, to be rolled over into the longest maturity bucket.

F13.8 Reporting Requirements

- A. Monthly statements of account will be provided to CUFA BC by the investment manager when there is activity within the account. If there are no transactions within the month, there will be no monthly statement. Quarterly statements are generated regardless of account activity. Statements will include an account balance and the composition and valuation of the reserves.
- B. Performance reports will be provided by the investment manager quarterly, indicating the historical rates of return on the reserves. The particular structure of investments by CUFA BC is sufficiently different from the broad bond indices (like the DEX Universe bond index) so that **comparing CUFA BC's reserves returns with such benchmarks is inappropriate. The reserves' rate of return and current yield-to-maturity shall be compared to the rate of inflation reported by the Bank of Canada ("Headline" CPI).**

F13.9 Administrative and Review Procedures (amended April 15, 2016)

- A. Review of Policies. All investment policies and investment management guidelines shall be reviewed from time to time as needed, but no less than once every five years, at a CUFA BC General Meeting.

Reserves Policies

R1. Staff Termination Reserve (amended April 15, 2016)

- R1.1 The purpose of the Staff Termination Reserve is to set aside restricted funds to **make severance payments to the Confederation's employees if such payments should prove necessary.** These funds may also be used to pay for the **Confederation's share of any mediation or arbitration costs arising from the termination of employment of an employee of the Confederation.**
- R1.2 The amount of money set aside in this reserve shall be equivalent to the sum of: the amount owing to the Executive Director and Resource Coordinator in the event of severance; one-half of the annual vacation entitlement for each position; and a \$10,000 contingency for mediation, arbitration and/or legal fees.
- R1.3 Use of the funds in this reserve must be authorized by a resolution at a General Meeting or at an Executive Committee meeting.

R2. Equipment Replacement Fund (amended April 15, 2016)

- R2.1 The purpose of the Equipment Replacement Fund is to set aside restricted funds to pay for the replacement or upgrade of computer hardware, computer software and other substantive office equipment as necessary.
- R2.2 Use of these funds is at the discretion of the Executive Director and the Secretary/Treasurer, in consultation with the President.

R3. Distinguished Academics Awards Fund (amended April 15, 2016)

- R3.1 The purpose of the Distinguished Academics Awards Fund is to retain any surplus funds generated by donations from sponsors or to hold the balance of any multi-year donations.
- R3.2 Use of these funds is subject to agreements with donors and the annual budget for the Distinguished Academics Awards approved by Council.

R4. Professional Development Expense Reserves (repealed April 15, 2016)

R5. General Operating Reserve (amended April 15, 2016)

- R5.1 The purpose of the General Operating Reserve is threefold:
1. To provide a buffer for significant expenses that are not incurred every year, such as the additional cost of having a President from outside the Lower Mainland or the cost of participating in a provincial election campaign.
 2. To pay for any costs relating to the wind-down of the organization not otherwise provided for in other reserves (e.g. Staff Termination Reserve).
 3. To provide a fund from which to pay expenses for extraordinary or one-off projects not otherwise provided for in the operating budget.

- R5.2 To provide for the contingencies detailed in R5.1, the long-term goal is to build the combined value of the Staff Termination Reserve and the General Operating Reserve to a level equivalent to one year's worth of operating expenses.
- R5.3 Typically, the funds in this reserve are automatically accessed by Council **approving a deficit in the Confederation's operating budget.**

Staffing Policies

S1. Professional Development (amended April 15, 2016)

S1.1 It may be required, from time to time, for the Executive Director to pursue professional development activities in order to remain at the forefront of his/her professional practice and his/her academic discipline. These activities may include, but are not limited to, the purchase of books, periodicals and subscriptions; memberships in learned societies and professional organizations; the purchase of equipment and intangibles associated there with; release time to pursue professional development activities; travel expenses for conferences, research projects or other related activities and other expenses related to professional practice, scholarship, and/or related academic activities. While there is no dedicated Professional Development Fund, the President and the Secretary/Treasurer may, from time to time, approve reimbursement for selected professional development activities.

S2 Pregnancy and Parental Leave (amended April 15, 2016)

S2.1 Pregnancy Leave

In case of giving birth, an Employee is entitled to a leave of absence without pay of seventeen (17) weeks. The timing of the commencement of the leave of absence shall be at the discretion of the Employee, provided that reasonable notice is given to the Employer and provided that the leave commences no later than the actual birth date.

S2.2 Parental Leave

An Employee is entitled to a leave of absence without pay during the year following the birth or adoption of a child. The maximum length of unpaid leave for a gestational parent (the parent who gestates the child) is fifty-two (52) weeks (17 weeks pregnancy + 35 weeks parental). If a gestational parent does not take unpaid pregnancy leave, she/he is entitled to thirty-seven (37) weeks of unpaid parental leave. Non-gestational parents are entitled to up to thirty-seven (37) weeks of unpaid parental leave.

Further unpaid parental leave up of to five (5) additional weeks may be granted where the child is certified by a medical practitioner to be suffering from a physical, psychological or emotional condition. The timing of the commencement of parental leave shall be at the discretion of the Employee, provided that reasonable notice is given to the Employer.

Where an Employee takes both pregnancy and parental leave, the parental leave will be taken immediately after the pregnancy leave, unless mutually agreed by the Employee and the Employer. Adoptive parents and the partner or spouse of a gestational parent are also eligible for parental leave. The benefits shall be available in the case of same-gender partners.

S2.3 Return to Work

When an Employee decides to return to work after pregnancy or parental leave, she/he shall provide the Employer with at least two (2) weeks' notice. On return from pregnancy or parental leave, the Employee shall be placed in her/his former position. If the former position no longer exists, she/he shall be placed in an equivalent position.

S2.4 Employment Insurance Top-Up

If the Employee taking pregnancy or parental leave has completed the greater of their probationary period or six months of full-time equivalent service, the Employee shall be eligible for a top up payments to the "maternity" or parental leave benefits received under the Employment Insurance Act.

The Employer will make a top up payment equal to the difference between ninety-five percent (95%) of the **Employee's salary** at the time the leave began and the EI benefit received, for a maximum of fifteen (15) weeks.

For gestational parents, the Employer will make a further top up payment equal to the difference between **seventy-five percent (75%) of the Employee's salary at the time the leave began** and the EI benefit received, for a maximum of twelve (12) weeks.

Provided the Employee has received the EI "maternity"/parental leave benefit, the Employer will pay the Employee ninety-five per cent (95%) of pre-"maternity"/parental leave salary for the two-week waiting period for Employment Insurance benefits.

If the Employee does not apply for, or qualify for, Employment Insurance benefits, the Employer will not pay monies to the Employee for the period of time the Employee is on pregnancy or parental leave.

Top up payments shall not commence until the Employee provides evidence she/he is receiving EI benefits.

S2.5 Benefits Continuation

During pregnancy and parental leave, the Employer will continue to pay the following benefits:

- Medical Services Plan (MSP)
- Extended Health Benefits (EHB)
- Dental Care Plan coverage
- Basic Life Insurance

as well as the following benefits:

- Employee Family and Assistance Program (EFAP)
- Long-Term Disability Insurance Plan (IRP)
- Pension Plan

provided the Employee on pregnancy or parental leave maintains coverage by arranging to provide post-dated cheques to the Employer for her/his share of the premiums/contributions.

Appendix I - CUFA BC Accounting Handbook

F11.1 Not for Profit

CUFA BC is a not-for-profit organization. All surplus revenues generated remain within the organization. Any surplus revenues remaining after the dissolution of **the organization will be disbursed as per the provisions in CUFA BC's bylaws.**

F11.2 Fiscal Year

CUFA BC's fiscal year runs from July 1st to June 30th.

F11.3 Accrual of Revenues and Expenses

CUFA BC accounts for revenues and expenses on a "cash basis" during the operating year. Accounts receivable and accounts payable are only established at the end of the fiscal year.

F11.4 Membership Dues

F11.4.1 Calculation

CUFA BC membership dues are calculated by determining the weighted average salary for the three professorial ranks for the previous year and applying the mil rate to weighted average, resulting in a per member fee applied to all full-time, full-year members of the CUFA BC member faculty associations.

F11.4.2 Payment

The schedule of payment by member faculty associations of their annual membership dues is negotiated with the CUFA BC Executive Director.

F11.5 Receipts

Almost all receipts are in the form of cheques. Occasionally small amounts of cash may be received for a variety of reasons. Receipts are deposited into the chequing account usually within one week.

F11.6 Expenses

F11.6.1 Documentation

With the exception of the monthly office rent, almost all other expenses have documentation in the form of invoices, receipts, or General Meeting resolutions. Occasionally, honorariums are paid with only the consent of two signing officers.

F11.6.2 Paid by Cheque

All expenses paid by cheque must be authorized by two signing officers, as signified by their signature on the cheque and their initial on the cheque requisition.

F11.6.3 Paid by SFU Account

Expenses paid through the Internal SFU Account must be authorized by one of the signing officers on the account.

F11.6.4 No Petty Cash

CUFA BC does not maintain a petty cash fund. Instead, the Executive Director or the Resource Coordinator will make purchases from their personal funds and then submit receipts for reimbursement. Where the outlay of funds is expected to be substantial, the President may approve an advance.

F11.7 Payroll

F11.7.1 Payroll Services Providers

Payroll for Executive Director and the Resource Coordinator is provided by the University of British Columbia. This is done by making each employee an employee of record of the UBC Faculty Association. The Association bills CUFA BC for monthly payroll expenses.

Payroll for the President is carried out by their home university. CUFA BC provides **a lump sum payment to the President's** Faculty Association or university, as appropriate, to cover the cost of the secondment.

F11.7.2 Pension Benefits

The pension benefits to employees are provided by increasing the base salary by enrolling in the UBC Pension Plan. If an employee is ineligible, or elects not to join the UBC Pension Plan, the benefit will be provided by increasing her/his base salary by 10%.

F11.8 Bank Accounts

F11.8.1 Location and Type

At present, CUFA BC has bank accounts with three institutions:

- Vancouver City Savings Credit Union (Vancity) –shares account and term deposits
- Scotiabank – chequing account and debit card
- Simon Fraser University (SFU) – an internal account used only for purchases from SFU departments

F11.8.3 Account Reconciliation

Each month the statement for the Vancity and Scotiabank chequing accounts will be reconciled against the cheque register and the accounting records. The reconciliation document shall be signed by the Secretary/Treasurer and the Executive Director to indicate they have reviewed the document.

F11.9 Division of Responsibilities**F11.9.1 Resource Coordinator**

The Resource Coordinator prepares cheque requisitions, maintains the cheque register, enters data into the accounting software, and prepares the monthly bank reconciliation.

F11.9.2 Signing Officers

The signing officers (President, Vice President, Secretary/Treasurer and Executive Director) are responsible for reviewing the documentation for any cheque they sign, signing the cheque, and initialing the cheque requisition form to indicate that they have authorized the expenditure.

F11.9.3 Secretary/Treasurer

In addition to her/his duties as a signing officer, the Secretary/Treasurer signs the monthly bank reconciliation indicating that she/he has reviewed the document and agrees with its calculations.

F11.9.4 Executive Director

Ultimate accountability for the proper conduct and accounting of the finances resides with the Executive Director. Even though the President, Vice President and Secretary/Treasurer review financial matters and sign cheques, they rely on advice and proper accounting from the Executive Director.