



Nova Scotia College of Chiropractors

Council Policy Manual

Approved by
the Council of
the NSCC

Effective
March 2009

Revised
March 2009
September 2006
January 2010

Pages
18

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Chapter I: Contents

1.01.01 Introduction

Effective date: September 2006

Replacing:

The By-laws are legal documents consisting of rules established to guide the procedures of the Council and to strengthen the Council's organization and performance.

A policy is a general rule or principal, or statement of intent or direction, which provides guidance and defines the goals the Council has set, either for itself or the College, and how these are to be achieved.

The manual of the Council policies and procedures has been developed so that members of the NSCC Council can readily assess the various provisions affecting the functioning of the College.

Terms of Reference

The policies, practices and procedures contained herein apply to all members of the Council and represent the official policies of the Council

The words "policy", "practice", and "procedures" are used to indicate the following:

1. Policy: a statement of objectives and principles which defines the goals the Council has set, either for itself or the College, and how these are to be achieved
2. Practice: specific provisions currently in effect with respect to a particular aspect of a Council policy
3. Procedure: specific steps to be taken in the implementation of a practice, normally including forms, authorizations, etc.

The Council of the Nova Scotia College of Chiropractors was created under the Nova Scotia Chiropractic Act in 2000.

The Council meets twice yearly, except as required by a special meeting. It reports annually to the College at the time of the annual meeting of the College.

The Council may call additional meetings of the College to consider matters relating to the objects of the Council.

The Council may make by-laws consistent with this Act that are necessary or desirable for the attainment of its objects or for the proper implementation of its powers.

Chapter II: General

2.01.01 Mission, Goals & Objectives

Effective date: September 2006

Replacing:

Mission of Council

The Mission of the Council is to improve the service of Chiropractic to serve our communities.

Council Objectives

Under Section 90 of the Act, the objects of the Council are to;

- (a) promote and improve proficiency of chiropractors in all matters relating to the practice of chiropractic;
- (b) maintain the integrity and honour of the chiropractic profession;
- (c) improve chiropractic service, however rendered; and
- (d) perform such other lawful things as are incidental or conducive to chiropractic.

Strategic Priorities

The Council has identified the following Strategic Priorities

- (a) Enhance Public Awareness and Understanding
- (b) Support Member Development
- (c) Strengthen Inter-Professional Relationships
- (d) Develop and Enhance Third Party Payer Relationships
- (e) Develop Appropriate and Sustainable Government Relationships

These strategic goals have been developed based on input from the membership and Council. It is the intent of these strategic goals to provide clarity and guidance in the development and prioritization of programs and resources of the Council on behalf of our membership. These strategic goals will be the umbrella framework within which annual programs and activities will be set, volunteer and financial resources will be allocated and Council performance will be measured and reported. While annual issues and interests may shift the specific focus within these goals, they are intended to support the profession in Nova Scotia over the next number of years. This will allow us to build programs with a long term perspective.

2.01.02 Decision Making Criteria

Effective date: September 2006

Replacing:

The following Decision Making Criteria have been developed to assist the Council in determining what activities it will undertake on behalf of the membership. The Council will endeavor to make all future decisions based on this approach.

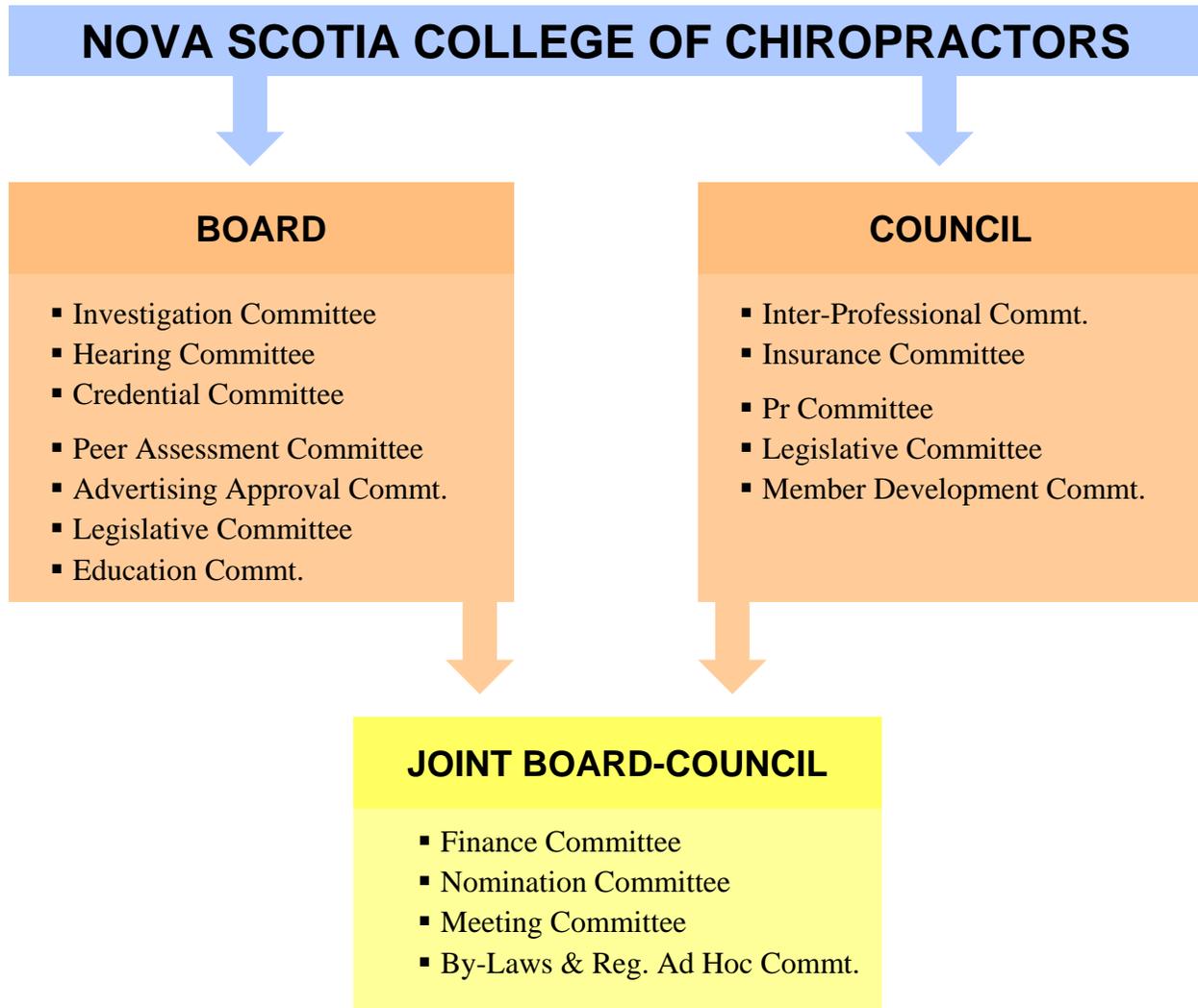
- (a) Does this activity support one of our Strategic Priorities?
- (b) Does this activity benefit the College, and a majority of the Membership?
- (c) Do we have adequate financial and/or volunteer resources to support this activity?
- (d) Is this activity an immediate priority for Council, or can it be incorporated into the long-term goals of the Strategic Plan?

Chapter III: Structure of the Council

3.01.01 Organizational Chart

Effective date: March 2009

Replacing: September 2006



3.01.02 Council Members

Effective date: September 2006

Replacing:

Members of the Council

The executive structure of the Council is composed of;

- (a) a President,
- (b) a Vice-president,
- (c) a Treasurer,
- (d) a Secretary,
- (e) two members-at-large
- (f) the immediate past President of the Council; and
- (g) a member of the Board, other than the Chair of the Board, chosen by the Board who shall sit as a non-voting member of the Council.

3.01.03 Council Elections

Effective date: September 2006

Replacing:

Election of members to Council shall take place at the Annual General Meeting of the College.

Only members of the College who practice chiropractic in the Province are eligible to vote in an election for members of the Council (As per Section 91(2) of the Act).

Every member in good standing who is not a member of the Board is eligible to be nominated as and vote for a candidate for membership on the Council (As per Section 91(3) of the Act).

Council nominations and elections shall be completed through the Council Secretary. The Council Secretary shall call for nominations from the registered members of the College for any Council position to be filled. Said nominations shall be signed by two members of the College and shall be accompanied by a statement of willingness to serve in the said capacity, signed by the nominee.

The Council Secretary shall also call for nominations from the floor at the annual meeting and, if no further nominations are forthcoming, then a motion for nominations to cease shall be called.

A secret ballot election shall be held if there is more than one nominee per position.

Members of the Council shall be elected or appointed to office for a term of two years (As per Section 89(3) of the Act).

Elected members of the Council shall not be members of the Council for more than four consecutive terms (As per Section 89(4) of the Act).

In subsection (h), “consecutive” means that twelve months or less occurred between the end of one term and the commencement of the next term (As per Section 89(5) of the Act).

3.01.04 Duties of Council Members

Effective date: September 2006

Replacing:

Duties of President

The President is responsible for coordinating and reviewing the Council's progress towards its long range plan. The President will structure the Council committees and distribute the talents and resources of the College, to meet the Vision and Strategic Plan of the Council. Duties include:

- (a) Appointing committee chairs, and working with those chair to establish skilled and productive committees
- (b) Charging committees with goal and objectives that work towards the Council's Strategic Plan and Vision
- (c) Ex-officio non-voting member of all committees
- (d) Chairing all Council meetings
- (e) Chairing the Council portion of the College meetings
- (f) Liaison with external constituencies, to ensure that the Council's Vision and Mission is well represented

Duties of Vice President

Assist the President and ensures that the Council mechanism is working smoothly. Duties include:

- (a) Ensure that the Council and its committees are working towards its goals and objectives
- (b) Provide counsel to President
- (c) Have strong working knowledge of the Policy Manual, By-laws, and Mission Statement
- (d) Assume responsibility of President in the absence of the President.

Duties of Treasurer

Responsible for overseeing the management of the Council's assets, fiscal stability and long-term economic health. Duties include:

- (a) Overseeing a budget process that ensures fiscal stability of the Council.
- (b) Overseeing the audit process
- (c) Managing the assets and accounts of the Council

Duties of Secretary

The Secretary is responsible to ensure that all minutes and reports are being completed and filed as appropriate records of Council activity. Duties include:

- (a) Record and prepare minutes of all council meetings.
- (b) Ensure that all appropriate documents are distributed prior to council meetings
- (c) Ensure that all minutes, correspondences, and documents are filed as an appropriate record of Council activity.

Duties of Members-at-Large

Serve on Council.

3.01.05 Vacancies, Replacements and Impeachment

Effective date: September 2006

Replacing:

Any member of the Council may be removed from the Council, by a vote by written ballot of two-thirds (2/3) of the members of the College, present at a Special meeting called for such purposes. The Council may, by majority vote, temporarily suspend a Council Member pending the call of the meeting.

If any Council member resigns or is removed from the Council during his/her term of office, then the Council shall delegate the responsibilities of the vacated Council positions amongst the remaining Council Members, until such time that the position can be filled by election at an annual meeting of the College.

Any Committee Chair may be removed from the Chair position, by a majority vote of the Council.

Any Committee Member may be removed from a committee, by a majority vote of the Council.

3.02.01 Council Committees

Effective date: September 2006

Replacing:

Committee Members

The Council may appoint such committees as the Council considers necessary to assist it in carrying out its duties pursuant to the Act.

Council Committee Chairs will be appointed by the President. Where possible, committee chairs will be chosen from Council members.

Council Committee Members shall be appointed by the President in conjunction with the Committee Chair, in the number and at the time required to complete any committee.

The Council President shall be an ex officio member of all Council Committees. Upon attendance at any committee meeting, an ex officio member shall have all rights of a regular committee member, excluding voting rights.

Committee Responsibilities

The Council may appoint such committees from among members of the Council or the College as the Council considers necessary to assist it in carrying out its duties pursuant to the Act.

Council committees provide the structure and mechanism through which the work of the Council accomplished. While each committee will have its own specific mandate, there are general responsibilities of all committees that ensure effectiveness, and accountability:

- (a) Have clear short-term and long-term goals and objectives that work toward the committee's mandate.
- (b) Include committee education and development opportunities in the mandate.
- (c) Develop a clear budget, with expense accountability and revenue strategies.
- (d) Hold regularly scheduled meetings with recorded minutes.
- (e) Provide regular reports to Council.

3.02.02 Member Development Committee

Effective date: March 2009

Replacing: September 2006

Mandate

The Standing Council Committee on Member Development is responsible for supporting member development. It works to improve the proficiency of chiropractors in all matters relating to the practice of chiropractic, and to improve chiropractic service, however rendered.

Duties and Responsibilities

- (a) Study the needs, and make suggestions for the promotion of chiropractic and the professional welfare of members of the College.
- (b) Shall plan and conduct quality educational seminars, on a regular basis, in co-ordination with the Executive of the Board.
- (c) To encourage cohesiveness, support, and communication between Members
- (d) To recognize the achievements and special contributions of Members of the College.

Goals

- (a) To assist members obtaining CE requirements for the retention of professional competency.
- (b) To promote membership interest and opportunities for continued professional development and proficiency.
- (c) To promote cohesiveness and support amongst Members.

Programs

- (a) To identify and develop potential seminars for delivery in Nova Scotia
- (b) To identification of distance learning programs and seminars
- (c) To determination of interest of Members in social activities
- (d) Promoting provision of information via newsletters to the Membership

3.02.03 Insurance Committee

Effective date: September 2006

Replacing:

Mandate

The Standing Council Committee on Insurance is responsible for developing and enhancing third party payers relationships by working with the insurance industry and other third party payers, to increase the access and/or funding of chiropractic services for Nova Scotians.

Duties and Responsibilities

- (a) To communicate with third party payer organizations to maintain and increase the access and/or funding of chiropractic services.
- (b) To ensure that the Membership is well informed of the policies and procedures of third party payers

Goals

- (a) To have clear understanding and access of chiropractic services to recipients within insurance and WCB sectors.
- (b) To have enhanced Membership knowledge of insurance process.
- (c) To provide clear understanding to insurance providers of the role of chiropractic in providing health services.

Programs

- (a) Continue negotiation with WCB/VAC re: Chiropractic services
- (b) Enhance Member knowledge of insurance processes
- (c) Relationship building and enhanced understanding for insurance providers
- (d) Seek out other opportunities with employer groups/unions

3.02.04 Inter-Professional Committee

Effective date: September 2006

Replacing:

Mandate

The Inter-Professional Committee is responsible for strengthening inter-professional relations

Duties and Responsibilities

- (a) To develop the skills and resources for effective inter-professional communication.
- (b) To encourage inter-professional communication and co-operation.
- (c) To develop opportunities for inter-professional co-operation.

Goals

- (a) Chiropractors are full partners in the health care team.
- (b) Members have skills to build inter-professional referral relationships.

Programs and Activities

- (a) Promote and support the CCA's DC/MD tool kit.
- (b) Identify and engage referral sources.
- (c) Ongoing dialogue with inter-professional leadership.

3.02.05 Legislative Committee

Effective date: September 2006

Replacing:

Mandate

The Standing Council Committee on Legislation is responsible for all legislative and judicial matters concerning the health and welfare of the chiropractic profession and the health of the population of province of Nova Scotia." The committee will develop appropriate and sustainable government relationships

Duties and Responsibilities

- (a) To keep posted of all legislative and judicial, matters concerning the health and welfare of the chiropractic profession, and the health of the population of province of Nova Scotia.
- (b) Develop the skills and resources for effective media, legislative, and judicial communication.

Goals

- (a) Good relationships and understanding of chiropractic health services to government officials.
- (b) Members are knowledgeable and active in government process.

Programs and Activities

- (a) Increase Council's knowledge and our Members' knowledge of how Government works
- (b) Work to establish a presence when policy is being set.
- (c) Develop a process to build relationships and educate Health Department Officials

3.02.06 Public Relations Committee

Effective date: September 2006

Replacing:

Mandate

The Standing Council Committee Public Relations is responsible for enhancing public awareness and understanding of the chiropractic profession in Nova Scotia.

Duties and Responsibilities

- (a) Oversee the implementation of external marketing programs.
- (b) To develop public education resource material.
- (c) To maintain in the community an active level of awareness about chiropractic and its services
- (d) To maintain an active and current website.

Goals

- (a) Public has a better understanding of the role of chiropractic in the health care system.
- (b) Members educate their own patients appropriately of the role of chiropractic in health care.

Programs and Activities

- (a) Develop and implement external marketing program
- (b) Implementation of confirmed external marketing program
- (c) Continued use and development of public education resources
- (d) Other marketing and public relations initiatives

3.03.01 Reporting

Effective date: September 2006

Replacing:

Reports to Council

Council meetings will include the following reports,

- (a) President's Report
- (b) Vice president's report
- (c) Treasurer's Report
- (d) Secretaries Report
- (e) Standing Committee Reports
 - i.) PR Committee
 - ii.) Education Committee
 - iii.) Inter-professional Committee
 - iv.) Insurance Committee
 - v.) Legislative Committee
- (f) Ad hoc Committee Reports
- (g) Board Report
- (h) CCA Report
- (i) CMCC Report

Committee Reports

Committee chairs will report on the activities of their respective committee at Council meetings. Standardized Council reporting forms outline committee mandates, short and long term goals, progress details, and recommendations. Standardized Council recommendations forms outline desired outcomes, support of strategic priority, budget and volunteer requirements, priority status, action steps, timelines, and Council approval.

College Report

The Council and shall report annually to the College at the time of the annual meeting of the College.(As per Section 92(1) of the Act). As part of the College report, the Council shall provide for review to the membership;

- (a) minutes of Council meetings.
- (b) an annual report of Council activities.
- (c) a proposed Council budget
- (d) audited financial statements of Council activities

3.03.02 Indemnification of Council Members

Effective date: September 2006

Replacing:

The NSCC will maintain Directors and Officers insurance to indemnify Council members acting in the performance of their duties, in accordance with the By-laws.

Chapter IV: Finance

4.01.01 Remuneration

Effective date: January 1, 2010

Replacing: September 2006

Remuneration for Council and Board

All claims for expenses incurred shall be submitted with original receipts and invoices on an expense account form to be provided by Council/Board, and shall be signed by the person submitting the same for payment.

No payments under any of the foregoing provisions whether by way of per diem allowance or expenses shall be made unless first authorized by the President or the Chair, or by an authorized agent of the Council/Board.

4.01.02 Per Diem

Effective date: January 1, 2010

Replacing: March 2009

The Council/Board acknowledges the sacrifices of time away from practice and family made by volunteers.

Every member of the Council/Board (or the College) in attendance at meetings of the Council/Board or committees thereof, or who is otherwise engaged on business of the Council/Board may be paid a per diem at a rate of;

- (a) Three hundred dollars (\$300.00) per day (over 6 hours including travel)
- (b) One hundred fifty dollars (\$150.00) per half day (between 2 and 6 hours including travel)
- (c) Seventy Five dollars (\$75.00) for up to 2 hours

for each day in attendance and for each day spent in traveling from and returning to his/her home.

The per diem allowance shall be set by the College Finance Committee and reviewed annually.

Exclusions

Per diems are excluded for the following types of meetings:

- (a) Conference calls.
- (b) Invited, non-Council/Board members to Council/Board Meetings.
- (c) Invited, non Council/Board members to College Semi-Annual Meetings.
- (d) Invited, non-Council/Board members to College Annual General Meetings.
- (e) Council/Board Members attending the College Semi-Annual Meetings who are not a part of the Semi-Annual Meeting Planning Committee.
- (f) Council/Board Members attending the College Annual General Meetings who are not a part of the Annual General Meeting Planning Committee.

4.01.03 Honorariums

Effective date: October 2009

Replacing: March 2009

Council/Board members shall be paid a yearly honorarium to be set by the College Finance Committee and reviewed annually.

These honorariums do not adequately reimburse volunteer for personal costs, but serve to acknowledge their sacrifice and contribution to the NSCC.

These are to be paid in two installments, semi-annually:

Council:

(a) President.....	\$1500
(b) Vice President	\$750
(c) Secretary	\$750
(d) Treasurer	\$750
(e) Member at Large.....	\$500
(f) Member at Large.....	\$500
(g) Past President.....	\$500

Board:

(h) Chair.....	\$3500
(i) Registrar.....	\$3500
(j) Vice Chair	\$750
(k) Secretary	\$750
(l) Treasurer.....	\$750
(m) Director	\$500
(n) Director	\$500
(o) Past Chair.....	\$500

4.01.04 Expenses

Effective date: January 1, 2010

Replacing: March 2009

Interpretations and Definitions

- a. Authorized Expenses: Incurred expenses approved in written expense policies or in the current year's College Budget; or expenses approved or recognized by appropriate authority, as outlined in policy.
- b. Authorized Business: Attendance at a scheduled or special meeting of the Board, or a Board committee, or such activities needed to fulfill responsibilities outlined in officer duties or committee mandates; or business approved or recognized by appropriate authority, as outlined in policy.
- c. Commercial Accommodation: hotel/motel types of accommodation or similar commercial establishments, which provide lodging at an established daily rate.

- d. Employee: any person receiving wage, salary or honorarium, or other remuneration in return for services rendered to the NSCC business, but excluding those persons performing a service for a fee where a fee is an included expense.
- e. Employer: The Nova Scotia College of Chiropractors.
- f. Entertainment/Hospitality: those expenses incurred for business meals, beverages, refreshments, and approved receptions or other functions.
- g. Expenses, Actual and Reasonable: the actual costs incurred, supported by proof of payment, up to the amount judged by the Treasurer and in view of recent NSCC records, to be reasonable and in keeping with experience of what such costs should be in the circumstances.
- h. Kilometers: the distance actually traveled on NSCC business using a personalized road vehicle.
- i. Meals, Food and Beverage: Costs incurred for food, drink, including gratuities and delivery charges, purchased from a restaurant or hotel, including room service. Also, food, drink and reasonable supplies purchased as groceries.
- j. Public Transportation: all forms of transportation for which a fare is paid other than privately owned, rented or chartered vehicles.
- k. Receipts: The original, unaltered, receipts or invoices of products and services.
- l. Transportation Expense: including commercial air, rail, automobile (private or rented), road, ferry and bridge tolls and parking charges.
- m. Travel Expenses: an expense actually and necessarily incurred by any member in connection with travel on NSCC business.

Expense Reimbursement

NSCC Members and members of the public may be reimbursed for authorized expenses incurred in fulfilling authorized NSCC Council/Board business and obligations.

Transportation Expenses

Members may be reimbursed for authorized transportation expenses including, but are not limited to, commercial airfare (lowest reasonable available fare), rail, taxi/limousine service, car rentals when deemed necessary, mileage for personal vehicle, parking, and tolls for road, bridge and ferry service.

In the event of scheduling changes or flight cancellations and delays, Members may be reimbursed for reasonable costs associated with meals, accommodations, and fees.

Travel outside of Nova Scotia may only be taken on behalf of the Council/Board with the prior authorization of the Council/Board.

Mileage is calculated at fifty cents (\$0.50) per kilometer for authorized travel.

Accommodation Expenses

Members may be reimbursed for authorized accommodation expenses including, but not limited to, the lodging cost of the host hotel/resort of the conference or meeting. If the host hotel/resort is unavailable, reasonable accommodations conveniently located near the host location are acceptable.

Members are urged to book reasonable lodging accommodations. Upgrades must be approved by the Council President/Board Chair prior to booking, or be the responsibility of the individual.

Food, Beverage, and Hospitality Expenses

Members may be reimbursed for authorized food, beverage, and hospitality expenses including, but not limited to, expenses incurred for regular and business meals, beverages, refreshments, receptions, banquets, or other functions sponsored by the conference or meeting organizers.

Expenses may include reasonable cost for business guests associated with Council/Board business. Submission of expenses must include the name of all guests, and the nature of the business.

Combining Business and Personal Travel

Allowable travel expenses will be limited to those costs which would have arisen had the journey been made solely for Council/Board purposes.

The additional travel costs or additional accommodation costs of an accompanying non-business guest not associated with the Council/Board purposes of the travel will not be reimbursed.

Additional hospitality costs for one (1) non-business guest accompanying the Council/Board representative at a business meal, reception or function, may be reimbursed if authorized by the Council President/Board Chair.

Office Expenses

All reasonable costs related to long distance telephone calls, faxes, postage and office supplies will be reimbursed.

Photocopying will be reimbursed at a rate of fifteen cents (\$0.15) per copy with appropriate indication of documents copied and their description.

Staff time will be reimbursed at \$15.00 per hour when volume indicates the necessity and with prior approval of the Council President/Board Chair.

Personal Expenses

Members will be compensated at \$10 per hour for costs associated with supervision of dependants while on Council/Board-related business.

Submitting Claims

All claims for incurred expenses shall be submitted to the Treasurer with original receipts and invoices on an expense account form to be provided by Council/Board. All claims are to be signed by the person submitting the claim for payment.

All hospitality expenses must include the name of all guests, and the nature of the business on the back of the receipt or invoice.

The Treasurer of the Council/Board is responsible for ensuring that related submissions of expenses to the Council/Board are reasonable and consistent with written policies. The Treasurer will provide the final verification and authorization of submissions and sign all claims before payment is made.

Claims submitted by the Treasurers are to be verified by the President/Chair.

Claims should be submitted within sixty (60) days of incurring expenses whenever possible.

Claims incurred in a fiscal year must be submitted within thirty (30) days of the end of that fiscal year period.

4.01.05 Budget and Finances

Effective date: September 2006

Replacing:

Budget

The Council Treasurer will present on behalf of the Council, a proposed budget of Council activities and expenses for the upcoming fiscal year, at the College AGM, to be approved by the Membership.

Committee chairs will be responsible for ensuring that programs in their respective committees, are operating within the operating budget parameters.

Additional costs for programs or activities not outlined in the budget need to be approved by Council.

Finances

The operational management of the fiscal aspect of the Council is the responsibility of the Council.

The signing officers of the Council shall be the Treasurer, Vice President and the President. The proper institutions shall be notified of the names and given samples of the signatures of the signing officers when a change in name occurs.

The auditors of the College shall be appointed annually by the general membership at the annual meeting.

Chapter V: Ethics

5.01.01 Conflict of Interest

Effective date: September 2006

Replacing:

Disclosure

Council members shall have no conflict of interest nor shall they receive any financial benefits from the operation of Council.

In the event a member of the Council must consider a transaction for the Council, which involves any of:

- a) a member of the Council or any member of his/her family,
- b) an organization with which a member of the Council is affiliated,

at the first knowledge of the transaction, the Council member shall disclose fully the precise nature of the interest or involvement.

Restraint on Participation

Council members who have declared or been found to have a conflict of interest in any matter before the Council shall refrain from participating in consideration of that matter. The Council member will not vote or be present when a vote is taken, relative to the matter in question.

Any Council member who is uncertain about conflict of interest in any matter may request the Council to determine whether a conflict prevails. The Council shall resolve the question by majority vote.

5.01.02 Confidentiality

Effective date: September 2006

Replacing:

Policy on Confidentiality

Council members shall preserve confidentiality with respect to matters deemed sensitive by the Council, or discussed in-camera.

Each member agrees he/she shall not communicate any such matters to any person or organization.