



## Branch Handbook

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## 1. Introduction

CASI is a multi-faceted organization. Your Institute has several structural elements, each with an important role to play. CASI Branches are geographically spread out from coast to coast, and they deliver services to all the CASI members who live in a particular area. Our seven Sections - *Aerodynamics, Astronautics, Aircraft Design & Development, Aerospace Manufacturing Technologies, Human Factors, Propulsion and Aerospace Structures & Materials* - are our 'special interest groups'. CASI members can affiliate themselves with any of any section or Branch regardless of where the member lives. CASI also has several committees, permanent and ad hoc, that cater to the interests and engage energies of our members.

The formal terms of reference for Branch operation are set out in our *By-Laws, Regulations* and in the *Branch Regulations*. Everyone who joins CASI has access to the By-Laws and Regulations on the *CASI website*. This Branch Handbook is meant to help members of CASI to establish and operate a successful Branch. Some of the most important benefits of membership in CASI depend on members being able to attend local Branch meetings. It is here that you make new acquaintances and maintain existing ones, participate in meetings, and learn from program participants, and form the critical mass around which our membership will grow. It is often at the Branch level that CASI interacts with the larger community.

Branches are of two main types: *student* and *regular*. The main difference between them is their focus. *Student Branches* usually are hosted by academic institutions, and they tend to tailor their programs to the interests and needs of a predominantly student audience. A *regular Branch* is usually the main Branch in a city and as such, it caters to a much more varied membership in terms of age and employment, and the programs and other activities offered reflect this fact. Some cities have two Branches, with the *student Branch* being resident on-campus. Of course, all CASI members are welcome at any CASI meeting anywhere, and cross-over between Branches is encouraged as a way of ensuring that the best ideas are shared by all.

A network of healthy and dynamic Branches is vital to our continuing prosperity as an organization. Your interest in participating and in sharing your enthusiasm with others, is the indispensable foundation upon which a dynamic and worthwhile organization can be built.

## 2. Starting a Branch

Many cities in Canada are big enough to support a CASI Branch. Your city may not have a Branch at the moment, and you may have wondered what conditions must be satisfied to make starting up a new Branch feasible.

The following points highlight some of the key elements that should be present:

### **A core group of committed CASI members.**

The most essential ingredient, and the most difficult one to provide for over the longer term. This is the group that will take the initial steps in preparation for the Branch's inauguration. This group must also have the perseverance to keep at it once the novelty wears off and the real business of building the Branch membership gets under way.

This is the 'Organizing Committee' and from amongst them will be drawn the founding Executive of the new Branch who will hold office until elections can be held.

### **A population of prospective members that realistically can be counted upon to provide the necessary active membership base to keep the Branch going and growing.**

### **A place to hold your meetings.**

This is a very important factor in the success of your Branch. The best locations have the following features:

- easy to get to for most attendees, with ample parking,
- suitably-sized meeting room(s) – not too big or too cramped, with good lighting and ventilation and comfortable seating,
- flexibility as regards accommodating your meeting schedule and times,
- low cost (better yet, *no cost*).

### **A plan to publicize the new Branch in all the places where interested people are likely to be found.**

In every city there are organizations likely to produce new members including academic institutions, businesses active in the areas of aero/space and remote sensing, and the offices of related government departments and agencies.

The publicity can take a variety of forms:

- notices posted on employee/student/faculty notice boards and elsewhere inside organizations,
- Branch email and Meeting Notices sent out by CASI Headquarters,
- media interest, especially the 'community calendar' type that is free,
- opportunities to make presentations about the upcoming inaugural Branch meeting within interested organizations.

### **Money to help defray the start-up costs.**

CASI HQ has available funds, collateral, and valuable know-how to assist with the preparations for and the presentation of your first program.

## **3. Holding a Meeting**

### **The Meeting Schedule**

Every Branch must decide upon its own best day and time for a meeting. For example, a Branch may hold its meetings on the second Tuesday of every month starting at 7 pm. Others may hold meetings on different days, or at different times. Many Branches find that the occasional luncheon meeting makes for a nice change. Whatever your formula, it will never be possible to please all the people all of the time, and varying the arrangements from time can make it possible for people to attend who typically would be unable to do so.

Some Branches find they do not have the numbers or the program opportunities to meet more often than once every couple of months. Settle on the frequency that suits your group best and don't try to do too much.

### **The Location**

This has been mentioned as a very important factor. If the location is difficult to get to or is too far away, if the room is poorly lit and stuffy, if it is too large or too small, your enjoyment of the meetings you attend there will be reduced.

Universities often have space available and are willing to help. Their facilities are typically well-suited to Branch meetings and may be made available to the Branch at little if any cost. Sometimes all it takes is a request through the proper channels. If it is necessary to register CASI as an on-campus organization, you will need to have a student on your organizing committee or Branch Executive who is attending the institution. You should have a position on your Executive specifically for student representation in any event.

CASI is committed to providing the most benefits possible to our younger members, especially those still at school. Where a Branch establishes a relationship with its local university or college, this helps to pave the way for closer and more formal ties between CASI and the institution. These ties, in turn, are very helpful in securing the long-term health of the local Branch, and as these relationships grow in number they add momentum to the opportunities we have on a national and international level to mount programs of special interest to our academic communities.

Another possibility is for a member's employer to serve as the host for a Branch meeting, either on a regular or a 'rotating' basis. There are benefits to this solution too, not the least of which being that the organization can often be persuaded to join ranks with CASI on a national basis. This can raise the visibility of CASI within the host firm, engendering a growing level of support for participation by their employees in the many opportunities we offer, such as attending conferences and seminars, participating on the Branch Executive or national committees, or writing scholarly papers for submission to one of our journals.

Wherever you hold your meetings, the location must contribute to the overall success of the event, not detract from it.

## The Agenda

Every meeting should have an agenda. This demonstrates to the attendees a businesslike attitude, provides structure, ensures that certain regular features are not forgotten, and helps you to pace events during the meeting. There should be someone clearly in charge of the proceedings who sees to it that all the meeting agenda items are dealt with, and that things move along at a brisk pace. Meetings may be run by the Chair of the Branch, or by someone else on the Executive whose job it is to organize programs, or anyone else you like.

## Preparation

There are certain steps that should be followed during the lead-up to a meeting. The list that follows mentions some of the most important ones.

- a. All potential attendees should be reminded several times about the upcoming meeting. Some Branches make a habit of scheduling all the dates at the beginning of the year. Most Branches consider their year to begin in September, and meetings are scheduled through the end of April for student Branches, later in other cases. A summer barbecue or picnic is a regular feature for many Branches.
- b. Send a meeting notice at least two weeks prior to a meeting, and another with about three days to go. The use of e-mail makes this job easy, and CASI HQ will be happy to help. The notice should mention the date, time and location, and the program highlights. It may be helpful to include a map showing how to get there and where to park.
- c. Verify with the facility manager a week ahead that your needs are understood and there will be no unexpected problems, double-booking of the room, etc.
- d. Identify any electrical, A/V or other special needs you will have at your upcoming meeting (PowerPoint or overhead slide presentations, video, etc.) and make sure you will have available the required equipment, cabling, etc. Test it several days in advance. It's also a good idea to know where you can get extra seats.
- e. It is a good idea for people to be able to arrive about half an hour before the main meeting is to begin. This provides an opportunity for members and guests to socialize and chat before the proceedings get under way. Some Branches provide 'finger food' for attendees to snack on.
- f. Prior to the arrival of the first attendees, the Chair will have arranged the seating as required, and given the required equipment a final check. There should be a table or stand prominently placed, with samples of CASI publications and membership forms available.

- g. Ask CASI HQ for a supply of promotional material about CASI, and specific collateral that describes all the upcoming events with which CASI is associated. Posters, hand-outs etc. should also be in evidence.
- h. It is an excellent idea to encourage Non-Members to become CASI Members by visiting <https://casi.ca/join> as they wait for the meeting to get underway.

### **The Meeting**

- a. The meeting should start on time. This is a very good habit to establish, and while occasionally there will be complaints most of the attendees who make a point of arriving on time will have their punctuality respected and rewarded.
- b. The Agenda typically includes doing some Branch business and putting on a program. Take care of the business first.
- c. The meeting starts with a welcoming statement by the Chair. Any guests should be acknowledged and offered the opportunity to join by filling out a membership form at the end of the meeting. The Chair should find out if there are any other special guests and extend to them an individual welcome. The program participants should also be acknowledged at this time.
- d. The Agenda can be displayed during the first part of the meeting on an overhead slide to assist participants to follow along.
- e. Once the business agenda items have been covered, the main program can begin. Try not to exceed about 1 ½ hours as you may not be able to hold peoples' attention much longer.
- f. Upon the conclusion of the program, thank the participants. Many Branches make a habit of offering a gift to each of the key program deliverers. CASI HQ can help with ideas, and sometimes with the gifts themselves.
- g. Wind the evening up with an invitation to attend the next meeting. Tell everyone where, when, and what the program will be. Remind guests that 'now is the time' to fill out an application form and become a member.

## 4. Programs and Activities

This is the facet of Branch operations that is arguably the most important single contributor to the success of the Branch. The quality of programs is critical to sustaining interest and attendance of the members affiliated with your Branch. It also has a major bearing on whether or not Members choose to renew their memberships each year.

There are several successful program types:

- a single keynote speaker,
- a panel discussion,
- a joint program with another organization,
- a movie night, trivia contest, paper airplane contest or other special ‘fun’ event,
- a site visit.

There are many different ideas that can be successful. Get to know the interests of your own Branch membership and cater to them. Every now and then, consider presenting a program that offers something different, perhaps targeted toward a certain group of non-members you think might join CASI if there was more of specific interest to them. Extend personal invitations. This strategy can help significantly to grow Branch membership.

Programs that draw on local personalities and expertise can be the most successful in the long run. They showcase the capabilities of local organizations to local residents, helping to introduce potential employees to prospective employers. This type of program also generates goodwill with these organizations that can result in their becoming Corporate Partners.

CASI HQ can offer excellent resources and advice in the area of programs, so don't forget to take advantage of this. And in your meeting reports, be sure to share the ideas you have had good success with.

### **Important Notes on Activities**

Permission is required from CASI HQ for a Branch to undertake a program or activity:

- the total budget for which would exceed the Branch funding formula parameters (see Section 6 Finances)
- that may have insurance-related implications (contact CASI HQ for guidance)
- that provides for any kind of participant certification upon completion
- that necessitates a contractual or similar relationship with an outside supplier

## 5. Finances

The formal terms of reference regarding Branch banking are found in the Branch Regulations and in the By-Laws and Regulations. It is very important for Branch Executives to learn them and follow them carefully. The following additional information may be useful.

Every Branch must set up a bank account and manage its finances in a responsible and accountable manner. The Chair of the Branch and one other member of the Executive are *both required* to sign the documentation that opens the Branch account. The account information must be kept up to date as the membership on the Branch Executive changes.

Every year, usually following the last meeting of the spring season, an annual statement must be sent to CASI HQ. As a minimum, this statement should indicate the opening balance, the total deposits and withdrawals, and the closing balance during the previous 12 months. It should also include updated information about the bank account coordinates (number, location etc.) and the signing officers. Additional details are welcome, such as amounts spent in support of community activities, special Branch events, etc. This information helps CASI HQ to establish an amount to include in the annual budget for Branch support across the country.

Branch operations typically are financed by contributions from CASI HQ together with funds raised at the Branch level. CASI HQ contributes funds to each Branch to help offset the costs of holding meetings and putting on special events. A cheque is sent out upon receipt by CASI HQ of a report from a Branch of a meeting or special event held.

The support paid to Branches each year is determined by a funding formula adopted by Council. The formula is described in the following pages.

### **Branch Funding Formula**

#### **Goals**

- 1) To ensure that a reasonable level of “start-up” funds is available to each Branch at the beginning of their season of events, in order that they can plan, organize, and execute the initial meetings of the season
- 2) To ensure that Branches have funds available to hold professional, well-organized events that will be of interest a wide variety of people associated with the aerospace industry. This may require the Branches, on occasion, to rent meeting rooms, pay for transportation services (e.g., buses), rent audio/visual equipment, pay speaker’s honorariums, or pay for speaker’s travel expenses.
- 3) To ensure that the Branch Executive reports to CASI HQ on the results of their meetings, via written meeting reports, and keeps reasonable records of meeting expenses.
- 4) To ensure that Branches are reimbursed in a timely manner for meeting expenses.

5) To ensure that Branches maintain reasonable financial records, and that these records are passed on from year to year as the branch executive changes (with the assistance of CASI HQ if required).

6) To ensure that the Branch funding budget reflects the importance of Branch activities to the health of the Institute, and that actual Branch funding remains within budget.

### **Background**

The majority of CASI Branches operate on a seasonal basis, generally timed to coincide with the standard academic year (September to April inclusive). Therefore, it seems logical that the Branch Funding formula reflect this type of activity. Although this differs from the accounting basis for CASI HQ (which is based on a calendar year), a seasonal approach to Branch funding should not pose any major difficulties for the institute's bookkeeping.

It is important to note that CASI and its Branches are non-profit organizations, and therefore Branches should operate in such a way that they do not accumulate large bank balances. Nevertheless, sufficient funds should be available on a yearly basis that will allow the Branches to offer high-quality, professional meetings on a regular basis (preferably monthly). The goal is to maintain the interest of Branch members, to capture the interest of new members, and to encourage non-members to join.

### **Formula**

At the end of the Branch's regular season of activity (e.g., May for Toronto Branch), the Branch shall submit to headquarters a statement of the Branch's bank balance as of the end of the season, and the name of a contact person for the upcoming season.

### **Season Start-up Funds**

CASI HQ will provide \$900 of start-up funds for the next season. These funds should be made available to the incoming Branch executive by a date identified by them (e.g., end of August for the Toronto Branch). The amount of the start-up funds for the upcoming season will be reduced if the Branch financial records indicate a bank balance at the end of the previous season that exceeds \$2100. The objective here is to limit a Branch's bank balance to a maximum of \$3000 at the start of a season, as this is an ample level of funds to plan and execute several events. Therefore, if a Branch's bank balance is \$2240 at the end of a season (including any outstanding meeting reimbursements), CASI HQ will provide \$760 of start-up funds for the next season.

### **Standard Meeting Rebate**

CASI HQ will reimburse the Branch \$2.00 for each person who attends a Branch meeting (members and non-members included). This is intended to cover the incidental costs of a meeting, including: postage for mailing out meeting notices (the use of e-mail notification is encouraged); coffee, pop and snacks; a gift for the guest speaker. This will be referred to as the Standard Meeting Rebate.

### **Reimbursement for Extraordinary Meeting Costs (Additional Meeting Rebate)**

CASI HQ will also reimburse for extra-ordinary expenses that are incurred to host a Branch meeting, for example: rental of a meeting room, guest speaker's travel expenses, guest speaker's honorarium. These expenses should be itemized with an explanation for each and included with the meeting report. This will be referred to as the Additional Meeting Rebate.

The Branch is required to submit a single meeting report for each meeting held. The report should include the number of people that attended the meeting, and the itemized extraordinary costs. The total rebate issued by CASI HQ for that meeting will include both the Standard Meeting Rebate and Additional Meeting Rebate, if applicable.

### **Branch Support Budget and Total Reimbursement**

The Branches should keep in mind that CASI HQ has an overall budget for Branch activities, and therefore each Branch will be limited to a maximum seasonal reimbursement from CASI HQ of approximately \$1,600 for their meetings (including the \$900 season startup funding). If possible, extraordinary expenses should be limited to a few meetings per season (e.g., a mixture of "free" local speakers and "out-of-town" speakers where some additional costs may have to be covered). Branches are free to operate with a larger budget, provided alternative sources of revenue are considered (e.g., the hosting of an annual banquet for a Branch may lead to a much larger budget, but at the same time ticket sales for the banquet would be a source of revenue).

Once the total rebate given to a Branch in one season has reached \$700 (plus the start-up funds of \$900, for a total of \$1,600), no further rebates will be issued (except for "special events" as noted below).

### **Advance Planning and/or Special Events**

Branches may also apply to CASI HQ for additional funding, over and above the \$1,600 allocated for any given season, to cover planned expenditures that will exceed this amount, or to cover a special event.

For example, a Branch may develop a detailed plan at the beginning of their season, which indicates a total expenditure of \$2,800. This plan could be submitted to CASI HQ, and if approved, the limit of \$1,600 would be increased to \$2,800 for that Branch. To ensure flexibility, such a plan need not be submitted at the beginning of the season, but rather could be submitted at any time during the season as Branch plans dictate. This would cater to a situation where a Branch arranges, in mid-season, for a guest speaker where travel expenses are required.

As an example, in the second category, if a Branch decides to hold a mini-conference, workshop, or competition, they can contact CASI HQ to discuss potential funding.

Any additional outlays would require the approval of the CASI Executive Committee. The Executive Director will review requests for additional funding and recommend to the

Executive Committee that the proposal be approved, approved with conditions, or disapproved.

### **Branch Records**

Branches are encouraged to develop a simple budget at the beginning of the season and to track actual expenses and revenues to the budget. This assists in planning and execution of events throughout the season.

The Branch is required to submit a single meeting report for each meeting held. The report should include the number of people that attended the meeting, and the itemized extraordinary costs. The total rebate issued by CASI HQ for that meeting will include both the Standard Meeting Rebate and Additional Meeting Rebate, if applicable. The meeting rebate shall be issued by CASI HQ within three weeks of receipt of the written meeting report.

At the end of the Branch's regular season of activity (e.g., May for Toronto Branch), the Branch shall submit to headquarters a record of expenses for the recently completed season, a statement of the Branch's bank balance as of the end of the season, and the contact person for the upcoming season.

Upon reviewing the Branch's year-end financial submissions, CASI HQ will issue to the Branch any outstanding meeting rebates. In addition, CASI HQ will provide start-up funds for the next season in the amount dictated by the funding formula. These funds should be made available to the incoming branch executive by a date identified by the Branch (e.g., end of August for the Toronto Branch).

If a Branch does not have significant meeting-related expenses through the course of a season, it may find itself with a surplus at the end of the year based on this proposed formula. The recommended start-of-season maximum bank balance is intended to prevent the accumulation of large surpluses over time.

### **Existing Investments**

Some Branches have under previous funding formulas accumulated bank balances, which they have invested for future use. These branches should not be penalized for this prudent past management of Branch funds, therefore, any currently held investments [e.g., as of March 2023] will not be included in the \$3,000 limit. However, although future purchases of additional investment vehicles using surplus Branch funds will be allowed under the new formula, these amounts will be included when calculating the Branch bank balance at the end of the season.

### Example of the Funding Formula

An example of how this formula might work is outlined below:

1. A Branch has a bank balance of \$1,500 at the end of the 2022/2033 season (end of May 2023). This amount includes all meeting rebates from CASI HQ.
2. CASI HQ provides start-up funds of \$900 for the beginning of the 2023/2024 season (end of August 2023).
3. The branch hosts seven meetings throughout its 2023/2024 season, and the attendance at each meeting is as follows: \$40, 35, 45, 45, 32, 38, 60. In addition, the following extraordinary expenses are incurred at various meetings:
  - second meeting: bus rental for out-of-town tour \$300
  - fourth meeting: travel expenses for guest speaker \$250
  - fifth meeting: video projector rental \$270
  - A meeting report is submitted for each meeting, and extra-ordinary costs are itemized for the meetings where they occur.
  - The meeting rebate for the first meeting is \$80 (standard rebate of \$80 based on attendance).
  - The meeting rebate for the second meeting is \$370 (standard rebate of \$70 based on attendance plus additional rebate of \$300).
  - The meeting rebate for the third meeting is \$90 (standard rebate of \$90 based on attendance).
  - The calculated meeting rebate for the fourth meeting is \$340 (standard rebate of \$90 based on attendance plus additional rebate of \$250). However, since the total rebates issued for the season would be \$880, the actual rebate will be \$160 (\$700 rebate cap reached).
4. The total incidental meeting expenses (e.g., postage, coffee, pop, donuts, dinner for guest speakers, etc.) for the seven meetings was \$280.
5. One of the seven meetings is a year-end banquet. Total expenses for the banquet are \$3,000 and the ticket revenue is \$2,800.
6. At the end of the 2023/2024 season, the Branch will have a bank balance of \$1,800 which will be reported to CASI HQ.

$$\$1,500 + 900 + (80 + 370 + 90 + 160) - 280 - (300 + 250 + 270) + 2800 - 3000 = \$1,800$$

### **Funding Formula Summary**

- 1) Each Branch receives \$900 of start-up funds at the beginning of the season (subject to the maximum bank-balance criterion described above).
- 2) A Branch receives a Standard Meeting Rebate of \$2 for each person that attends a Branch meeting. In addition, the Branch will receive an Additional Meeting Rebate for reimbursement of extra-ordinary costs, such as meeting room rental, transportation services if required, etc. This rebate should be sent by HQ within 30 days of receipt of a Branch meeting report.
- 3) The meeting rebates will be issued within three weeks of a meeting report being submitted by the Branch. The meeting report should indicate the number of people attending the meeting and an itemized list of extra-ordinary expenses, if any, for that meeting.
- 4) Once a total of \$700 in meeting rebates have been issued in a given season, no further rebates will be provided. (Note: This total rebate plus the season start-up funds effectively gives the Branch a budget of \$1,600. No advance approvals are required; the Branch need only submit meeting reports and itemize extraordinary expenses).
- 5) At the end of the season of activities, each Branch will submit a summary of expenses for that season, plus a statement indicating the bank balance for the Branch (which is to include any outstanding meeting rebates owed by CASI HQ).
- 6) Return to step 1 for the beginning of a new season.
- 7) Additional funds for Branch “special events” may be requested but require the approval of the CASI Executive Committee.

### **Student Branches**

Funding for Student Branches will follow a simplified formula. Each Student Branch will be sent, upon request, a season start-up allocation of \$300. These funds will be used to help organize events and pay for items such as transportation (e.g., bus for a plant tour), refreshments, etc. After a meeting is held, the branch should submit a report to CASI Headquarters, and include with the report any receipts for expenditures.

The Student Branch may request an additional \$200 in funds, provided they have submitted meeting reports and receipts showing expenditures of at least \$250 of their original \$300 allocation.

Student Branches may request additional funding for special events. As an example, if the student Branch decides to hold a mini-conference, workshop, or competition, they can contact CASI HQ to discuss potential funding. Such requests should be accompanied by a budget showing planned expenditures and revenues. Any additional outlays for such a special event would require the approval of the CASI Executive Committee. The Executive Director will review requests for additional funding and recommend to the Executive Committee that the proposal be approved, approved with conditions, or disapproved.

Student Branch roll-over from year to year may pose some continuity problems. However, if an active Student Branch has maintained contact with CASI HQ, this could help to ensure a restart in the next academic year.

CASI HQ should attempt, at the beginning of each academic year, to contact each Student Branch through the university/college faculty contact, to ensure that the Student Branch is still active, or, if this is not the case, attempt to rekindle it. If these attempts are unsuccessful, the Student Branch would be considered inactive for that academic year and no funds would be allocated.

### **Formula Review**

It is recommended that this funding formula be reviewed at least every two years to determine if the funding levels should be modified, and whether any other changes are warranted.

## **6. The Branch Councillor**

Every Branch is represented on CASI's governing Council by a Councillor. All student Branches are represented by a single Councillor, while Branches that are not on-campus student Branches each have their own Councillor.

The Branch Councillor is elected by the branch for a three-year term.

The Councillor is expected to provide a voice for local Branch issues at the level of the national Council. The Councillor also is meant to be resourceful and well-connected, for example with a local firm or academic institution.

While all student Branches are represented on Council by a single Councillor, each student Branch should have an Advisor. This person is usually a member of the faculty who acts as liaison between the Branch and the Administration. The Advisor has an important role to play regarding facilitation of on-campus Branch activities and acting as a spokesperson and advocate for the Branch within the Administration of the institution.

## **7. Elections**

Article 10 of the Branch Regulations provides most of the information you will need when you hold elections.

If the incoming Executive slate is uncontested, you may decide to proceed without a vote. In this case as in all cases where formal terms of reference are not strictly followed, the Chair must ensure that all members are aware of how the activity should be carried out, what exceptions are being taken, and why.

The results should be promptly conveyed to CASI HQ, where databases and mailing lists will be updated accordingly.

Sometimes it may be advantageous to arrange for Branch Executive positions to be filled in a more collaborative atmosphere, rather than using the confrontational approach of an election (see 'Succession Planning' below).

## 8. Succession Planning

One of the most common, and obstinate, problems facing Branches is providing for succession in the Branch Executive and its committees. It is also one of the most critical factors relating to the survival of a Branch and must always be 'top of mind' in the planning activities of the Branch Executive.

This is especially true for Student Branches. Many student members do not live in the city where they attend school, or plan to move elsewhere upon graduation. This has an impact not only on succession within the Branch Executive, but also on the membership base of the Branch overall.

There is no certain 'fix' that will make this problem go away. The best that can be done is for each Executive to begin looking early in their term for candidates who are interested to take over upon the departure (for one reason or another) of the incumbents.

A sufficient number of interested candidates may make it necessary to hold elections to decide the matter. An alternative approach would be to try to resolve such conflicts so that the succession plan is strengthened. Competition for a position in a certain year might be settled by an agreement between the candidates to occupy the post in consecutive years, or for the candidates to hold different positions during the same year.

## 9. Legal Framework

As mentioned in the Introduction, the formal terms of reference for Branch operations are set out in our By-Laws and Regulations, and in our Branch Regulations. It is very important for the Branch Executive Committee (the 'Executive') to know these provisions and to ensure that the Branch carries out its activities in compliance with them.

The following CASI By-Law Articles and Regulations specifically apply to Branch operations. To facilitate consulting these provisions in their full context, they have not been excerpted but instead have been referenced by subject area.

### **CASI By-Laws and Regulations**

- [CASI By-laws](#)
- [CASI Regulations](#)
- Organization - Article 4 Section 3
- Council - Article 5 Section 2 (a) and (b), 5, 7, 8
- Contracts - Article 16 Section 1 and 2

### CASI Branch Regulations

- [CASI Branch Regulations](#)
- Branches including Student Branches - Regulation 4 (Sections 1-8)
- Council - Regulation 5 Section 3
- Dues - Regulation 10 Section 7
- Meetings and Publications - Regulation 12 Sections 1 and 2
- Annual Reports - Regulation 14 Sections 1 and 2
- Contracts - Regulation 16 Section 1
- Branch, Section and Constituent Society Regulations - Regulation 18 Sect 1 and 2