

Chapter Handbook

A Guide for International Coach Federation Chapters



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This handbook is dedicated to those coaches, past, present, and future who have enriched our profession by taking positions of Chapter leadership.

Special thanks to Australia, Boulder, Brazil, Calgary, Chicago, Greater Cincinnati, Connecticut, Florida, France, Germany, Georgia, Greater Madison, Ireland, Italy, Marin, Metro DC, Miami Area, New England, New Mexico, Orange County (CA), Philadelphia, Puget Sound, Richmond, Sacramento, San Francisco, Singapore, Toronto, UK, Vancouver, and the ICF Virtual Community, Chapter Leaders who contributed their time, wisdom and recommendations.

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Welcome!

Congratulations on choosing the adventure of being a Chapter Leader! While you will give much to this position you will learn much and grow greatly in return.

If you are reading this handbook for the first time we hope that you find everything you are looking for. This handbook was designed to be a clear, simple, elegant, consistent, and working manual that will assist Chapter Leaders in starting, running, and maintaining their Chapters with ease and grace. It was re-created from the original by 5 past and present Chapter Presidents, one of whom is the Chapter Outreach Committee Chair, along with the Chapter Coordinator. It was written to help make everyone's job as easy as possible and simplify the communication process. Where information is asked for the ICF office you'll find a form to help guide you through the process.

Over 30 Chapter Leaders from around the world assisted in this process by giving feedback and input, asking for clarity and clarification, and adding insights and wisdom. We are grateful for their assistance and the time they took out of their busy schedules to contribute to the Leaders of the future.

Best wishes for your time in office. Know that your contribution to the profession is appreciated.

Respectfully,

The Members of the ICF 2004 Chapter Handbook Revision Committee:

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Chapter Handbook

Section 1

THE INTERNATIONAL COACH FEDERATION (ICF)

ICF Mission and Purpose

The International Coach Federation is the world's largest non-profit professional association of business, life, executive, corporate and specialty coaches, with more than 7,000 members in over 30 countries. Our purpose is to build, support and preserve the integrity of the coaching profession around the globe.

Our mission is to be the global forum for the art and science of coaching, where we inspire transformational conversations, advocate excellence, and expand awareness of the contribution coaching is to the future of humankind.

ICF helps people find the coach most suitable for their needs. It supports and fosters development of the coaching profession; has programs to maintain and upgrade the standards of the profession; conducts a certification program that is the gold standard for coaches worldwide; and conducts the world's premier conference and other educational events for coaches.

We exist to...

...Build,

...Support and

...Preserve the integrity of the coaching profession.

We **Build** by educating and promoting the coaching profession. Our Coach Referral Service (CRS) and public relations plan are integral parts of this process.

We **Support** by fostering the community aspect among members. Our annual conference, plus regular communications, as well as the local Chapters, are our primary tools in this regard.

To **Preserve** the integrity of the coaching profession, we are actively involved in researching and developing programs in the legal, regulatory, and credentialing areas that will serve coaches and their clients.

It is the immediate goal of the ICF to take our organization to the next level and become a strong and unified voice for the coaching profession and provide ever-increasing value for our members.

We always aim at being available and responsive to our members and encourage your comments, suggestions, and feedback so that we can serve your needs.

ICF Chapters at www.coachfederation.org/abouticf/chapters.cfm

ICF Board at <http://www.coachfederation.org/abouticf/bod04.asp>

ICF Committees at <http://www.coachfederation.org/abouticf/committees.asp>

ICF Chapter Coordinator (Staff liaison with Chapters at ICF headquarters office) at chapters@coachfederation.org

ICF Chapter Outreach Committee Chair (Volunteer Coach liaison with Chapters) at chapterchair@coachfederation.org

The ICF Code of Ethics

The ICF Philosophy of Coaching

The International Coach Federation adheres to a form of coaching that honors the client as the expert in his/her life and work, and believes that every client is creative, resourceful, and whole. Standing on this foundation, the coach's responsibility is to:

- Discover, clarify, and align with what the client wants to achieve
- Encourage client self-discovery
- Elicit client-generated solutions and strategies
- Hold the client responsible and accountable

The ICF Definition of Coaching

Professional Coaching is an ongoing professional relationship that helps people produce extraordinary results in their lives, careers, businesses or organizations. Through the process of coaching, clients deepen their learning, improve their performance, and enhance their quality of life.

In each meeting, the client chooses the focus of conversation, while the coach listens and contributes observations and questions. This interaction creates clarity and moves the client into action. Coaching accelerates the client's progress by providing greater focus and awareness of choice. Coaching concentrates on where clients are now and what they are willing to do to get where they want to be in the future. ICF member coaches recognize that results are a matter of the client's intentions, choices and actions, supported by the coach's efforts and application of the coaching process.

The ICF Standards of Ethical Conduct

Professional Conduct At Large

1. I will conduct myself in a manner that reflects well on coaching as a profession and I will refrain from doing anything that harms the public's understanding or acceptance of coaching as a profession.
2. I will honor agreements I make in all of my relationships. I will construct clear agreements with my clients that may include confidentiality, progress reports, and other particulars.
3. I will respect and honor the efforts and contributions of others.
4. I will respect the creative and written work of others in developing my own materials and not misrepresent them as my own.
5. I will use ICF member contact information (email addresses, telephone numbers, etc.) only in the manner and to the extent authorized by the ICF.

Professional Conduct with Clients

6. I will accurately identify my level of coaching competence and I will not overstate my qualifications, expertise or experience as a coach.
7. I will ensure that my coaching client understands the nature of coaching and the terms of the coaching agreement between us.
8. I will not intentionally mislead or make false claims about what my client will receive from the coaching process or from me as their coach.
9. I will not give my clients or any prospective clients information or advice I know to be misleading or beyond my competence.
10. I will be alert to noticing when my client is no longer benefiting from our coaching relationship and would be better served by another coach or by another resource and, at that time, I will encourage my client to make that change.

Confidentiality/Privacy

11. I will respect the confidentiality of my client's information, except as otherwise authorized by my client, or as required by law.
12. I will obtain agreement with my clients before releasing their names as clients or references or any other client identifying information.
13. I will obtain agreement with the person being coached before releasing information to another person compensating me.

Conflicts of Interest

14. I will seek to avoid conflicts between my interests and the interests of my clients.
15. Whenever any actual conflict of interest or the potential for a conflict of interest arises, I will openly disclose it and fully discuss with my client how to deal with it in whatever way best serves my client.
16. I will disclose to my client all anticipated compensation from third parties that I may receive for referrals or advice concerning that client.

Pledge of Ethics

As a professional coach, I acknowledge and agree to honor my ethical obligations to my coaching clients and colleagues and to the public at large. I pledge to comply with ICF Code of Ethics, to treat people with dignity as independent and equal human beings, and to model these standards with those whom I coach. If I breach this Pledge of Ethics or any part of the ICF Code of Ethics, I agree that the ICF in its sole discretion may hold me accountable for so doing. I further agree that my accountability to the ICF for any breach may include loss of my ICF membership or my ICF credentials.

Benefits of Being an ICF Chapter

- Membership in a professional worldwide community of coaches.
- Shared ethics and standards of excellence.
- Unified standards for training and accreditation.
- Information about ICF certification process.
- A meeting place where potential coaches can learn about coaching.
- Internationally available Ethics Complaint Review process.
- Access to proven structures for leadership and Chapter growth and development.
- Access to best practices and new developments from around the world by being a participant on the monthly Chapter leadership calls.
- Connection to other Chapters, their experience, and their learning.
- A link to future prospective members (Chapter Presidents are given contact information for coaches in their area).
- Opportunity for leadership growth.
- Support in legal and regulatory challenges.
- Research and resources.
- Share in the development and advancement of the profession.
- Networking.
- Rebates for chartered Chapters.
- Additional Membership Benefits
(See <http://www.coachfederation.org/pressroom/register/benefits.asp>).

"It is a place where we can connect, to learn, to share, to play, to cry, to hold ourselves accountable and to marinate our energy/essence with like minded people in a profession that I choose to call 'A Calling'."

~ Samy Chong CPCC, Vice-President of Toronto's ICF Chapter

The International Coach Federation

Chapter Handbook

Section 2

*Recommended Guidelines for
Forming ICF Chapters*

*In this section you will find most ICF requirements (as opposed to suggestions) in **bold**.*

How to Begin the Formation of an ICF Chapter

1. **Contact the ICF Chapter Outreach Committee Chair at chapterchair@coachfederation.org** to request information and guidance and to discuss your ideas for forming a Chapter within a geographical area.
2. Form a Chapter Organization Committee of interested ICF members. Send a request to the Chapter Coordinator at chapters@coachfederation.org and copy the ICF Chapter Outreach Committee Chair at chapterchair@coachfederation.org. You will receive a list of all ICF members in your geographical area from the ICF office to invite to your meeting.
3. Survey your community to get an idea of how many prospective members you have.
4. Develop a Chapter information sheet containing information from the ICF online brochure at <http://www.coachfederation.org/abouticf/brochure.asp> adding the benefits the Chapter provides.
5. Hold organizational meetings to fulfill the requirements to become an ICF Chapter or obtain Charter Chapter status. Set up standing committees and appoint chairpersons to work on the steps necessary to become a Chapter.
6. Develop a Chapter Meeting Schedule.
7. Identify Membership Recruitment opportunities in your local area and establish a membership development committee to solicit prospective members in your geographical area.

Chapters are encouraged to work with the ICF office to develop membership in their area to meet the minimal requirements of becoming a Chartered ICF Chapter. Chapters who meet the requirements are encouraged to become chartered and take advantage of Chartered Chapter benefits.

Pre-Formation Activities

The suggestions below are listed as pre-formation activities but are important to practice throughout the life of the Chapter.

Finding Coaches

Coaches aren't always very visible. Compared to other entrepreneurial professionals, their numbers are small. However, they can be found if you look in the right spots. To start, the ICF will send you a list of current ICF members in your area, at your request. Watch community publications for people who advertise themselves as coaches. Also do an internet search, "Life Coach, United Kingdom," "Business Coach, New Jersey," "Executive Coach, Toronto." Contact them, let them know about your group, invite them to subscribe to your mailing list and come to your meetings.

Publicity

Publicity is a very important first step in forming an ICF Chapter. If you are the only coach who knows about the plans to form a Chapter your Chapter is going to be small! So go out and tell the world about your plans.

Media

Try using public service announcements in local paper and radio stations. Newspapers, particularly local weekly or biweekly editions, carry a "Community Calendar" of events. Your Chapter meetings are legitimate candidates for these columns. Keep the information down to a minimum: time, date, place, and who to contact for further information. Also remember to keep sending in these announcements after your Chapter gets going. It's free advertising, and every spot you advertise may bring you more members. Check with your local papers' requirements before submitting your announcements.

Local radio stations also run "Public Service Announcements." Generally, the same text you send to the newspaper will work here. Make sure you indicate you want a "public service announcement" made on behalf of your group when you write or call the radio station. Local TV stations sometimes do similar announcements, so check them out as well.

There are several ways you can use cable TV to your advantage. The first and simplest is to submit a form with a text ad announcing your new Chapter. These ads typically run on page-oriented "community bulletin board" screens, or as "crawls" under the on-line program guide.

Even better, if you can spare the effort, you can videotape an announcement and submit it for airing on the local "public access" channel. Many cable operators are required to show whatever people in their community submit -- but keep in mind, the more professional the product, the better it will draw new members. Most cable operators will help you edit and add titles to the video, and many can even teach you how to put together a professional production *and* even loan you the equipment to film it.

Other publicity outlets exist. Check the colleges and universities in your area to inquire if there are Coaching Course offerings or related course work in other professions.

Don't forget to take advantage of electronic mass communication. Put up a web page for your Chapter and contact the ICF office to have a link from the ICF Web Site to your Chapter's Web Site. Many online services such as America Online, CompuServe, and Prodigy give paid subscribers free space for web pages that can be seen by all Internet users. A web page won't get you a sudden influx of new members, but it can provide you a slow, steady supply of interested prospects.

To get that sudden influx, you can try kick-starting your Chapter with a brief announcement in *relevant* USENET newsgroups. Also, don't forget to post a notice to your general-interest regional newsgroup, if one exists. People will typically respond to these postings within a few days.

If you belong to an online service, leave one of your postings on that service's special interest area catering to "self improvement" or a related area. You can post your meeting as an "event" in your city on such sites as www.craigslist.com.

Make an announcement about the development of the Chapter and its meeting schedule at all coaching school events that members attend, sparking interest in those prospective or current coaches. Have a sign up list for people to be notified of future events.

Don't restrict your publicity efforts to those outlined here. Keep your eye open for any opportunity to get your message out to the public. Remember to keep up the publicity effort. It doesn't stop after you have a Chapter formed.

Leadership and Committees

ICF Chapters will decide upon a leadership structure and succession plan that best fits the needs of the Chapter. This process must be outlined in the Chapter's bylaws. It is recommended that the Chapter follow a plan similar to those recommended in this section of the handbook.

Timeline for Chapter Leadership Qualifications— Coaching Business, Coach related training, and ICF credentialing

As ICF standards rise it is likely that qualifications for officers in Charter Chapters may rise faster than the schedule below. All Chapters are encouraged to qualify their Leaders at the highest level possible for the good of the organization.

To be a Chapter Leader, one must be a qualified member (a member in good standing of the ICF) at the time of nomination or selection and maintain membership during time of service.

All Officers elected from 2005 on must be actively coaching paying clients or actively coaching in an internal coach position.

2005-2006 Chapter President and President Elect must be in the process of being trained or have completed training as a coach.

2007-2008 Chapter President and President Elect have completed 120 hours of coach training with the intention of being credentialed. Chapter officers are in training or graduates of a coach training program.

2009 Chapter President and President Elect are ICF credentialed. Chapter officers have completed 120 hours of coach training with the intention of being ICF credentialed.

2010 All members of board have completed 120 hours of coach training with the intention of being credentialed and all officers ICF credentialed.

2010 and after all members of board and officers are ICF credentialed.

New Chapters have two years to come into compliance with the above schedule. After the Chapter has been in existence for two (2) years, compliance is mandatory. This section is a requirement for all ICF Chapters.

Chapter Leadership

For effective administration a Chapter will have a minimum of an elected Chapter President, Vice President, and Secretary/Treasurer to manage the Chapter's activities. It is important that the bylaws include election procedures.

The following is a recommended outline of responsibilities of the Chapter's officers. All new officers will want to review the entire ICF Chapter handbook upon taking office, (handbook may be accessed at www.coachfederation.org/chapters/leadership/handbook). Specific consideration should be given to the section outlining the officer's responsibilities. All Chapter officers should feel free to contact the ICF Office with any questions or comments.

It should be noted that in some cases, the responsibilities of officers overlap, and in others, responsibilities may be combined, especially in the case of smaller Chapters. For example, in many cases the responsibilities of the Secretary and Treasurer may be combined into one position. *When it is said to be the "responsibility" of a particular officer it is not meant that that officer must do the work, but that officer is responsible to see that it gets done.* Remember that these are guidelines. They have been used successfully by other Chapters and are designed to create a process for your Chapter to grow into. Use what is most useful for your Chapter and its future growth. It is not necessary to use it all.

Leadership Team Expectations (in addition to other duties as defined by role):

- Attend and participate in their respective Board or Committee meetings every month.
- Attend General membership meetings every month.
- Respond in a timely manner to all e-mails from Board and Committee members, ICF members and guests.
- Support, assist, and collaborate with other members of the Leadership team.
- Read, understand and follow the description of your role in the Chapter Handbook and Chapter Bylaws.
- Interact with the ICF Office on issues relating to team member's role and function.
- Promote the Chapter in ways that encourages and supports the growth of our membership and the Chapter.
- Actively participate in and contribute to Chapter projects, programs and initiatives.

Board of Directors

The Chapter's Board of Directors is determined by the bylaws. It is typically composed of all elected officers and At Large Board members and may or may not include standing committee chairs. Members of the Executive Committee (President, Past President, President Elect, Vice Presidents, Secretary, and Treasurer), as well as At Large Board Members, are automatically voting members of the Board of Directors.

Most Board of Directors meets monthly, or at a minimum every other month, either in person, teleconferencing, or a combination of the two. Some Board of Director meetings may be held in conjunction with membership meetings. Committee chairs may be invited to participate in Board of Director meetings, although in most instances, they do not vote.

Executive Committee

Each Chapter has an Executive Committee, which can be made up of the President, President Elect (and/or Vice-President), Past President, Secretary and/or Treasurer, and as it grows, additional Vice Presidents. The Chapter's Executive Committee is generally responsible for managing the Chapter's affairs (with the explicit exception of electing officers and amending bylaws). It is essential for the Executive Committee to be as open as possible to the suggestions and feedback of the Chapter membership they serve. *Most Chapters combine Board and Executive meetings having no separation in content or form. If there's a choice between inclusion and exclusion it's advised to move towards inclusiveness wherever possible.*

President

The President has the overall responsibility for leadership in developing programs, appointing committees, for ensuring that plans and assignments are carried out, and for seeing that the Chapter fulfills its obligations to the ICF. The President should be familiar with the policies and procedures of the ICF, with the Chapter's bylaws, and with the duties of all the other officers and committee chairpersons. It is imperative that the President does not try to do it all alone. Sharing the work fosters teamwork and grows leaders.

Upon the beginning of the term of office, the newly elected President schedules a Board meeting, which may include the outgoing officers (if any) as well. At that time, the President may want to schedule Board meetings for the entire year; keeping in mind the advantages of scheduling the meeting at the same time each month.

Before getting too far along in the year, the President will:

- Appoint or establish a nominating committee (usually chaired by the Past President) according to the chapter bylaws for the next year's elections,
- Communicate activities to the local membership via a newsletter, e-mail, etc.,
- Set procedures in motion for end of the year summary to ICF including listing of new officers, year's activities, changes in bylaws, and financial summary, as well as financial records turnover.
- Plan a budget with the Treasurer to be reviewed and approved by the executive committee.

One of the most important duties of the President is finding enthusiastic and qualified members to serve as committee chairpersons. The President will want to strive to bring new people into the committee structure to provide training and experience for future leaders. The job of the President will be much more enjoyable and (much less exhausting) once responsible and reliable volunteers are found to take on various duties. It is strongly recommended that the President take the time at general meetings to acknowledge those volunteers whose help has been valuable. This positive feedback and public recognition of good works is often just the encouragement an active volunteer needs to commit to a longer-term leadership position in the Chapter in future years.

President Elect

A large part of the responsibility of the President Elect is to work closely with the President in preparation for their own term serving as President.

The President Elect should be prepared to assume the office of President or temporarily act in that position at any time. The President Elect should be familiar with the duties and responsibilities of the President, and of the other elected officers and committee chairpersons.

The President Elect can be integral component of the Chapter's operation. In some cases, the President Elect can be responsible for overseeing the activities and progress of the various committees and programs. In small or new Chapters the President Elect may serve as a Committee Chairperson.

Past President

The Past President serves a vital role to the Chapter, knowing the history and development of policy and procedures for the past two years. The Past President can serve as an experienced resource for the Leadership Team. The Past President customarily serves as the Chair of the Nominating Committee.

Vice President(s)

As the Chapter grows it may find a need for additional Officers. Vice Presidents can oversee committees such as membership, publicity, etc. and spearhead new endeavors.

Secretary

The Secretary plays an important role in ensuring the efficient operation of the organization. The Secretary:

- Generally is the keeper of the records and the taker of the minutes.
- Handles all incoming and outgoing correspondence except for work assigned to others. Copies of all incoming and outgoing correspondence handled by others shall be given to the Secretary for inclusion in the Chapter's official files.
- May also take on the responsibilities of maintaining an up-to-date membership list, and of corresponding with the ICF Office.
- Most importantly, is responsible for keeping attendance at meetings and transmitting member names and ID numbers to the Chapter Coordinator two weeks before the end of the quarter, *(while this is voluntary, Chartered Chapters will find it vital in confirming current membership qualified for rebates)* as well as sending names and e-mails of guests monthly so they can receive information on joining the ICF. This is important:

For current members: To signify that each member has read and accepted the ICF Pledge of Ethics and ICF Standard of Conduct and to help Chapters ensure that each of their members are, in fact, current members of ICF. This is especially vital for Chartered Chapters where the amount of their rebates could be affected.

For visitors: To welcome them and assist them in getting more information about the ICF and the opportunity to become members.

- Keeps historical records and data in an effort to provide consistency within the Chapter. Provides ICF, on an annual basis, with current and updated copies of Chapter bylaws, Chapter policies and procedures and a list of the Chapter's Board of Directors, officers, and staff, including relevant contact information. Send to 2365 Harrodsburg Rd, Suite A325, Lexington, KY 40504 or e-mail chapters@coachfederation.org.

Treasurer

Financial management and documentation of income and expenses are of great importance to the Chapter and the ICF. The Treasurer is responsible for the fiscal operation and financial reporting of all committees and programs established by the Chapter. The ongoing responsibilities of the Treasurer may include:

- Maintaining all Chapter financial records in a simple accounting format and maintaining the checkbook;
- Collecting money as applicable, depositing funds received, and paying vendors with appropriate documentation.
- Providing the ICF Office with annual financial reporting within thirty (30) days of the end of the Chapter's fiscal year (may be outgoing treasurer responsibility).
- Filing of annual financial reports with the IRS or applicable Local or National government.
- Coordinating with Chapter's accountant, attorney, and/or insurance agent.
- File Annual Report with State or other government office as required to maintain Corporation status.
- Supplying appropriate budget report(s) to the Executive Committee and Board of Directors of the Chapter; and the Chapter members.

At Large Board Members

As the Chapter grows you will most likely want to increase the size of your Board, both for purposes of greater representation as well as for development of future leaders. One way to do this is by electing At Large Board Members. At Large Board Members may be required to chair a committee or take on a specific role. Since new Chapters usually do not have a need for an expanded Board, the bylaws can be written to allow "up to" a specified number of At Large Board Members, the timing and number of which may be determined by the Executive Committee.

Committees

The President should consider the appointment of committees with regard to ability, interest and objectives. Committees can do a major part of the Chapter business. The overall success of the organization depends largely on the activities of these groups. The number and type of committees appointed will vary considerably. The organization's bylaws may stipulate the size, composition and method of committee selection/election. This section is a guideline, giving suggestions applicable to all committees and outlining the functions of those most typical and most closely aligned to the ICF.

The important consideration is that an appropriate number of committees be established to best meet the organizational needs, that the committee members know what they are supposed to do, and that they function efficiently and productively. The summaries that follow should help the President in selecting committee members and offer ideas to committee members themselves that will assist them in discharging their duties. Committee appointments should be made on the basis of the organization's primary objectives.

The following committee descriptions represent basic operational structures that are advantageous in many organizations. *Use or change to best suit your Chapter.*

Committees should be composed of at least three (3) members. Staggered terms ranging up to three (3) years of tenure are recommended to provide continuity, with the most tenured member recommended as chair.

Nominations and Elections Committee

This committee is usually chaired by the immediate Past President and recommends to the membership, for consideration, a list of one or more candidates for each office in accordance with the bylaws. It generally is recommended that this committee's membership be Chapter-wide so candidates may be representative of the entire membership. (See page 26 for suggestions on the nomination and election process).

Finance Committee

This committee is usually chaired by the Treasurer and assists in the preparation of the annual budget for presentation to the Board of Directors, as well as the annual financial statement to be sent to the ICF office. This committee should review all of the financial aspects for the chapter and make recommendations for approval of expenditures.

Membership and Membership Benefits Committee

Members of this committee are responsible for finding and promoting members benefits on the local level and developing and retaining membership in the ICF.

Programs, Education and Professional Development Committee

Most organizations select their meeting site in advance and use the same site on a regular basis, even though space availability may force some to consider planning farther ahead. This committee should arrange for speakers and programs to work closely with the ICF in the future in developing of Continuing Education Programs. (See *CCE Units for Chapter Programs* on page 28).

Marketing and Public Relations Committee

Marketing and Public Relations are an integral part of building your organization. This Committee works loosely with the Membership and Membership Benefits Committee to effectively develop and retain members, while promoting the ICF and local activities. ICF media information is available at <http://www.coachfederation.org/pressroom/mediakit.asp>

Publications Committee

Printed or electronic information is a necessity to keep the communication amongst the members of the organization. This committee can build a Web Site or Page to be linked to the ICF Web

Site, as well as develop a printed or electronic newsletter of programs, meetings and special events.

Mentor Coach Committee

Some Chapters have chosen to recognize mentor coaches, those coaches who work with coaches at the beginning of their careers. The Mentor Coach Committee can meet with new coaches either in person or by teleconference and inform members on what needs to be done to make a living in this new profession. The Mentor Coach Committee members may be available on a pro-bono or reduced fee basis to assist newer coaches in the community for a limited time.

Library Committee

Collects and catalogs books, tapes, and CDs (those from the ICF Conferences are most popular!) for member's use. Brings library to meetings for borrowing, keeps track of borrowers, follows up on overdue materials, and repairs when needed.

Ethics Committee

Promotes awareness of ethics at meetings and in newsletters, creates a forum where coaches can discuss ethical questions and receive feedback from their peers. It may educate Chapter on issues of ethics, and it stays informed on the work of the ICF Ethics Committee.

Website Committee

Sets up website hosting and design team, partners with other committees in developing content, maintains and updates the site.

Business Development Committee

Puts together ways in which successful coaches in your community find clients, retain clients, get corporate contacts etc. The Committee can bring in speakers or present their findings in the form of a Panel at a Chapter meeting.

Some chapters have also developed the following committees:

- Executive Coaching
- Life Coach
- Corporate Coach
- Internal Coach

In addition many chapters from around the world have sponsored Special Interest Groups (SIGS) where like-minded coaches can meet to discuss issues and/or methods of improving their coaching.

Officers Benefits

Some Chapters have chosen to waive activity fees or meeting registration fees for their Executive Committee. Other Chapters have given a stipend to the President towards attending the ICF Conference. **These benefits are acceptable; however Chapter Leaders and Committee**

Chairs may not receive direct payment for their volunteer services. All expenses require receipts for reimbursement.

Any consideration of benefits to Chapter Leaders or Committee Chairs must be written into the bylaws of the Chapter and the bylaws should be made available to all members.

Chapter Goals and Projects

ICF Chapters are the heart and backbone of the ICF, creating significant value for their members, the ICF community, and the coaching profession. Chapters put their energies into local projects that support their goals and provide for the professional growth of member coaches and the coaching profession. Each Chapter should choose those two or three projects most important to its membership to begin with and, when they are accomplished, choose the next most important projects. *These are only suggestions gathered from the Chapters.* Add what is important to your members and leave off what is not.

Build

Business Development

- Be a catalyst for business development and business success for the Chapter and the member coaches.
- Create an environment at the Chapter level to support coaches in becoming financially successful in this profession.
- Create a professional network through which members can share opportunities and resources.

Marketing, Publicity & Public Relations

- Invite potential members and guests to attend meetings and encourage them to join the ICF Chapter.
- Create and maintain public awareness and a positive image of the coaching profession, the Chapter, and the ICF through local exposure, contribution to the community, and public relations.
- Design a coach referral system for members.
- Create a dynamic Speakers Bureau and reach out to community organizations.
- Model and support the ICF Guideline for Ethical Conduct to help preserve the self-regulation and integrity of the coaching profession. From time to time the Chapter may want to have a meeting devoted to ethical considerations as they affect the business of coaching. Guidelines For Ethical Conduct can be found at <http://www.coachfederation.org/ethics/index.asp>.
- Form local alliances with other organizations and institutions whose programs and activities are consistent with the mission and purposes of ICF.

Support

Community

- Fulfill the ICF mission locally: To be the *local* forum for the art and science of coaching, where we inspire transformational conversations, advocate excellence, and expand awareness of the contribution coaching is to the future of humankind.
- Create a strong community that engages members in giving, receiving, and growing valuable relationships.
- Present the opportunity for members to collaborate in providing resources and solutions for themselves and their clients.
- Offer a forum where members can discuss issues of professional concern.
- Recognize, value, and acknowledge each other's unique diversity, experiences, contributions and accomplishments, and support each other as equals.
- Foster awareness within the Chapter of resources, events, training, volunteer opportunities, etc.
- Encourage and support ICF membership.
- Mentor a new ICF Chapter and share with them the lessons learned.

Education

- Share resources and expertise.
- Begin a library of coaching related materials including recordings from the ICF Conferences.
- Design ongoing educational programs for information and inspiration.
- Furnish information for ongoing coach training.
- Encourage ICF members to attain professional coach training and ICF Credentials.
- Promote the standards and processes of credentialing.
- Invite representatives of ICF approved Coach Training Organizations to provide information and speak at Chapter meetings.
- Obtain CCEUs for educational Chapter programs.

Preserve

Communication

- Help members stay abreast of changes and new developments in the profession.
- Serve as an effective communication channel between local members and the ICF.
- Have a member of the Executive Board attend the monthly ICF Chapter Leader calls.
- Support ICF ethics, its programs and efforts, and offer constructive feedback to improve its services.
- Create a website for your Chapter to communicate your efforts to your member coaches and your community.

Leadership and Legacy

- Elect a strong board that exemplifies leadership, commitment and professionalism.
- Develop the current leadership of the Chapter.
- Seek out and nurture future leaders for the Chapter and the ICF.
- Encourage experienced leaders to run for the Board of Directors and Committee Chairs of the ICF.
- Create and maintain a connected community.
- Build a strong foundation to ensure longevity.
- Become a chartered Chapter once the Chapter has 10 or more ICF members.
- Model the best of coaching in our ways of being, working together, and through our actions.
- Begin the leadership year with a “retreat” where goals, mission and team vision can be outlined.
- Enjoy the process, the company, the "dance."

Example of Acceptable Chapter Bylaws

(Remember these bylaws are only an example, listed here to assist you.

Carefully tailor your bylaws to the needs of your Chapter.

This is the legacy you leave to future leaders of your Chapter; make it a good one)

The International Coach Federation _____ Chapter

BY-LAWS

ARTICLE I

ORGANIZATION NAME

Section 1.

The name of this organization shall be the International Coach Federation _____ Chapter.

ARTICLE II

ORGANIZATION GOALS

Section 1.

Increase the success of its membership.

Section 2.

Increase the skills and effectiveness of its members.

Section 3.

Raise the awareness of the wider community about the coaching profession.

Section 4.

Provide a network through which its members can learn of and share opportunities.

Section 5.

Provide a forum wherein the members can discuss issues of professional concern.

Section 6.

Provide the opportunity for its members to collaborate in providing resources and solutions for their clients.

**ARTICLE III
ORGANIZATION GOVERNANCE**

Section 1. Governing Body

The operations of the organization shall be governed by an elected Board of Directors of no more than twelve (12) members. These Directors shall be elected by a vote of qualified members.

Section 2. Director (Officier) Qualifications

To be a Director, one must be a qualified member (a member in good standing of the ICF at the time of nomination and maintain membership during time of service), nominated for office by the Nominating and Elections Committee or by petition, and be voted into office by a vote of the organization members.

All Officers elected from 2005 on must be actively coaching paying clients or actively coaching in an internal coach position.

2005-2006 Chapter President and President Elect must be in the process of being trained or have completed training as a coach.

2007-2008 Chapter President and President Elect have completed 120 hours of coach training with the intention of being credentialed. Chapter officers are in training or graduates of a coach training program.

2009 Chapter President and President Elect are ICF credentialed. Chapter officers have completed 120 hours of coach training with the intention of being ICF credentialed.

2010 All members of board have completed 120 hours of coach training with the intention of being credentialed and all officers ICF credentialed.

2010 and after all members of board and officers are ICF credentialed.

Section 3. Duties and Responsibilities of the Board of Directors

The Board of Directors shall provide leadership in pursuit of the organizations stated goals. It shall determine fees at organization-sponsored events, and develop the policies and procedures necessary to conduct the business of the organization effectively.

Section 4. Nominations and Elections *(If you choose different dates for elections you may still find the time frames useful).*

Nominations for election to the Board of Directors shall be made by the Nominations and Elections Committee consisting of three (3) qualified members of the organization appointed by the President and approved by a majority vote of the Board. The President shall appoint, with the Board's approval, the Nominations and Elections Committee not later than June of the year before vacancies will appear on the Board. The Secretary shall email all qualified members a notice of the coming election, including the number of coming vacant seats, and invite qualified members to notify the Nominations and Elections Committee of their interest in serving on the Board by September 30.

The Nominations and Elections Committee will submit to the membership, in writing, the names of one or more candidates for each board seat at or prior to the October general meeting. The floor will be open for nomination by petition for thirty days from the presentation of the slate. Voting will take place in December and installation in January. *(See page 28, "Nominations and Elections" for additional information).*

Section 5. Elections

Before the regular December meeting, the Secretary will email ballots to all qualified members. The ballots will describe the seats open for election and the candidates running for those seats. Members will fill out their ballots and email them to the Secretary, who will count the ballots and announce the results at the December meeting. In the event there is only one (1) candidate for each office, the Secretary may cast a unanimous ballot for the candidates of the Nominating Committee.

The Secretary will also note these proceedings and record them in the Minutes of the meeting.

Section 6. Removal

Any member of the Board may be removed by a 2/3 vote of the Board. The Secretary shall record such events in the minutes of the Board meeting.

Section 7. Terms and Vacancies

Terms for all Board members are for ____ year(s).

Any vacancy on the Board shall be filled by Presidential appointment, subject to approval by a majority of the Board. The appointment approved will pertain until the following December, when the seat will be filled by the normal election process.

Section 8. Board of Directors Meetings

Meetings of the Board of Directors will be at the places and times decided by majority vote of the Board. The President may call a special meeting at any time. The President shall call a special meeting of the Board upon the written request of a Board member to do so. The written request should contain the agenda for the special meeting.

All Board Meetings shall be open to all qualified members of the Organization. The single exception is Special Meeting in which the President, with unanimous consent of the Board, shall declare the meeting closed.

Section 9. Committees

The President may appoint committees, either standing or ad hoc, in order to effectively and efficiently further the stated purposes of the organization. The establishment of any committee must first receive the approval of the Board by way of a majority vote.

Section 10. Meeting Procedures

(Robert's Rules of Order have been used in organizations throughout the United States. While they are useful and recommended, it is not necessary to adopt Robert's rules of procedure for your Chapter. You may consider different rules or leave the necessary rulings up to the President or presiding officer).

Questions about Board proceedings at meetings shall be determined by Robert's Rules of Order (revised), except where such rules conflict with the laws of _____.

Robert's Rules of Order (revised) may be suspended by a majority vote of the Board or qualified members of the organization present at a meeting at which a quorum is present.

Section 11. Quorum

A majority of Board members shall constitute a quorum for the purpose of transacting the business of the organization.

Section 12. Legal Purpose

Notwithstanding any other provision of these articles, the purposes for which the corporation is established are exclusively religious, charitable, scientific, literary, and educational within the meaning of Section 501 (c) (6) of the Internal Revenue Code of 1954 or the corresponding provisions of any future United States Revenue laws. (Chapters outside the United States will want to write in the code of their Country relating to not for profit organizations).

Section 13. Excluded activities

Notwithstanding any other provision of these articles, this organization shall not carry on any activities not permitted to an organization exempt from Federal Income Tax under Section 501 (c)(6) of the Internal Revenue Code or the corresponding provisions of any future United States revenue laws. (Chapters outside the United States will want to write in excluded activities that relate to their Country's laws).

Section 14 Dissolution

In the event of the dissolution or final liquidation of the Chapter, its remaining net assets will be distributed to ICF for use consistent with its tax-exempt purpose and for the benefit of ICF Chapters, thus no part of such net assets may inure to the benefit of any individual member or person.

ARTICLE IV DUTIES OF THE ORGANIZATION'S OFFICERS

Section 1. President

The President shall preside at all meetings of the Board and of the organization. The President shall sign any instruments or documents that may lawfully be executed on behalf of the Board.

Section 2. President Elect

In case of the absence or disability of the President, or at his/her request, the President Elect shall perform all of the duties of the President. The President Elect shall perform such duties and have such authority as from time to time may be assigned by the President or the Board.

Section 3. Secretary

The Secretary shall maintain official minutes and records of the proceedings of the Board and the Organization. The Secretary shall arrange for mailings of official correspondence. The Secretary shall also perform other duties and have such authority as shall from time to time be assigned by the President or Board. The Secretary shall maintain a binder of the Proceedings of the Chapter, and have the binder present at all meetings of the Board and membership. The binder shall include meeting agendas, minutes, policies, procedures, Board decisions, guidelines, Financial Reports and other proceedings of the Board and organization membership.

Immediately following elections, the Secretary shall send a list of all current elected officers and members of the Board to the Chapter Coordinator at chapters@coachfederation.org along with the current address of the Treasurer for receiving rebates. This should be received by the ICF office at least two (2) weeks before the end of the quarter.

Section 4. Treasurer

The Treasurer shall perform all the organization's financial transactions and keep accurate records of the organization's accounts. The Treasurer will submit financial reports at each board meeting for review and approval by the voting majority of the board. **The Treasurer will also submit an annual Chapter financial report to the ICF within thirty (30) days of the Chapter's designated end of the fiscal year.** In addition, the Treasurer will give a financial report no less than once every six (6) months.

Section 5. Delegation of Officers' Duties

The President or Board (by majority vote) may delegate any officer's duties to any other member of the Board when they deem such action to be appropriate.

ARTICLE V ORGANIZATION MEMBERSHIP

Section 1. Qualification

In order to qualify as a member of the organization, an individual must have paid annual dues *directly* to the International Coach Federation as determined by the International Coach Federation Board of Directors found at <http://www.coachfederation.org/pressroom/register/index.asp>.

Section 2. Voting

All qualified members of the organization are eligible to vote on any issue presented to the membership for a vote.

Voting may be by ballot, electronic mail or any reasonable means determined by the Executive Board. At all business meetings of the Chapter, each regular member in good standing who is present shall have one (1) vote. Unless otherwise specifically provided by these bylaws, a majority vote of those members present and voting shall govern.

ARTICLE VI AMENDMENTS TO THESE GUIDELINES

Section 1. Recommendation for Amendment

These Guidelines may be amended when recommended by a committee appointed by the President, or upon a written request from at least ten per cent of the qualified members of the organization. The President shall have the recommended amendments posted on the Organization's web site, or mailed to the membership.

Section 2. Amendment Approval

All qualified members of the organization shall be invited to review the amended by-laws on the web site or by mail and prepare to vote on the amendments (yea or nay to the totality of amendments as presented) via email within two weeks of posting on the site. Votes received after that date are invalid. A vote of qualified members shall decide the issue by a simple majority. A proposed amended set of by-laws shall be considered ratified and effective when carried by a majority vote. The President shall see that the official guidelines are so amended and posted on the organization's web site. The Secretary will maintain a set of all by-laws, past and current.

(end of bylaws)

Chapter Insurance

It's important to become aware of any government requirements for your Chapter to maintain insurance. Even if there are no government requirements Chapters will want to consider these two types of insurance and decide what is necessary and prudent for the Chapter's operation.

General Liability Insurance is usually reasonably priced and prudent for the organization to maintain. It covers the organization itself and the Officers and Directors individually for the consequences of their activities on behalf of the organization from claims due to:

1. Bodily Injury (somebody gets hurt)
2. Property Damage (something is hurt)
3. Personal Injury (libel, slander, defamation of character, wrongful entry, wrongful eviction, false arrest)

Do not assume you are covered by the insurance of your meeting place.

Directors and Officers Insurance is more expensive; however some Chapters may find it to be vital. D&O Insurance protects from suits that arise out of perceived wrongful actions:

Examples:

1. You decide to spend money on an advertising campaign. Members perceive that it bombed and sue the Board to get the money back.
2. You expend a large portion of the Chapter's financial reserve on an Expo. Members perceive that insufficient effort was made to market the event and get a return on that investment. They sue the Board to restore the funds.

CCE Units for Chapter Programs

Certain programs are eligible for CCEUs (Continuing Coach Education Units) that PCC and MCC certified coaches need on a regular basis to renew their certification (another benefit for MCCs to attend your meetings)! Also CCEUs in the area of Core Competencies can be used to earn an ICF credential (ACC, PCC, MCC). However, only 20% of the Coach Specific Training used in a credential application, can come from Chapter Programs, ICF Conferences, or other such single programs. Additional information on CCEUs and credentialing is available at <http://www.coachfederation.org/credentialing/en/index.asp>

For a program to qualify for CCEUs it must relate to either the ICF Core Coaching Competencies or to the personal development of the coach, the development of the coach's practice or skills or tools that are directly applicable to coaching. More information on qualifying programs for CCEUs and guidelines to do so are available on pages 61 to 63 of this document and at <http://www.coachfederation.org/credentialing/programs/cce-programs.asp>.

Nominations and Elections

(This is a suggested and proven structure, Please take what works for your Chapter)

Function of Nominating Committee

The Nominating Committee shall consist of at least three (3) regular members. It is recommended the committee be lead by the immediate Past President. It is also recommended that at least one (1) member shall have served on the previous year's committee to insure continuity. No member of the Nominating Committee shall be eligible to be nominated for any position. The Nominating Committee shall be appointed by the President and approved by the Board. The nominating process shall be conducted as follows:

1. The Nominating Committee shall communicate to all regular members inviting their suggestions for nominees to fill vacancies. The committee shall seek and encourage qualified candidates to place their names in consideration to be nominated for office and ascertain their willingness to serve.
2. The Nominating Committee shall nominate at least one candidate for each open Board position, and shall notify by e-mail, the membership of its choice not less than thirty days before the annual voting ballot is announced.
3. It is suggested that at least thirty (30) days shall be allowed for nominations (petition) from the membership. Except for the office of President that is filled automatically by the President-Elect, any member nominated by petition of five percent (5%) of the voting membership shall be placed on the ballot.
4. The ballot shall indicate those nominees recommended by the Nominating Committee and those recommended by petition.
5. The Nominating Committee shall conduct an election by postal or electronic ballot in which each regular member in good standing will have one (1) vote to cast for each officer position to be elected. Candidates receiving the highest number of votes for each office shall be declared elected. If however, no nominations are made by petition and only one (1) candidate has been recommended for each position by the Nominating Committee, the Secretary may cast a unanimous ballot for the candidates presented by the Nominating Committee.
6. Results of the election shall be announced no later than the next business meeting after the close of voting.

Chapters, Members, and Ethics

ICF members pledge to uphold the ICF Code of Ethics. The ICF provides an Ethical Conduct Review process where complaints can be brought about alleged unethical conduct of ICF coaches. This process provides a review, investigation and response to such allegations.

ICF Chapters agree to uphold the Code of Ethics. As allegations of ethical violations can involve legal ramifications, individual Chapters may not discipline members or have a committee established to discipline or censor members. It is the responsibility of every coach to report concerns of any potential violation or breach of the ICF Code of Ethics to the ICF by filing a complaint with the ICF. This form and complete directions can be found at www.coachfederation.org/ethics/index.asp. At the same site you will find additional information on the Ethical Conduct Review process which is a peer review process. Requests for assistance or questions about ethical concerns can be addressed to: ethics@coachfederaton.org.

ICF - Chapter Relationship

The relationship between an ICF Chapter and the International Coach Federation is a contractual one. The bylaws state the legal connection between the Chapter and the ICF protecting both the ICF in general as well as the individual Chapter. The ICF Board of Directors and/or the Executive Director can suspend a Chapter that is not in compliance with the basic Chapter qualifications.

Monthly Chapter Leader calls are hosted by the ICF to bring together Chapter Leaders from around the world to stay informed on ICF matters and to share ideas and best practices. One Officer from each Chapter (usually the President) should be present on the call to keep the Chapter abreast of new developments.

A Chapter Leader e-mail list has been established as a communication system for Chapter Leaders all over the world. Responsible use of this system keeps Chapter Leaders up to date and allows communication and sharing of ideas.

The ICF also offers special events at the ICF Conference exclusively for Chapter Leaders, as well as Chapter Awards to acknowledge the work that has been done within the Chapter and to share best practices worldwide.

Chapter Communication with ICF

Two contact persons are available for all Chapter business and concerns.

ICF Chapter Coordinator – ICF Staff liaison with Chapters at ICF headquarters office.

The Chapter Coordinator:

- Takes all reports to the ICF office from Chapters.
- Provides lists of ICF members in local area for Chapter to contact.
- Handles Chartering questions and process.
- Answers questions concerning Chapters and the ICF office.
- Handles rebates for Charter Chapters.

The Chapter Coordinator can be reached at chapters@coachfederation.org

ICF Chapter Outreach Committee Chair – Volunteer Coach liaison with Chapters.

The Chapter Outreach Committee Chair:

- Is the initial contact for those wishing to start a Chapter
- Reviews preliminary bylaws and gives suggestions for improvement.
- Answers question concerning Chapters.
- Conducts monthly meeting for Chapter Leaders.

The Chapter Outreach Committee Chair can be reached at chapterchair@coachfederation.org

As Chapter Leaders we know the value of using our resources wisely. Before contacting the Chapter Coordinator or Chapter Chair be sure you've looked for the answer to your question in this handbook.

The International Coach Federation

Chapter Handbook

Section 3

***REQUIREMENTS TO BECOME
AN ICF CHAPTER***

*In this section ICF Requirements are not in **bold** as this Chapter is specifically about requirement and unless something is mentioned as a suggestion it is a requirement.*

Chapter Membership/Participant Requirements

Any coach that joins ICF and designates your Chapter is automatically a Chapter member. In order to defray costs and increase income, you may elect to charge an additional **activity fee**, with associated benefits to Chapter members. ***Under no circumstances may you refer to your local activity fee as a membership fee or dues.***

Non-ICF member coaches may participate in local activities for a maximum of six (6) months from their first meeting. At that time they are required to join the International Coach Federation <http://www.coachfederation.org/pressroom/register/index.asp> in order to continue as a participant in local Chapter programs.

Be sure to emphasize to potential members that paying an activity fee does not make them a member of ICF. Many Chartered Chapters have lost expected revenue due to confusion on this point.

ICF members are automatically members of the Chapter they have chosen to affiliate with and entitled to attend meetings. In keeping with the Chapter's bylaws or written policy, the Chapter may require the member to pay an activity fee in order to receive full Chapter benefits. These activity fees may be required for (but are not limited to) such things as:

- Discounted meeting fees.
- Running for an elected office.
- Serving as an Officer or Director.
- Voting in elections.
- Website listing.
- PR opportunities.
- Special programs.

At each meeting, the Chapter Secretary or Membership Chair should request permission from the attendee who is not an ICF member to submit their name and e-mail address to the ICF office so they may receive membership information. This list of first time guests and their e-mail addresses will be forwarded to the ICF Chapter Coordinator (chapters@coachfederation.org) after each Chapter meeting to ensure that the proper materials are sent to the individual about joining the ICF.

Strategic Alliances

Some ICF Chapters have made strategic alliances within their community where coaches can visit other professional organizations' meetings and other professionals can visit local Chapter meetings. In this case the Chapter Leadership can encourage such participants to join the Chapter but it is not a requirement for the members of a strategic alliance to join after six (6) months, as long as the agreement remains in force.

General Requirements for ICF Chapters

The International Coach Federation encourages and supports the formation of ICF Chapters in geographical areas where there is a group of professional coaches who want to meet regularly to share knowledge and network with other professionals in their field. Currently there are over one hundred and thirty (130) ICF Chapters in over thirty (30) countries throughout the World.

ICF Chapters agree to:

- Subscribe to the ICF mission, vision and values, and adhere to the policies, Standards of Conduct and Code of Ethics of the ICF.
- Create a written statement of mission, vision and values, and ethics consistent with these established by ICF to guide all its operations and activities.
- Develop, manage and maintain a Chapter of the ICF within its geographical area.
- Maintain a qualified Board of Directors and officers as outlined on page 14.
- Keep appropriate financial records and submit an annual report to the ICF office.
- Obtain and maintain any insurance **required** by city, state or national governments and/or as is necessary and prudent for the Chapter's operation.
- Keep historical records and data in an effort to provide consistency within the Chapter.

To begin the formation of a Chapter there must be at least three (3) ICF members in a geographic area. To file for "Chartered Chapter" status, there must be a minimum of ten (10) ICF members.

Outside Canada and the United States there is a trend for the establishment of Country Chartered Chapters. These Chapters represent the country as a whole and need ten (10) or more ICF members to become chartered. In the bylaws there must be a provision for city/province Chapters to be represented on the Board of Directors of the Country Chartered Chapter as well as a fair share of the distribution of the rebates to all local Chapters within the countries. Countries that have been chartered in the past will need to bring their bylaws into compliance within one (1) year after the Chapter Handbook has been distributed in November 2004.

Specific Requirements for ICF Chapters

For geographical areas that have a minimum of 3 to 9 active ICF members, an ICF Chapter may be formed. In addition to the above requirements, those choosing to become a Chapter should contact the ICF Chapter Outreach Committee Chair (chapterchair@coachfederation.org) to inform him/her of your intentions and receive information and guidance. Once the group is established, the group should hold organizational meetings to:

1. Elect a Chapter President, Vice President, and Secretary/Treasurer.

2. Adopt a Chapter Name.
3. Develop Chapter bylaws in accordance with the ICF bylaws <http://www.coachfederation.org/abouticf/bylaws.cfm>. (Suggested guidelines in Section 2 of this handbook).
4. Send a copy of the Chapter bylaws to Chapter Outreach Chair at chapterchair@coachfederation.org for review.
5. Establish a mailing address.
6. Have all members sign the “Chapter Resolution Form.”
7. Complete the ICF “Check List for Chapter Status Submissions,” the “Chapter Agreement” and the “License to use ICF Marks”

Send, in English, the following the following documentation and signed originals to the ICF Office for approval:

1. A listing of elected officers and contact information for President-
2. A copy of the Chapter bylaws.
3. “Check List for Chapter Status Submissions.” (signed)
4. “Chapter Resolution Form.” (signed)
5. “Chapter Agreement.” (signed)
6. “License to use ICF Marks.” (signed)

Send to: ICF, 2365 Harrodsburg Rd, Suite A325, Lexington, KY 40504. Attn: Chapter Coordinator

Notification of Chapter status is usually sent to the Chapter President within 30 days.

Additional Requirements for Chartered ICF Chapters

In addition to the general requirements and the requirements for a Non Chartered Chapter, requirements for Chartered Chapters are:

1. Have 10 or more ICF members in good standing sign the “Chapter Resolution Form.”
2. Incorporate Chapter to protect its officers, directors and members from personal liability for Chapter activities; and to at all times maintain its corporate status in good standing. (See guidelines in Section 4)
3. **United States Chapters** file IRS form SS-4 *Application for Employer Identification Number* to obtain a Federal Tax Identification Number from the Internal Revenue Service. (See Forms section) .
4. **United States Chapters** file IRS form 1024 *Application for Recognition of Exemption Under Section 501* to obtain tax-exempt status from the Internal Revenue Service. (See Forms section).
5. **Chapters outside of the United States** file the appropriate forms in compliance with your local and national government to obtain tax exempt status or be recognized as a not for profit professional organization.
6. Send the first page of the Incorporation document along with other documentation (i.e. Chapter Agreement, Checklist, etc) to the ICF Office.

Upon approval, (usually within thirty (30) days) the ICF Chapter President will receive an official Charter of Formation signed by the ICF Executive Director and Chapter Coordinator from the ICF office.

Fee Structure for ICF Chapters

Invoices for **ICF dues** are sent directly to individual members and they remit fees directly to the ICF office. **Only Chartered Chapters receive financial rebates.** To promote ICF membership and programs locally, each **Chartered** ICF Chapter will receive a rebate of US \$25.00 per member to defray costs on the local level. Rebates to Chartered ICF Chapters will be made directly to the Charter Chapter's Treasurer on a quarterly basis, and will be sent only for those members that renewed during the prior quarter.

Although Chapters may **not** charge dues, all Chapters may collect activity fees, meeting fees, website fees, networking fees, and other fees that are needed to support the work of the Chapter.

Rebate Process for Chartered ICF Chapters

The procedure for processing rebates is as follows:

1. Every ICF member must select the Chapter with which they would like to be affiliated or choose to opt out of a Chapter. ***The selection must be made on their ICF member profile at the website. Rebates will only be issued for members who have chosen Chapter affiliation and paid their dues before the end of each quarter***
2. Rebates will then be calculated at the ICF office by the Chapter Coordinator from a report that is generated from the selected Chapter affiliation.
3. The Chapter Coordinator will ask all Chartered Chapters (through the Chapter President) quarterly for a complete list of current leadership along with the current address of the treasurer for receiving the rebates.

The ICF office should receive this at least two (2) weeks before the end of the quarter.

In order to maintain standing as an official Chapter of the ICF, and for Chartered Chapters to receive rebates, **ALL elected leaders MUST be and remain current members of ICF.** As part of the Charter Chapter rebate process, the Chapter Coordinator in this regard will confirm the Chapter's compliance. Please note that rebates will not be processed for any Chapter that is out of compliance. Compliance means all of your Chapter leadership, both elected officers and Board members, must be current members of ICF at the end of each quarter.

Finally, rebates will only be issued for members who have chosen Chapter affiliation and paid their dues before the end of each quarter. Late renewals do not meet the compliance requirements. It is the Chapter's responsibility to confirm, on a quarterly basis, that all members in leadership roles are current in their membership status with the ICF.

Immediately following installation, the Chapter Secretary should send a list of all elected officers and members of the Board to the Chapter Coordinator at chapters@coachfederation.org

along with the current address of the treasurer in order to receive Charter Chapter rebates. The Chapter Coordinator will review each Chapter's information for compliance before rebate check/wire transfer requests are written each quarter.

Chapter Presidents can check the status of all members in their Chapters through a link in their ICF profile. The process is listed below.

Chapters outside of the United States will have rebates wired to their bank accounts, rather than having a check sent.

Rebates under \$50 will be added to the next quarter rebate.

Process for a member checking his/her profile:

- Go to the ICF homepage at <http://www.coachfederation.org>.
- On the top right and corner, is "Member Login."
- Enter your member ID and password.
- (If you don't know your ID or password, there is a spot directly below the login that says, "Forgot your member ID or password?" enter your e-mail address and the information will be sent to you).
- Once you log in, a box will pop up that says "Check Your Profile" at the bottom of that box, click on update profile.
- The Chapter selection is after E-mail address.
- If changing click on, "Submit Changes" at the bottom.

Chapter President can access an Excel listing of the Chapter's members by signing on to the ICF website with their member number and password. In the Chapter President's profile there is a place to update the Chapter listing information for the ICF website and to pull a list of current members.

Charters waiting for Chartering can expect rebates according to the following schedule:

<u>Chartered packet received by ICF</u>	<u>documents reviewed by</u>	<u>will get rebates beginning in</u>	<u>which will be released to treasurer by</u>
March 31	April 30	2nd quarter	July 31
June 30	July 31	3rd quarter	October 31
September 30	October 31	4th quarter	January 31
December 31	January 31	1st quarter	April 30

Chartered Chapters who have remitted all required information to the ICF office can expect rebates for each quarter according to the schedule above.

The International Coach Federation

Chapter Handbook

Section 4

Forms

Except for those forms going directly to the ICF Office forms are options that may be useful to your Chapter.



Check List for Chapter Status Submissions

Send to: ICF, 2365 Harrodsburg Rd, Suite A325, Lexington, KY 40504. Attn: Chapter Coordinator

Chapter Name: _____

Submitted by: _____ Position: _____

Chapter Status: *Chartered* _____ *Non-Chartered* _____

Chapter Fiscal Year from _____ to _____

EIN (Employer Identification Number) (if applicable) _____

Documentation Included:

_____ Check List for Chapter Status Submission (this document) (All Chapters)

_____ Chapter Agreement (All Chapters)

_____ License to Use Marks (All Chapters)

_____ Bylaws (All Chapters)

_____ List of 10 Active Chapter Members (Charter Chapter ONLY)

_____ Non-Profit Status Forms (Charter Chapter ONLY)

_____ First page of Incorporation Document (Charter Chapter ONLY)

_____ Copy of Declaration Page of Insurance Policy (if applicable)

Chapter Contact Information:

Name: _____

Address: _____

City, St, Zip: _____

Telephone: _____

Email: _____

Chapter President Contact Information:

Name: _____

Address: _____

City, St, Zip: _____

Telephone: _____

Email: _____

Elected Officers and Board Members

Position	Name	Telephone	Email
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Person to Receive Chapter Rebate Checks (Treasurer) (Charter Chapters ONLY):

Name: _____
Address: _____
City, St, Zip: _____
Telephone: _____
Email: _____

Wire transfer information for Chapters outside of the United States. The fee for wire transfers will be taken out of the Chapters rebate total.

Beneficiary info: _____
Account Type: _____
Account #: _____
Account Name: _____
Address Line 1: _____
Address Line 2: _____
Beneficiary Bank Info: _____
SWIFT#: _____
Bank Name: _____
Address Line 1: _____
Address Line 2: _____
(ICF Office Use only) **Date Rec.** _____ **Processed by:** _____



Chapter Resolution Form

Minimum of three (3) signatures for a Non-Chartered Chapter or ten (10) signatures for a Chartered Chapter on this form verify that there is the required number of International Coach Federation Members to form a Chapter or Chartered Chapter.

Member Name

ICF Membership Number

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____



Non-Chartered Chapter Agreement _____

Chartered Chapter Agreement _____

(Check one)

The INTERNATIONAL COACH FEDERATION (the “ICF”) seeks to grant to the Chapter the authority to organize and operate as a Chapter of the INTERNATIONAL COACH FEDERATION and the Chapter seeks to organize and operate in a manner consistent with the requirements established by the INTERNATIONAL COACH FEDERATION.

AUTHORITY OF ICF:

The Chapter shall be constituted and function in accordance with the authority of the ICF Board of Directors, and the ICF Board of Directors may revoke the existence (and/or Charter) of the Chapter if the Chapter violates any of the terms and conditions of this agreement or fails to operate in accordance with the provisions of the ICF Bylaws or within the direction of the ICF Board of Directors.

CHAPTER REQUIREMENTS:

By signing this agreement, the Chapter agrees:

1. To subscribe to the vision, mission and values, and adhere to the policies and standards of the ICF;
2. To develop, manage and maintain a Chapter of the ICF within its geographical area, in such manner and subject to the requirements and limitations set forth in the ICF Bylaws, ICF Chapter requirements (or Charter) issued to the Chapter, and the direction of the ICF Board of Directors;

3. To participate in the activities, programs and business of the ICF; To make progress and financial reports to the ICF; maintain a qualified board of directors, officers and staff; and meet all Chapter requirements as established by the ICF and as set forth in approved agreements between the Chapter and the ICF as well as in the Chapter Handbook;
4. To apply for, obtain and at all times maintain a tax-exempt status for the Chapter. In the United States a Chapter shall apply to operate as a 501(c)(6) non-profit organization and obtain and use its own Federal Identification Number. (*Chartered Chapters only*)
5. To obtain and maintain any insurance **required** by city, state or national governments and/or is necessary and prudent for the Chapter's operation.

RIGHTS OF AN ICF CHAPTER:

As a Chapter of ICF, the Chapter is entitled:

1. To be identified as a Chapter of ICF;
2. To a limited license to use the name "INTERNATIONAL COACH FEDERATION OR ICF" in conjunction with the geographical area name, as in the International Coach Federation _____ Chapter;
3. To offer the ICF programs to the Chapter's members and associates;
4. To a limited license to use the INTERNATIONAL COACH FEDERATION/ICF mark(s) to indicate membership in and affiliation with the ICF. Specific Chapter use of the ICF mark(s) is governed by the policies, procedures and standards established by the INTERNATIONAL COACH FEDERATION and set forth in the Chapter's limited license agreement with the ICF;

5. To develop, manage and maintain a Chapter of the ICF within its geographical area;
6. To contract services from the ICF.
7. To be listed on the ICF website as a Chapter
8. In addition Chartered Chapters are entitled to receive rebates from the ICF or membership in the Chapter, in accordance with ICF policy.

TERRITORY:

1. ICF grants the Chapter the right to organize and conduct programs within the *geographical area of* _____. (Chartered Chapters have exclusive right to the geographic area
2. The Chapter may not hold ICF programs outside of its geographical area, except offering tele-bridge programs open to other Chapters/ICF members, without the prior written approval of ICF.
3. The Chapter's boundaries may not be changed or altered without the written agreement of the Executive Director. Should there be disagreement with the Executive Director, the matter may be appealed to the Board of Directors.
4. ICF maintains the exclusive right to revoke or change the geographical area of the Chapter's territory.

MEMBERSHIP:

Chapter membership categories and qualifications for admissions will be established in accordance with the provisions of the ICF Bylaws, the provisions of the Chapter bylaws, and applicable procedures established by the ICF Board of Directors.

SHARED VALUES AND GOALS:

As a condition of receiving and maintaining its approval, the Chapter agrees to develop and be guided in all its operations and activities by a written statement of mission, vision and values, and ethics consistent with these established by ICF.

CHAPTER ORGANIZATION:

1. The Chapter agrees to organize and operate itself in accordance with the policies and procedures established by the ICF Bylaws and the ICF Board of Directors. In this regard, the Chapter shall adopt bylaws which must be approved by the Chapter Coordinator, and conduct its activities in accordance with the provisions of those bylaws.
2. The Chapter agrees to provide ICF with a written annual report as to Chapter's activities and finances.
3. The Chapter agrees to at all times maintain and supervise its own business affairs

FINANCIAL RESPONSIBILITY:

1. The Chapter will open and maintain such separate bank accounts in the name of the Chapter as may be required for the Chapter to conduct its business.
2. The Chapter will conduct its financial activities in accordance with policies and procedures established by ICF and set forth in the Chapter bylaws.
3. The Chapter will secure and continuously maintain such insurance coverage as may be **required** by law and/or is necessary and prudent for its operation.

4. The Chapter will be solely responsible for all contracts, agreements, leases, and financial liabilities and obligations incurred by the Chapter in connection with its operation, activities, programs and events.
5. ICF shall not be responsible for or liable for the payment of any Chapter obligations unless ICF has specifically agreed to such responsibility in writing, signed by the President of ICF and/or Executive Director with the approval of the ICF Board of Directors.

REVIEW OF CHAPTER ACTIVITY:

1. ICF will review the Chapter activities and programs on an annual basis in accordance with procedures reasonably established by ICF to insure that the Chapter's activities are consistent with ICF policies, procedures, standards and the Chapter's stated goals. The Chapter will provide ICF with any information and documentation requested in good faith and in connection with this annual review process. Program descriptions and Chapter activities for the previous year should be sent to the Chapter Coordinator at chapters@coachfederation.org within thirty (30) days of the end of the Chapter's fiscal year.
2. The Chapter agrees to provide ICF, on an annual basis, with updated copies of Chapter bylaws, Chapter policies and procedures, and a list of the Chapter's Board of Directors, officers, committee chairs and staff, including relevant contact information. Send to 2365 Harrodsburg Rd, Suite A325, Lexington, KY 40504, attn: Chapter Coordinator or e-mail chapters@coachfederation.org.

3. The Chapter agrees to submit an annual financial report forwarded by the Chapter Treasurer and signed by the Chapter President within thirty (30) days of the end of the Chapter's fiscal year.
4. The Chapter agrees to at all times comply with the public disclosure requirements for tax-exempt organizations imposed by the country in which the Chapter Resides. In the United States under the IRS regulations, as a 501(c)(6) tax-exempt organization, the Chapter must make available to the public for inspection, and make copies where requested, its approved tax exemption application and its three (3) most recent annual returns (Form 990).

INTERNATIONAL COACH FEDERATION NAME AND LOGO:

1. The Chapter is authorized to use the "INTERNATIONAL COACH FEDERATION/ICF" name and logo in conjunction with the Chapter name, i.e. _____ Chapter of the International Coach Federation, or some similar configuration agreed to by ICF. The Chapter's limited license to make use of the ICF name and logo is specifically defined in the document identified as "Limited License to Use Marks of the International Coach Federation," a copy of which is annexed to this agreement.
2. The Chapter agrees to defend, indemnify and hold harmless ICF, its officers, directors, employees, members, agents and representatives from any and all claims, demands, actions and/or damages, losses and liabilities, including reasonable attorney's fees, arising directly or indirectly out of or caused by the Chapter's use of the ICF name, logo or mark in a manner inconsistent with or in violation of this agreement, the ICF Chapter requirements issued to the

Chapter, or the Limited License to Use Marks of the International Coach Federation.

CONFLICT WITH ICF:

The Chapter agrees not to conduct, endorse, offer, promote, develop or support any program, meeting, convention or educational event which conflicts with any ICF activity or policy, or with any other jurisdiction, without the express written agreement of ICF.

ETHICAL VIOLATIONS:

As Chapters are not authorized to discipline members or have a committee established to discipline or censor members, and to maintain consistency in the application of the ICF Code of Ethics, the Chapter further agrees that any potential ethical violation alleged to have been committed by a chapter member will not be remedied at the Chapter Level. Instead, either the Board of Directors of a Chapter or any individual member will report concerns of any potential violation or breach of the ICF Code of Ethics to the ICF by filing a complaint with the ICF in accordance with ICF guidelines posted at <http://www.coachfederation.org/ethics/icf-ethics-complaint-summary.pdf>.

INDEMNIFICATION:

The Chapter agrees to defend, indemnify and hold harmless ICF, its officers, directors, employees and members from and against any and all claims, demands, actions and damages to persons or property, losses and liabilities, including reasonable attorney's fees, arising out of or caused by the negligence or intentional misconduct of the Chapter, its officers, directors, employees or agents in connection with any event, program or

activity sponsored, managed or operated by the Chapter either individually or jointly with ICF.

Similarly, ICF agrees to defend, indemnify and hold harmless the Chapter, its officers, directors, employees and members from and against any and all claims, demands, actions and attorney's fees, arising out of or caused by the negligence or intentional misconduct of ICF, its officers, directors, employees or agents in connection with any event, program or activity sponsored, managed or operated by ICF either individually or jointly with the Chapter.

TERM OF AGREEMENT:

The term of this agreement shall commence on the date hereof and automatically renews annually as long as the Chapter is in compliance, unless sooner terminated.

ENTIRE AGREEMENT:

This agreement, in conjunction with the ICF Charter, constitutes the entire understanding and agreement of the parties as to the subject matter hereof and fully and correctly sets forth the rights, duties and obligations of each party. ICF specifically reserves the right to amend its policies from time to time as it deems appropriate and necessary to the continued efficient operation of ICF and its Chapters.

AMENDMENTS TO THE AGREEMENT:

This agreement may not be amended or modified except by written instrument executed by both parties and attached hereto.

DISSOLUTION AND TERMINATION:

In the event of the dissolution or final liquidation of the Chapter, its remaining net assets will be distributed to ICF for use consistent with its tax-exempt purpose and for the benefit of ICF Chapters, and no part of such net assets may inure to the benefit of any individual member or person.

In the event either ICF or the Chapter desires to terminate the Chapter relationship (with or without cause), this agreement may be terminated upon ninety (90) days written notice to the other party setting forth the specific reasons for the action. In the event of such termination, the Chapter will immediately and permanently discontinue its use of the ICF name as it has been incorporated into the Chapter's name, as well as the ICF logo, design or mark and to cease any further representations of affiliation or relationship with the INTERNATIONAL COACH FEDERATION.

IN WITNESS WHEREOF, the parties hereto have executed this agreement by their officers duly authorized on this _____ day of _____, _____.

By _____
Executive Director, International Coach Federation

By _____
Chapter President



License to Use International Coach Federation Marks

The following confirms in writing the terms of the Chapter's limited license to use the membership marks, trademarks and service marks of the INTERNATIONAL COACH FEDERATION (hereinafter "ICF") conferred upon the Chapter by virtue of its affiliation with ICF.

ICF Chapters in good standing will have the right to use the ICF marks to indicate affiliation or Chapter status with ICF. Use of these marks shall be in strict accordance with the policies, procedures and standards established by ICF. The following are the current terms and conditions of use which are subject to change by ICF from time to time.

1. Only active Chapters in good standing may use the ICF marks. The right to use ICF marks may not be assigned or transferred to others and shall automatically terminate upon termination of the Chapter's affiliation/relationship with ICF.
2. The duration of this license shall coincide with the duration of the Chapter's affiliation/relationship with ICF, subject to earlier termination as set forth in Paragraph 8 of this License Agreement.
3. The Chapter may use the ICF name and marks only in connection with advertising, marketing, promotional, educational and fund solicitation activities to indicate

affiliation with ICF, in accordance with the policies, quality and graphic standards adopted by ICF.

4. The Chapter shall have the right to use the ICF marks as part of its business name in the State or Region in which it has been chartered by ICF and as set forth in the Chapter Agreement with ICF, for example, “_____ Chapter of the International Coach Federation or ICF.”
5. The Chapter shall clearly display its complete name, _____, when the mark ICF or INTERNATIONAL COACH FEDERATION appears in any materials distributed to the public and/or to members, including but not limited to advertising, marketing, promotional, educational and fund solicitation materials, whether print material or television, radio or video.
6. The Chapter shall at all times use such notices of registration with the licensed marks and shall display said marks only in such format as ICF may specify from time to time, or in such other communications as ICF shall furnish to the Chapter from time to time. ICF shall have the right to reasonably verify the Chapter’s compliance with the terms of this License Agreement.
7. The Chapter may NOT state, imply or use the ICF marks to state or imply that ICF endorses any member’s product or service without the express written permission of an authorized representative of ICF.
8. This License Agreement shall remain in effect for the duration of the Chapter’s status as a Chapter of ICF, that is, until the Chapter:

- a. has its charter canceled or revoked; or
 - b. is terminated under the terms of this paragraph; or
 - c. fails to cure a breach of this License Agreement within ninety (90) days following receipt of a written demand by ICF to cure the breach; or
 - d. in the event of termination of the Chapter's existence as a legal entity or loss of tax-exempt status, its bankruptcy or liquidation, or its public announcement of intent to discontinue such existence, whichever occurs first;
 - e. fails to adhere to the specific policies, procedures and standards for use of the ICF mark as established by ICF;
 - f. gives ninety (90) days written notice of termination to ICF;
9. Upon termination of this License, the Chapter shall discontinue immediately all use of the ICF marks. It shall further dispose of by delivery to ICF or by destruction, at its option and free of any charge to ICF, all advertising, promotional, marketing, educational and fund solicitation materials and all other materials bearing the name of ICF or any licensed mark of ICF.

WHEREUPON, the parties hereto have executed this licensing agreement by their officers duly authorized on this _____ day of _____, _____.

By _____
 Executive Director, International Coach Federation

By _____
 Chapter President



Chapter Charter

CHARTER of the _____

BY RESOLUTION of the Board of Directors of the INTERNATIONAL COACH FEDERATION (“ICF”), this Charter has been granted to the entity known as the _____ Chapter of the INTERNATIONAL COACH FEDERATION.

This Charter confers upon the Chapter the authority to use the name “International Coach Federation” or “ICF” in its title and to exercise all rights and privileges of an ICF Chapter pursuant to the Bylaws of the ICF within the following geographical area _____ to it by the ICF.

The Chapter shall be constituted and function by authority of the Board of Directors of the ICF and the Chapter shall derive all of its powers and prerogatives exclusively from the ICF.

The Chapter shall perform its duties and obligations in accordance with the policies and procedures imposed by the Bylaws of the ICF and/or its Board of Directors, as well as the requirements stated in the Chapter Handbook, and shall conduct itself solely for the purpose of achieving the goals and mission of the ICF, within its geographical area.

In testimony whereof, I _____, Executive Director of the International Coach Federation, have hereunto set my hand this _____ day of _____, _____.

Executive Director, International Coach Federation

Subscribed and sworn to before me this _____ day of _____, _____.

Notary Public

My Commission Expires:



Annual Chapter Activity Statement

Send to: ICF, 2365 Harrodsburg Rd, Suite A325, Lexington, KY 40504. Attn: Chapter Coordinator

Chapter Name: _____ **Date filed** _____

Submitted by: _____ **Position:** _____

Chapter Status: *Chartered* _____ *Non-Chartered* _____

Chapter Fiscal Year from _____ **to** _____

EIN (Employer Identification Number) (if applicable) _____

Documentation Included: *(check those that apply)*

_____ **Annual Financial Report** *(required)*

_____ **List of Chapter activities during preceding year** *(required)*

_____ Changes in bylaws

_____ Copy of Declaration page Insurance Policy if changed from one on file with ICF office.

Chapter Contact Information:

Name: _____

Address: _____

City, St, Zip: _____

Telephone: _____

Email: _____

Chapter President Contact Information:

Name: _____

Address: _____

City, St, Zip: _____

Telephone: _____

Email: _____

Elected Officers and Board Members

Position	Name	Telephone	Email
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Person to Receive Chapter Rebate Checks (Treasurer) (Charter Chapters ONLY):
Name: _____
Address: _____
City, St, Zip: _____
Telephone: _____
Email: _____

Wire transfer information for Chapters outside of the United States. The fee for wire transfers will be taken out of the Chapters rebate total.

Beneficiary info: _____
Account Type: _____
Account #: _____
Account Name: _____
Address Line 1: _____
Address Line 2: _____
Beneficiary Bank Info: _____
SWIFT#: _____
Bank Name: _____
Address Line 1: _____
Address Line 2: _____

(ICF Office Use only) **Date Rec.** _____ **Processed by:** _____



**International
Coach Federation** Annual Chapter Financial Statement

Name of Chapter: _____ Date _____

Bank Name: _____

Bank Address: _____

Fiscal Year: _____

Balance at beginning of year: _____

Balance at end of year: _____

Assets:

Liabilities:

Outstanding Receivables:

Outstanding Payables:

Chapter President

*Tax ID #: _____
* U.S. Chapters only

Chapter Treasurer

Date: _____

Send to: ICF, 2365 Harrodsburg Rd, Suite A325, Lexington, KY 40504. Attn: Chapter
Coordinator



ICF Chapter Member Registration Application

Name: _____ ICF#: _____

Address: _____

Telephone: _____

E-Mail: _____

Website: _____

Coaching Specialties: _____

Years Coaching (Circle One): 0-1 2-3 >5 years

Do you have coach-specific training? (Circle One): Yes No

Program: _____

Have You Graduated? (Circle One): Yes No Date: _____

Do you have coach-specific credentials? (Circle All That Apply)

ICF: Yes No Level: _____

Other: Yes No Describe: _____

Do you have related training or credentials? (Describe): _____

Would you be willing and able to offer a program at a chapter meeting? Yes No

If yes, describe possible topics: _____

Are you available to speak to community groups? (Circle One): Yes No

Why are you interested in joining this Chapter? _____

What special knowledge, skills or abilities do you bring to the group? _____

What would you like to get out of your membership (Check All That Apply)?

Business Networking Personal Support
 Knowledge and Resources Other (Describe: _____)

Chapter First Time Guest Registration Form

Welcome to the International Coach Federation _____ Chapter. Please print your name and contact information. You are authorizing the Chapter to submit your information to the ICF office so they may provide you with information on becoming a member of the International Coach Federation.

Name	Telephone	E-mail
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____
7.	_____	_____
8.	_____	_____
9.	_____	_____
10.	_____	_____
11.	_____	_____
12.	_____	_____
13.	_____	_____



Chapter Returning Guest Registration Form

Welcome to the International Coach Federation _____ Chapter. Please print your name and provide your contact information. Thank You.

NAME	Telephone	E-mail
1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____
7.	_____	_____
8.	_____	_____
9.	_____	_____
10.	_____	_____
11.	_____	_____
12.	_____	_____
13.	_____	_____
14.	_____	_____

15. _____



Chapter Meeting Member Sign In Sheet

Welcome to the International Coach Federation _____ Chapter. Please sign your name for our attendance records.

Member Name

Member ICF Number

1.	_____	_____
2.	_____	_____
3.	_____	_____
4.	_____	_____
5.	_____	_____
6.	_____	_____
7.	_____	_____
8.	_____	_____
9.	_____	_____
10.	_____	_____
11.	_____	_____
12.	_____	_____
13.	_____	_____
14.	_____	_____
15.	_____	_____



CCE Guidelines for Chapters

What is Continuing Coaching Education (CCE)?

Continuing Coaching Education (CCE) are formal courses and seminars that teach skills or tools directly related to ICF Core Competencies, the personal development of the coach, the development of the coach's business or other skills or tools that are directly applicable to coaching. One (1) CCE unit is equivalent to sixty (60) minutes of direct educational contact (non-educational time, such as lunch, breaks, etc. do not count for CCEU time).

How can CCEs be used?

CCE can be used for the renewal of an ICF PCC or MCC credential. CCE in the area of Core Competencies can be used to earn an ICF credential. However, only 20% of the Coach Specific Training used to apply for a credential can come from Chapter Programs, ICF Conferences, or other such single programs.

What is meant by “taught from a coaching perspective?”

If a session is to be taught from a coaching perspective, the session will 1) reference the ICF Core Competencies; 2) identify the Core Competencies that are being taught; and 3) explain how the session topic relates to and is used within the Core Competencies.

Additional information is available at <http://www.coachfederation.org/credentialing/en/index.asp>

How to Apply

Send a letter to the ICF office that provides the information specified below.

1. The name of the ICF Chapter, name of person submitting program to be reviewed and contact information.
2. The name of the program and the presenter.
3. A brief description of the program to be presented. A copy of the flyer or e-mail distributed would be great.
4. The topic and whether it is Coach Specific Training (aligned with the ICF Core Competencies (<http://www.coachfederation.org/credentialing/en/core.htm>), Personal Development, Business Development, or Other Tools or Skills That Can Be Used in a Coaching Relationship. If the program is more than one of these areas, let us know the breakdown (1 hour Business Development, 1 hour Coach Specific Training)
5. If the presentation is aligned with the ICF Core Competencies, please detail which competencies are addressed and how the identified competency is being taught from a coaching perspective.

Additionally, for a session to be considered in the category of Core Competency, the qualifications for presenter to be able to speak as a coach must be provided. The description of qualifications should include the speaker's coach training, coaching experience and their ICF credential. If a presenter does not have an ICF credential, explain what qualifies them to speak as a coach.

6. The total length of the program/presentation, 1/2 hour, 3 hours, etc. (Count only the actual length of the program/presentation. You cannot count time spent simply in eating or networking).
7. Tell us how you are going to hand out certificates of attendance.
8. Please send in a sample of the certificate you will use to the ICF office. *The certificate must specify how the approved CCE Units will be apportioned.* For example, if a program is two hours in length and 90 minutes is on the ICF Core Competencies and 30 minutes is on Business Development, then the certificate will state 1.5 units of Core Competency CCE and 0.5 units of CCE in Business Development. Please remember that the final decision for the allocation of CCE units rest with the Application Review Committee.
9. If you have already scheduled more than one presenter for the year, simply write the letter and attach a list detailing the information for each presentation.

There is no fee for ICF Chapters to offer approved CCE. Application must be submitted to office 30 days before event.

Send Application, samples of Certificates, and any questions to credential@coachfederaton.org.

**Sample Application for CCE
International Coach Federation**

Chapter Name	Charlotte Area Chapter Charlotte, NC
Person Submitting	Cathy Duffy, Program Chair
Contact Information	704-523-0557 cathy@wingspancoaching.com
Title and Description of Program	<p>Coaching Certification: What's In It for YOU?</p> <p>Certification in the coaching profession is still evolving, just like the profession itself. What are the different types of certifications and designations? There are many questions as well as possible opportunities about getting your certification now:</p> <ul style="list-style-type: none"> • Which are most beneficial, “official”, or practical? • What does each involve? • Is certification required? • What does certification provide for me, my career, my clients, and the profession? • Will it help me get more clients? <p>Bring your questions, answers, and opinions to the meeting and share them out loud!</p> <p>Our panel, John Bennett Joan Sullivan, Harvey Smith, and Kelley Doyle, will be leading the interaction by sharing their ICF certification experiences and answering any questions you may have.</p> <p><u>You will leave this program:</u></p> <ul style="list-style-type: none"> • Feeling more informed on how to obtain certification and where to get more information • With a new appreciation and possibly new perspectives regarding certification • Supported in making your decisions regarding certification
Topic	ICF Coach Credentialing
Alignment with Competencies	Aligned with Personal Development and ICF Core Competency #1: Meeting Ethical Guidelines And Professional Standards
Competency Alignment	Yes
Length of Program	1 hour
Certificate Distribution	At the end of the program to participants
Date of Program	July 22, 2004
Presenter	Joan O’Sullivan-Wright, MCC Harvey Smith Kelley Doyle, ACC John Bennett, MPA, PCC, CMC
Presenter’s Qualifications	

This is a sample application. It is not necessary to submit applications in exactly this form.

Sample Certificate

Continuing Coach Education Certificate

Chapter Name

Date Day Month year

This Certificate documents full attendance at

Name of Chapter Program

and satisfies the ICF requirements for

1.5 Continuing Coach Education Units

in the area of

Personal Development

Session Presenter Name(s)

1.5 CCEU's can be applied toward re-certification of ICF credentials.

Continuing Coach Education Certificate

Chapter Name

Date Day Month year

This Certificate documents full attendance at

Name of Chapter Program

and satisfies the ICF requirements for

1.5 Continuing Coach Education Units

in the area of

Personal Development

Session Presenter Name(s)

1.5 CCEU's can be applied toward re-certification of ICF credentials.



The International Coach Federation

Chapter Handbook

Attachment 1

Updates to this handbook

Updates to this handbook

As the ICF is a growing organization from time to time there will be changes and revisions to this handbook in keeping with the growth of ICF. Those changes, and the dates of those changes will be listed on this page of the ICF Chapter Handbook at the website at: www.coachfederation.org/Chapters/leadership/handbook



The International Coach Federation

Chapter Handbook

Attachment 2

Virtual Communities

What Is an ICF Virtual Community?

The ICF Virtual Communities began in May 2000 to serve ICF members not having easy access to a local ICF Chapter. Today, the ICF Virtual Communities not only serves these members, but also serves all ICF members who would like learning and networking in addition to what their local ICF Chapter offers. Each ICF VC serves its community of member coaches through monthly meetings by telephone. ICF VC monthly meetings offer ICF coaches personal and practice development through presentations by guest speakers. ICF members attending these meetings are eligible for Continuing Coaching Education Units (CCEU).

Some of the member benefits are:

- Easy access to top-notch coaching training and development.
- Connecting and networking with coaches worldwide.
- Opportunities to learn from high-caliber speakers and leaders on a variety of topics and perspectives.
- A place where your voice can be expressed, heard and respected.
- A forum and space that you can help create that will help you achieve your personal success.
- Opportunities for personal growth and contribution and to be part of our talented leadership teams.

Any coach, who is currently not an ICF member, is invited to attend the ICF VC meetings as a guest up to a maximum of six (6) months from their first meeting; at which time they are invited to register as a member of the ICF. To receive information on and from the ICF VC meetings and speakers' presentations, a coach can join our Members' Subscribers list-serve. More information about joining a Virtual Community or a Virtual Community Leadership Team can be found on our web site: <http://www.coachfederation.org/virtualcommunity>

How to Start an ICF Virtual Community

- To begin a new Virtual Community you need a minimum of 6 coaches dispersed geographically with a need and desire for learning and growth – personally, professionally; and business development. Virtual Communities are designed for sharing, learning and growth. At no time will they be considered a Chapter, nor will they be Chartered.
- This group agrees to adopt the Vision, Mission and Values of the ICF Virtual Community.

How to set up an ICF Virtual Community

1. Contact the ICF Chapter Outreach Committee Chair at chapterchair@coachfederation.org to request information and guidance.
2. Choose Community Officers.
3. Establish a mailing address (live or virtual) for the community.
4. Send the following documentation (in English) and signed original to the International Coach Federation Office for approval: "Check List for Chapter Status Submissions"

Send to: ICF, 2365 Harrodsburg Rd, Suite A325, Lexington, KY 40504. Attn: Chapter Coordinator

7. Develop programs for general membership virtual meetings, such as:
 - Dates and times.
 - Type of programs – speakers, community portion, etc.
 - Structure of programs – agenda, flow, facilitation/meeting outline.
8. Develop details for leadership team virtual meetings, such as:
 - Dates and times.
 - Structure of meetings – agenda, flow.
10. Obtain bridge lines for general members’ and leadership team meeting dates through ICF contact. Book large bridge line with mute/un-mute feature for general members’ meeting.
11. If you’ve decided to have Audio Podiums for your meetings, contact the ICF office to arrange this.
12. Contact the ‘Credentials Office’ at ICF to obtain approval for Continuing Coaching Education Units for speakers’ presentations.
13. Connect your new Region and Region information to VC website and list serve.
14. Determine how and where you will market and promote your virtual community and meetings.

ICF Virtual Community Leadership Team Composition and Selection

An ICF Virtual Community Leadership Team is composed of at least five (5) volunteer team members:

- Leader.
- Marketing/PR Director.
- Membership Director.
- Program Director.
- Secretary.

Virtual Community Leadership Teams usually find it helpful to have 2 team members share each role as co-directors. This provides for smooth transitions and allows for more collaboration, inclusion and sharing of responsibility.

In addition to the above positions, an additional position of On-Line Communications Director serves the entire virtual community (all regions), holding responsibility for maintaining the Virtual Community list-serve and web site. Teams may also recruit members for special projects.

All team members must be active members of the International Coach Federation (ICF), and must be willing and able to carry out the responsibilities of a team member.

Team members are recruited and selected from among ICF members who have been active in and have shown an interest in serving the coaching community through the ICF Virtual Community. Leaders speak with interested members and gather information to present to the team. Potential team members may then be asked to attend a Leadership Team meeting to get a clear idea of the team, each member’s responsibility and the role he/she is expected to fill on the team.

The Leadership of the Virtual Communities must be in compliance with Coach related training and Credentialing (as written on page 14).

The following describes the expectations for each member of the Leadership Team:

**Every Member of the Leadership Team is expected to:
(in addition to other duties as defined by role):**

- Attend and participate in Leadership Team meetings every month.
- Attend General VC meetings every month.
- Respond to all e-mails from team members, ICF members and guests.
- Support, assist, and collaborate with other members of the Leadership team.
- Collaborate and share information with members of the VC–team, as needed.
- Interact with the ICF Office on issues relating to team member's role and function.
- Promote the Virtual Community in ways that encourages and supports the growth of the membership and the Virtual Community.
- Actively participate in and contribute to VC projects, programs and initiatives.

Sample role descriptions for each of the team members are as follows:

Leader

- Solicits agenda items for monthly VC leadership team meetings at least 3 days before the meeting.
- Facilitates monthly VC leadership team meetings.
- Facilitates monthly VC general meetings.
- Supports team members in their responsibilities.
- Is a true partner to other Regional leaders and in regular communication with them.
- Communicates regularly with leadership team. Responds within 36 hours to messages from volunteers and members, unless out of town, and then sets up messages to notify members of this.
- Communicates with ICF on behalf of Region.
- Communicates with other ICF VC Regions on behalf of own Region.
- Participates in ICF Chapter Leader activities and teleconference meetings.
- Promises to never have this volunteer position be a burden or business impediment and always asks for assistance if needed.
- Fills in when needed to ensure that team projects are completed.
- Canvasses, interviews and enrolls volunteers for the VC Leadership Team.
- Initiates and leads VC projects and activities.

Marketing/PR Director

- Requests information on upcoming guest speakers from Programs Manager, at least two months in advance.
- Composes and distributes VC Region monthly meeting invitations and notices to various groups and newsletters, every month in 3 different formats -- 100 words, 75 words, and unlimited.
- Submits VC Region monthly meeting notice to Coaching World by deadline.
- Submits VC Region General monthly meeting invitation for posting on ICF VC Yahoo group list – twice a month – Two (2) weeks before meeting; and again about four (4) days before meeting date.
- Submits posts and updates VC Region monthly meeting information on ICF e-Calendar, on a monthly basis.
- Looks for ways to further market and promote the Virtual Community.

Membership Director

- Responds to all questions from VC Region members and guests.
- Sends out member's welcome package in response to requests.
- Facilitates the community sharing portion of the monthly VC Region meeting.
- Chooses the monthly meeting password for CCE units.
- Passes on the meeting password for CCE units to Facilitator of the monthly VC Region meeting, at least one week before meeting date. For Region 1 this is done by the Program Director since she speaks to the speaker and has first hand knowledge of speaker's content and how it fits into CCEU code and criteria.
- Determines the code and category for CCE unit for each meeting presentation.
- Issues the CCE unit certificates in response to members' requests.
- Sends out post meeting survey to CCEU recipients.
- Provides survey reports to leadership team in advance of monthly team meeting.
- Looks for ways to – improve how we're serving our VC Region members and guests, and grow our membership.

Program Director

- Interviews and enrolls speakers for monthly VC Region meetings, at least three months ahead of scheduled date.
- Submits speaker's guidelines to speaker at time of enrollment.
- Collaborates with speaker to ensure presentation meets VC Region and members' expectations and guidelines.
- Sends a copy of speaker's topic and bio to Mktg./PR at least two months ahead of scheduled presentation.

- Sends a copy of speaker's info, topic and CCEU code & Category to Membership Director (in Region 1) to establish CCEU password and set up CCEU info on auto-responder. Region 2 determines the password at the monthly team meeting.
- Sends copy of invitation for VC Region meeting that speaker is presenting at, to speaker, at least two weeks ahead of meeting.
- Requests and receives speaker's bullet point presentation [1-2 pages] at least one week before scheduled meeting presentation.
- Distributes current month speaker's bio and bullet point presentation, along with upcoming month speaker info, to meeting facilitator, pinch-hitter and secretary ahead of meeting date.
- Confirms with speaker that all meeting and presentation information is received, and speaker is prepared for meeting presentation.
- Composes and sends out thank you note to speaker for presenting at monthly VC Region meeting.
- Maintains a list of potential speakers and presenters for monthly VC Region meetings.
- Actively seeks out names of potential speakers and presenters of interest to the members of the Virtual Community.

On-Line Communications Director

- Resolves all issues relating to the Virtual Community Yahoo list serve.
- Monitors and posts appropriate notices sent to the VC Yahoo list serve.
- Responds to questions regarding use of the VC Yahoo list.
- Updates the ICF VC website for all regions.
- Looks for ways to use the VC Yahoo list, and website to further advance and grow the Virtual Community.

Secretary

- Takes notes of monthly VC Region members' meetings and VC Leadership Team meetings.
- Develops and distributes summary of monthly VC Region members' meetings and VC Region Leadership Team meetings within one week after meetings held.
- Posts the summary of VC general members' meeting on yahoo site, within one week after meeting is held. (R1 secretary posts directly on the yahoo site). Submits summary to VC website for posting to website.
- Looks for ways to improve and grow the Virtual Community.



Check List for Virtual Community Status Submissions

(This form should be filled out yearly in order to keep the ICF office up to date)

Community Name: _____

Submitted by: _____ Position: _____

Community Fiscal Year (if applicable) from _____ to _____

EIN (Employer Identification Number) (if applicable) _____

Documentation Included:

_____ Check List for Virtual Community Status Submission (this document)

_____ Bylaws (when applicable)

_____ List of 6 Active Virtual Community Members

_____ Brief list of Community activities for preceding year (yearly after first year)

_____ Any changes in bylaws, structure, etc (when applicable)

Virtual Community Contact Information:

Name: _____

E-mail: _____

Community Leader Contact Information:

Name: _____

Address: _____

City, St, Zip: _____

Telephone: _____

Email: _____

Leadership Team

Position	Name	Telephone	Email

(ICF Office Use only) Date Rec. _____ Processed by: _____



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Attachment 3

ICF Leadership Structure

ICF Leadership Structure

Below you will find the current structure of the ICF Executive Committee. Many Chapters use this structure as a model as they have found having the wisdom and experience of the past president combined with the action and vision of the current present and the enthusiasm of the president elect a winning combination. This model gives continuity to the system and richness to the process as well as prepares those Chapter Leaders who will go on to serve at the international level. Again use the parts that work for your Chapter.

ICF Executive Committee:

A. President (1 elected)

The president is the chief elected officer of ICF and shall serve as chairman of both the Board of Directors and the Executive Committee. The president shall also serve as an ex-officio member of all committees and shall make all required appointments of standing and special committees. At the annual business meeting of the ICF and at such other times as deemed proper, the president shall communicate to the members such matters and make such suggestions as may tend to promote the welfare and increase the usefulness of ICF. The president shall perform such other duties as are necessarily incident to the office of chairman of the board and as may be prescribed by the Board of Directors.

B. President-Elect (1 elected)

The president-elect shall automatically succeed to the presidency. The president-elect shall perform such duties as are delegated or assigned by the president, and shall perform the duties of the president in the event that individual is unable to serve.

C. Past President (1)

The Past President serves a vital role to the Chapter knowing the history and development of policy and procedures for the past two years. The Past President is an experienced resource for the Leadership Team. The Past President serves as the Chair of the Nominating Committee for the following year.

D. Vice-President(s) (3 elected)

There shall be three vice presidents who shall be responsible for such duties as are individually assigned to them by the president. Vice presidents shall act as officer contacts for those committees accountable to them as assigned by the president.

E. Secretary/Treasurer (1 elected)

The secretary shall oversee the proper recording of meetings and proceedings of ICF, and the Board of Directors; shall ensure that accurate records are kept of all members; and further shall supervise the preservation of historical records and documents. The secretary may approve and promulgate all forms of balloting and shall review and maintain the voting integrity of all elections. The secretary shall perform the duties and exercise the powers of the president or president elect due to the absence or disability of those officers.

The treasurer shall oversee the ICF funds and financial records, the collection of members' dues and/or assignments, the establishment of proper accounting procedures for the handling of funds, the transmission of an end of fiscal year financial report to the ICF office; and further, shall report

on the financial condition of ICF at all meetings of the Board of Directors and at other times as called upon by the president. The treasurer chairs the Finance Committee.

ICF Board of Directors:

Includes all elected officers and At Large (9) – serving 3 year terms; 3 expiring each year

A. Authority and Responsibility

The Executive Committee may act in place of and instead of the Board of Directors between Board meetings in all matters except those specifically reserved to the Board by these Bylaws. Actions of the Executive Committee shall be reported to the Board by postal or electronic mail or at the next Board meeting. No decision of the Executive Committee shall be overturned by less than a three-fourths majority of the Board of Directors.

B. Composition

The Executive Committee shall be composed of the elected officials and the immediate past president.

C. Meetings

Meetings of the Executive Committee may be held at such time and place, including via teleconference provided all parties can hear each other, as may be from time to time be determined by the president for the conduct of ICF business, upon giving notice as otherwise required for meetings of the Board of Directors.

D. Quorum of the Executive Committee

A majority of the Executive Committee shall constitute a quorum for the transaction of business, and the act of the majority of the members present at such meeting shall be the act of the Executive Committee.

To view the ICF Board for 2004, go to <http://www.coachfederation.org/abouticf/bod04.asp>
For years after 2004 simply change the year in the address.



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Attachment 4

Required Legal and Tax Aspects of International Coach Federation Chapters Within the United States

These documents and guidelines were contributed by experienced US Chapter Leaders. Our hope and intent is that Leaders from other countries will contribute their wisdom and experience in the Chapter Leader Handbook section of the ICF website to assist Chapter Leaders in their country with legal and tax aspects.

www.coachfederation.org/Chapters/leadership/handbook

You will find that some of the companies mentioned in this section assist in Incorporating in countries outside of the United States as well.

Opening a Chapter Bank Account

General instructions for opening an ICF Chapter bank account in the United States. The guidelines below presume that officers have been elected.

1. Research bank requirements for opening a business account. Request a “not for profit” account specifically for a 501 (c) (6) organization, as these accounts sometimes have certain fees waived. Different banks have different requirements and different benefits.
2. At a meeting of your officers select a banking institution you want to use and pass a motion authorizing the Secretary or Treasurer to open an account at that institution.
3. Obtain an employer identification number from the IRS. (Guidelines in this Section).
4. Visit the chosen institution bringing with you the minutes of the meeting where the officers were selected and minutes of the meeting where the motion of authorization to open the account was passed.
5. The bank will give you the forms you need to complete to open the account. Each bank will have slightly different requirements.
6. Each year as you elect new officers, make sure you have a copy of the minutes of the election and bring that to the bank to initiate changes in authorized signatures. This is very important to keep continuity.

Note: You only need two officers who are approved to sign checks. If you have only two officers they would usually be the President and Treasurer. Some states may require the President and Secretary. The bank can provide you with this information.

Some Chapters have only one signature required on a check, other Chapters require two as this is basic accounting principle for checks and balances.

Incorporating

To become a Chartered Chapter you must first incorporate as a non-profit corporation. In some parts of the United States you can do this easily without assistance by going to the state government’s website, locating the information on forming a corporation, downloading and completing the forms. See section below on "Obtaining Recognition of Tax-Exempt Status in the United States" for additional suggestions on incorporating.

There are also companies that will complete the forms and file them for a fee. They provide a range of services so it is important to check and compare. Determine your needs so you don’t “over-buy”. Please note, the fees they quote do not include your state filing fees. Those will be the same whether you file yourself or hire someone to do it for you.

The Corporate Kit, which they all offer, is a place to keep your minutes, annual report and other documentation that pertains to the organization, along with the corporate seal (which is sometimes needed for bank accounts). It is not necessary but helpful.

These companies cannot give you legal advice but can do everything else required for your incorporating.

Please note that the suggestions below are not an endorsement of a particular company. Some companies that have been used by members are:

The Company Corporation – www.corporate.com
Business Filings Incorporated – www.bizfilings.com
LegalZoom - www.legalzoom.com

An Internet search will offer many additional companies providing this service.

Chapter Organization and the Procedure to Incorporate

ICF Non-Chartered Chapters may or may not be incorporated.
Chartered Chapters must be incorporated.

An advantage of being incorporated is that as a general rule, members and directors acting in good faith are usually not personally liable for the debts and obligations of a Chapter that is separately incorporated. If the Chapter is not incorporated its members or organizing individuals may be held personally liable for torts and contractual obligations of the organization. Another advantage of incorporation is that it generally leads to a designated line of authority and fixed organizational structure. If the corporation is organized within a well-thought-out system of state law, it is subject to a much greater degree of legal certainty than is an unincorporated association. Finally, incorporation allows perpetual life of the organization.

Incorporation is a matter of state law. Corporations are creatures of the state and may not exist without its blessing. Each state requires the filing of a certificate or articles of incorporation with some officially designated body—usually the Secretary of State. The statutes impose varying requirements for the number of directors, the appointment of officers, meeting notices, and so forth. All such requirements must be met. Articles of incorporation become the basic governing document of the corporation and are subordinate only to state law.

The organizing documents of a corporation also include bylaws, which should be more specific than the articles of incorporation and which should contain the specific rules relating to the election of officers and the holding of meetings. Also be aware of any requirements to update bylaws or officers with the state.

Employer Identification Number (EIN)

As soon as you have incorporated you will file IRS Form SS-4.

Print the instructions found at <http://www.irs.gov/pub/irs-pdf/iss4.pdf> and particularly note the directions for obtaining your EIN by phone on page 1.

The form, which can be completed on line and printed, can be found at <http://www.irs.gov/pub/irs-fill/fss4.pdf>. A completed sample of this form can be found in this handbook in the forms section.

Tax-Exempt Status

The International Coach Federation is exempt from federal income tax under Section 501 (c) (6) of the Code, which applies to charitable, educational, and scientific organizations. Section 501 (c) (6) does permit the receipt of charitable contributions; however, charitable contributions are not tax-deductible.

For Chapters outside of the United States, the Chapter President and the Formation Committee should inquire on the local level regarding the requirements to obtain recognition as a not for profit organization. Laws vary depending on what part of the world your Chapter is located.

Obtaining IRS Recognition of Tax-Exempt Status

Each ICF Chapter in the United States must establish its entitlement to Federal tax-exempt status by filing its own tax-exemption application, IRS Form 1024 for a Section 501 (c) (6) organization. (See below)

IRS Publication 557 – How to Apply for and Retain Exempt Status for Your Organization is useful, not only in filing for exemption, but also in drafting articles of incorporation (when stating the purpose of the corporation) to meet the requirements for 501 (c) (6) status. It is useful to obtain Publication 557 before incorporating for use as a reference.

Form 557 - <http://www.irs.gov/pub/irs-pdf/p557.pdf> (NOTE: It's a 63 page document so you might want to print only the applicable pages). The applicable pages are:

- Page 3 – Application Procedures
- Page 8 – Annual Information Returns
- Pages 48-49 – 501 (c) (6) specific information

To apply for Federal Tax exempt status as a 501 (c) (6) entity you must file Form 8717 – Determination Letter Request – with a \$150 fee, along with Form 1024 – Application for Recognition. These forms, which can be downloaded or completed on line and printed, can be found at:

Form 8717: <http://www.irs.gov/pub/irs-fill/f8717.pdf> (NOTE: See sample in the forms section at the end of this section).

Form 1024: <http://www.irs.gov/pub/irs-fill/k1024.pdf> (NOTE: Read instructions for completing and see sample in handbook in the forms section at the end of this section before printing the entire form) .

All ICF Chapters worldwide should be able to obtain an exemption from paying local and national taxes. ICF Chapters should contact both local and national government to obtain the guidelines for being exempt from paying local and national taxes. For information on filing US state tax-exempt status contact your state taxing authority or an accountant.

Filing IRS Information Returns

Each ICF Chapter in the United States receiving income of more than \$25,000 in a normal year must file an information return with the IRS Service Center on Form 990. The IRS provides copies of Form 990, along with instructions for filling it out. The form must be filed by the 15th day of the 5th month following the end of the organization's fiscal year. A penalty is imposed for failure to file or late filing of \$20 per day up to a maximum of the lesser of \$10,000 per return, or 5% of gross income.

Anti-Trust Implications

Associations and professional societies are peculiarly susceptible to allegations of antitrust violation because of their nature. Violation of the Sherman Antitrust Act requires a combination or conspiracy in restraint of trade, and by definition, an association constitutes a combination. Thus, the first element of antitrust violation is present in all association activities.

Associations are extremely sensitive to the requirements of the antitrust laws and the need to make sure that meetings of members do not lead to discussions of subjects that would result in antitrust violations. (e.g. set up what may be seen as unfair methods of competition, price fixing, etc).

It's a good idea if at least one member of the Board makes themselves familiar with the subject of antitrust and be aware of specific subjects that should not be discussed or acted upon Information found at: <http://www.ftc.gov/bc/compguide/antitrst.htm>

United States Internal Revenue Service Forms

IRS instructions and forms are easily accessible on the United States Internal Revenue Service Web Site at:

[www.IRS.Gov](http://www.irs.gov)

SS-4 – Application for Employer Identification Number

<http://ftp.fedworld.gov/pub/irs-pdf/fss4.pdf>

1024 – Application for Recognition of Exemption Under Section 501 (a)

<http://ftp.fedworld.gov/pub/irs-pdf/k1024.pdf>

990 – Return of Organization Exempt From Income Tax

<http://ftp.fedworld.gov/pub/irs-pdf/i990-ez.pdf>