

# **POLICY # 0101- Board - Governance Framework**

## **GOVERNANCE FRAMEWORK**

**Redeemer Christian High School**  
**Community for Christian Learning**

**Subject:** Governance Framework

**Purpose of Policy:** Defines a new Governance Framework for RCHS.

**Applies to:** Staff, students, members, Board of Directors and all committees at Redeemer Christian High School

**Owner:** Board

**Date of Board Approval:** September 17, 2009

**To be Reviewed Prior to:** 2011

**Applicable / Attached Forms:** YES  NO

<b>Reason for policy update</b>	<b>Date</b>	<b>Status</b>
Revised and approved as per Board discussions	September 17, 2009	Approved

**Redeemer Christian High School**  
**Corporate Governance Framework - Draft**

**1.1 Vision Statement**

**Community for Christian Learning (CCL)** is a non-profit, charitable association designed to support and protect Redeemer Christian High School (RCHS) through the election of Board members, political action and fund-raising. It holds the Board accountable in executing the strategic plan and for its stewardship of the mission and vision of the school. It is unified by a commitment to the Christian faith in accordance with the Basis and Religious Principles of the Constitution.

Students and their learning are the focus of the entire association.

*RCHS trains students to be ambassadors for Christ with a global perspective through enhanced programs, improved facilities and strengthened community support.* All organizational decisions and practices serve this vision.

**1.2 Philosophy of the School**

Education is a parental responsibility and school is an extension of the home. The school is parentally controlled and provides an educational program where teaching and learning experiences are guided by the light of God's word, the Bible.

**1.3 Objectives of the School**

Students will be equipped and encouraged for wholehearted service to God and to the human community in an atmosphere conducive to learning while maintaining a high standard of discipline.

The school will provide an education program in Grades 9 through 12 from the vantage point of the Christian faith, where we are concerned with the development of the whole student,

spiritually,  
morally,  
intellectually,  
academically,  
emotionally, and  
physically.

RCHS' aim is to instil in the students a love for Christ, to develop in them a genuine concern for others and to equip them to make a valuable contribution to society.

**1.4 Academic Standards**

In order to ensure that RCHS' standard of education exceeds that of the public school system, time allotments and basic curriculum requirements of the Ontario Ministry of Education are met.

The full range of subjects normally expected at the secondary school level is available to the student. Integral to the teaching process in the school is the Christian foundation in all areas.

Qualified teachers are employed as full and part time staff, chosen on the basis of their professional training, spiritual maturity and the ability to integrate their faith into their teaching. Part-time resource persons play a vital role in giving the program versatility.

**2.0 Role of the Board of Directors**

**2.0.1** The role of the Board of Directors is to govern and direct the operations of the Community for Christian Learning and RCHS. The Board is the "directing mind" of the school society and is liable for all its actions. It exercises its authority to direct and control the vision and mission of the Community for Christian Learning and of RCHS.

The limits of the authority of the Board, and its responsibilities, are defined in the by-laws and the policies of the organization.

- As Trustees, the Board maintains membership trust and fulfills all its legal duties.
- As Representatives, the Board represents the interests of the membership as defined in the bylaws and in membership resolutions.
- As Directors, the Board delegates the management of the daily operation of the school to the Principal, and directs the organization to achieve its goals which reflect the vision and mission of the school.

### **2.0.2 Board Functions:**

The Board's responsibilities are

- Commitment to the mission and goals of the Community for Christian Learning / RCHS, and holding the school to them
- Participating in the development of, and giving final approval to, RCHS' policies, strategies, and budget
- Selecting, nurturing, evaluating and, if required, dismissing the Principal
- Reviewing and approving the appointment of regular teaching staff and senior administrators by the Principal
- Ensuring RCHS' financial solvency and integrity
- Assisting RCHS through student and member recruitment, stimulation of financial giving, positive and enthusiastic public relations, and private and public intercessions for God's grace and mercy
- Serving as final arbiter of unresolved internal disputes
- Carrying out community building through promoting membership in the CCL and through a process of membership education
- Overseeing and guiding the work of the Board committees
- Holding general membership meetings
- Evaluating and improving itself as a governing body

### **2.1 Nomination and Election of Board**

A Board of Directors duly elected by the Community conducts the affairs and business of the CCL. The intent of the Board is to justly represent the interdenominational character of RCHS.

**2.1.1** For each vacancy on the Board, a nomination of up to two members of the association shall be presented by the Board. This nomination shall be sent to the members in advance of the election date.

**2.1.2** Members have the right to suggest names to the nomination committee of the Board. They shall do so in writing at least 6 weeks in advance of the election date. Those nominated shall have agreed to accept. The Board shall publish the names of those nominees in advance of the election.

**2.1.3** Board members are normally elected at the annual spring membership meeting.

**2.1.4** Election shall be by ballot.

**2.1.5** A majority vote is required (50% plus one (1)).

### **2.2 Board**

**2.2.1** The term of office for members of the Board is three years and shall be so arranged that approximately one-third of their number shall retire each year.

**2.2.2** Board members can be re-elected up to two additional terms after completing their initial term.

**2.2.3** In case of interim vacancy on the Board, a new member may be appointed and subsequently elected at the next general membership meeting to fill the unexpired term. This member may be re-elected for up to 3 additional terms.

**2.2.4** Board members must be full members of the CCL, while all personnel employed full-time by the association and their spouses are ineligible to serve as members of the Board.

**2.2.5** The members of the association, by resolution passed by at least two-thirds of the votes cast at a general meeting of which notice specifying the intention of passing such resolution has been given, may remove any Board member before the expiration of his / her term of office, and may, by a majority of votes cast at this meeting, elect any person in his / her stead for the remainder of the term.

**2.2.6** A majority of the Board shall form a quorum for the transaction of business. The Board shall appoint a day, or days in any month for regular meetings at an hour to be named.

**2.2.7** Questions arising at any meeting of the Board shall be decided by the majority of votes. In case of an equality of votes, the chairperson shall have the deciding vote.

**2.2.8** Board meetings will be concluded by 10:00 p.m. unless by special motion a majority agrees to continue.

**2.2.9** Board members will submit their committee and other reports to the secretary for distribution one week prior to each Board meeting.

## **2.3 Offices of the Board**

### **2.3.1 Executive Committee**

This Committee shall consist of the Principal and the following:

- Chair
- Vice-Chair
- Secretary
- Treasurer

They shall be elected in the spring from amongst the members of the Board of Directors.

The Committee mandate shall be to

- plan Board meeting agenda,
- consider long-range plans for the organization,
- discuss unusual and confidential situations with the Principal.

**2.3.2** The Chairperson or Vice-Chairperson and the Secretary shall sign all official documents of the association.

**2.3.3** Incoming Board members cannot be nominated for executive positions unless they have previously served a term as Board members.

### **2.3.4 Role of the Chairperson**

- Assures the integrity and fulfillment of the Board processes
- Presides at all meetings of the society membership and Board of Directors, but casts no votes except to break a tie
- Retains, along with the secretary, a copy of the official minutes of the Board and membership meetings
- Appoints, after consultation, Board members to Board committees established to accomplish the work of the Board
- Addresses the membership at the annual meetings
- Ensures that appropriate Directors Liability Insurance is in place

### **2.3.5 Role of the Vice Chairperson**

- Performs the duties and exercises the powers of the chairperson in the absence, disability or death of the chairperson

### **2.3.6 Role of the Treasurer**

- Oversees the preparation and presentation of the annual budget for Board and membership approval
- Reviews the implications of any major projects beyond the operating budget
- Oversees the consistent application of all policies and procedures relating to finances of RCHS and the CCL
- Ensures that the proper charitable status of RCHS and CCL is maintained

### **2.3.7 Role of the Board Secretary**

- Is responsible for keeping minutes of all meetings of the Board of Directors and of the members of the CCL
- Gives or causes to be given notice of all meetings of the membership and the Board
- Affixes the corporate seal, when authorized, to any instrument requiring it
- Composes and sends or causes to be sent any correspondence authorized by the Board with a copy to be placed with the official minutes in the archives files which may be in electronic format
- Performs other duties as assigned by the Board

## **2.4 General - Special Meetings**

**2.4.1** The Board has the responsibility to call at least two general meetings of the membership per year.

**2.4.2** At the regular spring meeting of the association, the Board shall render reports concerning the activities of the association, deliver a financial statement for the first six months of the fiscal year, present a budget for the ensuing year, present nominations for the vacancies on the Board, present a motion to ratify actions of the Board since the last membership meeting, and call to the attention of the members such other matters as the Board may deem necessary.

**2.4.3** At the fall meeting the Board shall render reports on the activities of the association, deliver a statement of finances of the previous fiscal year, present a motion to ratify actions of the Board since the last membership meeting, and call to the attention of the members such other matters as the Board may deem necessary.

**2.4.4** Agenda of all regular meetings of the association shall be sent to the members two weeks in advance.

**2.4.5** An addition to the agenda shall be presented to members attending the meeting for their consideration when ten or more members of the association request this in writing to the Board secretary at least one week in advance of the meeting.

Any revisions to the agenda sent out prior to the membership meeting must be approved by those members attending the meeting.

**2.4.6** The membership may vote only on items related to matters which are on the agenda.

**2.4.7** Special meetings may be called at any time by the Board, for which agenda shall be sent to the members two weeks in advance.

**2.4.8** Special meetings may also be called at any time by the members if at least 15% of the membership requests such a meeting and gives reason for it to the chairperson or secretary of the Board. An agenda shall be sent to the members two weeks in advance by the Board.

**2.4.9** A special meeting shall consider only those matters for which it has been called.

## **2.5 Voting Procedures**

**2.5.1** Elections and business requiring a vote shall be decided by a majority of those members present (50% plus one (1)).

**2.5.2** Elections shall be by ballot, and other decisions may be made by a show of hands or by ballot.

**2.5.3** Signed votes of absentee members will be accepted for elections on the first ballot only.

## **2.6 Role of the Committees**

The purpose of all committees is to provide the information and advice required to make and execute informed decisions.

**2.6.1** Committees shall be established out of the association's members as required for the operation of the school. The association's committees will be organized into two groups of standing committees; they are

**Board Committees (B)** – approved by and reporting to the Board of Directors. These committees deal with the continuous and long range needs of the school and include:

- Contract Partnership Committee
- Membership Committee (for CCL)
- Development Committee

Each Board Committee shall include at least one Board member designated by the Board.

**School Committees (S)** – approved by and reporting to the Principal; they include:

- Property Management Committee
- Finance Committee
- Human Resources Committee
- Program Committee
- Promotion Committee
- Admissions Committee
- Transportation Committee

#### **2.6.2 Sub Committees**

These may be appointed by the Board or by the Principal to perform specific functions for a longer term, such as:

- Computer Technology Committee(S)
- Library Committee (S)

#### **2.6.3 Ad Hoc Committees**

These may be appointed for specific short term tasks by the Board or by the Principal, such as:

- Principal Evaluation Committee (B)
- Fund Raising Committee(B )

**2.6.4** The specific duties of the committees shall be guided by the committee mandates as outlined by the Board in Appendix A.

#### **2.6.5 General - All Committees**

##### **2.6.5.1 Organization**

Each committee shall have a chairperson and a secretary.

##### **2.6.5.2 Terms of Service**

- Members shall serve a 3 year term and may be reappointed for a 3 year term.
- Ideally, 1/3 of committee members shall retire on a rotational basis each June.
- Each retiring member shall be available to the committee until the following September in order to provide continuity.

### **2.6.5.3 Reporting Responsibilities**

- Each committee will meet as required to satisfy its ongoing mandate.
- All reports will include a summary of the meeting, together with decisions made and actions to be taken.

### **2.6.5.4 Committee Objectives**

By May of each year, each committee shall submit to whom it reports its objectives for the following year. These objectives are to be approved and/or modified for approval.

### **2.6.5.5 Committee Budget**

Each committee shall prepare a budget for the following year for submission to the Finance Committee at a date set by Finance Committee.

### **2.6.5.6 Committee Recommendations**

All recommendations must be approved before the recommendation/activity is made public or implemented.

## **2.7 Dissolution**

The association cannot be dissolved except upon proposal of the Board and support by a two-thirds majority vote of the membership present at a meeting of the association which has been called to consider this proposal. In case of dissolution, all assets remaining after the payment of all just debts and obligations will be distributed to neighbouring schools belonging to the Ontario Alliance of Christian Schools (OACS).

## **3.0 Leadership Team**

### **3.1 Principal**

The Principal's functions are:

- Reporting to the Board of Directors
- Serving as the school's Chief Operating Officer
- Serving as the educational and spiritual leader
- Serving as the leader and supervisor of the leadership team
- Supervising the professional and volunteer staff
- Designing the academic program
- Maintaining student records
- Hiring and dismissing staff. Appointment of regular teaching staff and senior administrators are subject to Board approval.
- Recruiting, admitting and expelling students from the school
- Supervising committees holding portfolios directly involved with the day-to-day operations of the school (see Section 2.6.1)
- Promoting the school and acting as its lead spokesperson
- Preparing, recommending and carrying out Board policies
- Developing, in cooperation with the Finance Committee, the operational budget for consideration and approval by the Board

### **3.2 Vice-Principal**

The Vice-Principal is responsible for any responsibilities assigned by the Principal.

### **3.3 Teachers**

Teachers are professionals responsible for teaching and related duties assigned by the Principal.

### **3.4 Substitute Teachers**

These are approved by the Principal and their compensation is to be recommended by the Contract Partnership Committee.

### **3.5 Administrative Support Staff**

Support staff performs duties as outlined in their job descriptions.

### **3.6 Volunteers**

All unpaid staff are engaged to support the delivery of the day to day operations of the school under the supervision of the Principal as outlined in the policies of the school.

### **3.7 Academic Guidance Officer** (for future reference)

This role is responsible for program design, student records and post secondary planning for students.

### **3.8 Staff Representative** (for future reference)

This role is responsible for staff relations issues and communicating staff concerns to Principal and Leadership Team.

### **3.9 Business Manager** (for future reference)

This role is responsible for the operational budget.

## **4.0 Employment, Termination and Arbitration Procedures**

### **4.0.1 Contracts, Letters of Understanding**

All contracts are to be reviewed by the Chairperson and the Treasurer and subsequently signed by the Chairperson or an authorized signing officer for the school.

### **4.0.2 Staff Dispute Management, Discipline and Termination**

In the event of unresolved conflicts between the Board / Principal and teachers involving disagreements / disputes / grievances, the Board will follow the schedules which are outlined in the OACS / OCSTA Personnel manuals for dealing with these matters.

## **4.1 Policies**

### **4.1.1 Policy Development Guidelines**

Board policies are to set out a course of action and rationale which is oriented towards a long term purpose.

#### **4.1.2** A prime function of the Board is the development of policies which

- indicate to the membership and the public the general will and intent of the CCL,
- provide guidance for decisions and the development of procedures by the school that impact the day to day operations.

**4.1.3** Policies shall be written so as to be sufficiently broad that the Administrative staff have flexibility to cope with specific situations, and yet be narrow enough to give clear guidance. Rationale for the policy should be stated.

**4.1.4** Policies may only emanate from the Board, by motion duly authorized at a scheduled meeting of the Board. Policies resulting in change to the constitution and/or to the by-laws must be ratified by the membership in accordance with provisions contained in those respective documents.

**4.1.5** A statement of requirement to develop a new policy or to change an existing policy may come from the Board, the committees, the staff, the parents, the membership, changes in the laws of the land or other sources. A statement of requirement should be written in committee reports or as a letter to the Board.

**4.1.6** The Board must consider all policy development requests and direct the course of action as needed. If development work is to be undertaken the Board shall indicate the prime committee responsible for the conceptual policy development, recommend other input sources such as other committees, the membership and outside agencies, and establish completion goals for the deliverance of the draft policy.

The designated committee will co-ordinate the investigation of information required to complete the conceptual policy development, produce a draft policy and present the draft policy to the Board. Upon authorization of the Board the draft policy will be distributed to all concerned for review.

**4.1.7** Where appropriate, all policies shall

- Contain a reference to the appropriate legislation or other legal instrument on which the Board bases its authority for the enactment of the policies,
- Indicate that the Board retains the authority to approve specific measures identified within the policy.

**4.1.8** Recommendations for modifications to the draft policies will be forwarded to the prime committee so that revisions are incorporated into the policy.

**4.1.9** Upon acceptance of the policy, the Board shall identify the designated committee or individual responsible for developing procedures to put the policy into practice.

**4.1.10** The Board secretary and chairperson shall be responsible to maintain the official policy book for the association.

**4.1.11** All policies will be subject to a formal review a minimum of once every 3 years.

## APPENDIX - COMMITTEE MANDATES SUMMARY

<b>A. BOARD COMMITTEES</b>	<b>MANDATE</b>
i) Contract Partnership	To deal with working conditions, contract issues and annual salary discussions and to make recommendations to the Board on matters that apply to all staff equally.
ii) Membership	To recommend qualified candidates for membership to the CCL, to maintain a membership list, to act as a forum for policy matters affecting members, to promote membership activities, to administer the Service Points Program, and to organize events and activities as required for the society.
iii) Development Committee	To assist the Board in identifying opportunities that will enhance or strengthen the school program and oversee the fundraising activities for developmental purposes.
<b>B. SCHOOL COMMITTEES</b>	<b>MANDATE</b>
i) Property Management	To ensure the safe and efficient ongoing maintenance of the school and its grounds throughout the entire year and to encourage good use of the physical resources, mindful of the fact that they are silent ambassadors of the name of Christ to the broader community.
ii) Finance	To provide financial oversight and guidance with respect to all aspects of the school's operation and to ensure that the school has the necessary resources needed to carry out its mission. To set an annual Budget.
iii) Human Resources	To provide guidance on all aspects involving the staffing of teaching and administrative resources.
iv) Program	To recommend policies and procedures for the maintenance and development of a program which reflects the mission and vision of the school and to encourage staff development.
v) Promotion	To recommend to the Principal promotion programs and policies to meet the advancement and promotion objectives outlined in the strategic plan.
vi) Admissions	To make recommendations on admissions of all students to the Principal based on current policy guidelines.
vii) Transportation	To ensure that students are offered safe and efficient bus transportation to and from school.
<b>C. AD HOC COMMITTEES</b>	<b>MANDATE</b>
i) Fund Raising Committee	To make recommendations to the Board regarding various sources of income and means of fund raising and to organize and / or coordinate events in order to raise funds for RCHS.
ii) Principal Evaluation Committee	To oversee regular evaluation and development of the Principal.
iii) Dinner Auction Committee	To oversee the organizing and running of the annual Dinner Auction.

## **A. BOARD COMMITTEES**

### **I) Contract Partnership Committee**

The Contract Partnership Committee reports to the Board and is responsible for dealing with working conditions, contract issues and annual salary discussions. The committee will make recommendations to the Board on matters that apply to all staff equally. Special circumstances concerning individual staff members are referred to the Human Resources committee.

The Committee shall consist of

- two (2) Board members
- two (2) Staff members
- one (1) member selected by the staff from the membership
- one (1) member selected by the Board from the membership.

This Committee will review and suggest salary levels and employment benefits for all teachers (including full-time, part-time & supply) and administrative support staff, following OACS guidelines.

### **II) Membership**

The Membership Committee shall

- actively seek new members for the Community of Christian Learning,
- visit families and invite them to become members,
- contact associate members after 1 year and invite them to become full members,
- maintain up-to-date membership list and address list,
- publish and update school directory when required,
- maintain contact with alumni,
- distribute Communiqué, 3 times per year,
- co-ordinate membership meetings and publish "The Report" in advance,
- maintain a program of action whereby the cause of Christian education may be advanced and strengthened,
- annually contact all association members and supporters to maintain contact and obtain pledges for financial support,
- administer the Service Points Program.

### **III) Development Committee**

The Development Committee shall

- identify and assemble development opportunities, and seek consensus on development of new or expanded educational programs,
- assess and determine the physical and financial strategies and resources needed to achieve development,
- develop programs to define, implement and subsequently fund desired developments,
- oversee implementation of fundraising for development,
- assess and improve the results of the above steps, on a continuous basis.

## **B. SCHOOL COMMITTEES**

### **I) Property Management Committee**

The committee should be made up of the Principal or his/her designate and at least 3 other members.

The Committee shall

- recommend facility maintenance policies to the Principal,
- recommend bidding/awarding of contracts to do required maintenance,
- monitor safety and health regulations for grounds and equipment,
- oversee the ongoing maintenance by volunteers and contractors.

## **II) Finance Committee**

The Finance Committee together with the Business Manager shall

- recommend to the Principal financial management and budget development policies and procedures to meet the operational budget objectives,
- work with the Principal in developing a budget proposal for approval by the membership,
- present budget to the Board by February 1<sup>st</sup>,
- give direction to other committees regarding deadline for submission of their budgets to the Finance committee,
- review the monthly financial statements,
- present budget for ensuing year at annual spring membership meeting,
- present statement of finances at annual fall membership meeting,
- ensure that all tuitions are collected on a timely basis in accordance with finance policies,
- collect donations,
- make monthly reports to the Executive on the status of all tuition owed,
- solicit donations to create a trust fund, the purpose of which will be to stabilize the operational income of the school so that the school can lower tuition rates.

## **III) Human Resources Committee**

The Human Resources committee shall

- advise and assist the Principal with respect to the appointment of persons to fill declared vacancies,
- recommend policies and adopt procedures with respect to evaluation and dismissal of staff,
- assist the Principal in resolving disputes relating to contractual matters with individual staff members,
- review special cases involving disciplinary action of staff,
- advise and assist the Principal in engaging and supervising unpaid staff (volunteers),
- encourage good professional development of all staff,
- monitor staff job satisfaction.

## **IV) Program Committee**

The Program Committee shall

- assist the Principal by conducting research and engaging in other activities to implement the program vision for the school,
- review program/curriculum proposals from staff,
- deal with parental complaints about programs as referred from the Principal or Chair,
- provide advice to the Principal on student placement,
- assume responsibility for sub committees dealing with the educational program as the need arises,
  - Computer Technology
  - Library Committee

- educate itself on Christian perspective in education, curriculum developments and day-to-day instructional operation of school,
- educate membership regarding trends and developments in Christian education and / or child development,
- make suggestions to other committees regarding operation of school.

#### **V) Promotion**

The committee will be made up of the Principal, the staff person responsible for this area and at least 3 additional members of the community.

The committee will recommend to the Principal promotion programs and policies to meet the advancement and promotion objectives outlined in the strategic plan.

The mandate will include

- **Recruitment** – recruiting students who fit the Redeemer profile, in numbers required to support Redeemer programs and to grow the number of students to provide financial sustainability and allow for program expansion. The committee will lead the school into developing relationships with a number of audiences designed to increase enrolment at RCHS. The audiences include: elementary Christian schools, publicly funded schools, churches, private schools, international students and home schooling families.
- **Community Building** - leading the school community into meaningful relationships with alumni and a variety of audiences listed above so that all parties can be enriched by the relationship. The committee will assist the membership committee in attracting additional association members.

#### **VI) Admission Committee**

The committee will consist of 4 members:

- Principal
- Vice Principal
- Guidance officer
- Resource Teacher

Student admissions will be conducted in accordance with Admissions policy procedure.

#### **VII) Transportation Committee**

The committee mandate shall be

- to define bus network / routes,
- to negotiate contracts as necessary,
- to ensure that all legal requirements are met for school busing.

### **C. AD HOC COMMITTEES**

#### **I) Fund Raising Committee**

The Committee shall

- be responsible for keeping an accurate and up-to-date set of books detailing the committee's financial transactions,

- be responsible for arranging an audit of the committee's books at the end of the fiscal year. The auditors will be selected by the finance committee and the results of the audit will be submitted to the finance committee.
- advise the RCHS treasurer of all money received where an official receipt must be issued.

## **II) Principal Evaluation Committee**

The Principal evaluation committee is an adhoc committee appointed by and reporting to the Board and shall be responsible for conducting the periodic review of the Principal as per the guidelines outlined in the OACS/OCSAA Principal Evaluation Procedure and the Principal's job description.

## **III) Dinner Auction Committee**

This committee shall be appointed by and shall report to the Board and shall be responsible for overseeing the planning and execution of the annual Dinner Auction.