



# **Kahnawà:ke Combined Schools Committee (KCSC)**

## **GOVERNANCE MANUAL**

**In Regards to the Kahnawà:ke  
Education System/Center**

**FINAL DRAFT**

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# INTRODUCTION

## **RECOGNITION**

*All KCSC legislation, policies and procedures have been created to honor the work of parents and community members who have shown exceptional courage, dedication and leadership with respect to the education of the children of Kahnawà:ke.*

(See Appendix 1, History of Education in Kahnawà:ke)

## **1. INTRODUCTION**

A set of guidelines that describes the day to day functions of the KCSC and helps to define the relationship to the Kahnawà:ke Education Center, to the parents, guardians, families and the community of Kahnawà:ke. This document was developed and approved by parents/guardians of the KCSC at a General KCSC Meeting to ensure the transparency and accountability of the Kahnawà:ke Combined Schools Committee. We try our best to reflect Tsi Nionkwarihó:ten philosophies.

### **1.1 Mandate**

The Kahnawà:ke Combined Schools Committee is the governing body established and empowered by the parents/guardians of Kahnawà:ke students through the creation of the Joint Unification Agreement (JUA) of 1968. The Kahnawà:ke Combined Schools Committee is mandated to uphold all legislation, policies and procedures as enacted by the parents/guardians of Kahnawà:ke which include; the Kahnawà:ke Education Responsibility Act, the KCSC Constitution & By Laws, Governance Manual and all other policies and procedures.

### **1.2 Head Office**

For all intents and purposes, the Kahnawà:ke Education Center is considered as the Head Office for KCSC. All mail and deliveries for KCSC should be addressed to the KCSC c/o the Kahnawà:ke Education Center.

### **1.3 Kahnawà:ke Education Center**

After establishing the Kahnawà:ke Survival School in 1978, the Combined School Committee became a defacto administrative body. However, in 1981, the Kahnawà:ke Education Center (KEC) was established by the KCSC to administer all locally controlled educational programs previously administered

by Indigenous & Northern Affairs Canada (INAC). In addition to the management of the three (3) community schools, the KEC also administers all tuition agreements for students attending elementary schools, secondary schools and special institutions in communities around Kahnawà:ke, as well as students attending post-secondary institutions in Canada, the US and secondary schools internationally.

#### **1.4 Short Reference for KCSC**

This document uses “KCSC” or “Committee” as shortened references for the Kahnawà:ke Combined Schools Committee. As well, the members of the Kahnawà:ke Combined Schools Committee are referred to as “Members”.

#### **1.5 Procedural Manual**

Any changes to the KCSC Constitution and/or its By-laws or to KERA may require an amendment to this Manual. Any of which must be approved by parents/guardians at an Annual General Assembly.

#### **1.6 General Responsibilities**

All members of the KCSC are required to perform their duties and exercise their parental authority with prudence, diligence, honesty and good faith in the best interests of the students, parents and community.

#### **1.7 Guiding Principle**

The principles that guide the actions of the KCSC, staff, and volunteers are:

- ❖ Transparency and decision-making,
- ❖ Accountability to each other, the community and our stakeholders,
- ❖ Fiscal responsibility,
- ❖ Measureable outcome/oriented programming,
- ❖ Continual evaluation and improvement, and;
- ❖ Programs and Services delivered in the spirit of Tsi Niionkwarihó:ten.

#### **1.8 Legislation**

The *Kahnawà:ke Education Responsibility Act* (KERA) establishes the roles and responsibilities of all stakeholders in the education of Kahnawà:ke students. *The Constitution and By-laws* explain how decisions are made and by whom they can be made. The By-laws govern the internal workings of the Committee, and how the Committee functions. All education legislation is

ratified by the parents of the students on the KEC Nominal Roll as prescribed in the Joint Unification Agreement of 1968.

The Governance Manual is a set of guidelines that describes the day to day functions of the KCSC and helps to define the relationship to the Kahnawà:ke Education Center.

## **1.9 Political Affiliations**

### **1.9.1 *Mohawk Council of Kahnawà:ke***

The Mohawk Council of Kahnawà:ke (MCK) acts as a financial conduit to receive funding from Indigenous and Northern Affairs Canada (INAC) which it transfers to KCSC.

The KCSC provides a copy of its annual audited financial statements to INAC through the MCK.

The MCK may provide political support upon request. An open line of communication will be maintained between KCSC and the education political liaisons of the MCK and an open line of communication will be open between the two (2) Directors of the KEC and the respective departments within the operations of the Mohawk Council of Kahnawà:ke.

The MCK cannot engage in any political negotiations related to education without free, prior, informed consent and approval by the KCSC and KEC.

### **1.9.2 *First Nations Education Council (FNEC)***

The KCSC has a financial, political and resource role with the First Nations Education Council (FNEC). The KCSC is represented at the FNEC technical tables by the Directors and sits with the MCK at the educational governance tables to represent the educational issues of the community of Kahnawà:ke.

### **1.9.3 *Assembly of First Nations of Quebec and Labrador (AFNQL)***

The KCSC works in partnership with the MCK who sit on provincial educational governance tables to present educational issues on behalf of the parents/guardians, students and families of Kahnawà:ke, and collaborates with the MCK on educational governance issues.

#### **1.9.4 Assembly of First Nation (AFN)**

The KCSC work in partnership with the MCK who sit on federal educational governance tables to present educational issues on behalf of the parents/guardians, students and families of Kahnawà:ke, and collaborates with the MCK on educational governance issues.

### **1.10 Definitions**

<i>Administrative Board</i>	A Board which openly administers the business, resources and finances of the organization; the board is directly involved in the day to day operations of the organization.
<i>Administrative Manual</i>	A set of guidelines that describes the day to day functions of the administration of the KEC.
<i>Advisory Board or Committee</i>	A Board or Committee with a limited mandate to review and make recommendations to the Administrative Board, but not to make binding decisions.
<i>AFNQL</i>	Assembly of First Nations of Quebec and Labrador.
<i>By-laws</i>	By-laws are included as part of the Constitution of the KCSC and provide the regulations on how the KCSC must operate. This procedural manual is based on KERA, the Constitution and By-Laws of the KCSC, as well as other important education documents.
<i>Colonization</i>	The loss of land, culture, language and identity through discriminatory laws, attitudes and dispossession by a colonizer.
<i>Community seats</i>	There are two community seats on the KCSC filled by Onkwehon:we who are residents or have familial ties with the community, and who are not eligible as representatives for the other KCSC seats. They are elected at the Annual General Meeting.

<i>Conflict of Interest</i>	This occurs when there is a perception of or a potential for the personal interests of an individual to clash with their duties as a member of the KCSC and their ability to act in the best interests of all students of Kahnawà:ke.
<i>Consensus</i>	Agreement of the collective to a way forward.
<i>Decolonization</i>	Shedding colonized attitudes and governance and replacing with learning about who we are in relation to our ancestors and our traditional ways of knowing.
<i>Direct Family Member</i>	In this document, direct family members include own child, father, mother, grandparent, sister, brother, aunt, uncle, niece and nephew.
<i>Duly convened</i>	Following the required legal procedures for calling a meeting.
<i>Excerpt</i>	A short extract from a text;
<i>Ex-officio Member</i>	A person who participates in meetings of the KCSC but who does not have the right to present business, vote or to make motions at the meeting. Any topics, reports or items to be tabled must be prior approved on the agenda.
<i>Fixed Assets</i>	Assets which are purchased for long-term use and are not likely to be converted quickly into cash, such as land, buildings, and equipment.
<i>FNEC</i>	First Nations Education Council; Kahnawà:ke maintains a membership in this association founded in 1985 the Education Counsellors of First Nations communities including Kahnawà:ke.
<i>General seats</i>	Representative (parents/guardians, family or community) of students attending off-reserve schools funded by KEC and/or students under 18 attending postsecondary schools, and a post-secondary student occupy general

	seats on the Kahnawà:ke Combined Schools Committee. Elections for these seats take place at the Annual General Assembly. In the event all efforts cannot fill General seats, they can be filled by parents/guardians from the three community schools.
<i>Governing Board</i>	A board that sets policy and direction for the organization such as the KCSC as mandated by KERA. A governing board does not manage the day to day operations of the organization, but it does set strategic direction, creates committees, approves operational planning, sets policies, approves regulations and is involved in the evaluation of the organization, its programs and services. The board hires a director or directors with a mandate to manage the administration of the organization on behalf of the board.
<i>Guardian/Legal Guardian</i>	A person who is legally responsible for a child.
<i>INAC</i>	Indigenous and Northern Affairs Canada.
<i>In Camera Session</i>	A part of the meeting held privately without minutes taken, in which only voting members can participate.
<i>Independent Resolution Process</i>	An independent process used to assist in the resolution of issues that are related to the accountability of the KCSC, such as a violation of legislation/policy and or a grievance filed by either Director of the KEC;
<i>In-School Committee</i>	A committee comprised of parents who make up the majority and several staff of a community school that assists the principal in developing and implementing each respective school's policies, regulations and projects.
<i>Karonhiànonhnha Tsi lonterihwaienstahkhwa</i>	Kahnawà:ke Mohawk Immersion Elementary School.
<i>Kateri</i>	Kahnawà:ke Elementary School.



<i>KCSC</i>	Kahnawà:ke Combined Schools Committee.
<i>KEC</i>	Kahnawà:ke Education Center, which reflects where we came from and the collective mindset of our parents/guardians, families, students and the community of Kahnawà:ke.
<i>KEC Nominal Roll</i>	There are two nominal rolls: 1) a list of all registered Kahnawà:ke students from K4 to grade 11 attending both on-reserve and off-reserve schools and is the basis for the funding of elementary and secondary education by Indigenous and Northern Affairs Canada (INAC). 2) a list of all registered postsecondary students and the program/institution they are attending and is the basis of funding for postsecondary by INAC.
<i>KERA</i>	Kahnawà:ke Education Responsibility Act, established in 2000.
<i>KSS</i>	Kahnawà:ke Survival School, Kahnawà:ke High School, established in 1978.
<i>Legislation</i>	Refers to Kahnawà:ke Education Laws created by parents/guardians, families and community such as the Kahnawà:ke Education Responsibility Act (KERA), Constitution and By-Laws.
<i>Operational Plan</i>	An Operational Plan presents highly detailed information specifically to direct people to perform the day-to-day tasks required in running the organization. It takes the general goals and objectives of the strategic plan and provides an annual detailed roadmap and budget of how the organization will go about achieving these goals each year. The operational plan provides: the strategies and tasks that must be undertaken, the persons who have responsibility for each of the strategies/tasks, the timelines

	in which strategies/tasks must be completed and the amount of financial resources provided to complete each strategy/task.
<i>Onkwehón:we</i>	Original people.
<i>Policies</i>	Policies provide the intent and rules of the KCSC regarding operations. There are three types of policies: governance, administrative and service policies that define eligibility for access. Parents/guardians, through consultation at the community level, must approve governance policies. There must be consultation process with parents/guardians before service policies are modified or approved. Administrative policies are approved internally by the KEC Directors in partnership with the KCSC.
<i>School Initiatives</i>	Any project, program or service related to educational, recreational and or extra-curricular activities within a school or involving the students.
<i>Strategic Plan</i>	Making and implementing a strategic plan is an activity that is used to set priorities over a given time period, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment.
<i>System Governance</i>	Governance of the Kahnawà:ke Education Center.
<i>Tsi Niionkwarihó:ten philosophies</i>	Our ways of knowing our traditional philosophies.

# **SECTION 1 – KCSC ORGANIZATIONAL GOVERNANCE**

## **1.0 STRUCTURE OF THE COMMITTEE**

### **1.1 Composition of KCSC**

All members of the Committee are considered equal and have the same rights, duties and obligations. To ensure the complete commitment of members of the KCSC and to avoid conflict of interest, representatives cannot actively hold a seat on any other community or government board.

The KCSC will be composed of twelve (12) members as follows:

#### **Representation from In-School Committees**

- Two (2) representatives from each of the three (3) KEC schools: Kateri, Karonhiànonhnha and the Kahnawake Survival School (KSS) are elected/selected by the parents/guardians of that school at an election meeting called by the In-School Committee, for a total of six (6) representatives.

#### **Representation from Outside Schools funded by KEC**

- Two (2) general seats from representatives (parents/guardians) of students attending outside schools funded by KEC; If the general seats cannot be filled, parents/guardians from the community schools may temporarily fill these seats until the designated seat is filled. These seats are elected by parents/guardians, family and community voting at the Annual General Assembly;

#### **Representation from Longhouse**

- Two (2) Longhouse representatives, one from each Longhouse appointed in writing by the constituents they represent and reconfirmed every three years.

#### **Representation from Community**

- One (1) Community seat for Onkwehono:we who do not have a child on the KEC Nominal Roll, are a resident, or have familial ties with the community. These seats are elected by parents/guardians at the Annual General Assembly (AGA).

#### **Representation from Post-Secondary Adult Student Body**

- One (1) Post-Secondary students 18 years and older or parents/guardians of postsecondary students under 18 years;

Members of the KCSC can only represent the one (1) type of constituency they are elected or appointed to represent.

A Technical Advisory Committee of Elders will support the work of the KCSC.

## **1.2 Term of Office**

The term of office for a KCSC Member shall be three (3) years from the date of appointment or election.

A KCSC Member may be re-elected or re-appointed for all consecutive terms. The terms of office for the Members of the Committee are staggered so that there is not a complete turnover of the committee in any one (1) year.

All terms of office for all representatives will start and end at the Annual General Assembly (AGA). Longhouse representatives must be reaffirmed every three (3) years in writing. In-School representatives must be selected every three (3) years at an In-School Committee meeting and must present their representatives at the AGA.

## **1.3 Officers**

Every two (2) years, the Members of the Committee will choose officers for those positions that are vacant. The officers shall be the Chair, Vice-chair, Secretary/Communications Officer and Treasurer. Any member of the KCSC is eligible to hold a position of officer. Any two (2) officer positions can be held by the same person.

The officers do not hold any collective authority, nor can they convene any meetings which are separate from those of the KCSC.

## **1.4 Selection & Term of Officers**

Within three (3) months of the Annual General Assembly (AGA), the KCSC will select the officers. The officers shall hold office for a period of two (2) years from the date of appointment or until their successors are elected in their place.

## **1.5 Replacement of Officers**

### **1.5.1 Resignation**

If for any reason a member of the KCSC can no longer hold a position of officer, they must notify the table at a duly convened meeting by email or correspondence and their position should be placed up for election at the next meeting of the Committee.

### **1.5.2 Removal**

Officers are also subject to removal for cause by resolution of two-thirds majority of the overall Committee at any time. However, the issue must be put on the agenda, members must agree to discuss the matter, and all parties will present their position, and then the table will deliberate and decide if the officer should be removed.

In-School Committee parents/guardians have the right to replace a KCSC delegate:

- A) Who misses more than three (3) consecutive duly-convened meetings without notification to the Chairperson of the In-School Committee.
- B) If there is proof that the representation has consistently breached the legislation and or policy of the KCSC and KEC.

### **1.5.3 Vacancy**

In the event that any seat remains vacant for a period of two (2) months or more, the KCSC will take responsibility for seeking out a volunteer to fill the seat. All steps to fill the seat must be in keeping with KCSC legislation and policy. The following steps must be adhered to:

#### In-School Representative:

- ❖ All constituents of their respective seat must be canvassed by the school in partnership with the KCSC Administrative Assistant and the KEC Communications Department.
- ❖ If more than one (1) volunteer comes forward, a by-election must be held at their respective In-School Committee Meeting.

- ❖ If only one (1) volunteer comes forward and they meet the appropriate criteria as per KCSC legislation and policy, they shall be appointed to the aforementioned seat.
- ❖ In the event that there is a functioning In-School Committee, they will in partnership with the Principal seek a volunteer to fill the seat
- ❖ In the event there is no functioning In-School Committee, then the KCSC will partner with the principal to fill the seat. If a candidate is found, they will be officially appointed by the parents at their respective In-School Committee meeting.

#### General/Community/Post-Secondary Representative:

- ❖ If only one (1) volunteer comes forward the KCSC will be responsible to verify whether they meet the appropriate criteria as per KCSC legislation and policy. If they meet the appropriate criteria as per KCSC legislation and policy, they shall be appointed to the aforementioned seat.

#### Longhouse

##### **1.6 Chairperson**

See most current job description.

The Chairperson shall preside as Chair of all KCSC committee and general meetings unless delegated to Vice-Chair or another member in specific situations. S/he shall exercise a general supervision of the work of the Kahnawà:ke Combined Schools Committee through regular communication and collaboration with the Director of Education, and the Director of Finance and Administration.

The Chair will be available to act as a Liaison, and work in collaboration with the Directors, having the flexibility to offer support on any file as needed. The Chairperson in partnership with the Vice-Chair person will ensure that the Administrative Assistant sends out invitations to the team to attend meetings.

The Chairperson will have the flexibility to attend all KCSC meeting.

The Chair is responsible for reporting to the rest of the table at the regular monthly meetings. The Chair will also sign the Audit and other documents on behalf of the KCSC unless delegated to the Vice-Chair or another member.

The Chair will develop and maintain a succession plan to ensure the continuity of the KCSC functions appropriately until the Chair either plans a resignation and or near-term end.

Any member considering this position must be conscious of the amount of work and responsibility that comes with it.

### **1.7 Vice-Chair**

The Vice-Chair will work in partnership with the Chairperson and chair the meetings of the committee in his/her absence or as delegated. She/He shall perform such other duties as shall from time to time be imposed upon him/her by the Members of the Committee.

### **1.8 Secretary/Communications Officer/Archivist**

The Secretary/Communications Officer/Archivist shall act as custodian of all Committee documents and records, and sign off on reviewed and officially accepted minutes, and other KCSC documents. He/She will assist the Administrative Support and the Chair with any internal or external communications, and to archive school committee documents.

### **1.9 Treasurer**

The Treasurer shall be the lead on the Standing Committee for Finance, which is there to provide oversight and ensure that monies are being utilized in the best interests of students and education. Together with the Chairperson, the Treasurer or a designated member of the KCSC will sign the Audited Financial Statements on behalf of the KCSC.

Terms of Reference for the Standing Committee on Finance are provided in the appendices.

### **1.10 New Officer Position**

The KCSC may appoint other officers as needed with a specific terms of reference by the KCSC regardless of whether they are an officer or not.



### **1.11 Directors as Ex-Officio Member**

The Director of Education and the Director of Finance and Administration should participate in all meetings of the Committee unless the KCSC wishes to deliberate in a closed session. The Directors, as ex-officio members, may present business that is on the approved agenda, but do not have the right to vote or to present a motion.

### **1.12 Ex-Officio Member**

The KCSC has the latitude to invite anyone of their choosing to work with them in any capacity. However, they will hold no decision-making authority and do not have the right to vote or present a motion.

### **1.13 KCSC Administrative Assistant**

See most current job description.

Under the general supervision of the Kahnawà:ke Combined Schools Committee Chairperson and the Vice-Chairperson, the KCSC Administrative Assistant will coordinate all KCSC meetings, and be the main administrative support on all governance and communications projects. The KCSC Administrative Assistant will also be required to produce and distribute all KCSC communications as directed by KCSC. The KCSC Administrative Assistant shall act as a liaison with the Assistant to the Director of Education and the Director of Finance and Administration or his/her delegate to ensure a positive and fluid relationship is maintained between the KCSC and the KEC. (In accordance with the Job Description)

## **2.0 RESPONSIBILITIES**

### **2.1 Collective Responsibilities of the Committee**

The value of collective thinking is one (1) of the philosophies of Tsi Niionkwarihó:ten. Each committee member must respect the collective. Therefore, all KCSC members, even when they disagree, must support the wisdom of the table.

Governance responsibilities entail those belonging collectively to the KCSC and those belonging to individual KCSC members.

### **2.1.1 Parental Responsibility**

In keeping with Onkwehón:we traditions, it is the parents/guardians of Kahnawà:ke who are responsible for the children of Kahnawà:ke in the realm of education. Parents/guardians are responsible to develop and approve all legislation including Kahnawà:ke Education Responsibility Act (KERA), the Constitution and By-Laws and this Governance Manual. It is the parents/guardians who appoint and/or elect the Members of the Kahnawà:ke Combined School Committee (KCSC).

### **2.1.2 Authority of KCSC**

The KCSC will act as one body in the exercise of its authority. Individual members do not have the authority to act on behalf of the KCSC. Neither the Committee nor any other body can delegate its responsibilities to manage the business of education to any other individuals, committees or institutions.

The KCSC, in turn, delegates its authority to the Director of Education and the Director of Finance and Administration, who work in partnership for the day-to-day operations of the Kahnawà:ke Education Center.

### **2.1.3 Responsibilities of Committee Members**

The Members of the Committee is the legal entity empowered to uphold the functions of the legislation. They have moral, legal and functional responsibilities that stem from history, the existing education legislation, the funding agreements.

### **2.1.4 Moral Responsibilities**

The Members of the Kahnawà:ke Combined Schools Committee (KCSC) have the obligation and responsibility to:

- ❖ Honor our history and recognize and acknowledge the effects of colonization on our people;
- ❖ Recognize and accept the consequences of history which create the social situation and challenges of today;
- ❖ Put the interests of the committee before any personal interest;
- ❖ Not participate in controversial behavior or irresponsible behavior that reflects badly on the KCSC or KEC;
- ❖ Not contravene KCSC mandate or applicable laws;

- ❖ Ensure that every decision is taken in the best interests of all students under the KEC.

### **2.1.5 Legal Responsibilities**

The Members of Kahnawà:ke Combined Schools Committee (KCSC) have an obligation and legal responsibility to:

- ❖ Act in the best interests of the KCSC as a whole;
- ❖ Support the KCSC as a whole to achieve its mandate;
- ❖ Consult with expertise and develop an informed opinion on issues with potential liability;
- ❖ Delegate authority to the Director of Education and the Director of Finance and Administration to fulfill the administrative and financial management functions of the Education Center on its behalf;
- ❖ Give full attention to the opinion of the Directors;
- ❖ Be accountable for all public education monies and contracts in accordance with regulations, policies and guidelines in effect;
- ❖ Establish conditions and criteria for learning within the Kahnawà:ke Education System;
- ❖ Acquire, renovate, build or lease such moveable and immoveable properties anywhere as required to carry out its activities, and to determine the use of such property, including lease to another party; and, to insure such property in whole or in part.
- ❖ Authorize budgets on behalf of the Kahnawà:ke Education System;
- ❖ Delegate or mandate to a sub-committee or any party to act on its behalf for any matter and for whatever period to be determined by the Committee;
- ❖ Order any examinations to be taken by students to assess the performance of the school system.as per duties outlined in the Kahnawà:ke Education Responsibility Act (KERA);
- ❖ Hold an Annual General Assembly for parents/guardians, families and community, and a Spring Update Meeting for parents/guardians of the three schools;
- ❖ Exercise all such other authority and do all such other acts and things as the Committee is required to do under the Kahnawà:ke Education Responsibility Act, and the KCSC Constitution and By-Laws.

### **2.1.6 Functional Responsibilities of the Committee**

Together the members of the Committee will undertake the following functional responsibilities:

#### **Committee Membership**

- ❖ Maintain communication with members using various multi-media outlets including the KEC website;
- ❖ Ensure representation of the KCSC at the First Nations Education Council on matters of governance.
- ❖ Choose Members to sit on the KCSC Standing Committee on Director Supervision that will oversee performance objectives, mentor and guide the growth of the organization and the capacity of the staff, and conduct the performance evaluation of the Director of Education and the Director of Finance and Administration;
- ❖ Choose Members to sit on the Standing Committees for Finance, Strategic and Operational Planning, Curriculum, and for Independent Resolution Process.
- ❖ When needed, choose members to sit on the Ad Hoc Committee for Grievance.
- ❖ Hold an election meeting as needed to replace members of the Committee when their Term of Office has expired, or a Member has resigned;

#### **Committee Functions**

- ❖ Ensure that every decision is taken by consensus;
- ❖ Ensure every decision is culturally appropriate according to Tsi Niionkwarihó:ten philosophies;
- ❖ To make decisions in the best interests of all Kahnawà:ke students;
- ❖ Create a schedule of policy reviews and a schedule of calendar events for the organization;
- ❖ Follow policy and procedures as outlined in this manual.

#### **Reporting**

- ❖ Prepare an annual activity report for parents/guardians, families and community, and present at the Annual General Assembly, and ensure that highlights are posted on the website;
- ❖ Review and approve the activity reports presented by the Director of Education and the Director of Finance and Administration;

**Staffing**

- ❖ Represent KCSC on all hiring committees as needed;
- ❖ Oversee and approve the hiring of the Directors and the KCSC Administrative Assistant;
- ❖ Review and approve changes to the organizational structure of the Kahnawà:ke Education Center or its schools as presented from time to time by the Directors;

**Finance and Administration**

- ❖ Approve the annual education budget as prepared by the Director of Finance and Administration;
- ❖ Sign the annual audited financial statements for education;
- ❖ Ensure that program and personnel policies for education are applied in a fair and appropriate manner;
- ❖ Work with the Directors to reduce risks to the organization and promote ongoing quality improvement;
- ❖ Review new policies, or amendments to existing policies governing human, financial, informational and material resources in education;

**Education and Student Services**

- ❖ Participate in the planning of long-term goals for the education program;
- ❖ Review general orientations and priorities for education programs and services;
- ❖ Foster and support Kanien'kehá:ka culture and language throughout Kahnawà:ke education system;
- ❖ Ensure the implementation of best practices are innovative and culturally appropriate;
- ❖ Review proposals made by the Directors for new programs or services;
- ❖ Ensure policy and regulations are in place to support quality education for students who are home-schooled (TBD).

**Five-Year Review/Parent Consultation**

- ❖ Every five (5) years the KCSC via the Standing Committee on Director Supervision will initiate a five (5) year review of the KEC that include consultation of all KEC stakeholders.

**Strategic and operational planning**

- ❖ Every July, review the annual operational plan for the Kahnawà:ke Education Center, and ensure that highlights are posted on the KEC website, and circulated in the Newsletter

- ❖ Participate in long-term strategic planning and approve the strategic plan for the organization
- ❖ Work with the Directors to ensure collaboration and networking with other services, agencies and stakeholders within and outside the community

#### **Evaluation**

- ❖ Self-evaluate annually the Committee's performance
- ❖ Participate in the review of programs and services
- ❖ Participate in the five-year evaluation of Kahnawà:ke Schools

### **3.0 Responsibilities of Individual Committee Functions**

#### **3.1 Staff**

The KCSC shall have in its employ two (2) Directors: A Director of Education and a Director of Finance and Administration with the authority to manage the daily operations of the Kahnawà:ke Education Center. The working relationship will be that of a partnership with respect and the accountability of all parties, equal but with unique roles.

As well, the KCSC will employ an Administrative Assistant to provide minute taking and other administrative support duties for KCSC meetings and general business.

#### **3.2 Director of Education**

The Director of Education will oversee to the day to day operations of the Kahnawà:ke Education Center in accordance with their job description, policies, goals and job description in partnership with the KCSC and shall, in particular:

- ❖ Maintain a team spirit throughout the organization
- ❖ Oversee the implementation of all education programs and student services to meet the educational needs of all Kahnawà:ke students;
- ❖ Ensure quality management of the Kahnawà:ke schools;
- ❖ Honor the history of Kahnawà:ke Education;
- ❖ Recognize the effects of colonization;
- ❖ Colonized Orientation to staff to be provided;

- ❖ Foster and support the use of Kanien'keha language and Kanien'kehá:ka culture throughout the Kahnawà:ke Education System;
- ❖ Represent the Kahnawà:ke Education Center in meetings as required;
- ❖ Supervise and motivate Associate Director of Education, school principals and staff according to KCSC policy and procedures;
- ❖ Ensure evaluation of Associate Director of Education, school principals and staff according to KCSC policy and procedures;
- ❖ Ensure fair and consistent application of all KCSC policies and procedures;
- ❖ Take into consideration the voice of students, parents/guardians and families;
- ❖ Bring vision, mission and values to life;
- ❖ Prepare briefing notes to update the Committee with the information necessary for their review and/or decision;
- ❖ Identify organizational priorities, and plan work accordingly;
- ❖ Assist the KCSC in operational and strategic planning;
- ❖ Work with education staff and administrators to develop a five-year strategic plan for the education system, and submit to KCSC for approval;
- ❖ Ensure administrative and program policies are fluid;
- ❖ Bring the strategic plan to life through annual operational planning;
- ❖ Represent the Kahnawà:ke Education Center as a member of the First Nations Education Council;
- ❖ Collaborate and network with other community and outside agencies to increase access to services and programs for Kahnawà:ke students;
- ❖ Ensure core subjects such as maths and science are taught to the highest level;
- ❖ Will have access and disclosure to all information related to all operations to the KEC in order to ensure fluidity within the entire organization.

### **3.3 *Director of Finance and Administration***

The Director of Finance and Administration will oversee the finance and administration of the Kahnawà:ke Education Center. He/she will manage public education monies, and the effective and efficient operation of the education system in accordance with the job description, and will:

- ❖ Maintain a team spirit throughout the organization

- ❖ Bring vision, mission and values to life
- ❖ Ensure financial and administrative policies are fluid
- ❖ Supervise and evaluate his/her staff
- ❖ Ensure that all public monies received by the KCSC are set aside for the exclusive use of education programs
- ❖ Prepare an annual budget for the Kahnawà:ke Education Center, submit for approval to KCSC, and report any changes to the budget regularly
- ❖ Submit an adjusted budget to KCSC if a significant change occurs during the fiscal year
- ❖ Balance government funds, private foundation funds, grants to guarantee a steady stream of revenue to meet the needs of the Kahnawà:ke Education System
- ❖ Guarantee a regular follow-up of revenue and expenditures to ensure sound management
- ❖ Honor the history of Kahnawà:ke Education
- ❖ Recognize the effects of colonization
- ❖ Colonized Orientation to staff to be provided
- ❖ Take into consideration the voice of students, parents/guardians and families
- ❖ Identify organizational priorities, and plan work accordingly
- ❖ Meet with the Standing Committee on Finance quarterly
- ❖ Provide monthly updates of the financial situation of the KEC to the KCSC
- ❖ Maintain a balanced budget without incurring deficits
- ❖ Prepare operational contingencies to avoid any deficits
- ❖ Ensure effective planning and organization to support the operations the Kahnawà:ke Education Center
- ❖ Will have access and disclosure to all information related to all operations of the KEC in order to ensure fluidity within the entire organization.

#### **3.4. *Performance Appraisal of Directors***

The performance of both Directors will be reviewed on semi-annual and annual basis according to established procedures in the Directors Performance Management Guide.



The KCSC Standing Committee on Director Supervision must regularly monitor the performance of both Directors and conduct the semi-annual and annual performance reviews of both Directors. The KCSC Standing Committee on Director Supervision may consult with any standing committee as needed.

The Human Resources Department ensures the Directors' performance reviews are conducted in a timely manner and in accordance with the Directors' Performance Management Guide.

Details of the performance management process are outlined in the Terms of Reference for the Standing Committees in the Appendices of this Manual, as well as in the Directors' Performance Management Guide.

### **3.5 *Directors Performance Management Guide***

The Standing Committee on Director Supervision will use this document as a guide in supervising the Director of Education and the Director of Finance and Administration.

### **3.6 *Role of Directors in Committee Meetings***

The Directors have a right to receive notice of all KCSC monthly meetings of the KCSC Committee, to prepare information for the meeting within the required deadlines, to attend and to speak, but not to vote at such meetings.

### **3.7 *Exemption from Liability***

The Kahnawà:ke Education Center must obtain adequate liability insurance to safeguard both the activities of operations and the KCSC. No Member of the Committee or the Directors, or other staff will be held personally responsible for any costs, charges, damages, or expenses that may arise from any actions in rightfully and lawfully performing their duties, unless these costs are incurred by wilful neglect or wilful default.

The Director of Finance and Administration will verify on a yearly basis that the KEC liability insurance policy is in force.

## **4.0 OPERATIONAL REQUIREMENTS OF THE KCSC**

All Members of the Committee will attend scheduled KCSC meetings. The Members will equally exercise the right to participate in all discussions and debates held, participate in consensus, and represent, to the best of their ability, the educational interests of the community as a whole. To do this, Members must work in the best interest of all Kahnawà:ke students.

### **4.1 Requirements for Meetings and Committees**

The effectiveness of the KCSC depends on the communication and dialogue of formally established meetings and committees.

#### **4.1.1 *KCSC Regular Meetings***

There shall be at least ten (10) Committee meetings every school year. It is recommended that a schedule of meetings be established after the Annual General Assembly. The date of the meetings will be scheduled on a regular-occurring day of the month so that Members can plan to be there.

#### **4.1.2 *KCSC Special/Urgent Meetings***

Special or consultation meetings of the Committee can be held anytime as needed provided an invitation of such a meeting is given to every member of the KCSC by email, telephone or in-person. Quorum must be reached if a decision is required. No error or omission on giving notice of any meeting shall invalidate such meeting.

Any three committee members can call a special meeting. The members must state the reason for the meeting and sign a letter of request by email/mail to the Chair. All required meeting procedures (as described in section 4.2) are to be followed.

Unscheduled or special meetings of the Committee may be held at any time determined by the Members if an email and text message is sent to all members of the Committee and to the Directors. If required, a notice will be sent prior to the meeting.

Special meetings are considered as formal Committee meetings that require a quorum. The Members may decide to hold as many special meetings as necessary, to discuss and deliberate on urgent matters.

Ex-officio members attend the regular meetings of the KCSC and can attend special meetings on request. However, they are not included in the decision-making process.

All efforts must be made to hold monthly and special meetings of the KCSC, or meetings with individuals outside the KCSC table, at the offices of the KEC or other public places.

#### **4.1.3 Annual General Meeting**

The Committee is required to convene an annual general meeting of the parents/guardians of Kahnawà:ke students at which the Directors are required to provide an annual general report and audit to the parents/guardians, families and community attending.

The Annual General Assembly Meeting must be held in the Fall. The majority of parents/guardians present at the meeting will decide on the business at hand. At this general meeting, elections, or by-elections, may be held for KCSC representatives.

The agenda for each Annual General Assembly meeting may include the KCSC Report, KEC Directors Reports and School Reports.

The agenda for the meeting should be published with the notice of the meeting two-weeks prior so that parents/guardians, family and community are aware of the business to be discussed and can make themselves present for topics of concern or interest.

The Directors and any KEC staff may be required attend the Mid-Year School Meeting with the parents/guardians of the three Kahnawà:ke schools.

#### **4.1.4 Mid-Year School Meeting**

An annual meeting may be held in mid-year to hold discussion with parents/guardians on planning for Kahnawà:ke Schools. Although quorum is not required for this meeting, parents/guardians of students attending Kateri School, Karonhiànonhnha School and Kahnawà:ke Survival School should be encouraged to attend due to the importance of providing input into the

planning and direction of school programming. At this time, any unfilled seats for In-School Committees may be announced to solicit more members.

The agenda for the Mid-Year School Meeting will be set in collaboration with the Director of Education and the School Principals. This is an opportunity to discuss, reflect and plan with parents/guardians the future direction of the schools in Kahnawà:ke.

#### **4.1.5 Parent and Consultation Meetings**

The KCSC, through quorum of the committee, shall have the power to call, at any time, a general meeting of the parents/guardians for specific business or to consult on an issue. At all meetings of parents/guardians, every decision shall be determined by a majority plus one of votes of the parents/guardians present unless otherwise specifically provided in the By-laws.

The KCSC is required to call a special general meeting of parents/guardians on receipt of a written request for a meeting. The written request must contain the signatures and phone numbers of the parents/guardians making the request.

Notices of meetings of parents/guardians must be provided in accordance with the by-laws to the following persons:

- each parent entitled to vote;
- each KCSC Member; and
- the KEC Directors

Written notice and an agenda of the time and place of a meeting of parents/guardians should be given to all parents/guardians on the KEC Nominal Roll by email with documents as well as through community media at least two weeks in advance of the date of the meeting.

Written notice shall also be posted on the KEC website and at the Kahnawà:ke Education Center in a conspicuous location, and in various other services throughout the community. No error or omission on giving notice of any annual or general meeting of parents/guardians will annul such meeting. The Committee may decide to contract an outside Facilitator for a parents/guardians' meeting, so the Committee members may fully participate

in the meeting discussions. If the Committee does not appoint an outside Facilitator, then the Chair or Vice-Chair of the Committee would chair the meeting.

#### **4.1.6 *Standing Committees***

Standing committees are usually permanent parts of the committee's structure and are important to the ongoing operations of the KCSC. There are currently five KCSC Standing Committees:

- ❖ Standing Committee for Strategic and Operational Planning
- ❖ Standing Committee on Finance
- ❖ Standing Committee on Director Supervision
- ❖ Standing Committee on Curriculum
- ❖ Standing Committee on Dispute Resolution

Terms of Reference for the Standing Committees are in the Appendices of this Manual. For Standing Committees, where there is a need for technical expertise, Ex-Officio Members can be appointed from the community.

#### **4.1.7 *Ad Hoc Committees***

The KCSC may appoint Ad Hoc Committees as needed. Ad Hoc Committees may be formed for any number of reasons including but not limited to the following:

- ❖ Research
- ❖ Consultation
- ❖ Policy and procedure development
- ❖ Grievance

The Ad Hoc Committees must have a written mandate with clear terms reference for all participants, including deadlines to be met and the duration of the committee. The committees may be composed of KCSC members, staff or other individuals as required.

#### **4.1.8 *Consultation Stakeholder Meetings***

The KCSC may call Special KCSC Consultation Meetings with parents/guardians, employees and other Community Members during the school year.

#### **4.1.9 *Advisory Committee***

The KCSC may invite Advisors. They may be: KCSC Alumni Members, Elders, Community Members or Special Advisors to form an Advisory Committee for the KCSC. The KCSC will have the flexibility to ask their advice and experience or request support whenever needed. The members of the Advisory Committee must adhere to the HR Code of Respect, receive an Orientation and follow the Terms of Reference for the Advisory Committee.

Any KCSC Alumni may be asked to participate as a technical advisor. The KCSC can offer an honorarium to Elders/volunteers who support and assist in an advisory capacity as per official KEC honorarium schedule subject to budgetary availability.

### **4.2 Procedural Requirements for KCSC Meetings**

#### **4.2.1 *Quorum***

The majority of members plus one of the KCSC constitutes quorum for Committee meetings. Therefore, for 12 members, quorum is seven members. At the table's discretion, quorum can be raised to 75% or nine members if the table feels that the issue required feedback from more Members.

At the beginning of a meeting, if there is no quorum, Members who are present will decide whether to continue with an informal discussion or to adjourn. However, under no circumstances can any decision of the Committee be made without quorum. If agreed upon the table, quorum can be reached by technical means.

#### **4.2.2 *Participation by Electronic Means***

Should all the members consent, either generally or for a particular meeting, a member may participate in a meeting of the Committee or one of its committees, by technological means, particularly by teleconference or videoconference, permitting all the participants to communicate orally amongst themselves. The member participating by technical means is said to have attended the meeting.

#### **4.2.3 *Exception for less than Quorum***

##### **A. Conflict of Interest**

Since there are specific conflict of interest guidelines in this Manual, it is possible that although there was quorum at the beginning of a meeting, that there would be less than quorum for a decision to be taken. In such circumstances, on a matter in which a member has expressed having a conflict of interest, the Committee can make a decision with less than quorum.

However, a decision taken with less than quorum would still require consensus. It must be stated in the minutes that the decision was taken in the absence of a member(s) due to conflict of interest.

##### **B. Early Departure**

If quorum is lost during a meeting due to an early departure by a member, the members remaining in attendance would have the option to make decision(s) concerning agenda items and follow up via email to seek the approval/decision of those who had to depart.

#### **4.2.4 *In-camera Session***

Should the nature of the agenda require a particular discretion, then the Committee may opt for an in-camera session for part of the meeting. This is done through a motion from one of the Committee Members addressed to the chair.

An in-camera session is open only to the KCSC members, and minutes are not recorded for this part of the meeting. Therefore, any decisions stemming from discussions during an in-camera session are tabled during the regular meeting.

#### **4.2.5 *Notice of Monthly Meetings***

The Chair will develop the agenda for the monthly meetings in consultation with the Directors. The agenda and supporting documentation will be circulated prior to the scheduled meeting. Any member wishing to add items to the agenda under Varia may do so at the start of the meeting before the agenda is approved.

Where possible, any KCSC Member not able to attend should advise the Administrative Support at least 24 hours in advance to ensure that there will be quorum for the meeting.

#### **4.2.6 *Signatures on Resolutions Outside of a Meeting***

Resolutions can only be signed outside of meetings with the provision that all members have been given notice of the decision to be taken, have reached quorum, and decided by consensus. The decision must be printed and signed by quorum and entered into the Minute Log before the resolution can be signed.

#### **4.2.7 *Chair of Meeting***

The Chair, or the Vice-Chair, or another designated Member will facilitate and chair regular and special meetings of the Committee.

#### **4.2.8 *Agenda for Monthly Meetings***

The meeting Agenda is read at the beginning of each meeting for approval by the Committee Members attending. Members can decide to exclude items from the agenda before it is approved. Additions are added to the agenda under Varia before it is approved.

#### **4.2.9 *Conflict of Interest for Agenda Item***

A Member is obliged to declare a conflict of interest with an item on the agenda when the agenda is read at the beginning of the meeting.

#### **4.2.10 *Minutes of the Meetings***

The Chair should work in partnership with the minute taker. Only a summary of the discussion, and any actual decisions should be noted down, and not the details of the discussions. The Chair will ensure that the minute taker records the minutes of each meeting and that the approved minutes are entered into a Minute Book.

The completed Minutes should be sent out to the members for review. They are read beforehand, approved at the following meeting, then dated and signed by the Secretary/Archivist/Communication Officer on behalf of the Members.



The Committee will document its regular decisions as a Motion to show approval or disapproval of an item of business. The motions are written in the minutes and should state if there was consensus or not. If a decision was not achieved by consensus.

#### ***4.2.11 Follow-Up Items***

The listing of follow-up items / decisions must be sent out almost immediately following a KCSC Monthly Meeting to the KEC Directors and KCSC. The list of Follow Up Items/Decisions should be ongoing throughout the meeting and recorded by the Minute Taker both in the minutes and on a separate form. The list must be given to the Chairperson at the end of the meeting to ensure follow-up of these items.

#### ***4.2.12 Members/Directors Step Out***

When members or Directors are required to step out of the meeting, they are not party to the discussions held; however, they are entitled to know of the decisions taken. Therefore, when members or directors are required to step out, the minute taker must be careful to record only the decision taken. As such, members or Directors can receive a copy of the minutes sent out as usual.

#### ***4.2.13 Resolutions***

Any formal decisions requiring quorum could be made in the form of a written Resolution. Such Resolutions would be published at the KEC and on the website. The following issues are examples whereby a resolution should be drafted, including but not limited to:

- ❖ Any major issues that may affect the entire KEC will not only require a resolution but a complete consultation with students, parents/guardians and community,
- ❖ Any decisions affecting KEC/KCSC lands and/or capital,
- ❖ Legislation, policy and procedures,
- ❖ Audit and budget, and;
- ❖ Authorizing spending authority for all KEC staff

To be able to locate or to refer to KCSC resolutions in other documents, it will be necessary for the Committee to maintain a numbering system for its resolutions. The numbering system must provide a code for the year of issue for greater ease of reference.

#### ***4.2.14 Deliberations***

Each member of the Committee will have equal voice at all meetings. The Committee will make decisions by consensus.

#### ***4.2.15 Decisions as Motions***

When a subject requires deliberation by the Members, a clear motion, including specific reasons and motives must be formulated so that the Members can deliberate. The motion should be recorded in the minutes with the names of the mover and seconder.

Only KCSC Members will have the right and privilege to submit a motion, to second a motion, and to deliberate at a formal meeting. Hence, the ex-officio members or guests cannot make a motion or second a motion at the meetings.

#### ***4.2.16 Presenting Issues for Deliberation by KCSC***

Business items presented to the KCSC from staff, or a working committee with a recommendation for a decision, should be preceded by a motion presented by a Committee member. This will enable the Committee members to understand the reason for the presentation and to be able to ask specific questions.

Once the motion is presented, then the presentation of the issue is made, discussion held, and once all the members have sufficient information, the motion can be deliberated. If there is not enough sufficient information provided, a decision may not take place at this meeting and will be deferred.

Anyone not a member of the KCSC must make a written request 30 days in advance of a meeting of the KCSC to be on the agenda to present an issue.

#### ***4.2.17 Issues Regarding Data Research Requests***

A policy on research related to students on the nominal roll will be developed to assist the administration and the committee to filter research requests. Requests to conduct research are sent in writing to the KCSC Chair, with a copy to the Director of Education, before presentation to the KCSC.

The Chair will consult with the Director of Education to ensure that the research request meets the requirements outlined in the policy.

If the research meets the requirements as confirmed by the Director and the Chair, the KCSC table will address the request at a meeting or through correspondence with the Committee members.

#### ***4.2.18 Decisions Requiring More than Majority Members***

Some decisions of the KCSC have great importance for the education system and as such require more than a majority member decision of the Committee. The following items require consensus with at least two-thirds of the Members of the Committee:

- ❖ Budget approval;
- ❖ Strategic plan approval;
- ❖ Approval to post Director position;
- ❖ Dismissal of a Director;
- ❖ Making or changes to rules and regulations that effect program or service delivery to students;
- ❖ Revisiting old business to reverse a decision;
- ❖ Dismissal of a Committee member;
- ❖ Interim changes to a by-law pending parental approval;
- ❖ KERA – major decisions to always go back to the parents for approval at Annual General Assembly (AGA).

#### ***4.2.19 Impact Issues for General Meeting of Parents***

Actions or recommendations for action that would have a major impact on the Kahnawà:ke Education System will be decided by the parents and guardians of the elementary and secondary schools in a duly regulated public decision process. Where the major issue relates to the post-secondary education program, the post-secondary students will also be included in the public decision process.

As stipulated in KERA, the following issues of major impact must be addressed in a general meeting of parents:

- ❖ The creation of a new school or the closure of an existing school or complete school project;
- ❖ Transaction to construct, purchase or the disposal of fixed assets, such as land and buildings, the value of which exceeds \$1,000,000;
- ❖ Financial arrangements with any third party that exceeds \$1,000,000 other than for cost of tuition to Québec public or private schools;
- ❖ Cancellation or reduction of funding for students attending schools outside of the Kahnawà:ke school system;
- ❖ Charging of tuition fees for regular instruction of Kahnawà:ke students in Kahnawà:ke schools;
- ❖ Any other issue that the Kahnawà:ke Combined Schools Committee considers to be of major significance in its effect on the community school system.

The procedures for holding parent meetings are provided in section 4.1.5.

#### ***4.2.20 Reversing Decisions***

If a member wishes to change his/her mind and reverse a decision, and the type of decision is not included in the list in the Decisions Requiring More than Majority Members then a quorum of members can agree to revisit the decision.

However, if revisiting the decision will have a major impact on the organization or the type of decision is one that is included in the Decisions Requiring More than Majority Members then it is necessary that two-thirds of the Committee be present and agree by consensus to revisit the decision. The two-thirds committee membership present must include at least one person who made the previous decision.

#### ***4.2.21 Agenda Framework for Meetings***

All regular meetings will proceed using the following arrangement where applicable but not necessarily in the same order:

- ❖ Opening
- ❖ Reading of Vision and Mission

- ❖ Approval and Additions to Agenda
- ❖ Approval and Corrections of Minutes of Previous Meeting
- ❖ Decision Items
- ❖ Old Business & Follow Up
- ❖ Reports
- ❖ Correspondence
- ❖ New Business
- ❖ Open Discussion
- ❖ Plan Agenda and Date for Next Meeting
- ❖ Adjournment
- ❖ Closing

#### ***4.2.22 Rules of Order***

When questions of procedure cannot be resolved, the Procedural Manual should be consulted. If there are technical items that are not addressed in the Procedural Manual, then the Manual should be amended to include the procedure following the process outlined for amending legislation.

### **4.3 Requirements for Replacing Committee Members**

The positions of members of the Committee may be vacated because of a resignation, a resolution dismissing the member, expiration of the term of office, or ineligibility to sit on the committee due to a change in circumstances.

#### ***4.3.1 Eligible Candidates***

A Member of the Committee must meet one of the following qualifications to be elected to the KCSC:

- ❖ All seats must be filled by Onkwehon:we either residing in Kahnawà:ke or having familial ties with the community
- ❖ Be a parent/guardian of a student attending Kateri, Karonhiànonhnha or Survival School, or an outside school funded by KEC
- ❖ A parent of a postsecondary student under 18 years
- ❖ A postsecondary student who is 18 years or older
- ❖ Not be an employee of the Kahnawà:ke Education Center or have a tender contract with the KEC
- ❖ Be appointed by the Longhouse, for Longhouse reps

#### **4.3.2 Resignation of a Member**

A member of the Committee may resign from his/her position in writing by email or regular letter. The written resignation of a Member is addressed to the Chair, who, where feasible, would send a copy to the group of parents/guardians that he/she represents. The group would decide on an election or a temporary replacement whenever possible.

#### **4.3.3 Dismissal of Member**

Under specific circumstances that compromise the nature of the Committee's mandate and its credibility, the KCSC can vote to dismiss one of its members. Dismissal from office by the Committee may be proposed, among other grounds, because of:

- ❖ Misuse of KCSC funds or property;
- ❖ Conflict of interest;
- ❖ Unsuitable conduct or lack of professionalism towards members, parents/guardians or staff; including but not limited to violence, harassment or issuing threat or a violation of the KCSC Code of Respect;
- ❖ A member has missed more than 50% of all duly convened committee meetings that require quorum or include training;
- ❖ In violation of the KCSC/KEC legislation, policies and procedures.

The process will include three written warnings on conduct violations. All steps must be taken, and dismissal is considered as a last result and must be deemed extenuating circumstances. The constituency will be notified of the need for a replacement process to fill the vacancy.

#### **4.3.4 Member No Longer Eligible**

If a sitting Member of the KCSC loses their eligibility to represent their constituency because, for example, their child changes school, the Chair would send a letter to the constituency to request that they fill the vacancy. If a replacement is not found, a temporary replacement can be appointed until the position is officially filled by election or selection.

If a seat remains vacant, the previous member would be encouraged to continue in their seat until a replacement is found. All efforts are to be made to ensure that all seats are filled at all times.

#### **4.3.5 Resolution for Dismissal**

A decision made by the KCSC for the dismissal of one of its Members is taken by consensus in the form of a resolution. There must be two thirds of the KCSC members present at a duly convened meeting, and for which notice indicated that the proposed resolution is to be on the agenda.

#### **4.3.6 Absence**

The KCSC Administrative Assistant must keep an attendance log of the KCSC members. When a member is absent from 40% of all KCSC duly convened meetings, a letter should be sent reminding them of the need to attend; nevertheless, a Member who will be absent from a KCSC meeting for valid reason should send an email to the Administrative Assistant of the KCSC.

In the case of a prolonged absence for valid reason of one month or more, the Member is required to submit a letter to the KCSC addressed to the Chair explaining the reason for his/her absence. The committee can then deliberate how to act accordingly.

#### **4.3.7 Replacement of Members**

In the absence of a Member who has left the Committee, or a vacancy, the KCSC may

- ❖ For KCSC In-School Representatives, the Principal would work with the In-School Committee representatives and the KCSC to ensure there is a full canvass of the school-wide parent population of the school to fill the seat which must be passed at an In-School Committee meeting.
- ❖ For Longhouse seats, the Longhouse would appoint a replacement.
- ❖ For outside schools or general community seats, hold an election either at an Annual General Assembly or a general meeting called for that purpose, or wait for the next election cycle according to the term of office of the position to be filled.

#### **4.3.8 Declaration of Vacancy**

If a position on the KCSC is vacated, the KCSC will declare the position(s) open for election either by the Parent and Family School Council that this

position represents, or by parents/guardians, family and community at an election meeting or for replacement by the Longhouse. By-elections may also be held at the KCSC Mid-Year Meeting.

In all cases, a minimum of two weeks' notice must be given prior to an election meeting. Except for dismissal, incumbents should remain in place until replacements are elected, or are appointed by the Longhouse.

#### **4.3.9 Election Committee**

The KCSC will put in place an Ad Hoc Election Committee to oversee the process. Members of this committee must be at arm's length from participating in the KCSC elections. General Terms of Reference for Ad Hoc Committees are provided in the appendices.

#### **4.3.10 Electoral Officers**

The KCSC must seek and appoint one electoral officer when conducting an election for the general and or community seat(s). An electoral officer cannot be an employee of the KEC and cannot have a child on the nominal roll and or a parent of a student of a post-secondary of minor age.

The role of the electoral officer to be determined.

#### **4.3.11 Commitment of Eligible Candidates for Elected Positions**

Those applying a KCSC position must be willing and ready to remain committed to participate in the Committee's activities for the duration of their respective mandate. They should be ready to attend the scheduled meetings and be available to discharge their duties as Members of the Kahnawà:ke Combined Schools Committee.

#### **4.3.12 Reapplying for a Position**

The incumbent holding a position on the KCSC whose term has legally expired, is entitled to seek nomination as a candidate for another term on the Committee.

#### **4.3.13 Acclamation**

An election by acclamation is declared if only one eligible candidate applies for any given position.



#### **4.3.14 Elections**

If there is more than one eligible applicant, then an election will be held at an In-School Committee meeting for any of the six KEC school reps; or during an annual or election meeting for any of the two outside and two general seats. The Election Committee would oversee the election process during an annual or election meeting.

#### **4.3.14 Appointments**

The two Longhouse representatives will be appointed or reconfirmed by their respective longhouses. Representative does not have to have a child on the nominal roll.

#### **4.3.15 Eligible Voters**

To be eligible to participate in the election of Members of the KCSC, all voters must be Onkwehon:we and have a child on the nominal roll.

#### **4.3.15 Votes**

There is only one vote allotted for each eligible voter. Proxy votes are not permitted. Voting will take place by secret ballot.

#### **4.3.16 Tie Vote**

In the case of a tie vote between the two candidates, there would be a second round of voting between these two candidates only. The candidates would be asked to briefly address the members on their candidacy, followed by a second round of votes held through secret ballot.

#### **4.3.17 Notice of Results**

The KCSC will send out a notice to the community of the results of the election within seven days.

#### **4.3.18 Appeal by Candidates**

Only a candidate may lodge an appeal regarding the election process to the KCSC who will ask the Independent Resolution Process to investigate the procedures followed by the KCSC Election Committee in this matter. Details concerning the Independent Resolution Process can be found in the Appendices.

An appeal can be lodged if a candidate believes that he or she has reasonable grounds

#### ***4.3.19 Notice of Appeal***

A Notice of Appeal must be filed within ten calendar days following the election. The decision regarding the appeal must be rendered no later than thirty days from the date of the appeal.

If an appeal is lodged, then the newly elected candidate cannot take office until the appeal is settled. In this case, the incumbent remains in office until a decision has been taken, and, if necessary, until a new election has been held.

#### ***4.3.20 Decision on the Appeal***

After due consideration, and evidence from both sides, the Independent Resolution Process will render its decision on the appeal. The decision may require that a new election process be held. Notwithstanding the results of the decision, the decision of the Independent Resolution Process regarding the appeal will be considered final.

### **4.4. Requirements for Operational Controls**

#### ***4.4.1 Execution of Documents***

Contracts, documents that have been prior approved by quorum, or any instruments in writing requiring the signature of the KCSC, will be signed by any two officers, and or two KCSC members appointed by the KCSC, or according to a resolution of the KCSC. All contracts, documents and instruments in writing so signed shall be binding upon the Committee without any further authorization or formality provided Members have seen them in a meeting.

#### ***4.4.2 Signing Authority***

Signing authority for most documents and contracts will include the signature of the Chair, or Vice-Chair in his/her absence, and one other officer of the KCSC such as the secretary. A resolution regarding signatures for the execution of formal documents will be made either at the same meeting of the

Committee in which the KCSC officers are selected or as required in Section 4.4.4.

#### **4.4.3 Minutes, Books and Records**

The Committee shall see that all necessary books and records of the KCSC, required by the by-laws or by any applicable law, are regularly and properly kept. These records are locked at the head office of the KCSC under the responsibility of the Administrative Assistant of the KCSC.

#### **4.4.4 Monitoring**

The KCSC has the responsibility to work in partnership with the Directors to oversee the programs, services, activities and finances of the Kahnawà:ke Education Center. Normally this involves reviewing regular reports on the key aspects of the organization including finances, and in setting policy. It does not involve the day-to-day operations, which are the responsibility of the Directors.

The KCSC monitors through the activities of the following:

- ❖ Standing Committee on Finance,
- ❖ Standing Committee on Director Supervision,
- ❖ Strategic and Operational Planning Standing Committee,
- ❖ Standing Committee for Curriculum, and;
- ❖ Standing Committee for Independent Resolution.

#### **4.4.5 Amendments to KCSC Legislation and Governance Manual**

Subject to the Constitution, the KCSC may by resolution, make, amend or repeal any By-laws that regulate the activities or affairs of the KCSC. Any such by-law, amendment or repeal shall be effective from the date of the resolution of the Committee until the next Annual General Assembly of parents/guardians where it may be adopted, rejected or amended by the parents/guardians by ordinary resolution.

The proposed changes to the By-Law(s) must be provided to the stakeholders in written notice at least two weeks before the Annual General Assembly as per the Constitution.

Adopted amendments to the By-Laws will be made available to the public via email, posted on the KEC website/Facebook pages and/or letter to parents with students on the nominal roll two weeks after the Assembly.

Any proposed changes to the education legislation and Governance Manual of the KCSC cannot be enacted until a majority of parents/guardians has ratified them in attendance at an AGA or general meeting called for that purpose.

The proposed changes to the education legislation and Governance Manual must be provided to the parents/guardians in written notice at least three weeks before the AGA or general meeting at which the changes will be ratified.

If proposed and no changes are recommended, amendments to the education legislation and Governance Manual will be published electronically or website for all parents/guardians two weeks after being adopted.

If proposed and a major revision is requested, a second draft must be brought back to the people and ratified.

## **4.5 Requirements for Training**

### **4.5.1 *Orientation Process***

A veteran member of the Committee will be appointed to provide an orientation session to the new members. For an orientation, new members are provided with a binder that includes all KCSC legislation, policies and procedures, History of Education in Kahnawà:ke and the Tsi Niionkwarihó:ten Philosophy. The KCSC is responsible to provide mandatory training to all new members to prepare them to fulfil their roles.

### **4.5.2 *Training for Participation on Standing Committees***

All KCSC members are required to take any training that will increase their proficiency in committee business. KCSC members who volunteer for a Standing Committee are required to receive an orientation and training specific to that Standing Committee before sitting on the committee.

A sit-down review followed by a question and answer period will also be provided to new KCSC members.

The orientation will include an orientation on the process of consensus.

# **SECTION 2 – KCSC GOVERNANCE POLICIES**

## **5.0 POLICY ON FINANCIAL ADMINISTRATION**

### **5.1 Policy Statement**

The KCSC is committed to maintaining a financially sound organization that is transparent and accountable.

### **5.2 Application**

This policy applies to members of the KCSC and all KEC staff.

### **5.3 Fiscal Year**

The fiscal year of the KCSC shall be April 1 to March 31. The school year will operate from July 1 to June 30.

#### **5.3.1 Policy Requirement**

- ❖ The financial administration will comply with accepted principles of accounting.
- ❖ The programs and services will meet reporting requirements of the funding agreements with Indigenous and Northern Affairs Canada (INAC), as a minimum.
- ❖ Required to submit an annual audit.
- ❖ Publish an annual report to be presented at the KCSC/KEC Annual General Assembly.

#### **5.3.2 Remuneration**

The members of the Committee shall serve as such without any direct remuneration for being a member, and no member of KCSC shall directly or indirectly receive any profit or advantage from his/her position as such. A member of the Committee may be paid reasonable expenses incurred by him/her in the performance of his/her duties or an honorarium because of wages lost due to missing work. Expenses are paid according to KEC policies.

#### **5.3.3 Accountability and Working Relationships**

The Director of Finance and Administration remains accountable to the KCSC via the Standing Committee on Directors' Supervision Committee. The financial accountability of the Director of Finance and Administration is aligned with KERA in these areas:

- ❖ Financial responsibility
- ❖ Budgeting
- ❖ Allocation of resources
- ❖ Accounting and reporting
- ❖ Investment

Individual committee members do **not** have the authority to provide directives to the Directors or to their staff. The KCSC Standing Committee on Director Supervision provides recommendations and guidance to the Directors.

Efforts must be made to maintain a working partnership between the Director of Finance and Administration and the members of the KCSC. It is at this level that the role of parents/guardians flows into the organization.

The KCSC will establish a Standing Committee on Finance composed of two KCSC Members for which the KCSC Treasurer will be the lead.

#### **5.3.4 *Borrowing Money***

The Kahnawà:ke Education Responsibility Act authorizes the KCSC to borrow money on occasion for Operations and Capital with a total debit of no more than one million Canadian dollars. This would be under the recommendation of the Standing Committee on Finance and the Director of Finance and Administration.

#### **5.3.5 *Loans to KCSC Members***

The KCSC must **not** lend any of its assets to any member of the committee. If any such loan of equipment or monetary resources is made, the members of the KCSC who make such loans, or agree to it, are jointly and severally liable for their repayment or return.

#### **5.3.6 *Property Administration***

The Kahnawà:ke Education Responsibility Act authorizes the KSCS to do the following:

- ❖ acquire, renovate, build or lease such moveable and immoveable properties, that is, buildings and lands, SSL, anywhere as required to carry out its activities



- ❖ determine the use of such property, including lease to another party; and,
- ❖ obtain insurance on property in whole or in part, in partnership with the Director of Finance and Administration who will administer such transactions

All major lands transactions must be subject to consultation and approved by the general parent body.

#### **5.3.7 New Projects**

During the year, if the Director of Finance and Administration, or the Director of Education wishes to direct funds to new projects, for which no provisions were made under the approved budget. The Director of Finance and Administration will then be required to present possible alternatives for funding to the Standing Committee on Finance. The Standing Committee on Finance will then make recommendations to the KCSC who retain final decision authority. Such alternatives will respect the commitments made so far under the budget and the operational plan.

#### **5.3.8 Capital Projects**

It is essential that the students, parents/guardians and KEC staff have input in the development of all capital projects.

- ❖ All capital projects and or renovations with a budget over \$200K must be first presented to the KCSC Standing Committee on Finance who will then make recommendations to the KCSC who retain final decision authority.
- ❖ In the event that the KCSC Standing Committee on Finance is not functioning, capital projects over \$200K must be brought to KCSC for approval.
- ❖ Once a capital project and or renovation is approved, it must be brought back to the KCSC Capital Sub-Committee who will in partnership with Director of Finance and Administration and the Director of Education review, assess and make recommendations on issues including the location, partnerships and contracts with architects regarding the project all to be brought back to the KCSC who will retain final decision authority.

### **5.3.9 Banking**

The KCSC will choose a banking institution for education monies is made by KCSC in partnership with the Director of Finance and Administration, and the Standing Committee on Finance.

On the recommendation of the Standing Committee on Finance, the KCSC must make a resolution establishing the approved names to have signing authority at the bank.

## **5.4 Hiring**

Prior to declaring any totally new position, the Director of Finance and Administration, in consultation of the Director of Education must inform the members of the KCSC of the following, for their approval:

- ❖ Rationale for the need of a hiring process
- ❖ Written confirmation of funding, either by a funding agency or according to approved budgets

### **5.4.1 Roles and Responsibilities**

#### **Director of Education:**

See most current job description

As a senior director of Kahnawake Education Center, the Director of Education, in conjunction with the Director of Finance and Administration, ensures that the Kahnawà:ke Education Center (KEC) provides holistic, inclusive and culturally appropriate education programs, services and resources to the stakeholders within the community (administrators, teachers, students, support staff, parents and community.)

The main purpose of the Director of Education role is to develop and oversee the highest standards possible in all Kahnawà:ke Schools, supporting all students to excel to their full academic and personal potential. The Director of Education leads the development of pedagogy for all schools ensuring the oversight and development of a program of study that supports student success in core and cultural competencies. (In accordance with the job description)

### **Director of Finance & Administration:**

See most current job description

Reporting to the Board of Directors, KCSC, the Director of Finance and Administration, alongside the Director of Education, is responsible for leading and managing all operations and personnel within KEC. The position is responsible for leading and directing strategy in relation to KEC financial operations, communications, facilities, information technology and human resource management functions. (In accordance with the job description)

#### ***5.4.2 Standing Committee on Finance***

- ❖ Meets a minimum of four times a year
- ❖ Reviews annual budget before its presentation to KCSC
- ❖ Works with the Director of Finance and Administration on an as-needed basis to ensure sound financial management of the KEC. See attached Terms of Reference in Appendix 2
- ❖ Recommends to the KCSC the retention of an auditing firm, in partnership with Director of Finance and Administration
- ❖ Makes recommendations on alternatives for new projects to the KCSC
- ❖ Reviews financial policies on the following areas:
  - asset management
  - budgeting and reporting
  - standards for procurement management and tendering
  - travel

#### ***5.4.3 Director of Finance and Administration***

- ❖ Presents annual budget to KCSC
- ❖ With Standing Committee on Finance, ensures sound financial management of the KEC. See attached Terms of Reference in Appendix 2
- ❖ Presents possible alternatives for funding of new projects to the Standing Committee on Finance
- ❖ Tables for review the financial reports at KCSC meetings

### **5.5 Monitoring and Contravention**

Using the Five Year Review, the Strategic and Operational Plans, Parent Consultation, the Annual Audit, Formal and Informal evaluations and

observations, the Standing Committee on Director Supervision shall encourage and monitor the growth and development of the Director of Education and the Director of Finance and Administration. The following monitoring mechanisms will measure compliance with this policy:

- ❖ The Five Year Review, Parent Feedback/Consultation, the Strategic and Operational Plans are what drive performance objectives and work plans of both the Director of Finance and Administration and the Director of Education. These performance goals will become the basis of the annual performance evaluation for the Directors, and the final version will be tabled with the KCSC.
- ❖ Evaluation of the Director of Finance and Administration in cooperation with the Standing Committee on Finance and Human Resources. The KCSC Standing Committee on Director Supervision responsible for undertaking the annual performance evaluation of the Director of Finance and Administration.
- ❖ Review of evaluation reports by the Directors' Supervisory Committee with the Director and discuss any follow up actions indicated by the results. The ultimate decision on the evaluation rests with the Standing Committee on Director Supervision, and only a summary of the report on the Director's evaluation will be shared with the full table.
- ❖ Retention of an auditing firm to audit the financial statements of the Kahnawà:ke Education Center. The contract for the auditing firm would be reviewed by the Standing Committee on Finance before it is approved at a KCSC meeting. The auditors who are hired cannot be related to any Member of the KCSC or to the Directors of the Kahnawà:ke Education Center.
- ❖ A comprehensive report on line-by-line details of financial strengths and weaknesses presented at a special meeting of the KCSC prior to its approval of the audited financial statements.
- ❖ After review with the Standing Committee on Finance, the presentation of an annual budget to the KCSC before the beginning of March of each year. Any expenditures or additional revenues not covered in the annual budget, or any other changes to the budget must be presented to the KCSC for prior approval before being authorized.
- ❖ Activity reports submitted by the Director of Finance and Administration before the monthly KCSC meeting and circulated to members seven

calendar days before the meeting, reviewed and approved to assess the results achieved to date. These reports will update the Committee on the finance and administration of the Kahnawà:ke Education Center and other operational concerns, such as the status of buildings and land holdings. The updates will assist other functions of the Committee in overall evaluations and accountability.

- ❖ For property projects in the conceptual phase, presentation to the KCSC for further review and investigation before going further.

The KCSC has particular responsibility to review the financial reports as tabled by the Director of Finance and Administration at each meeting. If a serious financial problem occurs, the KCSC directs the Standing Committee on Finance to work with the Director of Finance and Administration to examine mechanisms to cut back and to control expenditures. The Standing Committee on Finance reports to the KCSC for approval of these mechanisms according to the Terms of Reference.

## **5.6 Directors Performance Management**

The Standing Committee on Directors Supervision will use this document as a guide in supervising the Director of Education and the Director of Finance and Administration.

## **5.7 Legislative Context and Authority**

History of Education in Kahnawà:ke  
Kahnawà:ke Education Responsibility Act  
Terms of Reference for In-School Committees

## **6.0 POLICY ON PARENTAL INVOLVEMENT**

### **6.1 Policy Statement**

The KCSC is committed to involving parents and guardians in realizing the school's mission and in approving operational functions, such as activities, schedules, programs, and detailed policies.

### **6.2 Application**

This policy applies to members of the KCSC and to parents/guardians of students.

### **6.3 Policy Requirements**

#### **6.3.1 *In School Committees***

In-School Committees will work in partnership with the principal and school staff in carrying out the school's mandate, which involves being consulted on KCSC policies,

There are three In-School Committees that are renewed annually at Kateri, Karonhiànonhnha and Survival schools in Kahnawà:ke. They are formed from the parents/guardians of students attending the school, with representation from the principal and some staff.

#### **6.3.2 *Meetings of In-School Committees***

KCSC members can attend In-School Committee meetings as observers, unless they are a parent of that In-School Committee. If a member is a parent, they would participate in the decision.

Grandparents and or family members can attend but cannot make decisions unless they are the guardians.

The KCSC will ensure that all efforts are made to reach the parents when their attendance at meetings low or no attendance. The KCSC represents the parental body and has the authority to make decisions on behalf of the parents

### **6.3.3 Family Engagement and Partnership Policy**

***(To be determined ~ This policy is in development)***

To support this policy, a detailed policy on the involvement of parents/guardians, families, students and community in the Kahnawà:ke Education System will be developed regarding the Parental Involvement Strategy Binder as well as a policy on Volunteerism.

### **6.3.4 Communication Process for Parents/guardians**

***(To be determined ~ This policy is in development)***

The Parental Involvement Strategy Binder outlines the processes for communicating with parents/guardians, and for concerns, consulting and receiving feedback.

### **6.3.5 Parental Capacity Building**

***(To be determined ~ This policy is in development)***

The building of parental capacity in the education of their children and their roles in Kahnawà:ke schools will be detailed in the Parental Involvement Strategy Binder.

## **6.4 Roles and Responsibilities**

***(To be determined ~ This policy is in development)***

## **6.5 Monitoring and Contravention**

***(To be determined ~ This policy is in development)***

Information on monitoring and contravention is currently unavailable.

## **6.6 Legislative Context and Authority**

Terms of Reference for In-School Committee

## **7.0 POLICY ON ETHICAL BEHAVIOUR OF KCSC MEMBERS**

### **7.1 Policy Statement**

The KCSC is committed to the ethical behaviour of its own members based on the best practices for grievances, avoidance of conflict of interest and the acceptable involvement in operations. The *Code of Respect* also governs this policy.

### **7.2 Application**

This policy applies to all members of the KCSC.

### **7.3 Policy Requirements**

#### **7.3.1 Code of Respect**

The *Code of Respect* specifies appropriate, ethical behaviour, confidentiality on human resource issues, and abstention from personal interest to avoid actual or perceived conflicts of interest. A copy of the oath is in Appendix 7 of this Manual.

The members of the KCSC will adopt procedures that ensure ethical conduct, discretion, the necessary confidentiality required by the nature of the committee's business and avoid placing themselves in a situation of conflict of interest.

The *Code of Respect* continues to be binding on the outgoing Members of the KCSC due to the sensitive nature of the information that the Committee manages, and the requirement to maintain confidentiality on human resource issues.

#### **7.3.2 Grievance Between Committee Members**

Any criticism or complaint that a committee member wishes make about the conduct of another member must take place at a committee meeting and in the presence of the concerned member. Remarks should be addressed to the Chair or Vice-Chair who is chairing the meeting. Upon discussion, the matter may be resolved at the same meeting or, if not possible, at the meeting of an Ad Hoc Committee named by both parties to resolve the issue.



### **7.3.3 *Avoiding Involvement in Operations***

Under no circumstances must individual members of the KCSC become involved in operations. The role of the KCSC is to provide policy and direction to the organization, but not to become involved in day-to-day operations.

Individual members of the KCSC should not give directives to the directors. They will thus avoid influencing in any manner or being individually involved for personal reasons in the responsibilities of the directors. Rather, the KCSC members will rely on the policies and organizational structures that have been put in place to shape the general direction of the organization.

Those KCSC members on Standing Committees or Ad Hoc Committees must offer only suggestions. Members must not give directions or be seen as giving them. All decisions must receive equal influence from all members.

### **7.3.4 *Conflict of Interest***

Members of the KCSC must distance themselves from any matter that may be perceived as a personal interest. They must abstain from or participating in any discussion on subjects or matters in which they have or are perceived to have a personal or business interest, or an interest that is related to a direct family member. Once the committee had confirmed a conflict of interest, the member must leave the room and not participate in any discussion on the matter.

No member shall vote for any contract or proposed contract in which he/she is so interested and if he/she does vote, the vote be not counted. Every member of the Committee interested in a contract or a proposed contract with the KCSC must declare their interest. The declaration must be made at the meeting of the committee at which the question of entering into the contract is first discussed, or as soon after as possible. The member must resign their seat if they apply for any tender/proposal.

### **7.3.5 *Perceived Conflict of Interest***

Members of the Committee can also declare that a member is in conflict of interest with an agenda item. A committee member must make a motion to the Chair on the perceived conflict of interest. If the motion is supported by a

consensus of the other members of the committee, the member in question will not be allowed to participate in the discussion or contribute on that item of business.

#### **7.4 Roles and Responsibilities**

KCSC members:

- ❖ Name an Ad Hoc committee to mediate grievances, as necessary
- ❖ Declare any conflicts of interest
- ❖ Restrict operational involvement to offering suggestions

#### **7.5 Monitoring and Contravention**

Contravention of these practices of ethical behaviour will result in the sanction any members of the committee. The sanctions will include the following:

- ❖ A formal communication via email from the KCSC Chairperson
- ❖ A letter from the KCSC
- ❖ A letter informing the constituents of the irregularities of adhering to policy and procedure
- ❖ Dismissal from the KCSC as per Section 4.3.3 of this manual

KCSC members can seek advice from the KCSC Chairperson, Vice-Chairperson, KCSC Grievance Sub-Committee and or the Alternative Dispute Resolution.

#### **7.6 Legislative Context and Authority**

Code of Respect for KCSC

### **8.0 POLICY ON EDUCATIONAL ADMINISTRATION**

#### **8.1 Policy Statement**

The KCSC is committed to maintaining a sound working partnership between itself and the Director of Education. Through this relationship, the role of parents/guardians flows effectively into the organization.

## **8.2 Application**

This policy applies to: All members of the KCSC, students, parents/guardians, community and KEC staff.

## **8.3 Policy Requirements**

The policy requires the following:

- ❖ Strategic planning and annual operational plans
- ❖ A review process for all policies

### **8.3.1 Strategic Planning**

The KCSC via the Standing Committee on Director Supervision in partnership with the Director of Education and the Director of Finance and Administration will initiate and maintain ongoing strategic planning initiatives.

Operational and Strategic Planning ensure the following:

- ❖ Programs and services continue to respond to the education needs of the community.
- ❖ The administrative structure remains effective and efficient.

Members of the Committee are invited to participate with management and staff in developing long-term strategic planning for Education. Members of the Committee participate through the Standing Committee on Strategic and Operational Planning. Terms of Reference are in the appendix.

### **8.3.2 Operational Plan**

The KCSC role is to ensure that both Directors create and maintain Operational planning contributes to this policy by supporting the achievement of the Directors' strategic goals and objectives of the KEC. This operational plan is presented to the KCSC for approval. The Standing Directors Supervisory Committee will monitor its progress.

### **8.3.3 Operational Calendar**

The KCSC via the Standing Committee on Director Supervision in partnership with the Director of Education and the Director of Finance and Administration will create a joint operational calendar which outlines the following:

- ❖ Vacation Days,
- ❖ Holidays,
- ❖ Black-out periods,
- ❖ Report Deadlines,
- ❖ Time sensitive periods, and;
- ❖ Formal & Informal Evaluations.

### **8.3.4 Policy Approval Process**

All policies must be posted for review by stakeholders. Feedback from stakeholders must be considered before the final version is submitted to the KCSC for approval. The final decision on policy approval rests with the KCSC.

Adequate time must be given to the KCSC members to review policies before the date for approval. Members of the KCSC should be invited to sit on Ad Hoc Committees regarding these policies so that they can participate in the discussion and understand the rationale for the terms of the policy.

### **8.3.5 Activity Reports**

The Director of Education should submit his/her activity report before the monthly KCSC meeting and circulated to members seven calendar days before the meeting. The Members should review and approve these activity reports to assess the results achieved to date. This will ensure that the Committee remains updated on the programs, services and operations of the Education Center and the three Kahnawà:ke Schools. This will facilitate other functions of the Committee on overall evaluations and accountability.

### **8.3.6 Standing Committee on Curriculum**

The KCSC will establish a Standing Committee on Curriculum according to the Terms of Reference in appendix. It will be composed of the Curriculum Team Leader, the Director of Education, and three KCSC Members. The Standing Committee on Curriculum will collaborate on the Curriculum for the Kahnawà:ke School System.

## **8.4 Roles and Responsibilities**

### **8.4.1 Director of Education & Director of Finance and Administration**

Consult with each other on the following, before the KCSC approves hiring decisions:

- ❖ Rationale for the need of a hiring process
- ❖ Written confirmation of funding, either by a funding agency or according to approved budgets.

### **8.4.2 KCSC Members**

- ❖ Review and approve the implementation of new policies, or amendments to existing policies governing human, financial, informational and material resources in education.
- ❖ Ensure that the policies adopted are applied uniformly and in a fair and appropriate manner.
- ❖ Maintain a schedule of policy review and approval.

## **8.5 Roles and Responsibilities**

### **8.5.1 KCSC Members**

- ❖ In partnership with the Director of Education, ensure that the programs and services provided achieve the following:
  - meet needs of the students and families they serve
  - meet the requirements of the Legislation
  - are part of the vision of the KEC
  - include student and family involvement
  - fulfil the reporting and general requirements of the funding agreements with First Nations Education Council (FNEC) and Indigenous and Northern Affairs Canada (INAC)
- ❖ Ensure that both Directors create and maintain operational plans

### **8.5.2 Director of Education**

- ❖ Maintains the authority of the Committee to the Education Center (Individual KCSC members do **not** have the authority to provide directives to the Director of Education.)

- ❖ Presents changes to staffing or to the organizational structure of the Education Center, in partnership with the KCSC.
- ❖ As administrator of the Education Center and the three schools, ensures the compliance of staff and all KEC policies and procedures
- ❖ Includes information on the reports to FNEC & INAC in the Directors' monthly report to KCSC
- ❖ With Director of Finance and Administration, collaborates with the KCSC Standing Committee on Director Supervision on their performance goals and work plans for the year by the second week of July

#### **8.5.3 Director of Finance and Administration**

- ❖ With Director of Education, collaborates with the KCSC Standing Committee on Director Supervision on performance goals and work plans for the year by the second week of July

#### **8.5.4 KCSC Directors Supervision Committee**

- ❖ Offers recommendations and guidance to the directors

### **8.6 Monitoring and Contravention**

The following mechanisms monitor the compliance of educational administration with this policy:

- ❖ Independent five-year comprehensive evaluation of the three KEC schools every five years
- ❖ Annual assessment to determine how the strategic plan is working and whether any adjustments need to be made
- ❖ Performance reviews of staff and teachers through performance appraisals by Directors and their respective staff.
- ❖ Annual performance goals and work plans of the Director of Education and the Director of Financial Administration, serving as the basis of the annual performance evaluation for the Directors, and the final version will be tabled with the KCSC.
- ❖ Annual performance review of the Director of Education
- ❖ Procedures in the following areas for the accountability of the Director of Education, aligned with KERA:
  - Curriculum and curriculum Centers

- Strategic planning
- School program regulations
- Program and Service policies
- Evaluation of KEC

## **8.7 Legislative Context and Authority**

Kahnawà:ke Education Responsibility Act (KERA)

# **9.0 POLICY ON ACCESS AND DISCLOSURE**

## **9.1 Policy Statement**

The KCSC is committed to maintaining transparency and accountability to the students, parents/guardians and the community through access of the following information:

- ❖ Highlights of KCSC monthly meetings published on the website
- ❖ The name of each member of the Committee with an indication for each of the date on which his term of office began and ends
- ❖ The most recent annual AGA activity report and summary of audited financial statements
- ❖ A summary of the five-year evaluation
- ❖ Policies and procedures adopted by the Committee concerning programs and services to students and families
- ❖ A summary of all parent consultations
- ❖ The Kahnawà:ke Education Responsibility (KERA), Constitution & By-Laws and the Governance Manual

## **9.2 Application**

This policy applies to: All members of the KCSC, students, parents/guardians, community and KEC staff.

## **9.3 Policy Requirements**

- ❖ Highlights of KCSC monthly meetings published on the website
- ❖ Access by parents/guardians to documents at the Education Center
- ❖ Minutes of KCSC meetings available on the website
- ❖ Excerpts of minutes when requested

- ❖ Access to the minutes book by KCSC members
- ❖ Public consultation and workshops

### **9.3.1 Access to Information**

The parents/guardians can request copies of public documents by completing an access to information request form which is available at the reception of the KEC or under the KCSC section of the KEC website which will be forwarded to the KCSC Administrative Assistant.

The KCSC will be informed at each KCSC Monthly Meeting of requests for access to information. If the policy does not address any irregular requests, they must be brought to the next KCSCS Monthly Meeting for assessment. Other than available standard distribution copies of regular program policies and rules, the parent may have to pay for the photocopies of the documents requested, however, the documents will be furnished within two weeks of the request.

Copies of non-restricted documents or policies would be provided on request within a reasonable delay; however, the parent would be required to pay the cost of the photocopies. Copies of the letters of request would be kept on file.

### **9.3.2 Minutes of KCSC Meetings**

Highlights of the minutes of the KCSC meetings are available via:

- a) On the KEC website under the KCSC link
- b) A hard copy may be request via the KCSC Administrative Assistant

### **9.3.3 Excerpts of Minutes**

Excerpts of the KCSC minutes may be provided by completing an access to information request form which is available at the reception of the KEC or under the KCSC section of the KEC website which will be forwarded to the KCSC Administrative Assistant. Forms can be either hand-delivered or received by email.

The Administrative Assistant of the KCSC will be responsible to ensure that the request to appropriately responded within 30 days.



All Human Resource related situations are of a confidential nature and cannot be accessed at any time.

#### **9.3.4 Access to Minute Book**

Only the KCSC Members shall have a right of access to the record book containing the minutes of the meetings of the KCSC but they cannot take the minute book with them. Members of the KCSC and the two Directors can make an appointment with the Administrative Assistant to review the minutes on site.

#### **9.3.5 Disclosure**

The KCSC must remain totally transparent concerning its governance and provide information to parents/guardians as needed during annual, general or special meetings. In addition, an executive summary of the annual report and audited financial statements must be provided on the KEC website in addition to newsletters and other information provided from time to time. Human Resources (HR) related matters must always remain confidential.

One of the roles of the KCSC Members is to make themselves available to stakeholders and the community if they need information.

#### **9.3.6 Access to Policies**

The KCSC will ensure that, once adopted or modified, all new or amended policies, such as those on operations, management and human resources are accessible to the staff.

#### **9.3.7 Public Consultation or Workshops**

Consultations or workshops should be held with the community on education program and delivery policies that define access and services before they are adopted by the KCSC. The approval of new or amended Program and Service Delivery policies would require that a public notice be issued before their approval or amendment by the KCSC as outlined in previous section.

### **9.4 Roles and Responsibilities of KCSC Members**

- ❖ Adopt a policy on Access of Information for the Education Center Programs and Operations that outlines what information can be

requested by parents/guardians, and what information must remain restricted for reasons of discretion, sensitivity and confidentiality.

#### **9.5 Monitoring and Contravention**

Information on monitoring and contravention is under development.

#### **9.6 Legislative Context and Authority**

Kahnawà:ke Education Responsibility Act (KERA)

#### **9.7 Access to Information by the Directors**

The Director of Education and the Director of Finance and Administration full access to all information related to the KCSC including but not limited to all legislation, policy and minutes by coordinating with the Administrative Assistant of the KCSC.

#### **9.8 Access to Information by the KCSC**

Any person holding a seat on the KCSC has full access to all information related to the KCSC including but not limited to all legislation, policy and minutes by coordinating with the Administrative Assistant of the KCSC.

#### **9.9 Human Relations Issues and Confidentiality**

In keeping with employee's human and legal rights to confidentiality, no information related to Human Resources will be available to the public at any time.

## **10.0 POLICY ON GRIEVANCE**

(See Terms of Reference for the Grievance Ad Hoc Committee in the Appendix)

### **10.1 Policy Statement**

The KCSC is committed to maintaining mechanisms that allow for free expression of concern and or grievance, their effective resolution, and amendment to governance structures.

### **10.2 Application**

This policy applies to: All members of the KCSC, students, parents/guardians, community and KEC staff.

### **10.3 Policy Requirements**

If at any point when a person is working to address a concern and or grievance, they may contact the Human Resources Department at the KEC for clarification and or guidance on how to proceed.

#### ***10.3.1 Letters of Concern and or Grievance from Students, Parents/Guardians & Community***

##### Operational Grievance Procedures:

##### *❖ Step 1 – Verbal Communication*

In the event that a concern and or grievance arises, the person filing with the complaint must address their concern with the person directly involved in the issue.

##### *❖ Step 2 – Written Concern and or Grievance to Immediate Supervisor*

If there continues to be an issue that has not been resolved after addressing a concern and or grievance with the person directly involved in the issue via a verbal communication, an official grievance form must be fully completed, signed and submitted by hand or via Canada Post to the attention of the immediate supervisor of the person directly involved in the issue. The immediate supervisor is responsible for filing the complaint with recommendations in writing within a period of 30 days.

❖ *Step 3 – Written Concern and or Grievance to the Relative Director*

If the issue remains unresolved, after submitting a written concern and or grievance to the immediate supervisor, a written grievance must be submitted to either:

- a) Director of Education who is responsible for anything education related including students, teaching staff, Post-Secondary, curriculum and services.
- b) Director of Finance and Administration is responsible for all finance and administration, that includes human resources and communications.

The Director is responsible to provide a written response with rationale and recommendations to the person filing the complaint within a period of 30 days.

Governance Grievance Procedure:

❖ *Step 4: Written Concern and or Grievance to the Kahnawà:ke Combined Schools Committee (KCSC)*

In the event that a concern and or grievance remains unresolved after passing the above three (3) steps within the operational protocol, the grievance will then be addressed by the KCSC and becomes a governance issue and the following steps can be taken:

1. Complete and sign the official KCSC Grievance form.
2. Submit the official grievance form either by hand or via Canada Post to the attention of the KCSC Administrative Assistant who will provide an email and or letter of acknowledgement to the person who is filing the complaint within 3-business days upon receipt.
3. The KCSC Chairperson will verify the facts related to the grievance and provide a report to the KCSC at the proceeding KCSC Monthly Meeting.
4. The KCSC will review the grievance in its entirety and will strike a KCSC Grievance Ad Hoc Committee who will be responsible to work under the approved Terms of Reference Grievance Ad Hoc Committee.

All operational and governance Grievance forms are available via the KEC website under the KCSC section or they can be collected by hand at the reception of the

KEC.

### **10.3.2 Appeals on Policy Applications**

Grievance and petition cases regarding the terms or application of Education Center program policies must be filed first at an administrative level with the Director of Education, who is concerned with the administrative management of education programs. Efforts must be made at that level to reach a satisfactory solution or compromise.

If all efforts are exhausted without resolving the grievances and petitions at the level of the Director of Education, individual cases may be submitted to the KCSC for a decision.

Alternatively, the KCSC may choose to:

- ❖ Assign the grievance or petition case(s) to the Ad hoc Grievance Committee;
- ❖ Assign the grievance or petition case(s) to the Independent Resolution Process, which will review the matter and make a final decision;
- ❖ Consult an outside legal or technical expert resource or agency who would make a recommendation to the KCSC for their review and decision;

Any petition or grievance submitted to the KCSC must be in a written form and accompanied by a complete file on the efforts made so far without success at the administrative levels of the Education Center.

### **10.3.3 Personnel Grievances from all KEC Employees**

All personnel grievances should be directed to the Human Resources Department. Please refer to the KEC Personnel Policy.

### **10.3.4 Grievances Between KCSC Members**

If a KCSC member wishes to file a grievance against another member, both parties must be present at a duly-convened KCSC meeting. The reason for the grievance must be stated, then determined by both how to proceed. Alternative Dispute Resolution is an option.

### **10.3.5 KCSC Grievance Ad Hoc Committee**

A Grievance Ad Hoc Committee composed of three members of the KCSC will be struck to review complaints from parents/guardians, students and staff regarding disagreements or disputes that cannot be resolved through the regular policies and administrative procedures of the Kahnawà:ke Education Center. The KCSC Grievance Ad Hoc-Committee must always be the last resort after all recourses have been exhausted.

The Terms of Reference of the Grievance Ad Hoc Committee is provided in the appendix to this Manual.

### **10.3.6 Directors' Grievance regarding the KCSC**

#### **❖ Step 1 -Verbal Communication**

In the event that a concern and or grievance arises, the Director with the complaint must address their concern with the person and or Committee directly involved in the issue.

#### **❖ Step 2 – Written Grievance to the KCSC**

If there continues to be an issue that has not been resolved after addressing a concern and or grievance with the person and or Committee directly involved in the issue via a verbal communication, an official Director grievance form must be fully completed, signed and submitted by hand or via Canada Post to the attention of the Chairperson of the KCSC. The Chairperson is responsible to place the grievance on the agenda of the proceeding KCSC Monthly Meeting within a period of 30 days.

In the event that the grievance is not resolved to the satisfaction of the Director, they have the right to appeal to the Independent Resolution Process.

### **10.3.7 Independent Resolution Process**

The KCSC will refer to an Independent Resolution Process when the following is alleged:

1. KCSC has violated their own legislation, policy and or procedures

2. Any grievance filed by either the Director of Education and or the Director of Finance and Administration against the KCSC.

(See Appendices Terms of Reference Independent Resolution Process)

#### **10.3.8 Independent Resolution Process Constituency**

The Independent Resolution Process constituency will be made up of a body of three (3) or five (5) volunteers whereby both parties who are involved in the dispute will agree by consensus on who the committee will be.

A minimum of one (1) member of the panel must possess training and or certification in the Alternative Dispute Resolution Process.

The remaining two or four-person panel may be selected from the following pool:

- ❖ Human Resource Administrator from another community service;
- ❖ Administrator from another community organization;
- ❖ An outside Human Resource consultant;
- ❖ A Board Member from another community organization;
- ❖ A community Elder.

These members will meet on an issue and make a final decision which is binding on the KCSC. The members may change each time there is an Independent Resolution Process, but the positions will remain as described.

The Independent Resolution Process will furnish a letter of response to the KCSC and to both parties of the dispute.

#### **10.3.9 Changes to KCSC Legislation**

Any changes to KCSC Legislation, which includes Kahnawà:ke Education Responsibility Act (KERA), Constitution and By-Laws and the Governance Manual, requires a consultation meeting(s) with parents/guardians. The following notifications must be made prior to the meeting:

- ❖ Documents will be sent by email and media to all parents/guardians on the KEC Nominal Roll for review at least three weeks prior to the meeting.
- ❖ A press release should be sent to the community and circulated to all local media.
- ❖ The notice and documentation should be posted for 15 business days on the KEC website.
- ❖ Copies should be available at the Education Center and at all three schools.
- ❖ The KCSC Members must be listed with an email to answer questions.
- ❖ Parents/guardians should be entitled to provide feedback or amendments by email in advance by contacting the KCSC Administrative Assistant.

#### ***10.3.10 Amendments to the Governance Manual***

The Governance Manual may be amended by a majority decision of the KCSC in the form of a motion and sanctioned by an affirmative vote of the parents/guardians present at the next Annual General Meeting.



# **SECTION 3 - GUIDELINES**

### **3.0 GUIDELINES ON INFORMED DECISION-MAKING**

For the KCSC to make good decisions regarding the education of the community, KCSC members should:

- ❖ Consult with KEC stakeholders, for consultations, involve all parents/guardians, whether from Kateri, Karonhiànonhnha, Kahnawà:ke Survival School, off-reserve or postsecondary as well as Elders, alumni from previous KCSC Committees, and KEC staff whenever
  - It is a decision about the relationship with MCK or legislation within or outside Kahnawà:ke
  - There is jeopardy, risk or impositions by outside government(s)
  - Changes in education legislation such as KERA, Constitution, etc.
  - New policies or amendments to policies concerning service delivery to parents/guardians, students and families.
- ❖ Ensure that the decisions taken support the mission, vision, mandate and objectives which are outlined in the Kahnawà:ke Education Responsibility Act, Constitution & By-Laws, Procedural Manual and Policies and Procedures
- ❖ Understand the history of education in Kahnawà:ke
- ❖ Feel comfortable with the process of consensus
- ❖ Research the matter at hand, including data reports where relevant and ensure that stakeholders are fully informed
- ❖ Refuse to make a decision when a member feels they do not know enough about a decision
- ❖ Resist making decisions as a Committee unless each member is sure that they fully understand the basis for the decision to be taken
- ❖ Receive information from a variety of sources to ensure that all aspects are considered
- ❖ Anticipate the consequences of their decisions and take the necessary steps to be proactive; When faced with an urgent demand for a decision on short notice, consider the pros and cons of delaying the decision
- ❖ Be given adequate time to review the information presented, and if not enough time, defer the decision

- ❖ Come to a meeting prepared by having read the minutes and other pertinent related documents.

# **SECTION 4 - SCHOOL GOVERNANCE**

## 4.0 SCHOOL GOVERNANCE

### 4.1. IN SCHOOL COMMITTEE MANUAL

A set of guidelines that describes and outlines the roles and responsibilities that parents have in partnership with; the students, staff, and the Kahnawà:ke Combined Schools Committee (KCSC) in developing their school policies, regulations and projects.

#### ***4.1.1 Role and Responsibilities of In-School Committee***

An “In-School Committee” is an advisory body composed of parents/guardians of students enrolled in their respective school. The school Principal and or Associate Principal and staff are also members of the committee who act in an ex-officio capacity.

Parents/guardians have the right and responsibility to work in partnership with their school administrators, staff and students to provide ideas, opinions, concerns and direction regarding their school.

The advice of the In-School Committee will be based on the general views of their school community, and the best interests of students throughout the school they represent.

Parents/guardians have a responsibility to encourage the involvement of the parent body ensuring on-going support for all school initiatives.

Some specific initiatives that the In-School Committee will have **input** on include but are not limited to the following:

- ❖ Extra-curricular activities,
- ❖ Curriculum
- ❖ School-Based programs & services related but not limited to social, health & recreation
- ❖ Establishing a School Mandate
- ❖ Annual School Calendar
- ❖ Annual School Goals and Priorities
- ❖ Communication Strategies
- ❖ Promoting Attendance in In-School Events
- ❖ Graduation Coordination

- ❖ Sit as a substitute on hiring committees as requested by the KCSC
- ❖ Reviewing and assisting in the establishment of all internal school-based policies, including but not limited to school safety, field trips, extra-curricular activities, discipline codes, and graduation activities;

The In-School Committee in partnership with the Principal and or Associate Principal and staff representatives may create the following:

- ❖ An In-School Committee work plan
- ❖ A two-way information channel between students, family and school
- ❖ Special projects and or initiatives

The In-School Committee must operate within all KCSC policies and procedures.

## **4.2. STRUCTURE OF THE IN-SCHOOL COMMITTEE**

### **4.2.1 Structure**

An In-School Committee will be composed of the parents/guardians of that school. Each community school will have its own In-School Committee.

The school principal and or Associate Principal and one (1) or two (2) teacher representatives will also participate as ex-officio members in meetings of the In-School Committee.

### **4.2.2 Equal Status**

All parents/guardians of the In-School Committee are considered equal and will have the same rights, duties and obligations.

### **4.2.3 Members**

All parents/guardians of students attending the school, and who are present at the meeting are considered to be members.

The Principal participates in all meetings in the capacity of an Administrator and Liaison between the In-School Committee and the school. The Principal remains a non-decisional Member of the In-School Committee.

There should also be at least one teacher representative who sits in a non-decisional capacity. The role of teacher representative may be rotated among the

staff or selected annually from amongst the teaching staff. There may be more than one teacher representative.

In addition, at the request of the parents/guardians or for purposes of the agenda, a specific teacher may be invited to attend the In-School Committee meeting.

## **5. SELECTION PROCESS**

### **5.1 *Eligibility***

All parents/guardians of children attending the school are eligible to sit on the In-School Committee. All parents of the In-School Committee act on behalf of their children and families and are not to represent any organization/institution and or business.

### **5.2 *Selection of a Chair***

During the first meeting of the In-School Committee at the beginning of the year, the selection of a Chair and Co-Chair will take place from the parents/guardians attending. The Chair and/or Co-Chair from the previous year can also offer to continue.

If there are sufficient numbers of parents/guardians, those attending can decide to select a Secretary and Treasurer or other officers for the In-School Committee according to the needs of the parents/guardians.

If the Chairperson or Co-chair or another member of the In-School Committee resigns, then the parents/guardians can choose a replacement at the next meeting.

## **6. KCSC REPRESENTATIVES**

### **6.1 *Representatives to the KCSC***

Two (2) members of the In-School Committee parents/guardians will be elected/selected by the In-School Committee for a term of three (3) years as representatives on the Kahnawà:ke Combined School Committee (KCSC). All terms begin and end at the Annual General Assembly (AGA).

## **6.2 Replacement of KCSC Members**

If there is a vacancy for a KCSC representative due to a resignation, or the end of eligibility because a child has changed schools, then an election or selection of a replacement will be taken at the next meeting of the In-School Committee.

In-School Committee parents/guardians have the right to replace a KCSC delegate:

- A) Who misses more than three (3) consecutive duly-convened meetings without notification to the Chairperson of the In-School Committee.
- B) If there is proof that the representation has consistently breached the legislation and or policy of the KCSC and KEC.

A written notice from the Chair of the In-School Committee to the Chair of the Kahnawà:ke Combined Schools Committee will be sufficient to formalize the replacement.

## **6.3 Elected Members to the KCSC**

In order to carry out their mandate as delegated Members of the In-School Committee to the Kahnawà:ke Combined Schools Committee (KCSC), the KCSC representatives have the responsibility to attend both the In-School Committee and the KCSC meetings. They are to bring forward any issues or concerns of the In-School Committee to the KCSC, and to provide the In-School Committee with an updated report of the proceedings of the KCSC.

## **6.4 Resignation of Members**

The resignation of a KCSC Representative should be submitted in a written form to the chair of the KCSC with a copy to the Chair of In-School Committee.

# **7.0. MANDATE OF THE IN-SCHOOL COMMITTEE**

## **7.1 Nature of the Mandate**

The mandate of the In-School Committee is that of a school authority in partnership with the school principal and staff, and as such must be informed on matters relating to the administration, the pedagogical organization, or the extra-curricular activities of the school.



## **7.2 Scope of the Mandate**

The In-School Committee may be informed on all issues requiring parental decisions involving their school

## **7.3 Role of Principal and or Associate Principal**

The role and responsibilities of the principal are outlined in the Kahnawà:ke Education Responsibility Act (KERA). They include among others:

- ❖ Aid in the establishment of the In-School Committee and assist in its operations;
- ❖ Support and promote the In-School Committee's activities;
- ❖ Seek input from the committee in areas for which it has been assigned responsibility;
- ❖ Encourage the participation of all parents/guardians within the school community;
- ❖ Ensure that copies of the minutes of the In-School Committee meetings are kept at the school;
- ❖ Assist the Committee in communicating with the school community;
- ❖ Act as a resource on policies and regulations;
- ❖ If an In-School Committee is not formed or ceases to exist during any given year, the Principal in conjunction with KCSC will take responsibility to put a committee in place;
- ❖ The Principal will consult with the parents/guardians, KCSC and the Director of Education to determine the public usage of the school site such as for meetings, recreational activities, etc.

## **8.0 OPERATION PROCEDURES OF THE COMMITTEE**

### **8.1 Meetings**

The In-School Committee will hold meetings at least once a month, with a minimum of six (6) meetings per school year.

Parents/guardians on the In-School Committee are strongly encouraged to attend the KCSC Annual General Meeting of parents/guardians.

### **8.2 Special Meetings**

When required, or in matters of urgency, special meetings may be called for by the Chair, the Principal, or at the request of any Member. However, special meetings still

require that the Chair and/or Co-Chair is present and procedures for minutes are followed.

### **8.3 *Agenda***

The Chairperson in collaboration with the school Principal should establish an agenda for the In-School Committee meetings and should circulate the agenda with the notice of the meetings to the parents/guardians a week in advance, and it should be posted electronically through social media.

### **8.4 *Chair for Meetings***

The members of the In-School Committee will elect a Chair and a Co-Chair from among themselves at the first meeting of the In-School Committee for that school year. The Chair and Co-Chair from the previous year can present themselves again unless another parent/guardian wants to run.

### **8.5 *Duties of the Chair and Co-Chair***

The Chair and/or Co-Chair should be responsible to:

- ❖ Call Committee meetings.
- ❖ Prepare the agenda for the meetings.
- ❖ Chair the meetings.
- ❖ Ensure that the minutes of the meetings are recorded and maintained.
- ❖ Participate in information and training programs.
- ❖ Communicate with the school principal.
- ❖ Ensure that there is regular communication with the school community.
- ❖ Consult with the KCSC as required.
- ❖ Maintain two-way communication with the KCSC via Administrative Assistant and Chairperson as needed in order to ensure continuity between the two (2) bodies.

### **8.6 *Rights and Duties***

All parents/guardians of the In-School Committee will equally exercise the right to participate in all discussions and debates held, to decide by consensus, and to represent to the best of their ability the interests of the school as a whole.

### **8.7 Conflict of Interest**

Parents/guardians of the In-School Committee will distance themselves from any matter that may be perceived as a personal interest. They will abstain from deciding or participating in any discussion on subjects or matters in which they have or are perceived to have a personal interest. The parent/guardian should leave the room during the In-School Committee discussion.

### **8.8 Training of In-School Committee**

A. An orientation training should be provided by each Chair and or Co-Chair of the In-School Committees for each school on their roles and responsibilities as outlined in the In-School Committee Manual. Whenever there is Education Center (KEC) or KCSC training related to the mandate of the In-School Committee, it should be opened up to the parents/guardians of the In-School Committees.

B. An orientation training should be provided for the Principal and or Associate Principal and the two (2) In-School staff representatives by the In-School Committee, the KCSC may be invited to offer support as well.

### **8.9 Meeting Dates**

The dates of the In-School Committee meetings should be advertised and are open to all parents/guardians of students of the school to attend.

### **8.10 Minutes of the Meetings**

Official minutes will be taken of all In-School Committee meetings by a parent/guardian or Administrative Assistant to the Principal of the relative school. Arrangements for a minute taker should be organized prior to the meeting. The minutes should be approved at the following meeting by parents/guardians in attendance of the meeting, and signed by the Chair and/or Co-Chair.

The approved minutes will be stored by the principal at the school for future reference. A copy of the minutes should be sent to the KCSC Administrative Assistant who will store them in the archives at the Kahnawà:ke Education Center (KEC).

### **8.11 *In-School Committee Decisions***

The decisions made in the In-School Committee meetings must be recorded in the form of motions that have been deliberated. The motion should be stated clearly in the minutes, as well as if there was consensus reached.

## **9.0 COMMUNICATION AND DISCLOSURE**

### **9.1 *Communication with KCSC***

The lines of communication with the KCSC are established informally through the attendance of the In-School Committee Representatives at the meetings. If the seriousness of an issue requires it, the In-School Committee can request a special meeting with the KCSC to discuss the matter. This does not include Human Resource issues which are not under the mandate of the In-School Committee. Human Resource issues must follow the procedures under the KCSC Human Resources Policy.

### **9.2 *Communication with Other Parents/guardians***

The In-School Committee communicates with parents/guardians in general. Agendas for In-School Committee meetings are posted before each meeting.

The In-School Committee should provide school parents/guardians with an annual written report of its activities through a Newsletter or at a meeting, and, as a general rule, should communicate directly with parents/guardians on issues as they arise. This contact may be in the form of a written communiqué, an open meeting, or through a special hearing on an issue.

### **9.3 *Rules of Disclosure***

The approved minutes of the In-School Committee meetings can be available upon request to the principal and are open for review by any parents/guardians of the school. The minutes must be reviewed at the school, on site, and cannot be taken out of the school. No photocopies are permitted.

## **10.0 GRIEVANCE**

### **10.1 *Changes to In-School Committee Manual***

Any modifications or changes to the content that the In-School Committee parents/guardians wish to bring to the present manual must be based on consultation with the school parents/guardians at large. The proposed changes must

be forwarded to the KCSC for their review and approval. If agreed to, then it will be approved at the Annual General Assembly.

### **10.2 *Parent Liaisons***

The Chair and Co-Chair of the In-School Committee, as well as the KCSC Representatives will act as parent liaisons for the parents/guardians of their schools.

### **10.3 *Grievance & Petition Cases***

All grievance and petition cases including but not limited to school policies should be filed first at an administrative level with the Principal, who is concerned with the management of the school. Grievance and Petition Cases should not be discussed at an In-School Committee Meeting.

In addition, if not satisfied at the school level, recourse can also be made by parents/guardians to the Director of Education who would discuss the matter with the School Principal, and possibly the In-School Committee. Efforts must be made at the Kahnawà:ke Education Center level to solve the problem before it is referred to the Kahnawà:ke Combined School Committee.

# APPENDICES

**Appendices:**

1. Terms of Reference for Ad Hoc Grievance Committee
2. Terms of Reference for Standing Committee on Finance
2. Terms of Reference for Standing Committee on Director Supervision
4. Terms of Reference for Standing Committee on Curriculum
8. Terms of Reference for Standing Committee for Strategic Planning
6. Terms of Reference for Standing Committee for Independent Resolution Process
7. Code of Respect