

Policy Table of Contents

Policy	Date of Revision
Board Foundation Statements	Oct 2021
1 ENDS Mission and Vision	Oct 2021
2 EXECUTIVE LIMITATIONS	Oct 2021
3 BOARD/CEO LINKAGE	Oct 2021
4 GOVERNANCE PROCESS	
GOVERNANCE PROCESS - Role of Board	Oct 2021
GOVERNANCE PROCESS - Board Operations	Oct 2021
GOVERNANCE PROCESS - Designated Roles within the Board	Oct 2021
GOVERNANCE PROCESS - Board Code of Conduct	Oct 2021
GOVERNANCE PROCESS - Board Member Responsibilities	Oct 2021
GOVERNANCE PROCESS - Board Committees	Oct 2021
GOVERNANCE PROCESS - Cost of Governance	Oct 2021
Appendix A Charitable Tax Receipts	Oct 2021
Appendix B Financial Donations	Oct 2021
Appendix C Bussing	Oct 2021
Appendix D Student Registration Requirements	Oct 2021
Appendix E Year-Round Agenda Planning	Oct 2021
Appendix F Board Staff Linkage	Oct 2021

Board Foundational Statements

The Board shall govern with an emphasis on Biblically based integrity and truthfulness in all method and practices.

1. We believe that the Fundamentals of our Faith form the basis for sound Biblical instruction.
 - a. We believe the Bible to be the inspired and only infallible, authoritative, written Word of God. II Timothy 3: 16-17.
 - b. We believe that there is one God eternally existing in three persons: Father, Son, and Holy Spirit. Matthew 28: 19, II Corinthians 13: 14.
 - c. We believe that the universe originated by the creative act of God as revealed in Holy Scriptures, and that the form of every kind of life was fixed at the time of its creation. Genesis 1: 1, John 1:1.
 - d. We believe in the true deity and true humanity of our Lord Jesus Christ, His pre-existence, His virgin birth, His sinless life, His miracles, His vicarious and atoning death through His shed blood, His bodily resurrection, His ascension to the right hand of the Father, and His future visible return in power and glory. Colossians 1: 13-20, John 1:14.
 - e. We believe that the Lord Jesus Christ is the only mediator between God and man. 1 Timothy 2:5.
 - f. We believe that all men are lost and sinful, and that salvation is received by personal faith in the Lord Jesus Christ and by the act of regeneration of life by the Holy Spirit of God. Romans 3: 23-26, Titus 3: 5.
 - g. We believe that by the present indwelling ministry of the Holy Spirit, the Christian is enabled to live a godly life, and that every believer should practice the holiness which God requires. Ephesians 1: 13-14, Romans 8: 1-4, Romans 12: 1-2, Titus 2: 11-13.
 - h. We believe in the resurrection of both the saved and the lost: they that are saved unto the resurrection of life; and they that are lost unto the resurrection of damnation. John 5: 25, 28-29.
 - i. We believe in the spiritual unity of believers in the Lord Jesus Christ. John 17:23, I Corinthians 12: 12-13.
 - j. We believe that, individually and corporately, we are called to the task of sharing the gospel of Jesus Christ to people of all languages and nationalities with a view to their salvation. (Matt. 28:19,20; Acts 2:39; 2 Cor. 5:20; 2 Tim. 4:5)
 - k. We recognize that there are other doctrines held by various Christian believers, which they believe to be consistent with the above. However, such teachings shall not be incorporated as approved by this school.

2. We believe that deriving practical applications from and modeling God's Word are essential to completing our mission and vision consistent with Biblical truth. Accordingly
 - a. That a Christian, faith-based education is essential to the achievement of our mission
 - b. That Christian schools exist to support both parents and the church in fulfilling the parents' Biblical responsibility to educate their children.

- c. That teaching God's Word, and teaching how to apply God's Word, is essential to education
 - i. All truth is God's truth.
 - ii. It is important to have knowledge of and appreciation for the attributes of God.
 - iii. The work of the Holy Spirit is necessary for spiritual growth and development.
 - iv. Prayer is essential to all aspects of a Christian's life.
 - v. Every individual is of value; all are uniquely created in the image of God.
 - vi. That a personal relationship with Christ is essential for salvation and for the full understanding of God's Word.
- d. That every aspect of the curriculum shall be permeated with God's Word, including teaching on:
 - i. The natural world.
 - ii. Human history and God's activity in it.
 - iii. Humanity, its cultures, and how we are to live in the world.
- e. That a Biblically consistent education must be modeled as well as taught. Therefore, all faculty and staff:
 - ii. Are born-again Christians who model Christ.
 - iii. Embody excellence.
 - iv. Demonstrate a servant's heart.
 - v. Serve in harmony.
 - vi. Engage consistently in activities that reflect Biblical truth.

ENDS

Mission and Vision

Vision Statement: "Brant Christian School is a unique learning environment committed to academic excellence from a Biblical worldview, assisting parents and the church in preparing graduates of integrity and godliness; ambassadors for Christ and His Kingdom.

1. Students will receive an excellent Christian Education at a reasonable cost.
 - a. Pre-eminence will be given to the full academic stream when constrained by limited resources.
 - b. With available resources, other programs will be considered for addition to the current curriculum.
2. Low finances will not prevent enrollment for children from qualified families to the extent of available financial aid.
3. Christian education will be available to families in the County of Foothills, County of Vulcan, M.D. of Willow Creek and surrounding areas.
4. Students will be challenged and equipped to develop his or her own personal Christian faith and biblical worldview.
 - a. Integration of biblical perspectives will occur in all aspects of curriculum and behavior management.
 - b. Devotions, chapel and prayer will form a part, but not all, of developing biblical understandings as students will also take biblical education courses as a mandatory component of their work.
 - c. Age appropriate outreach opportunities will be organized by the school to promote the gospel of Jesus Christ and lend aid to those in need of assistance.
5. Graduates will be equipped to thrive in future academic studies.
 - a. Provincial government test results will meet or exceed the provincial assessment standard in any given year.
 - b. Where applicable, Alberta Learning credits will be applied for, to the benefit of graduating students.

Executive Limitations

The school administrator shall not cause nor allow any practice, activity, decision, or organizational circumstance that is either unbiblical and in violation of the doctrinal statement of Brant Christian School; or unlawful, imprudent, or in violation of commonly accepted business and professional ethics.

Treatment of Consumers

1. With respect to interactions with consumers or potential consumers, the school administrator shall not cause or allow conditions, procedures, or decisions which are unsafe, undignified, unnecessarily intrusive, unbiblical, or that fail to provide appropriate confidentiality or privacy.
 - a. Use application forms that elicit information for which there is no clear necessity.
 - b. Use methods of collecting, reviewing, transmitting, or storing consumer information that fails to protect against improper access to the material elicited.
 - c. Maintain facilities that fail to provide a reasonable level of privacy, both visual and aural.
 - d. Operate without clear policies on matters of general interest to students and parents in order to establish with them a clear understanding of what may be expected and what may not be expected from the service offered.
 - i. Fail to enforce a fair and equitable disciplinary standard.
 - ii. Change the existing dress code without prior discussion and approval by Board.
 - iii. Fail to enforce the dress code
 - e. Fail to inform consumers of this policy or to provide a grievance process to those who believe they have not been accorded a reasonable interpretation of their rights under this policy.
 - f. Fail to operate in partnership with Christian parents in accord with biblical standards.
 - g. Enrol students in grades ECS-12 who individually and in their home environments are not supportive of the school's biblical orientation.
 - i. Parent(s)/guardian(s) must be united in their desire to have their child(ren) taught from a Christian perspective reflective of the Statement of Faith of Brant Christian School
 - ii. At least one parent/guardian has a clear testimony of personal faith in Jesus Christ as Savior.
 - iii. Parent(s)/guardian(s) must complete all admission forms
 - iv. Students in grades 7-12 must sign the Students Pledge
 - v. An exception, on a case by case basis, of approximately 10% of student population, will be considered.
 - vi. Accept enrolment without an interview occurring between the prospective students, parents and at least one board member or representative.
2. Administrator shall not fail to be in compliance with the Student Registration Requirements policy (see Appendix D).

Treatment of Staff

1. With respect to the treatment of paid staff and/or volunteers, the school administrator may not cause or allow conditions which are unfair, unsafe, unbiblical, or undignified.

Accordingly, pertaining to paid staff, the school administrator shall not:

POLICY TYPE – EXECUTIVE LIMITATIONS

- a. Operate without written personnel policies which clarify personnel rules for staff, provide for effective handling of grievances, and protect against wrongful conditions.
- b. Prevent staff from grieving to the Board when (1) internal grievance procedures have been exhausted *and* (2) the employee alleges that Board policy has been violated to his/her detriment.
- c. Fail to acquaint staff with a. and b. above.
- d. Fail to employ teachers that meet the approved qualifications. Accordingly, all teachers and administrative personnel must:
 - i. Profess a personal faith in Jesus Christ as Savior and Lord and maintain a positive Christian testimony.
 - ii. Be an active participant in a local evangelical gospel church. There can be no substantial deviation in the belief system of the applicant or his local church from the Faith statement of Brant Christian School.
 - iii. Agree with and adhere to the Values of Biblical Application statement of Brant Christian School.
 - iv. Have obtained at least a college-level bachelor's degree.
 - v. Have a proven conviction regarding the importance of Christian education
 - vi. Demonstrate commitment to ongoing professional development and biblical understanding
- e. Fail to employ other staff members that meet above qualifications i, ii, iii.
- f. Fail to post current job opportunities internally/externally.
- g. Fail to follow job posting criteria as those found in similar organizations (ie Palliser School Division)
- h. The administrator may not discriminate among employees on other than clearly job-related, individual performance or qualifications, including spiritual maturity and commitment to Biblical principles and conduct.
- i. Fail to hold staff accountable to achieve their part of the overall strategic plan.
- j. Fail to ensure timely transmission of pay to staff.
- k. Fail to establish with staff and volunteers a clear understanding of mutual expectations.
- l. Give leadership that fails to result in a sense of being valued, in high morale and a sense of involvement of all staff in achieving the mission of Brant Christian School.

Financial

1. Financial planning for any fiscal year or the remaining part of any fiscal year shall not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to be derived from the 3-year plan and pre-approved plans for the school year.

Accordingly, the school administrator shall not allow budgeting which:

- a. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.

POLICY TYPE – EXECUTIVE LIMITATIONS

Updated – October 2021

POLICY TYPE – EXECUTIVE LIMITATIONS

- b. Plans the expenditure in any fiscal year of more funds for operations than are conservatively projected to be received in that period. Current year donations are not considered to be a source of funding that can be "conservatively projected to be received". Until such time as the Administrator can be in compliance with 1b:
 - i. The reliance on donations raised in any fiscal year to balance the same year's operating budget shall be systematically reduced each year, until the operating budget is balanced with income from grants, tuitions and fees, and past year's donations.
 - ii. In accordance with *i* above, the 2004/2005 operating budget shall not use, as income from current year donations, more than the lesser of 5% of operating costs/expenses or \$30,000.
 - c. Provides less for Board prerogatives during the year than is set forth in the Cost of Governance policy.
 - d. Does not further the Mission or ENDS priorities of the Board.
 - e. Fails to allocate financial resources which allow for growth according to the overall strategic plan.
2. With respect to the actual, ongoing financial condition and activities, the school administrator shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.

Accordingly, the school administrator shall not:

- a. Expend more funds than have been received in the fiscal year to date.
- b. Use any Board restricted funds.
- c. Accept money for a specified purpose which was raised inappropriately or which deviates materially from the Board's Ends priorities.
- d. Conduct interfund shifting, including internally designated funds, in amounts greater than can be restored to a condition of discrete fund balances by certain, otherwise unencumbered revenue by end of current fiscal year.
- e. Fail to settle payroll and debts in a timely manner.
- f. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- g. Make a single unbudgeted purchase, disposal or commitment that exceeds \$2,000 without Board authorization within one fiscal year.
 - i. Orders may not be split to avoid this.
 - ii. Acquiring funds to cover purchase does not circumvent Board authorization.
- h. Acquire, encumber or dispose of real property, material structure or assets that would require changes to existing insurance.
- i. Fail to operate with a conservative credit policy or to proactively pursue material receivables after a reasonable grace period.
- j. Allow untraceable transactions.

POLICY TYPE – EXECUTIVE LIMITATIONS

- k. Permit conflict of interest in managing the organization’s resources.
- l. Incur indebtedness in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 180 days.
- m. Fail to adequately staff critical positions.
- n. Engage in fundraising projects without prior discussion with Board.

Asset Protection

1. The school administrator shall not allow the assets to be unprotected, inadequately maintained or unnecessarily risked within the confinement of the current budget.

Accordingly, the school administrator shall not:

- a. Fail to insure against theft and casualty losses to at least 80% of replacement value and against liability losses to Board members, staff and the organization itself in an amount equal to the average for comparable organizations.
- b. Allow unbonded personnel access to material amounts of funds.
- c. Subject plant and equipment to improper wear and tear or insufficient maintenance.
- d. Negligently expose the organization, its Board or staff to claims of liability.
- e. Make any purchase or disposal:
 - i. wherein normally prudent protection has not been given against conflict of interest;
 - ii. that fails to follow standard and prudent business practices regarding comparative pricing and quality.
- f. Fail to protect intellectual property, information and files from loss or significant damage.
- g. Receive, process or disburse funds under controls that are insufficient to meet the Board-appointed auditor’s standards.
- h. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions.
- i. Endanger the organization’s public image or credibility, particularly in ways that would hinder its accomplishment of mission

Emergency Administrator Succession

1. In order to protect the Board from sudden loss of school administrator services, the school administrator shall not fail to designate and inform the Board of one or more individuals who will be familiar with Board and school administrative issues and processes.

Compensation and Benefits

1. With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the school administrator shall not cause or allow jeopardy to fiscal integrity or Christian testimony.

POLICY TYPE – EXECUTIVE LIMITATIONS

Updated – October 2021

POLICY TYPE – EXECUTIVE LIMITATIONS

Accordingly, the school administrator shall not:

- a. Change his or her own compensation and benefits.
- b. Promise or imply permanent or guaranteed employment.
- c. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed in similar private Christian schools.
- d. Create compensation obligations over a longer term than revenues can be reasonably projected, in no event longer than one year and in all events subject to losses in revenue.
- e. Establish or change compensation or benefits so as to cause unpredictable or inequitable situations, including those that:
 - i. Incur unfunded liabilities.
 - ii. Provide less than some basic level of benefits to all eligible staff.
 - iii. Allow any employee to lose benefits already accrued from any foregoing plan.
- f. Fail to use a formula-based compensation plan for all staff.
- g. Award bonuses to Palliser paid staff.
- h. Extend honorariums in excess of \$250.

Communication and Support to the Board

1. The school administrator shall not permit the Board to be uninformed or unsupported in its work.

Accordingly, the school administrator shall not:

- a. Neglect to submit monitoring data required by the Board (refer to BOARD/CEO LINKAGE - Monitoring School Administrator Performance) in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored.
- b. Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes with respect to Ends policies.
- c. Fail to advise the Board if, in the school administrator's opinion, the Board is not in compliance with its own policies on Governance Process and Board/Staff Linkage, particularly in the case of Board behavior which is detrimental to the working relationship between the Board and the school administrator.
- d. Fail to marshal for the Board as many staff and external points of view, issues and options as needed for fully informed Board choices.
- e. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and incidental.
- f. Fail to provide a mechanism for official Board, officer or committee communications.
- g. Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information, or (b) responding to officers or committees duly charged by the Board.

POLICY TYPE – EXECUTIVE LIMITATIONS

Updated – October 2021

POLICY TYPE – EXECUTIVE LIMITATIONS

- h. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.
- i. Fail to supply for the consent agenda all items delegated to the school administrator yet required by Alberta Learning or contract to be Board-approved, along with the monitoring assurance pertaining thereto.

Program and Services

1. With respect to the programs produced/services provided by the organization, the school administrator shall not fail to ensure that these programs/services meet or exceed industry standards and are consistent with the philosophy and values of Brant Christian School in program quality and safety.

Accordingly, the school administrator shall not:

- a. Allow Alberta Learning standards to be unmet.
- b. Eliminate or add any major category of program offerings without prior Board approval.

Treatment of Donors

1. With respect to interactions with donors or potential donors, the administrator shall not cause or allow procedures, or decisions that inhibit the development of a true partnership or are undignified, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

Accordingly the administrator shall not:

- a. Elicit information for which there is no clear necessity.
 - b. Use methods of collecting, reviewing, transmitting, or storing donor information that fail to protect against improper access to the material elicited.
 - c. Sell or rent donor mailing lists to other organizations.
 - d. Fail to provide appropriate information on which to base giving decisions.
 - e. Fail to investigate and address donor concerns.
 - f. Spend or permit spending of third party restricted donations other than for donor specified purposes, excepting an assessment for general operational costs of BCSS.
 - g. Apply more than a 10% assessment on all third party restricted donations for the general operational costs of BCSS.
2. Administrator shall not fail to be in compliance of Donation policy (see Appendix B)

Charitable Tax Receipts

1. The Administrator shall not allow any practice that is contrary to the *Income Tax Act* of Canada as interpreted by the Canadian Customs and Revenue Agency (CCRA) (see Appendix A)

Transportation

1. The Administrator shall not fail to be in compliance of Transportation policy (see Appendix C)

POLICY TYPE – EXECUTIVE LIMITATIONS

Updated – October 2021

Governance/Management Connections

The Board's sole connection to the operational organization, its achievements and conduct will be through a titled school administrator. The following principles are stated based on the assumption of delegated authority from the Brant Christian School Board

Delegation to the School Administrator

1. The Board will instruct the school administrator through written policies that prescribe the organizational Ends to be achieved, and describe as Executive Limitations organizational situations and actions to be avoided, allowing the school administrator to use any reasonable interpretation of these policies.

Accordingly:

- a. The Board will develop policies instructing the school administrator to achieve certain results, for certain recipients within financial guidelines. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies.
- b. The Board will develop policies which limit the latitude the school administrator may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies.
- c. As long as the school administrator uses any reasonable interpretation of the Board's ENDS and Executive Limitations policies, the school administrator is authorized to establish all further regulations, make all decisions, take all actions, establish all practices and develop all activities.
- d. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and school administrator domains. By doing so, the Board changes the latitude of choice given to the school administrator. However, as long as any policy or delegated responsibility is in place, the Board will respect and support the school administrator's choices.
- e. Should the school administrator violate a Board policy, he or she shall promptly inform the Board. Informing is simply to guarantee no violation may be intentionally kept from the Board, not to request approval.
- f. Upon any reported breach of policy, the Board will review the related Executive Limitation and make a judgement regarding the policy and the administrator's action.

Authority and Accountability of the School

1. The school administrator is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the school administrator.

Accordingly:

- a. The Board will refrain from evaluating, either formally or informally, any staff other than the school administrator.
- b. The Board will never give instructions to persons who report directly or indirectly to the school administrator.

Unity of Control and Communication

1. Only decisions of the Board acting as a body, by majority vote, are binding on the school administrator.

Accordingly:

- a. Decisions or instructions of individual Board members, officers, or committees are not binding on the school administrator except in instances when the Board has specifically authorized such exercise of authority.
- b. In the case of Board members or committees requesting information or assistance without Board authorization, the school administrator can refuse such requests that require, in the school administrator's opinion, a material amount of staff time or funds or is disruptive.

Monitoring School Administrator Performance

1. The school administrator's school performance will be considered synonymous with organizational performance as a whole. Consequently, the school administrator's job contributions can be stated as performance in two areas: (1) organizational accomplishment of the provisions of Board policies on ENDS, and (2) organizational operation within the boundaries of prudence and ethics established in Board policies on Executive Limitations.

Accordingly:

- a. The Board will routinely evaluate both the administrative and teaching performance of the administrator according to contract.
 - i. The Board will monitor the administrative performance based on the fulfillment of Ends policy and within the bounds of Executive Limitations policy. The teaching performance will be evaluated against provisions of the contract and standard teaching criteria.
- b. The Board will acquire monitoring data by one or more of three methods: (a) by internal report, in which the school administrator discloses compliance information to the Board, (b) by external report, in which an external, disinterested third party selected by the Board assesses compliance with Board policies, and (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with the appropriate policy criteria.
- c. In every case, the standard for compliance shall be any reasonable school administrator interpretation of the Board policy being monitored.
 - i. In the event that the Board and administrator are deadlocked, a mutually acceptable mediator, or a mediator's service will be retained.
- d. All policies, which instruct the school administrator, will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time, by any method, but will ordinarily depend on a routine schedule.

Role of the Board

The role of the Board is to lead Brant Christian School Society toward the desired performance and ensure that it occurs. The Board's specific contributions are unique to its trusteeship role and necessary for proper governance and management. These include:

1. The Board is the link between the Brant Christian School Society and Brant Christian School, as well as the Genesis Preschool Program.
2. The Board is ultimately accountable to the Brant Christian School Society for all aspects of the operation of Brant Christian School, though it delegates much of the responsibility to the Administrator.
3. The Board will produce written governing policies that, at the broadest levels, address each category of organizational decision:
 - a. ENDS: Organizational products, effects, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - b. EXECUTIVE LIMITATIONS: Constraints on executive authority, which establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - c. BOARD/CEO LINKAGE: How power is delegated, and its proper use monitored.
 - d. GOVERNANCE PROCESS: Specification of how the Board conceives, carries out and monitors its own task.
4. The Board will be involved in raising funds, as it may from time to time deemed necessary.
5. The Board will follow an annual planning agenda (see APPENDIX E).
 - a. Annual planning agenda shall include, but not limited to, policy review, budget planning, important events, new staff contract signing.
 - b. Re-exploration of ENDS - Mission and Vision statements.

Board Operations

The Board ability to discharge its obligations in an efficient and effective manner is dependent on the development and implementation of a sound organization design.

1. The Board will operate under the *Carver Policy Governance* model which stresses:
 - a. Outward vision rather than an internal preoccupation;
 - b. Strategic leadership more than administrative detail;
 - c. Collective rather than individual decisions;
 - d. Future rather than past or present; *and*
 - e. Pro-activity rather than reactivity.
2. Throughout the year, the Board will attend to consent agenda items as expeditiously as possible.
 - a. The Board will meet monthly with additional meetings scheduled as required.
 - b. Board meetings will follow Robert's Rule of Order.
 - c. A quorum, which is a simple majority of the number of Board members, must be present for every duly constituted meeting.
3. In-Camera Sessions
 - a. There are times when public interest is best served by private discussion of specific issues in "in-camera" sessions. The Board believes it is necessary to protect individual privacy and the Board's own position when dealing with, but not limited to, individual students, families, employees, and contracts.
 - b. The Board shall only discuss matter(s) that gave rise to the in-camera meeting. Board members shall maintain confidentiality and shall not disclose the details of the discussion during such sessions.
 - c. The Board shall, during the in-camera session, adopt only such resolution as is required to re-convene the Board in an open meeting.
 - d. Minutes recorded for "in-camera" sessions will be kept on file with the Board Secretary and will not be put on file with the monthly minutes.
4. Special Meetings
Meetings by electronic means may be necessary. Decisions/discussions needing to be voted/discussed outside of official Board meetings can be voted/discussed via e-mail between Board members. The following procedures should be followed:
 - a. Quorum is considered 50% of email recipients/board members;
 - b. At least a 'one business day response time' should be given if item is non-urgent;
 - c. Items should only be discussed/decided via email if necessary (urgent/time sensitive);
 - d. Items should go forward if there are no objections noted;
 - e. Discretion and due diligence should be exercised;
 - f. Only Board members and Palliser staff representatives should be included in the email thread.
5. Minutes for Regular or Special Meetings
The Board shall maintain and reserve by means of minutes a record of its proceedings and resolutions.
The minutes shall be considered an unofficial record of proceedings until adopted by a resolution of the Board. A copy will be kept with the Board Secretary and another copy will be kept on file for public access at Brant Christian School.
6. The size of the Board, the work of the Nominating Committee the election and appointment of Board members, and the term limits are set forth in the Constitution and Bylaws of the Brant Christian School Society. The Bylaws have legal priority over Policies.

Designated Roles within the Board

Within the Board are designated roles of Chair, Vice-Chair, Treasurer and Secretary. Each role has the following job descriptions.

Chair

The Chair ensures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

1. The job of the Chair is to ensure that the Board operates consistently within its policies, within the bylaws of the Brant Christian School Society, and within the laws of the Province of Alberta.
 - a. Meeting discussion content will be only those issues, which, according to Board policy, clearly belong to the Board to decide.
 - b. Deliberation will be fair, open, and thorough; but also timely, orderly, and kept to the point.
2. The Chair will determine the agenda for any meeting, although members are encouraged to recommend any appropriate matters for Board consideration. A Board member desiring to recommend any matter(s) for Board discussion will advise the Chair of such matter at least 7 days prior to the scheduled Board meeting.
 - a. The agenda will be presented to the Board 3 days prior to the scheduled board meeting.
3. The authority of the Chair consists in making decisions that fall within topics covered by Board policies on Governance Process and Board/Staff Linkage, except where the Board specifically delegates portions of this authority to others. The Chair is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The Chair is empowered to preside over all Board meetings with all the commonly accepted power of that position. (e.g. ruling, recognizing).
 - b. The Chair has no authority to make decisions about policies created by the Board within policy areas. Therefore, the Chair has no authority to supervise or direct the school Administrator.
 - c. The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating decisions and interpretations within the area delegated to the Chair.
 - d. The Chair will represent the Board in matters that relate to the Brant Christian School Society.
 - e. The Chair may delegate this authority but remains accountable for its use.
4. The Chair sits on the following committees – Finance and Audit, New Enrollments.
5. The position of Chair is nominated each year by the Board. A Board member may hold the Chair position for 9 consecutive years.
6. When the Chair voluntarily resigns from the position, the Vice-Chair will be notified in advance of the Board. Following that discussion 3 months notice will be given to the Board.

Vice-Chair

1. The Vice Chair shall act on behalf of the Board Chair, in the latter's inability to act or absence and shall have all the duties and responsibilities of the Board Chair.
2. The Vice-Chair shall assist the Board Chair in ensuring the Board operates in accordance with its policies and procedures and in providing leadership and guidance to the Board.

POLICY TYPE: BOARD GOVERNANCE
POLICY TITLE: DESIGNATED ROLES WITHIN THE BOARD

3. Prior to each Board meeting, the Vice-Chair shall confer with the Board Chair to designate items to be included on the agenda and become thoroughly familiar with them.
4. Vice Chair will ensure, to the best of his or her ability, to communicate his/her roles and responsibilities to the new Vice Chair

Treasurer

1. The Treasurer oversees the financial affairs of the organization.
 - a. Authority is given to access and monitor bank accounts and authorize cheques.
 - b. The Treasurer is also involved in creating and monitoring the yearly budget.
 - c. The Treasurer will be responsible for preparing reports for each Board meeting and AGM.
 - d. Reports for monthly Board meetings will be distributed to Board members 5 days prior to meeting. Yearly financial reports will be distributed to the Board at least 1 meeting prior to AGM.
2. The Treasurer is also the liaison between the Board and the bookkeeper.
3. Treasurer will sit on the Finance and Audit Committee.
4. If the Treasurer is unable to attend a meeting he/she is responsible to find a suitable replacement to present the monthly financial report.
5. When the Treasurer voluntarily resigns from the position ideally 3 months notice is given to allow for a period of training and transfer of materials/information to the new Treasurer.

Secretary

1. The Secretary ensures accurate minutes are taken at each Board meeting and AGM.
 - a. Minutes from Board meetings will be presented to Board members 10 days after Board meeting.
 - b. Ensure discussion and decisions that take place via e-mail will be transferred to official record to be kept on file at Brant Christian School.
 - c. Ensure minutes are put on file for public viewing at Brant Christian School.
2. If the Secretary is unable to attend a meeting, then he/she is responsible to find a suitable replacement to record the minutes of the meeting. The Secretary is responsible to obtain a copy of the minutes and ensure they are put on file at Brant Christian School.
3. When the Secretary voluntarily resigns, ideally 3 months notice is given to allow for a period of training and transfer or materials/information to the new Secretary.

Board Member Code of Conduct

The Board commits itself and its members to Biblical, ethical, business-like, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

Accordingly, Board members must:

1. Meet the qualifications set out in the Bylaws of the Brant Christian School Society.
2. Profess a personal faith in Jesus Christ as Savior and Lord and maintain a positive Christian testimony with supporting documentation at the discretion of the Board and Nominating Committee.
3. Be an active participant in a local evangelical gospel church. There can be no substantial deviation in the belief system of the applicant or his local church from the doctrinal statement of Brant Christian School.
4. Agree with and adhere to the faith and philosophical statements of Brant Christian School.
5. Have a proven conviction regarding the importance of Christian education.
6. Represent loyalty without conflict to the interests of the Brant Christian School Society. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs. It also supersedes the personal interest of any Board member acting as a consumer of the services of Brant Christian School.
7. Avoid conflict of interest with respect to their fiduciary responsibility.
 - a. There must be no self-dealing or any conduct of private business or personal services between any Board member and the organization except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
 - b. When the Board is to decide upon an issue about which a Board member has an unavoidable conflict of interest, that member shall be asked to absent herself/himself from the vote. The Board will use its discretion regarding the members participation in the deliberation. His/her abstention will be properly recorded within the minutes.
 - c. Board members must not use their positions to obtain employment for themselves, family members or close associates. Should a Board member be offered employment (excluding casual employment) within Brant Christian School, she or he must first resign their position on the Board to accept the position.
8. Not attempt to exercise individual authority over Brant Christian School except as explicitly set forth in Board policies.
 - a. Board members' interaction with the school Administrator or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - b. Board members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - c. Individual Board members will give no consequence or voice to judgments of school Administrator or staff performance.
 - d. Individual Board members will refrain from discussing personal opinion over Board resolutions.
9. Respect the confidentiality of items discussed in board meetings. All items are to be kept confidential until the minutes have been voted on and approved by the Board. All in-camera

discussion are to remain confidential at all times.

Board Member Responsibilities

The Board commits itself to the individual and collective participation of its members to ensure leadership success.

Therefore, each Board member is expected to participate in the following ways:

1. Board members will commit to regularly pray for the School.
2. As Board contemplation, deliberation and decision-making are processes that require wholeness, collaboration and participation, attendance at Board meetings is required of Board members. Members may not be absent from more than 4 of the Board's regularly scheduled meetings in any fiscal year. Members may not miss 3 consecutive regularly scheduled meetings. Any absence that exceeds this allotment without prior approval from the Board will be interpreted as that member's resignation from the Board. Board members are responsible to inform the Chair if they are unable to attend a meeting.
3. Board members will prepare for Board and Committee meetings and will participate productively in discussions, always within the boundaries of discipline established by the Board. Each member will contribute his or her own knowledge, skills and expertise to the Board's efforts to fulfill its responsibilities.
4. The school Administrator is accountable only to the Board as a whole, and not to individual Board members. Accordingly, the relationship between the Administrator and individual members of the Board, including the Chair, is collegial, not hierarchical.
5. As the functioning and success of Brant Christian School depend largely on the involvement and dedication of volunteers, all Board members are expected to contribute a minimum of 30 hours (inclusive of Board meeting time) annually to the school. In view of the school Administrator's responsibility for operational activities and results, members of the Board acting as operational volunteers are subject to the direct supervision of the school Administrator or responsible staff person.
6. Board member terms run no more than 3 consecutive 3 year terms.

Board Committees

Principles

Board Committees, when used, will be assigned to reinforce the wholeness of the Board's job.

1. Board Committees are to help the Board do its job, never to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board Committees will normally not have dealings with current staff operations.
2. Board Committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the school Administrator.
3. Board Committees cannot exercise authority over staff employed by the School District.
4. Board Committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board Committee, which has helped the Board create policy on some topic, will not be used to monitor organizational performance on that same subject.
5. Committees will be used sparingly and ordinarily in an ad hoc capacity.
6. The Board may appoint members and a Chair for each Board Committee, unless otherwise stipulated by Board policies or the Bylaws of the Brant Christian School Society.
7. This policy applies to any group which is formed by Board action, whether it is called a Committee and regardless whether the group includes Board members. It does not apply to Committees formed under the authority of the school Administrator.

Structure

A Committee is a Board Committee only if its existence and charge come from the Board, regardless of whether Board members sit on the Committee. The only Standing Board Committees are those which are set forth in this Policy. Unless otherwise stated, an Ad Hoc Committee ceases to exist as soon as its task is complete.

The following are the Board designated committees:

1. **BOARD DEVELOPMENT COMMITTEE**
This Committee will:
 - a. Provide for the orientation of new Board members.
 - b. Provide for the training of the Board to help the Board improve in governance.
 - c. Evaluate the performance of the Board and the contributions of its individual members.
 - d. Perform the functions of the Nominating Committee as specified in the Bylaws of the Brant Christian School Society.**NOMINATING COMMITTEE**
 - i. Actively search for Society members to fill Board positions.
 - ii. Provide to the Board, Society members wishing to join the Board that have been approved by said committee.
2. **POLICY REVIEW COMMITTEE**
 - a. Review all policies on a systematic rotation and recommend to the Board any revisions required.

POLICY TYPE- GOVERNANCE PROCESS
POLICY TITLE- BOARD COMMITTEES

- b. Voice on Board regarding proper Policy and Bylaw implementation.
3. FINANCE AND AUDIT COMMITTEE
 - a. The Chair of the Finance and Audit Committee will perform the office of Treasurer for the Brant Christian School Society, as specified in the Bylaws.
 - b. The Finance and Audit committee will review financial aid requests, via the Patricia Webber Fund, of families who apply in writing and would otherwise be unable to afford a Christian education for their children.
 - c. SUBSIDY COMMITTEE/Patricia Webber Fund
 - i. This committee will be comprised, but not limited to, the Treasurer and the Chair.
 - ii. The subsidy committee will bring forward to the Board, the families who have applied to the Patricia Webber fund for final approval.
 - iii. Financial aid will be awarded, on a case by case basis, to the extent that there are designated funds available, to a maximum of 50% of required cost per family.
 4. PERSONNEL COMMITTEE

This committee will:

 - a. Be the liaison between the Board and BCSS employees (see APPENDIX F)
 - b. Provide Brant Christian School Society employees with Job description and contracts .
 - c. Have signing authority for BCSS employee contracts.
 - d. Ensure all required training and paperwork has been completed for new and existing employees.
 - e. Consist, but not limited to, 2 Board members.
 - f. Discuss concerns and grievances with BCSS employees. These grievances must have followed the due process outlined in the staff contract(s) and be presented in writing. If the grievance cannot be resolved by the Personnel Committee, recourse to the whole Board or outside mediation or arbitration will be considered on a case-by-case basis, as outlined in the staff contract(s).
 5. FUNDRAISING COMMITTEE
 - a. A Board representative will sit on the Auction committee and the Golf Tournament Committee.
 6. NEW ENROLLMENT COMMITTEE

This committee will:

 - a. Consist of school Chaplain, Principal, and Board Chair.
 - b. Review new enrollment applications.
 - c. Ensure enrollment applications are complete and on file at BCS.
 - d. Present new families to the Board.
 7. AD HOC COMMITTEES

The Board will form other committees as necessary to do its work.

Cost of Governance

The Board will invest in its governance capacity to the extent allowed by the budget on a year by year basis.

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - a. Training and retraining will be used liberally to orient new Board members and nominees, as well as to maintain and increase existing member's skills and understandings.
 - b. Outside monitoring assistance will be arranged so that the Board can exercise confident control over the performance of Brant Christian School. This includes, but is not limited to, fiscal audit.
 - c. Outreach mechanisms will be used as needed to ensure the Board's ability to listen to the viewpoints and values of the members of the Brant Christian School Society.

2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
 - a. The Board will invest annually for training, including attendance at conferences and workshops, retreats and monthly meetings.
 - b. Individual Board members may be reimbursed for mileage and out of pocket expenses incurred in carrying out their duties as Board members. The rate for vehicle travel will not exceed the C.C.R.A. non-taxable approved rate per kilometer. Eligible out of pocket expenses include long distance phone calls, and other reasonable expenses incurred.
 - c. Board members may in no way be compensated for their time.

Spending Limitations

No Board member, Board Committee, Administrator, or BCSS employee may exceed the spending limit of \$2000 without prior approval from Board.

Charitable Tax Receipts

While providing charitable tax receipts to donors supporting BCSS, the Board shall not allow any practice that is contrary to the *Income Tax Act* of Canada as interpreted by the Canadian Customs and Revenue Agency (CCRA) or generates unreasonable administrative costs.

Accordingly, BCSS shall:

1. Draft clear, written, administrative procedures for charitable tax receipting, to direct employees and volunteers of BCSS as they communicate with donors and potential donors, or prepare charitable tax receipts.
 - a. BCSS is directed to refer to the CCRA Interpretation Bulletin 110R3 of June 20, 1997; the *Income Tax Technical News Draft* of December 24, 2002 (<http://www.cra-adrc.gc.ca/E/pub/tp/itnews-26/itnews-26-e.pdf>); and any subsequent amendments, revisions, updates or replacements; in consultation with the BCSS Auditor.
2. Issue to a donor of a cash donation, a charitable tax receipt for the cash donation amount.
 - a. To avoid unnecessary administrative costs, the minimum donation eligible for a charitable tax receipt will be \$25, unless otherwise requested.
3. Include on the charitable tax receipt all the information required by the CCRA, including the amount of the advantage, if any, received or obtained by the donor (see 1.a).
4. Issue to the donor a charitable tax receipt for the fair market value of an item donated to BCSS.
 - a. BCSS will refer to CCRA interpretations for establishing the fair market value of an item.
5. Issue a charitable tax receipt for the provision of services to BCSS.
 - a. Should BCSS purchase a service and the service provider voluntarily make a cash donation to BCSS, then BCSS will issue a tax receipt for the cash donation amount (see 2).
6. Comply with the CCRA interpretations specifically regarding certain fund raising events or activities (see 1a).

Financial Donations

Brant Christian School Society may accept donations in the form securities and restricted donations. The following procedures outline how each form of donation is to be dealt with:

Securities

Brant Christian School Society will accept securities as charitable donations if such securities are consistent with the Society's morals and ethics. The value of the official receipt will be determined by the fair market value of the security on the date the security is transferred to the Society.

A donation of this type is considered complete once the securities are fully assigned and held by the Society. Once the gift is complete, the Society will direct the bank to sell the securities immediately, whether stocks or bonds.

Restricted Donations

Upon receipt of unsolicited restricted donations, the Board will vote and agree to the acceptance of such donations for the purpose designated. Should the Board decide not to accept the restricted donation for whatever reason, the said donation will either be returned to the Donator, or the Donator be requested to remove or alter the restriction so that funds can be used by the Board to meet the Society's needs.

Bussing

- 1 Brant provides 3 bussing options to families;
 - a Full time ridership
 - i Student(s) ride bus 100% of the school days
 - ii Payment is 100% of the yearly bussing fee
 - b Part time ridership (One-Way ridership)
 - i Student(s) ride bus 50% of the school days
 - ii Payment is 70% of the yearly bussing fee
 - c Casual
 - i Tickets can be purchased in packages of 10 for \$100 from school office (tickets are transferrable)
 - ii Bussing fee is \$10 one way
- 2 Payment for bussing needs to be in place prior to the beginning of the school year. Failure to do so may result in your child being unable to ride the bus.
- 3 Cancellation of bussing requires 30 days notice. Notice must be received by the 1st of the month to be effective for the following month. A 25\$ administration fee will be charged for all refunds.

Student Registration Requirements

Registering

Registration Fee

When registering for BCS there will be a \$50 non refundable registration fee.

BCS Fees

1. BCS Fees consist of **Society Fees** and **Christian Ed (CE) Tuition**. These fees are required to be paid at time of registration or prior to June 1st. Failure to have these fees paid, or a payment plan in place, by June 1st may result in loss of registration.
 - a. Society fees are charged per family
 - b. CE Tuition is charged per child
2. BCS fees are refundable up to September 30th of the current school year minus a \$25 administration fee.
3. Registrations occurring after September 1st will have CE fees prorated based on the month of registration.

Re-registering

1. A family will be considered eligible for re-registration in any BCS affiliated program if the following criteria has been met:
 - a. There are no outstanding debts owing (or alternative financial arrangements have been made).
 - b. There are no unresolved Christian conduct issues which may be with the student but may also include parents conduct as well.

Year-Round Agenda Planning

September

- Form Nominations Committee

October

- Budget
- Approval of Board Nominees
- Review Bylaws before AGM (if required)

November

- Accountability Survey
- Auction
- BCSS Christmas gifts

December

- Staff appreciation function planning
- AGM Agenda approval
- Review bussing usage

January

- Board staff get together
- GIC discussion
- AGM with Financial Audit review

February

- Set fees (society/bussing) for following year
- Elect Board table officers
- Set Committee Membership

March

- Registration packages

April

- Approval of Year-Round Agenda

May

- Staff Appreciation Function Plan
- BCSS staff contract review
- Discuss BCSS staff gifts

June

- Bus Route
- Staff Board year end get together
- Golf Tournament

July

- Insurance

August

Board Staff Linkage

Staff members employed by BCSS are directly responsible to the Board. These positions may be, but are limited to, BCS custodial staff, Genesis Preschool Staff, BCS Chaplain.

1. The Board will present an Employee with a valid contract for the current school year.
 - a. Signed contracts will be kept on file at Brant Christian School.
 - b. In cases where contracts are being renewed, the employee will be presented with the contract in June for the following September start date. (ie June 2018 for the September 2018-19 school year.)

2. An Employee's direct Supervisor and Board Liaison is dependent on the location they are employed at.
 - a. Employees holding a position at BCS will be under the direct supervision of the School Administrator.
 - b. Employees holding a position with the Genesis Preschool Program will be under the supervision of the Preschool Co-ordinator or Chair.

3. Concerns with Employee behavior or performance, as outlined in the Master Agreement and contract will be brought to the Board's attention to be addressed with the Employee.
 - a. In cases where an Employee is under the direct supervision of the School Administrator, the School Administrator will be delegated to address concerns.

4. BCSS Employees will be given Professional Development opportunities along with staff who are employed with the School Division.

5. Employees will be presented with a current Job Description outlining the duties and responsibilities of the position.

6. New employees are required to complete a Criminal Record Check.

7. The Personnel Committee will meet with the BCSS Employee each year to review any concerns or address any needs that have arisen in the current school year.
 - a. A review of the Job Description may occur during this time as well as a performance review.