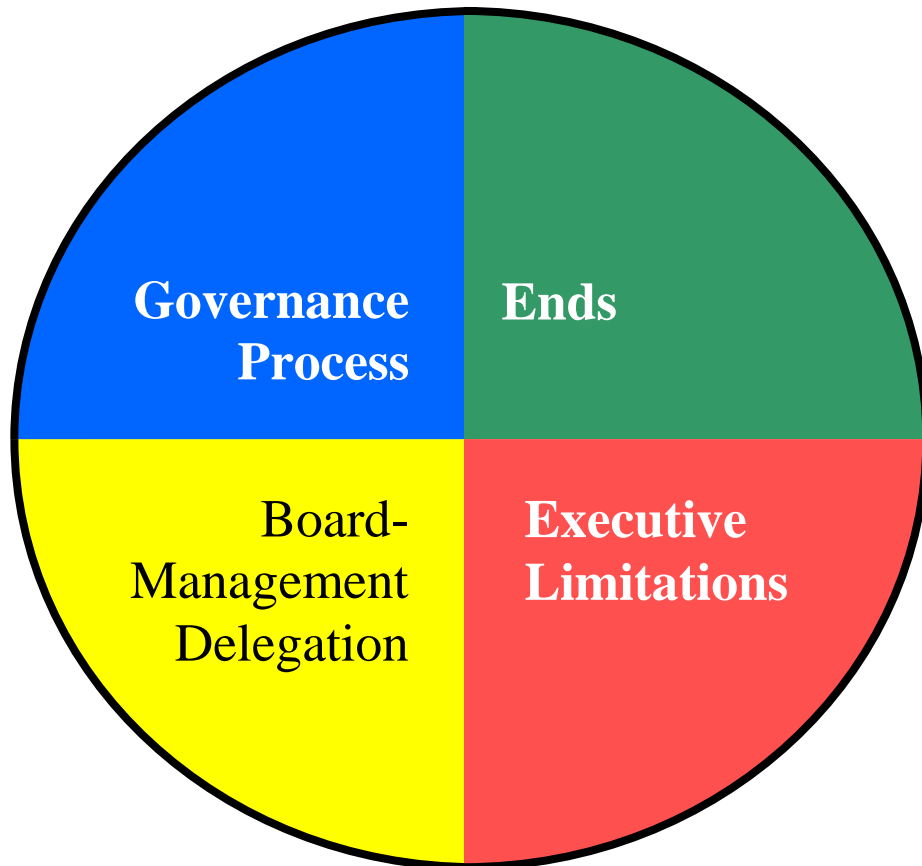




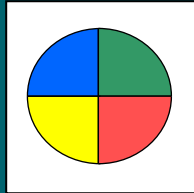
# MASKWACIS EDUCATION SCHOOLS COMMISSION BOARD OF GOVERNORS POLICY MANUAL

---



# DRAFT TABLE OF CONTENTS

## BOARD OF DIRECTORS POLICIES



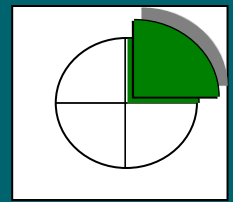
### INSTRUCTIONS TO SUPERINTENDENT

### INSTRUCTIONS TO BOARD

*Note: click on policy title to go directly to the policy*

ENDS		GOVERNANCE PROCESS			
<a href="#">E</a>	Global-Ends	<a href="#">GP</a>	Global Governance Commitment		
<a href="#">E-1</a>	Cree Life and Identity	<a href="#">GP-1</a>	Governing Style		
<a href="#">E-2</a>	Rates of Graduating Students	<a href="#">GP-2</a>	Core Values		
<a href="#">E-3</a>	Academic Success	<a href="#">GP-3</a>	Board Job Contributions		
<a href="#">E-4</a>	Healthy Lifestyles	<a href="#">GP-4</a>	Board Planning Cycle and Agenda Control		
<a href="#">E-5</a>	Parental Engagement	<a href="#">GP-5</a>	Role of Board Chair (CGO)		
<b>EXECUTIVE LIMITATIONS</b>		<a href="#">GP-6</a>	Board Committee Principles		
		<a href="#">GP-7</a>	Board Committee Structure		
		<a href="#">GP-7.1</a>	Audit Committee ToR		
		<a href="#">GP-7.2</a>	Ownership Linkage Committee ToR		
		<a href="#">GP-7.3</a>	Superintendent Compensation Committee ToR		
		<a href="#">GP-8</a>	Board and Committee Expenses		
		<a href="#">GP-9</a>	Code of Conduct		
		<a href="#">GP-10</a>	Investment in Governance		
		<a href="#">GP-11</a>	Board Linkage with Ownership		
		<a href="#">GP-12</a>	Board Linkage with Other Organizations		
		<a href="#">GP-13</a>	Governance Succession Planning		
		<a href="#">GP-14</a>	Special Rules of Order		
		<a href="#">GP-15</a>	Handling of Operational Complaints		
		<a href="#">GP-16</a>	Handling of Apparent Policy Violations		
		<a href="#">GP-17</a>	Requests for Presentations to the Board		
		<a href="#">EL</a>	General Executive Constraint	<b>BOARD-MANAGEMENT DELEGATION</b>	
		<a href="#">EL-1</a>	Treatment of Students and Parents		
<a href="#">EL-2</a>	Treatment of Staff				
<a href="#">EL-3</a>	Planning				
<a href="#">EL-4</a>	Financial Condition and Activities				
<a href="#">EL-5</a>	Asset Protection				
<a href="#">EL-6</a>	Investments				
<a href="#">EL-7</a>	Compensation and Benefits				
<a href="#">EL-8</a>	Communication and Support to the Board				
<a href="#">EL-9</a>	Organizational Culture				
<a href="#">EL-10</a>	Student Transportation				
<a href="#">EL-11</a>	Curriculum	<a href="#">BMD</a>	Global Board-Management Delegation		
		<a href="#">BMD-1</a>	Unity of Control		
		<a href="#">BMD-2</a>	Accountability of the Superintendent		
		<a href="#">BMD-3</a>	Delegation to the Superintendent		
		<a href="#">BMD-4</a>	Monitoring Superintendent Performance		
		<a href="#">BMD-5</a>	Superintendent Compensation		
		<a href="#">BMD-6</a>	Superintendent Termination		

## BOARD OF DIRECTORS POLICY

**Policy Name:** Global-End**Policy Type:** Ends**Number:**

E

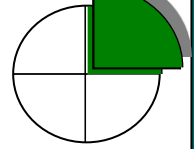
**Date Approved:**

October 9, 2018

**Date Amended:****Date Last Reviewed:** October 9, 2018

Maskwacîs Education Schools Commission exists so that:

Maskwacîs Nehiyawak develop the confidence, competence, capacity, and character to succeed in various fields of education and employment based on Iyiniw Mamitonehickan for the optimization of resources used at a cost that can be justified by the results.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Cree Life and Identity**Number:**

E-1

**Date Approved:**

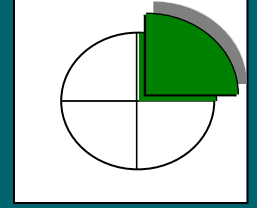
October 9, 2018

**Policy Type:** Ends**Date Amended:****Date Last Reviewed:** October 9, 2018

Students live the Cree way of life and take pride in their Cree identity

This includes but is not limited to:

1. Students grow in their cultural practices.
  - 1.1 Students engage in cultural dance, music, art, ceremonies, and traditions.
2. Students know and understand the land in the Cree way of thinking.
3. Students are fluent in Cree.
4. Students know and understand Maskwacîs history in relation to Treaties.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Rates of Graduating Students**Number:**

E-2

**Date Approved:**

October 9, 2018

**Policy Type:** Ends**Date Amended:****Date Last Reviewed:** October 9, 2018

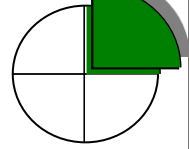
High rates of graduating students

This includes but is not limited to:

1. Students have employable knowledge, skills, and attitudes
2. Students qualify for post-secondary education
3. Special needs students reach their potential



## DRAFT BOARD OF DIRECTORS POLICY



**Policy Name:** Academic Success

**Number:**

E-3

**Date Approved:**

October 9, 2018

**Policy Type:** Ends

**Date Amended:**

**Date Last Reviewed:** October 9, 2018

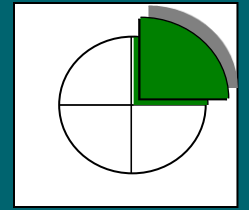
Students are successful, creative and adaptive in their academic studies

This includes but is not limited to:

1. Increasing numbers of students can read and write at grade level
2. Increasing numbers of students are math literate at grade level
3. Students are capable in the STEM (Science, Technology, Engineering, and Math) competencies.



## DRAFT BOARD OF DIRECTORS POLICY



**Policy Name:** Healthy Lifestyles

**Number:**

E-4

**Date Approved:**

October 9, 2018

**Policy Type:** Ends

**Date Amended:**

**Date Last Reviewed:** October 9, 2018

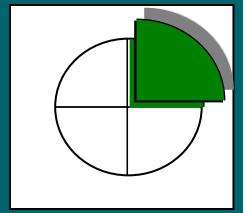
Students make healthy lifestyle choices.

This includes but is not limited to:

1. Students have healthy relationships.
2. Students choose nutritious, healthy foods.
3. Students take up healthy, recreational pursuits.
  - 3.1 Students participate in a variety of sports, extracurricular activities, and clubs.
4. Students have improving rates of attendance.
5. Students can access mental health supports and know how to do so.
  - 5.1 Stigmas associated with mental illness decrease in the student population.
6. Students are aware of the effects of drugs and alcohol.



**DRAFT BOARD OF DIRECTORS POLICY**



**Policy Name:** Parental Engagement

**Number:**

E-5

**Date Approved:**

October 9, 2018

**Policy Type:** Ends

**Date Amended:**

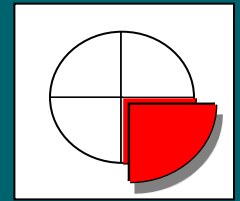
**Date Last Reviewed:** October 9, 2018

Parents and guardians are engaged in the decision-making process regarding their children's education.





## DRAFT BOARD OF DIRECTORS POLICY



**Policy Name:** General Executive Constraint

**Number:**

EL

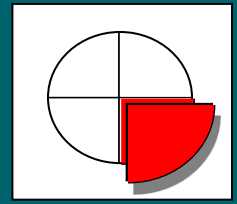
**Policy Type:** Executive Limitations

**Date Approved:**

**Date Amended:**

**Date Last Reviewed:** October 20, 2018

The Superintendent shall not cause or allow any organizational practice, activity, decision or circumstance which is either unlawful, imprudent or in violation of the natural laws (Pahstahowin) from which our Plains Cree values are derived, inherent Aboriginal and Treaty rights, and commonly accepted business and professional ethics and practices.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Treatment of Students and Parents**Number:**

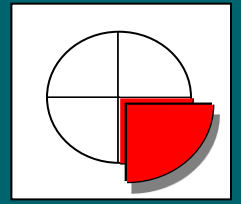
EL-1

**Policy Type:** Executive Limitations**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

The Superintendent shall not cause or allow conditions, procedures or decisions related to the treatment of students, parents or guardians that are unsafe, unfair, disrespectful, or unnecessarily intrusive.

Further, without limiting the scope of the above statement by the following list, the Superintendent shall not:

1. Permit decisions or procedures that do not recognize and respect parents/guardians as those with primary responsibility for education and protection of their children.
  - 1.1. Permit parents/guardians to be without the opportunity to participate in key decisions involving the education of their children.
  - 1.2. Permit parents/guardians to be without clear, timely and responsive communications regarding progress and activity of their children.
2. Permit students to be without all reasonable protections against hazards or conditions that might threaten a safe, healthy, respectful and secure learning environment.
  - 2.1. Permit students to be without adequate protection from bullying and harassment. Allow individuals who bully and/or harass to receive inappropriate consequences.
  - 2.2. Permit any school-authorized activities, occurring on school premises or elsewhere, during authorized times, to be inappropriately supervised.
  - 2.3. Deliver education in a manner that is insensitive to the Plains Cree culture or the student's culture.
3. Use methods of collecting, reviewing, storing or transmitting student information that inadequately protect against improper access to personal information.
4. Permit admission, registration, evaluation, or recognition processes that treat students unfairly.
  - 4.1. Permit student evaluation practices that are invalid, or that do not provide a clear indication of the level of student mastery.
5. Permit students and parents to be unaware of expectations with respect to student performance and conduct.
6. Allow each student and his/her parents/guardians to be uninformed of the student's progress.
7. Permit students and parents to be without clear written guidelines for the handling of student complaints, including access to an appeal process.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Treatment of Staff and Volunteers**Number:**

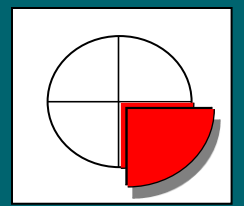
EL-2

**Policy Type:** Executive Limitations**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

The Superintendent shall not cause or allow working conditions for staff or volunteers that are unfair, undignified, unsafe, disorganized or unclear.

Further, without limiting the scope of the above statement by the following list, the Superintendent shall not:

1. Allow staff to be without current, enforced, documentation that clarifies expectations and working conditions, provides for effective handling of grievances, and protects against wrongful conditions.
  - 1.1. Permit staff to be without adequate protection from harassment.
  - 1.2. Permit staff to be uninformed of the performance standards by which they will be assessed.
2. Permit staff to be without regular assessment of their performance.
3. Retaliate against any staff member for non-disruptive expression of dissent.
4. Allow staff to be unprepared to deal with emergency situations.
5. Permit staff to be without reasonable opportunity for professional growth and development.
6. Allow insufficient support for the establishment and maintenance of Parent Advisory Committees in accordance with the Maskwacîs Education Law.
  - 6.1. Allow insufficient opportunity for parents and guardians to participate on Parent Advisory Committees
7. Allow inappropriate conduct of Parent Advisory Committee members.
  - 7.1. Allow Parent Advisory Committee members to exert authority over Maskwacîs Education Schools Commission, its schools or staff including staff evaluation.
  - 7.2. Allow parents, guardians, or elders to participate on Parent Advisory Committees if they present a risk to students, Maskwacîs Education Schools Commission, its staff or property.
  - 7.3. Allow parents, guardians, or elders to participate who have unsatisfactory Vulnerable Sector Checks Child Intervention Record Check.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Planning**Number:**

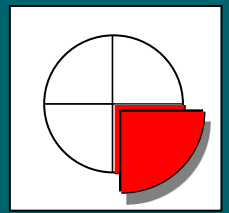
EL-3

**Policy Type:** Executive Limitations**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

The Superintendent shall not permit planning that allocates resources in a way that deviates materially from Board-stated Ends priorities, risks fiscal jeopardy, or does not enable the longer-term ability of the organization to achieve Ends.

Further, without limiting the scope of the above statement by the following list, the Superintendent shall not:

1. Operate without a documented, multi-year strategy that can be expected to achieve a reasonable interpretation of the Ends.
  - 1.1. Permit planning that does not explain and justify assumptions and identify relevant environmental factors.
2. Permit budgeting for any fiscal period or the remaining part of any fiscal period that is not derived from the multi-year plan.
3. Permit financial planning that omits credible projection of revenues and expenses, separation of capital expenditures and operational expenses, cash flow projections, and disclosure of planning assumptions.
4. Permit planning that risks incurring any situation or condition described as unacceptable in the “Financial Condition and Activities” policy.
5. Permit financial planning that does not provide the amount determined annually by the Board for the Board’s direct use during the year, such as costs of fiscal audit, Board development, Board and committee meetings, Board legal fees, and ownership linkage.
6. Permit planning that endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve Ends in future years.
  - 6.1. Operate without succession plans to facilitate smooth operations during key personnel transitions and ensure competent operation of the organization over the long term.
  - 6.2. Permit the organization to be without sufficient organizational capacity and current information about Superintendent and board issues and processes for the competent operation of the organization to continue in the event of sudden loss of the Superintendent.
  - 6.3. Permit the organization to be without a long-term plan for school renewal.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Financial Condition and Activities**Number:**

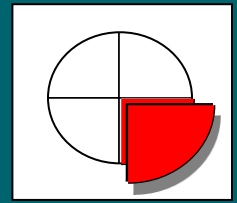
EL-4

**Policy Type:** Executive Limitations**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

With respect to the actual, ongoing financial conditions and activities, the Superintendent shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in *Ends* policies.

Further, without limiting the scope of the above statement by the following list, the Superintendent shall not:

1. Expend more funds than have been received in the fiscal year to date.
2. Use any funds from contingency reserves other than for emergency purposes as defined in the Finance procedure section...???
3. Use any capital reserves that were not included in the initial financial plan for the year that was assessed by the board as compliant with the Executive Limitation policy: Planning for the year or, not included in that plan, exceeds \$150,000.
4. Allow reserve funds to be less than 10%.
5. Borrow funds.
6. Allow the untimely payment of payroll and debts.
7. Loan funds, including salary advances, or guarantee loans.
8. Allow tax payments or other government ordered payments or reports to be overdue or inaccurately filed.
9. Acquire, encumber or dispose of land or buildings.
10. Permit fund-raising activities for which the proceeds are not used for educationally sound purposes.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Asset Protection**Number:**

EL-5

**Policy Type:** Executive Limitations**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

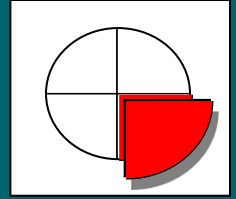
The Superintendent shall not allow assets to be unprotected, inadequately maintained or unnecessarily risked.

Further, without limiting the scope of the above statement by the following list, the Superintendent shall not:

1. Permit the organization have inadequate bonding and/or inadequate insurance against property and casualty losses.
  - 1.1. Permit the organization to insure its property with inadequate valuation and limits and for damage due to an insufficient scope of perils.
    - 1.1.1. Insure the buildings and contents with a blanket limit less than 90% of the cost to replace the damaged items with materials of like kind and quality, without deduction for depreciation
    - 1.1.2. Permit the organization to have inadequate insurance for theft, disappearance or destruction of money and securities inside or outside the premises.
  - 1.2. Permit the Board members, staff and individuals engaged in activities on behalf of the organization, or the organization itself, to have inadequate liability insurance.
    - 1.2.1. Allow the organization, Board members, and staff to have inadequate insurance covering professional liability, errors or omissions related to the administration of or fiduciary duties involved with design or administration of employee benefits, wrongful acts involving personnel or other material decisions, or claims alleging sexual molestation and abuse.
  - 1.3. Permit the organization to have inadequate privacy/cyber insurance.
  - 1.4. Permit individuals traveling on behalf of the organization to have inadequate travel accident insurance.
  - 1.5. Permit the organization to purchase a bond or crime insurance
    - with inadequate limits,
    - which does not cover loss due to dishonesty and lack of faithful performance by personnel having access to material amounts of funds, and
    - which does not comply with any applicable statutory or regulatory obligations related to pensions.
2. Allow personnel who are not included under a bond or crime insurance to have access to material amounts of funds.
3. Unnecessarily expose the organization, its Board members or staff to claims of liability.



- 3.1. Allow any material contracts or material internal human resource documents to be executed with inadequate review by qualified legal counsel.
- 3.2. Allow any employee or volunteer to be in contact with children under the age of 18 or other vulnerable populations without being screened subject to the requirements of the organization's insurer.
4. Receive, process or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
  - 4.1. Receive, process or disburse the organization's assets under internal controls insufficient to detect, deter and prevent fraud or insufficient to prevent and detect significant deficiencies or material weaknesses.
  - 4.2. Permit internal controls insufficient to prevent and ensure against tardy, inaccurate, or misleading financial reporting.
5. Cause or allow buildings and equipment to be subjected to improper wear and tear or insufficient maintenance.
6. Allow the organization to operate without a plan to mitigate loss to organizational assets damaged by a disaster and to expedite recovery from a disaster.
7. Make purchases that do not result in appropriate level of quality, after-purchase service and value for dollar, or do not provide opportunity for fair competition.
  - 7.1. Make any purchase wherein normally prudent protection has not been given against conflict of interest.
  - 7.2. Make any purchase of over \$50,000 without having obtained comparative prices and quality including long-term quality. Orders shall not be split to avoid these criteria.
8. Make any capital expenditure of greater than \$50,000 that was not included in the initial financial plan for the year, which was assessed by the Board as compliant with the Executive Limitation on Planning, or exceed the originally budgeted cost for a capital purchase by more than 15%.
9. Compromise the independence of the Board's audit or other external monitoring or advice.
  - 9.1. Engage parties already chosen by the Board as consultants or advisers.
10. Allow intellectual property, information and files to be exposed to loss or significant damage.
11. Endanger the organization's public image, credibility, or its ability to accomplish Ends.
  - 11.1. Develop or continue collaborative relationships with organizations whose principles or practices are incompatible with Maskwacis Education Schools Commission.
  - 11.2. Allow relationships with stakeholders to be inconsistent with the productive cooperation necessary to the achievement of Ends.
    - 11.2.1. Permit inconsistent, disrespectful or untimely response to stakeholder concerns.
12. Change the organization's name or substantially alter its identity in the community.
13. Create or purchase any subsidiary corporation
14. Allow activities in the school with inadequate security measures.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Investments**Number:**

EL-6

**Policy Type:** Executive Limitations**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

The Superintendent shall not allow funds which are not required for daily operations to produce less than a reasonable level of return or to jeopardize preservation of capital.

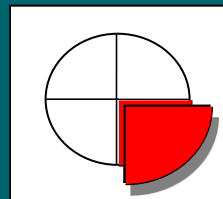
Further, without limiting the scope of the above statement by the following list, the CEO shall not:

1. Engage in margin trading, derivatives, mortgages, foreign holdings, real estate holdings, equities, or investment trusts.
2. Invest in securities other than those issued or guaranteed by:
  - the Federal Government of Canada, or
  - a provincial or territorial government of Canada, or
  - a municipality in Canada, or
  - a Canadian chartered bank, treasury branch, credit union, or trust company
3. Permit investments that are insufficiently liquid to meet the organization's anticipated expenditures without incurring penalties.
4. Permit the investments portfolio to lack diversification appropriate for a lower level of risk.
  - 4.1. Allow exposure of greater than 20% to any one counterparty, unless the counterparty is the Government of Canada or a provincial or territorial government in Canada.
  - 4.2. Allow more than 25% of the portfolio to mature in any given year.
  - 4.3. Allow the purchase of any investment with a maturity date of greater than 5-years.
5. Permit investment decisions to be made without the expected portfolio achievement, after fees and expenses, of a pre-tax average annual return of prime plus.





**DRAFT BOARD OF DIRECTORS POLICY**



**Policy Name:** Compensation and Benefits

**Number:** EL-7

**Policy Type:** Executive Limitations

**Date Approved:**

**Date Amended:**

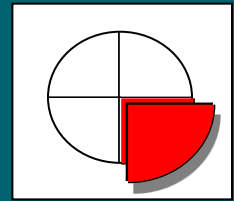
**Date Last Reviewed:** October 20, 2018

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the Superintendent shall not cause or allow jeopardy to fiscal integrity or public image.

Further, without limiting the scope of the above statement by the following list, the Superintendent shall not:

1. Change his/her own compensation and benefits, except as his or her benefits are consistent with a package for all other employees.
2. Authorize his/her own expense reimbursement.
3. Promise or imply guaranteed employment.
4. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
5. Create obligations over a longer term than revenues can be safely projected.
6. Establish or change pension benefits.

**DRAFT BOARD OF DIRECTORS POLICY**



<b>Policy Name:</b> Communication and Support to Board	<b>Number:</b>	EL-8
<b>Policy Type:</b> Executive Limitations	<b>Date Approved:</b>	
	<b>Date Amended:</b>	
	<b>Date Last Reviewed:</b>	October 20, 2018

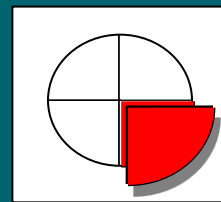
The Superintendent shall not permit the board to be uninformed or unsupported in its work.

Further, without limiting the scope of the above statement by the following list, the Superintendent shall not:

1. Withhold, impede, or confound information relevant to the board’s informed accomplishment of its job.
  - 1.1. Allow the Board to be without timely decision information to support informed Board choices, including
    - a) Relevant environmental scanning data and trends,
    - b) A representative range of staff and external points of view, and
    - c) A risk assessment including probability and impact of risks, and alternative choices with their respective implications.
  - 1.2. Neglect to submit timely monitoring data as required by the board’s schedule in GP-4: Board Planning Cycle and Agenda Control including:
    - a) Interpretations of Board policies that provide the observable metrics or conditions that would demonstrate compliance,
    - b) Rationale for why the interpretations are reasonable; and
    - c) Evidence of compliance.
  - 1.3. Let the board be unaware of any actual or anticipated non-compliance with any Ends or Executive Limitations policy, regardless of the Board’s monitoring schedule.
  - 1.4. Let the Board be unaware of any incidental information it requires, including:
    - a) Year-to-date summary of actual expenditures compared to budget showing the balance remaining under each major budget category,
    - b) Costs expended to achieve each of Ends policies sets,
    - c) Anticipated media coverage,
    - d) Actual or anticipated legal actions,
    - e) Material or publicly visible internal changes or events,
    - f) Changes in senior personnel, and;
    - g) Student enrolment trends.
  - 1.5. Allow the Board to be unaware that, in the Superintendent’s opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Delegation, particularly in the case of board behaviour which is detrimental to the work relationship between the Board and the Superintendent.
  - 1.6. Present information in unnecessarily complex or lengthy form, or in a form that does not clearly differentiate among monitoring, decision preparation, and general incidental or other information.



2. Allow the Board to be without reasonable administrative support for board activities.
  - 2.1. Allow the Board to be without a workable, user-friendly mechanism for official board, officer or board committee communications.
  - 2.2. Allow the Board to be without Board Secretary services that meet all legal requirements and ensure the integrity of the Board's documents.
  - 2.3. Allow the Board members to be without a copy of Treaty No. 6, Maskwacis Education Law, Maskwacis Education Resource and Development Agreement, Maskwacis – Government of Alberta Framework Agreement, The MESC by-laws, the Board Policy manual, Indian Act, Alberta School Act, UNDRIP and TRC Calls to Action.
  - 2.4. Allow the Board members to be without an annual session with the elders to understand the intent and meaning of Treaty No. 6 as understood through oral testimony.
3. Impede the Board's holism, misrepresent its processes and role, or impede its lawful obligations.
  - 3.1. Interact with the Board in a way that favours or privileges certain board members over others, except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
  - 3.2. Neglect to supply for the Required Approvals agenda all items delegated to the Superintendent, yet required by law, regulation or contract to be Board-approved, along with the applicable monitoring information.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Organizational Culture**Number:**

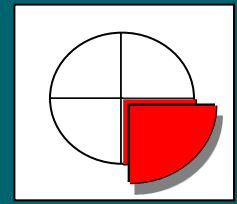
EL-9

**Policy Type:** Executive Limitations**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

The Superintendent shall not permit an organizational culture that lacks a high degree of integrity at all levels of the organization.

Further, without limiting the scope of the above by the following list, the Superintendent shall not:

1. Permit the organization to be without an enforced internal Code of Conduct, of which all employees are made aware, that clearly outlines the organization's ethical expectations of employees.
2. Permit employees and others to be without a mechanism for confidential reporting of alleged or suspected improper activities, without fear of retaliation.
  - 2.1. Permit the reporting process to exclude a mechanism for confidential reporting of incidents that implicate the Superintendent to the Board Chair.
  - 2.2. Permit employees to be without a clear process to confidentially register a concern, or without a fair process for reporting and investigating allegations of suspected improper activities, which include but are not limited to: financial irregularities; dishonest, deceitful, fraudulent or criminal acts; and other violations of law.
  - 2.3. For those incidents that do not implicate the Superintendent, permit there to be a conflict or direct reporting relationship between the person conducting the investigation and the person alleged to have engaged in improper activities.
  - 2.4. Permit disclosure of the identity of whistle blowers or the subject matter of the investigation unless it is necessary to do so to conduct a comprehensive investigation or required by law or other board policy.
  - 2.5. Permit employees to be unaware that any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false shall be viewed as a serious offence and shall be subject to disciplinary action.
  - 2.6. Permit any employee to be adversely affected because the employee refuses to carry out a directive which would result in an improper activity.
  - 2.7. Allow the Board to be uninformed about any potential reputation exposure related to these matters.
  - 2.8. Operate without maintaining detailed records of all matters raised under this Policy.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Student Transportation**Number:**

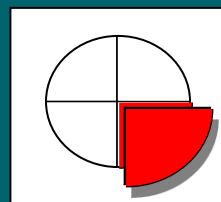
EL-10

**Policy Type:** Executive Limitations**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

The Superintendent shall not permit student transportation that is unsafe or that requires unwarranted or unfair travel time.

Further, without limiting the scope of the above statement by the following list, the Superintendent shall not:

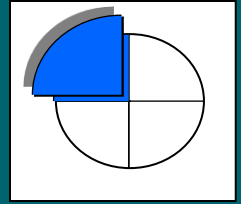
1. Permit operation of District-owned or contracted vehicles by unauthorized persons, or by persons who do not possess a valid licence.
2. Transport students other than in school vehicles unless there are rigorous internal policies ensuring equivalent safety of alternative transportation methods.
3. Design transportation routes without consideration, as much as possible, of equity in length of travel time and distance students must travel to bus pick-up points.
  - 3.1. Design transportation routes that would create unsafe walking conditions such as crossing a major highway or railway.
4. Permit students to be transported in vehicles for which there is inadequate insurance coverage.
5. Change transportation routes without reasonable notice of anticipated changes to parents/guardians.
6. Permit parents/guardians and students to be without a timely process for addressing concerns about student transportation.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Curriculum**Number:**

EL-11

**Policy Type:** Executive Limitations**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

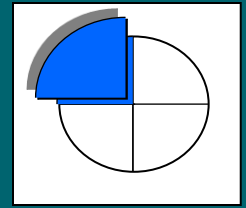
The Superintendent shall neither adopt nor revise curriculum unless it is based on Îniyîw Mâmitonehicikan, Nehiyawewin, Nehiyaw Pimâtisôwin, Wahkôhtowin and sound education theory that enables students to achieve education credits equivalent to an Alberta high school diploma.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Global Governance Commitment**Number:**

GP

**Policy Type:** Governance Process**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

The purpose of the Board, on behalf of the people of the four independent Maskwacîs Cree Nations; Ermineskin Cree Nation, Louis Bull Tribe, Montana First Nation and Samson Cree Nation is to ensure that Maskwacîs Education Schools Commission achieves appropriate results, for the appropriate people at an appropriate worth, and avoids unacceptable actions and situations.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Governing Style**Number:**

GP-1

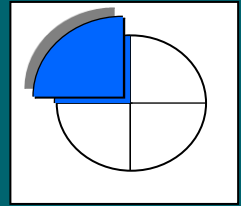
**Policy Type:** Governance Process**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

The Board will govern lawfully with an emphasis on outward vision, commitment to obtaining ownership input, encouragement of diversity in viewpoints, strategic leadership, clear distinction of Board and staff roles, collective decisions, and a proactive, future focus. This means the Board will not be preoccupied with the present or past, or with internal, administrative detail.

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will initiate policy, not merely react to staff initiatives. The Board will use the expertise of individual members and board committees to enhance the ability of the Board as a body to make policy, rather than to substitute their individual judgements for the group's values.
2. The Board will direct, control and inspire the organization through the careful establishment of broad written policies reflecting the owners' values and perspectives. The Board's major policy focus will be on the intended long-term results to be produced for beneficiaries outside the operational organization, not on the administrative means of attaining those results.
3. The Board will enforce upon itself whatever self-discipline is needed to govern with excellence. Self-discipline will apply to matters such as its code of conduct, attendance, preparation for meetings, policy-making principles, respect of roles, regular self-evaluation, and ensuring the continuity of governance capability. Although the Board can change its governance process policies at any time, it will scrupulously observe those currently in force.
4. Continual board development will include orientation of new members to the Board's governance process and periodic board discussion of process improvement.
5. The Board will not allow any member or committee of the Board to hinder or be an excuse for not fulfilling board obligations.
6. The Board will evaluate and discuss the board's process and performance at each meeting. Self-evaluation will include comparison of board activity and discipline to policies in the Governance Process and Board-Management Delegation categories.



**DRAFT BOARD OF DIRECTORS POLICY**



**Policy Name:** Core Values

**Number:**

GP-2

**Policy Type:** Governance Process

**Date Approved:**

**Date Amended:**

**Date Last Reviewed:** October 20, 2018

The Board commits to values of the Maskwacîs Nehiyawak and will ensure these values are honoured in policy.

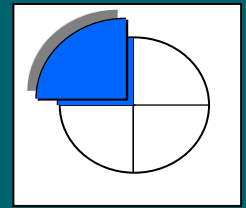
These values include, but are not restricted to:

Îyinîw Mâmitonehikan - Think and understand our being and existence through a Cree perspective including the Maskwacîs Cree language, ceremonies, values and understanding of relationships (Wahkôhtowin).

Nehiyawewin –. Speak the Cree language, our Maskwacîs Cree language defines our identity.

Nehiyaw Pimâtisôwin - Living our Cree way of life, thinking and understanding our being and existence through a Cree perspective including Mâdawô Ohtâwîmâw Owiyehechikewin (creation), Askîw Pimâtisôwin (living off the land), Nehiyawewin (Cree language), Kâkisimowin (prayer), Tâpôwakehitamôwin (believe and understand the values), Kîhcehitowin (respect) ekwa Nehiyâwin (Cree Culture).

Wahkôhtowin – Believe all things are related and connected, that all of existence has spirit and that living in a good way requires people to maintain relationships with each other and other aspects of existence.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Board Job Contributions**Number:**

GP-3

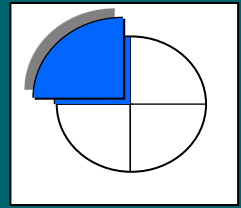
**Policy Type:** Governance Process**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

As an informed agent of the ownership, the board's specific job products are those that ensure appropriate organizational performance.

Accordingly, the Board has direct responsibility to create:

1. The link between the owners and the operational organization.
2. Written governing policies that address the broadest levels of all organizational decisions and situations:
  - 2.1. *Ends*: what good or benefit the organization is to produce, for which recipients, at what worth.
  - 2.2. *Executive Limitations*: Constraints on executive authority that establish the boundaries of prudence and ethics within which all executive activity and decisions must take place.
  - 2.3. *Governance Process*: Specification of how the Board conceptualizes, carries out, and monitors its own task.
  - 2.4. *Board-Management Delegation*: How power is delegated and its proper use monitored, including the Superintendent role, authority, and accountability.
3. Assurance of organizational performance on Ends and Executive Limitations.
  - 3.1. Continuity of the Superintendent function.
  - 3.2. Structured monitoring of the Superintendent as outlined in Board-Management Delegation policies.
4. Operational decisions that the Board has prohibited the Superintendent from making by its Executive Limitations policies.

## DRAFT BOARD OF DIRECTORS POLICY



**Policy Name:** Board Planning Cycle and Agenda Control

**Number:** GP-4

**Policy Type:** Governance Process

**Date Approved:**

**Date Amended:**

**Date Last Reviewed:** October 20, 2018

To accomplish its job products with a governance style consistent with board policies, the board will follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves board performance through board education and enriched input and deliberation.

1. The Board shall maintain control of its own agenda by developing a multi-year cycle and an annual schedule that includes all elements of the board’s work. [See cycle at the end of this policy.]
  - 1.1. Review of the Ends in a timely fashion which allows the Superintendent to build a budget based on accomplishing a one-year segment of the board's most recent statement of long-term Ends.
  - 1.2. Linkage with the ownership to gain a representative mix of owner values, perceptions and expectations, prior to the above review.
  - 1.3. Education related to Ends determination (for example, presentations relating to the external environment, demographic information, exploration of future perspectives which may have implications, presentations by advocacy groups and staff).
  - 1.4. Risk assessment, including probability of risks and impact of particular risks, as background context for policy review.
 

Content review of selected Executive Limitations, Governance Process and Board – Management Delegation policies, consistent with a multi-year schedule that includes all policies.
  - 1.5. Self-evaluation of the Board’s own compliance with selected Governance Process and Board – Management Delegation policies, consistent with the schedule in the policy *Investment in Governance*.
  - 1.6. Documentation of monitoring compliance by the Director of Education with Executive Limitations and Ends policies. Monitoring reports will be read in advance of the board meeting, and discussion will occur only if board members assess interpretations as unreasonable, identify non-compliance, or identify potential need for policy amendments.
  - 1.7. Education about the process of governance.
2. Based on the outline of the annual schedule, the Board delegates to the Chair the authority to fill in the details of the meeting content. Potential agenda items shall be carefully screened. Screening questions shall include:
  - Clarification as to whether the issue clearly belongs to the Board or the Director of Education.
  - Identification of what category an issue relates to - Ends, Executive Limitations, Governance Process, Board-Management Delegation.
  - Review of what the Board has already said in this category, and how the current issue is related.



3. Throughout the year, the Board will attend to Required Approvals Agenda items as expeditiously as possible. When an item is brought to the Board via the Required Approvals Agenda, deliberation, if any, will only be in regard to whether or not the Director of Education’s decision complies with relevant board policies.

**MULTI-YEAR CYCLE**

Number	Policy	Content Review	Monitoring Frequency and Mo.	Monitoring Method	
E	Global-Ends	Dec (annual)	Jul (annual)	Internal report	
E-1	Rates of Graduating Students	Dec (annual)	Sep (annual)	Internal report	
E-2	Academic Success	Dec (annual)	Nov (annual)	Internal report	
E-3	Healthy Lifestyles	Dec (annual)	Jan (annual)	Internal report	
E-4	Cree Life and Identity	Dec (annual)	Mar (annual)	Internal report	
E-5	Parental Engagement	Dec (annual)	May (annual)	Internal report	
EL	Global Executive Constraint	Jan (E)	Jan (annual)	Internal report	
EL-1	Treatment of Students & Parents	Apr (O)	Apr (annual)	Internal report	
EL-2	Treatment of Staff & Volunteers	May (E)	May (annual)	Internal report	
EL-3	Planning	Mar (O)	Mar (annual)	Internal report	
EL-4	Financial Condition & Activities	Jul (E)	Q1: Sep Q2: Dec Q3: Mar Q4: Jun	Internal report	
EL-5	Asset Protection	Oct (O)	Oct (annual)	Internal report	
EL-6	Investments	Feb (E)	Feb (annual)	Internal report	
EL-7	Compensation and Benefits	Jul (O)	Jul (annual)	Item 1	External audit
				All other items	Internal report
EL-8	Communication and Support to the Board	Jun (E)	Jun (annual)	Internal report	
EL-9	Organizational Culture	Nov (O)	Nov (annual)	Internal report	
EL-10	Student Transportation	Sep (E)	Sep (annual)	Internal report	
EL-11	Curriculum	Oct (O)	Oct (annual)	Internal report	
GP	Global Governance Commitment	Jun (E)	Jun (O)	Direct inspection	
GP-1	Governing Style	Oct (O)	Oct (E)	Direct inspection	
GP-2	Core Values	Nov (E)	Nov (O)	Direct inspection	
GP-3	Board Job Contributions	Sep (O)	Sep (E)	Direct inspection	
GP-4	Board Planning Cycle & Agenda Control	Jul (E)	Jul (O)	Direct inspection	
GP-5	Role of Board Chair (CGO)	Dec (O)	Dec (E)	Internal report (via Board Chair)	
GP-6	Board Committee Principles	Apr (E)	Apr (O)	Direct inspection	
GP-7	Board Committee Structure	Apr (O)	Apr (E)	Direct inspection	
GP-7.1	Audit Committee ToR	Jun (O)	Jun (E)	Internal report (via committee)	



Number	Policy	Content Review	Monitoring Frequency and Mo.	Monitoring Method
GP-7.2	Ownership Linkage Committee ToR	Oct (E)	Oct (O)	Internal report (via committee)
GP-7.3	Superintendent Compensation Committee ToR	Feb (O)	Feb (E)	Internal report (via committee)
GP-8	Board and Committee Expenses	Jul (annual)	Jul (annual)	Direct inspection
GP-9	Code of Conduct	Jan (O)	Jan (E)	Direct inspection
GP-10	Investment in Governance	Sep (E)	Sep (O)	Direct inspection
GP-11	Board Linkage with Ownership	Mar (O)	Mar (E)	Direct inspection
GP-12	Board Linkage with Other Organizations	Feb (E)	Feb (O)	Direct inspection
GP-13	Governance Succession Planning	Feb (end of 3-year terms)	May (end of 3-year term)	Direct inspection
GP-14	Special Rules of Order	Dec (E)	Dec (O)	Direct inspection
GP-15	Handling Operational Complaints	Dec (O)	Dec (E)	Direct inspection
GP-16	Handling Apparent Policy Violations	Jan (E)	Jan (O)	Direct inspection
GP-17	Requests for Presentations	Jul (end of 3-year term)	Jul (end of 3-year term)	Direct inspection
BMD	Global Board-Management Delegation	Jul (E)	Jul (O)	Direct inspection
BMD-1	Unity of Control	Nov (O)	Nov (E)	Direct inspection
BMD-2	Accountability of the Superintendent	Jan (E)	Jan (O)	Direct inspection
BMD-3	Delegation to the Superintendent	May (O)	May (E)	Direct inspection
BMD-4	Monitoring Superintendent Performance	May (E)	May (O)	Direct inspection
BMD-5	Superintendent Compensation	Mar (O)	Mar (E)	Direct inspection
BMD-6	Superintendent Termination	Mar (E)	Mar (O)	Direct inspection



<b>Other Scheduled Items</b>	<b>Relevant policies</b>	<b>Date</b>
Board organizational meeting and orientation	GP-10.2.1	Aug
Maskwacis Education Summit	GP-4	Nov
Board Governance Budget completed	GP-10.3.1	Nov
Initiate Ends review and revisions	GP-4.1.1	Nov
Report of ownership input for Ends deliberations	GP-7.2.1.1.3	Nov 15
Evaluation of effectiveness of ownership linkage	GP-7.2.1.1.1	Nov 30
Finalize Ends review and revisions	GP-4.1.1	Dec
Selection of Auditor	GP-7.1.1.1.1	Dec
Updated ownership linkage plan	GP-7.2.1.1.2	Dec 31
Information for Superintendent compensation decision	GP-7.3.1.1 & GP-7.2.1.2	Jan 31
Superintendent Compensation Decision	BMD-5	Feb
Fiscal year-end		Mar 31
Financial audit presented to the Board. Also	GP-7.1.1.1.4	Jul
Audit Comm opinion re audit performed appropriately.	GP-7.1.1.1.3	Jul

(Copy to operation plan)

<b>Annual Planning Cycle (2018-2019)</b>							
	<b>Planned Linkage with Owners</b>	<b>Board Education</b>	<b>Ends Decisions</b>	<b>Governance Process &amp; Board-Management Delegation Decisions</b>	<b>Board Self-Evaluation</b>	<b>Executive Limitations Decisions</b>	<b>Monitoring Superintendent<sup>1</sup></b>
Sep 2018				-Routine content review: GP-10	GP-3	-Routine content review: EL-10	E-1 EL-4 (Q1) EL-10
Oct 2018				-Initial Board governance budgeting (GP-10.3.1) -Routine content review: GP-7.2	GP-1		EL-11 EL-5
Nov 2018	-Maskwacis Education Summit -Report of ownership input for Ends deliberations (GP-7.2.1.1.3) -Evaluation of effectiveness of ownership linkage (GP-7.2.1.1.1)		-Initial Ends review and revisions	-Finalize Board governance budget (GP-10.3.1) -Routine content review: GP-2	BMD-1		E-2 EL-9
Dec 2018	-Finalize updated ownership linkage plan for the coming year (GP-7.2.1.1.2)		-Complete Ends review and revisions	-Selection of Financial Auditor (GP-7.1.1.1.1) -Routine content review: GP-14	GP-5 GP-15		EL-4 (Q2)
Jan 2019				-Information collected for Superintendent compensation decision (GP-7.3.1.1.7 & GP-7.2.1.2) -Routine content review: GP-9	GP-16 BMD-2		E-3 EL-General Executive Constraint
Feb 2019				-Superintendent compensation decision (BMD-5) -Routine content review: GP-7.3	GP-12		EL-6
Mar 2019				-Routine content review: GP-11 & BMD-5	BMD-6	-Routine content review: EL-3	E-4 EL-3 EL-4 (Q3)
Apr 2019				-Routine content review: GP-7	GP-6	-Routine content review: EL-1	EL-1

<sup>1</sup> All Superintendent monitoring is via internal report unless otherwise stated.

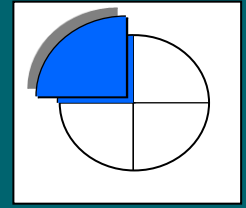


May 2019				-Routine content review: BMD-3	BMD-4		E-5 EL-2
Jun 2019				-Routine content review: GP-7.1	GP-Global	-Routine content review: EL-8	EL-4 (Q4)
Jul 2019				-Audit Committee opinion re audit appropriately performed -Routine content review: GP-8 -Update Annual Planning Cycle in GP-4	GP-4 BMD-Global GP-8 (Audit)	-Routine content review: EL-7	E-Global End EL-7 <sup>2</sup> Annual Fiscal Audit
Aug 2019				Board Organizational Meeting			

\*Shaded columns should take majority of board meeting time. \*\* Include self-evaluation of meeting process at each meeting.

<sup>2</sup> EL-7.1 to be monitored via external audit.



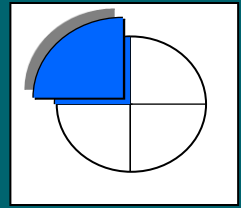
**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Role of Board Chair (CGO)**Number:**

GP-5

**Policy Type:** Governance Process**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

The Chair, a specially empowered member of the Board, assures the integrity of the Board's process.

1. The assigned result of the Chair's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
  - 1.1. Meeting discussion content will include only those issues that, according to Board policy, clearly belong to the Board to decide or monitor.
  - 1.2. Information that is neither for monitoring performance nor for board decisions will be avoided or minimized and always noted as such.
  - 1.3. Deliberation will be timely, fair, orderly and thorough, but also efficient and kept to the point.
2. The authority of the Chair consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Management Delegation, with the exception of (a) employment or termination of a Superintendent and (b) instances 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.
  - 2.1. The Chair is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
  - 2.2. The Chair has no authority to make decisions about policies created by the Board within *Ends* and *Executive Limitations* policy areas. Therefore, the Chair has no authority to supervise or direct the Superintendent.
  - 2.3. The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair's decisions and interpretations within the area delegated to the Chair.
  - 2.4. If the Chair is absent or unable to act or if the Chair's position is vacant, the Vice-Chair shall assume the Chair's authority and is accountable for the results as stated in this policy.

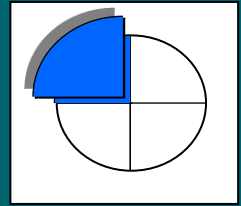
**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Board Committee Principles**Number:**

GP-6

**Policy Type:** Governance Process**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

Board committees, when used, will be assigned to reinforce the wholeness of the Board's role(s) and will respect the delegation from Board to Superintendent.

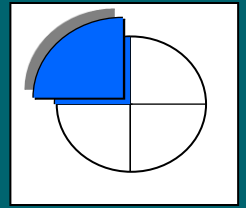
1. Committees will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will not advise staff or have direct dealings with current staff operations.
2. Board committees may not speak or act for the Board except when formally given such authority for specific and/or time-limited purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the Superintendent.
3. Board committees cannot exercise authority over staff. Because the Superintendent works for the full Board, he or she will not be required to obtain approval of a Board Committee before an executive action.
4. Committees will be used sparingly and ordinarily in an ad hoc capacity.
5. This policy applies to any group that is formed by Board action, whether or not it is called a committee, and whether or not it includes board members. It does not apply to committees formed under the authority of the Superintendent.
6. All committee members shall abide by the same Code of Conduct as governs the Board.
7. Committees only have authority to commit funds or resource of the organization in accordance with their written Terms of Reference or a written board decision.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Board Committee Structure**Number:**

GP-7

**Policy Type:** Governance Process**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

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 Board committees are those which are set forth in the following sections of this policy.

**DRAFT BOARD OF DIRECTORS POLICY**

**Policy Name:** Audit and Finance Committee Terms of Reference      **Number:** GP-7.1  
**Policy Type:** Governance Process      **Date Approved:**  
**Date Amended:**  
**Date Last Reviewed:** October 20, 2018

The Audit and Finance Committee enhances the Board's effectiveness and efficiency in fulfilling its external and direct inspection monitoring responsibilities of fiscal policy.

**Committee Products**

1. The committee products are to support the Board's job, not to decide for the Board unless explicitly stated below
  - 1.1. A transparent process of review and disclosure that enhances owner and stakeholder confidence in the organization's financial reporting
    - 1.1.1. Options for board decision re: selection of financial auditor by the December board meeting.
    - 1.1.2. Liaison with auditor on behalf of Board.
    - 1.1.3. Annually by July, an opinion for the Board, based on evidence required of the external auditor, as to whether the independent audit of the organization was performed in an appropriate manner.
    - 1.1.4. Annually by July, an annual report to the Board highlighting the committee's review of the audited financial statements and any other significant information arising from their discussions with the external auditor.
  - 1.2. Current information for the board on significant new developments in accounting principles or relevant rulings of regulatory bodies that affect the organization.
  - 1.3. Options for Board decision re: capital projects outside the Superintendent's expenditure limits as identified in Executive Limitations on finance.

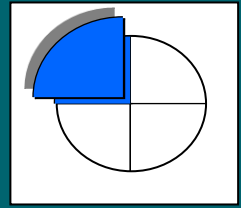
**Committee Authority**

2. The Committee's authority enables it to assist the board in its work.
  - 2.1. The committee cannot change or contravene board policies, or instruct the Superintendent or any other staff member, other than to request information required in the conduct of its duties.
  - 2.2. The committee may only spend funds allocated by the Board.
  - 2.3. The committee may use staff resource time normal for administrative support around meetings.
  - 2.4. The committee may meet independently with the organization's external auditors.
  - 2.5. The Committee Chair has the authority to make any reasonable interpretation of this policy.

**Committee Composition and Tenure**

3. The Committee's composition shall enable it to function effectively and efficiently.
  - 3.1. The Committee shall be appointed by the Board.
  - 3.2. The Committee shall be composed of two to four members including at least two voting Board members and one Elder from the Circle of Elders (Elders Circle).
  - 3.3. The Chair of the Committee shall be a voting Board member and shall be appointed by the Audit Committee.
  - 3.4. Members shall be appointed for a one-year term.

**DRAFT BOARD OF DIRECTORS POLICY**



**Policy Name:** Ownership Linkage Committee  
 Terms of Reference  
**Policy Type:** Governance Process

**Number:** GP-7.2  
**Date Approved:**  
**Date Amended:**  
**Date Last Reviewed:** October 20, 2018

The Ownership Linkage Committee will assist the Board in fulfilling its responsibilities regarding connection with the owners.

**Committee Products:**

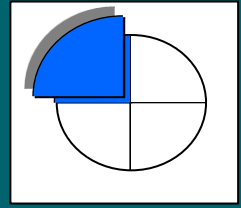
1. The committee products are to support the Board’s job, not to decide for the Board unless explicitly stated below.
  - 1.1. A current ownership linkage plan that enables constructive board dialogue with owners related to Ends issues.
    - 1.1.1. An evaluation of the effectiveness of the plan by November 30 annually, with input from the Board.
    - 1.1.2. An updated ownership linkage plan, annually by Dec 31 with input from the Board.
    - 1.1.3. An organized written presentation of information collected from groups within the ownership, in a format useful to the board for Ends deliberations, by November 15 annually

**Committee Authority:**

2. The Committee’s authority enables it to assist the Board in its work.
  - 2.1. The committee cannot change or contravene Board policies, or instruct the Superintendent or any other staff member, other than to request information required in the conduct of its duties
  - 2.2. The committee may not spend or commit organization funds, other than those specifically allocated by the Board.
  - 2.3. The committee may use staff resource time normal for administrative support around meetings, as well as administrative support included in the Board’s ownership linkage plan.
  - 2.4. The Committee Chair has the authority to make any reasonable interpretation of this policy.

**Committee Composition and Tenure:**

3. The Committee’s composition shall enable it to function effectively and efficiently.
  - 3.1. The Committee shall be appointed by the Board.
  - 3.2. The Committee shall be composed of two to four members including at least two voting Board members and one Elder from the Circle of Elders (Elders Circle).
  - 3.3. The Committee Chair shall be a voting Board member appointed by the Ownership Linkage Committee.
  - 3.4. Members shall be appointed for a one-year term

**DRAFT BOARD OF DIRECTORS POLICY**

**Policy Name:** Superintendent Evaluation and Compensation Committee Terms of Reference

**Number:** GP-7.3

**Policy Type:** Governance Process

**Date Approved:**

**Date Amended:**

**Date Last Reviewed:** October 20, 2018

The Superintendent Evaluation and Compensation Committee will assist the Board in its responsibility regarding the Superintendent's performance evaluation and compensation.

***Committee Products***

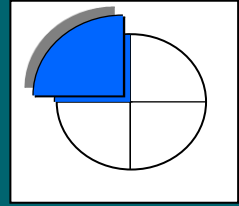
1. The committee products are to support the Board's job, not to decide for the Board unless explicitly stated below.
  - 1.1. A summary for the Board by January 31 of the Superintendent's compliance with Executive Limitations and achievement of Ends derived from the Board's assessment of the year's monitoring reports.
  - 1.2. Annually, a report to the Board providing the provincial government's school Superintendents' Compensation Guidelines.

***Committee Authority***

2. The Committee's authority enables it to assist the Board in its work, while not interfering with Board unity.
  - 2.1. The committee has no authority to change or contravene Board policies. It has no authority to spend or commit organization funds, unless such funds are specifically allocated by the Board.
  - 2.2. The committee has no authority to use staff resource time other than that normal for administrative support around meetings.
  - 2.3. The Committee does not have authority to instruct the Superintendent or any other staff member, other than to request information required in the conduct of its duties.

***Committee Composition and Tenure***

3. The Committee's composition shall enable it to function effectively and efficiently.
  - 3.1. The Committee shall be appointed by the Board.
  - 3.2. The Committee shall be composed of two to four members including at least two voting Board members and one Elder from the Circle of Elders (Elders Circle).
  - 3.3. The Committee Chair shall be a voting board member appointed by the Superintendent Evaluation and Compensation Committee.
  - 3.4. Members shall be appointed for a one- year term.

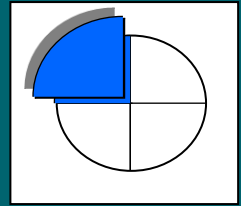
**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Board and Committee Expenses**Number:**

GP-8

**Policy Type:** Governance Process**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

Voting Board members shall be reimbursed for reasonable expenses incurred in the conduct of their board duties and provided with a salary. Non-voting board members shall be reimbursed for reasonable expenses incurred in the conduct of their board duties and provided with an honorarium. This includes all Board and Board committee meetings, as well as any meetings attended at the direction of the Board.

1. Reasonable travel-related expenses shall be reimbursed.
  - 1.1. Use of a board member's own vehicle shall be reimbursed at a rate of \$0.53 per kilometre.
  - 1.2. Mileage is to be calculated using the MESC Administration Office as the point of origin.
  - 1.3. Out of pocket expenses shall be supported by receipts.
  - 1.4. Board flat rate expense table:
2. The board members shall be provided salary or honoraria as follows:
  - 2.1. The Board Chair shall be granted a salary of \$24,000.00 annually.
  - 2.2. The Board Vice-Chair shall be granted a salary of \$22,000.00 annually.
  - 2.3. Voting Board members shall receive a salary of \$20,000.00 annually.
  - 2.4. Non-voting Board members shall receive an honorarium of \$500.00 per meeting.
3. Board honoraria and benefits:
  - 3.1. Board honoraria will be subject to CPP deductions but exempt from EI deductions.
  - 3.2. Board of Governors members will be provided a \$500 health spending account which will be managed by MESC.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Board Code of Conduct**Number:** GP-9**Policy Type:** Governance Process**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

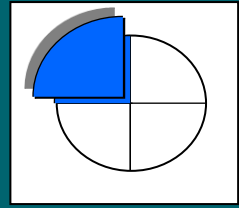
The Board expects of its members ethical, business-like and lawful conduct. This includes proper use of authority and appropriate decorum when acting as board members. It expects its board members to treat one another and staff members with respect, co-operation and a willingness to deal openly on all matters.

1. Board members must have loyalty to the ownership that supersedes any loyalties to staff, other organizations or any personal interest as a consumer.
2. Board members are accountable to exercise the powers and discharge the duties of their office honestly and in good faith. Board members shall exercise the degree of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
3. Board members must avoid a conflict of interest with respect to their fiduciary responsibility.
  - 3.1. 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 otherwise “inside” information. Board members will annually disclose in writing their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
  - 3.2. When the board is to decide upon an issue, about which a board member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
  - 3.3. Board members will not use their board position to obtain employment in the organization for themselves, family members, or close associates. Should a board member apply for employment, he or she must first resign from the board.
4. Board members will respect the confidentiality appropriate to issues of a sensitive nature, including at all times the content of in-camera meetings.
5. Board members will not share or post information on social media that compromises the organization or the Board’s policy or public image.
6. Board members shall not attempt to exercise individual authority over the organization.
  - 6.1. When interacting with staff, Board members must recognize that individual board members have no authority to instruct or evaluate employees, and no authority to insert themselves into employee operations.





- 6.2. The Board Chair or designate is the only person authorized to speak to the media on behalf of the Board. Board members shall not presume to speak for the Board when interacting with the public. Board members shall only report actual Board policy decisions when interacting with the public.
7. Board members shall be familiar with the incorporating documents, relevant legislation and regulations, by-laws, and governing policies of the organization including, but not limited to: Treaty No. 6, Maskwacis Education Law, Maskwacis Education Resource and Development Agreement, Maskwacis – Government of Alberta Framework Agreement, The MESC by-laws, the Board Policy manual, Indian Act, Alberta School Act, UNDRIP and TRC Calls to Action. Board members shall be knowledgeable of the intent and meaning of Treaty No. 6 as understood through oral testimony.
8. Board members shall be familiar with the rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.
9. Board members will be properly prepared for board deliberation.
10. Board members will support the legitimacy and authority of board decisions, regardless of the member's personal position on the issue.
11. Board members shall regularly take part in educational activities that will assist them in carrying out their responsibilities.
12. Board members shall attend meetings on a regular and punctual basis. In accordance with the Maskwacis Education Law, absence of a board member from more than 3 consecutive regular meetings shall be considered a resignation from the Board.
13. A board member who is alleged to have violated the Code of Conduct shall be informed in writing and shall be allowed to present his or her views of such alleged breach at the next Board meeting. The complaining party must be identified. If the complaining party is a board member, he or she and the respondent board member shall absent themselves from any vote upon resolution of censure or other action that may be brought by the Board. Board members who are found to have violated the Code of Conduct may be subject to censure including dismissal in accordance with the Maskwacis Education Law.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Investment in Governance**Number:**

GP-10

**Policy Type:** Governance Process**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

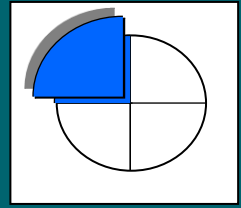
Consistent with its commitment to excellence in governance, the Board will invest in its governance capacity.

1. Applicants for Board membership shall be provided with information that clearly outlines the role of the Board, the necessary qualifications and the Board's expectations of Board members.
2. Board skills, methods, and supports will be sufficient to assure governing with excellence.
  - 2.1. New Board members shall receive a complete orientation to ensure familiarity with the organization's issues and structure, and the Board's process of governance.
    - 2.1.1. Each Board member shall receive a copy of the following: the Treaty No. 6, Maskwacis Education Law, The MESC by-laws, the Board Policy manual, Indian Act, Alberta School Act.
    - 2.1.2. Each Board member shall participate in an annual session with the elders to understand the intent and meaning of Treaty No. 6 as understood through oral testimony.
  - 2.2. Board members shall have ongoing opportunity for continued education to enhance their governance capabilities.
    - 2.2.1. The board will create a professional development plan for individual board members and for the board as a whole.
    - 2.2.2. Board members that attend training shall provide a written or verbal report at the next regular Board meeting.
    - 2.2.3. Board members attending conferences shall commit to stay the full number of days set for the convention/conference/workshop/training session. If the board member does not attend the full session they must inform the Board Chair and repay the per diem and cost of training for the portion missed, except in extraordinary or emergency situations which will be determined at the discretion of the Chair.
    - 2.2.4. Board members shall request to attend only those conferences directly dealing with school governance, including, but not limited to:
      - 2.2.4.1. Information that enables development of better Ends policies such as learning needs of students and needs of future graduates.
      - 2.2.4.2. Information that enables development of better Governance Process and Board Management Delegation policies



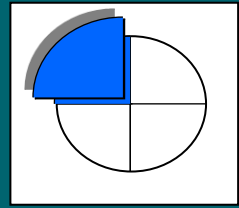
2.2.4.3. Information that enables development of better Executive Limitations statements

- 2.3. Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.
- 2.4. Outside monitoring assistance will be arranged so that the board can exercise sufficient control over organizational performance. This includes, but is not limited to fiscal audit.
3. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior governance capability.
  - 3.1. The Board will establish annually prior to the budget cycle, and be accountable for an annual budget for its own governance functions, which shall include funds for board and board committee meeting costs; board education, recruitment and orientation; costs of fiscal audit and any other outside monitoring assistance required; and costs of methods such as focus groups, surveys and opinion analyses to ensure the Board's ability to listen to owner viewpoints and values.
4. The Board will use its governance means policies as measurable standards against which the Board's performance can be evaluated.
  - 4.1. The board will evaluate and discuss the board's process and performance at each meeting.
  - 4.2. Under the leadership of the Chair, at least annually the Board will conduct a self-evaluation. As a result of this evaluation, the Board will establish a governance action plan for improvement of identified areas.
    - 4.2.1. The Board will monitor its adherence to its own Governance Process and Board – Management Delegation policies regularly. Upon the choice of the Board, any policy can be monitored at any time. However, at minimum, the Board will monitor its own adherence to them, according to the schedule in GP-4: Board Planning Cycle and Agenda Control.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Board Linkage with Ownership**Number:** GP-11**Policy Type:** Governance Process**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

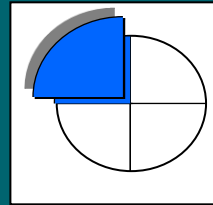
The owners of the Maskwacîs Education Schools Commission are defined as the people of the four Maskwacîs Cree Nations; Ermineskin Cree Nation, Louis Bull Tribe, Montana First Nation and Samson Cree Nation. The Board shall be accountable for the organization to its owners as a whole. Board members shall act on behalf of the owners as a whole, rather than being advocates for specific Nations, geographic areas, or interest groups.

1. When making governance decisions, Board members shall maintain a distinction between their personal interests as customers of the organization's services, and their obligation to speak for others as a representative of the owners as a whole. As the agent of the owners, the Board is obligated to identify and know what the owners want and need.
2. The Board shall gather data in a way that reflects the diversity of the ownership. It shall meet with, gather input from, and otherwise interact with owners in order to understand the diversity of their values and perspectives. It shall recognize that diversity assures a broad base of wisdom and shall seek to make decisions considering that input. It shall distinguish and strive to collect ownership input rather than customer input.
3. The Board will establish and maintain a three-year ownership linkage plan, in order to ensure that the Board has intentional and constructive dialogue and deliberation with the owners, primarily around the organization's Ends. The plan will include selection of representative owners for dialogue, methods to be used, and questions to be asked of the owners. The information obtained from this dialogue with owners will be used to inform the Board's policy deliberations.
  - 3.1. All board members are accountable to the Board for participating in the linkage with owners as identified in the plan.
4. The Board will consider its ownership linkage successful if, to a continually increasing degree:
  - When developing or revising Ends, the Board has access to diverse viewpoints that are representative of the ownership regarding what benefits this organization should provide, for whom, and the relative priority of those benefits.
  - The owners are aware that the Board is interested in their perspective.
  - If asked, the owners would say that they have had opportunity to let the Board know their views.
  - The owners are aware of how the Board has used the information they provided.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Board Linkage with Other Organizations**Number:** GP-12**Policy Type:** Governance Process**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

The Board shall identify other organizations with which it requires good working relationships in order to share and enhance its role as owner representative in determining the most appropriate Ends.

1. The Board shall establish mechanisms for maintaining open communication with other organizations regarding Ends. Such mechanisms may include, but are not limited to:
  - Inviting representatives of the Boards of those organizations to Board meetings
  - Meeting jointly with other Boards on occasion
2. For organizational memberships relevant to governance, the Board shall consider the merits of membership in other organizations annually.
3. Upon request for organizational appointments to external committees concerned with policy level issues, the Board will assess whether such representation is appropriate within the Board's stated policies and current priorities. If this assessment is positive, the Board will appoint appropriate representatives. Issues of confidentiality, information sharing, and administrative support shall be clarified for the appointee by the Board Chair and/or Superintendent.
  - 3.1. The organization's appointee shall provide information reports as appropriate, to be determined by the Board at the time of appointment.
  - 3.2. Since the appointee is representing the Board, the appointee shall be kept informed of current Board policies that might affect deliberations of the Committee in question. Any representations made on behalf of the Board shall adhere to the stated policies of the Board. Any issues requiring the statement of a new policy position on the part of the Board shall be brought to the Board for decision.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Governance Succession Planning**Number:**

GP-13

**Policy Type:** Governance Process**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

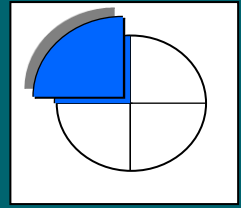
Consistent with the Board's commitment to excellence in governance, the Board shall take responsibility for succession planning of Board Members and Board leadership positions.

1. The Board will identify the needs of the Board in order to govern well and maintain an appropriate current matrix of Board member competencies and profiles.
  - 1.1. The matrix will include competencies related to the board's ability to create and monitor policies that direct and protect the organization, rather than to abilities designed to assist management.
  - 1.2. The matrix will include consideration that the Board as a whole reasonably reflects the diversity of the ownership.
  - 1.3. The matrix will include consideration of length of service on the Board, striving to balance the need for expertise and experience on the Board with the need to introduce Board Members with a fresh perspective.
  - 1.4. Priority will be given to identifying candidates that have competencies which relate to any gaps in the existing matrix.
2. The Board will regularly evaluate the performance of Board Members.
3. The Board shall seek candidates who have characteristics that will enable them to govern, rather than manage, the organization. These include:
  - Interest in improving and promoting education in the community.
  - Commitment to stay informed of First Nations, education, and political issues.
  - Willing to adhere to Cree values.
  - Ability to speak or willingness to learn to speak Cree.
  - Willingness to act as a servant-leader.
  - Support and promote the purpose of Maskwacis Education Schools Commission as stated in Ends policies.
  - Willingness to participate in the board's plan for linking with the ownership, understanding that they are acting on behalf of an ownership of diverse people.
  - Ability to think strategically in terms of systems and context — to see the big picture.
  - Ability and willingness to deal with vision and the long term, rather than day-to-day details.
  - Interest in and capability to discuss the values underlying the actions taken in the organization, and to govern through setting broad policies that incorporate those values.
  - Willingness to delegate operational details to management.
  - Ability and willingness to participate assertively in deliberation, while respecting the opinions of others.
  - Willingness and commitment to honour board decisions.



## Board of Governors Policy Manual

- Commitment not to make judgments in the absence of previously stated criteria.
  - Demonstrated understanding of the time commitment, including the ability to participate fully in Board and committee meetings, and ownership linkage activities.
4. To equip current and future officers to lead the Board with excellence, the Board will develop leadership skills among its members.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Special Rules of Order**Number:** GP-14**Policy Type:** Governance Process**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

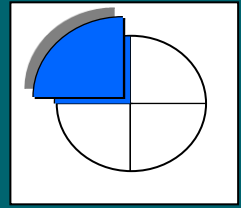
Board meetings will be conducted in an orderly, effective process, led and defined by the Chair.

1. All Maskwacis Education Law and by-law obligations respecting board meetings must be satisfied.
2. Board meetings shall be called to order at the time specified in the notice of meeting and upon satisfaction of quorum.
3. Meeting order and decorum shall be maintained, and all members treated with dignity, respect, courtesy, and fairness during discussion and debate and in all other respects.
4. Board members must keep their comments relevant to the issue under consideration.
5. Board meetings will be conducted at a level of informality considered appropriate by the Chair, including that discussion of a matter may occur prior to a proposal that action be taken on any given subject.
6. Proposals that the Board take action, or decide a particular matter, shall (unless otherwise agreed to by unanimous consent) be made by main motion of a voting board member, discussed, and then voted on. Motions require a second to proceed to subsequent vote.
  - 6.1. The Chair of the Board may to the same extent as any board member engage in debate; however, the Chair may not make motions and the Chair may only vote to break a tie in accordance with the Maskwacis Education Law.
  - 6.2. Non-voting members may engage in debate; however, in addition to not voting, they may not make motions.
7. A motion to amend a main motion may be amended but third level amendments are out of order.
8. A motion to refer to a committee, postpone, or table, may be made with respect to a pending main motion, and if carried shall set the main motion (the initial proposal) aside accordingly.
9. Board members may speak to a pending motion on as many occasions, and at such length, as the Chair may reasonably allow.
10. A vote on a motion shall be taken when discussion ends but any board member may, during the course of debate, move for an immediate vote (close debate) which, if carried, shall end discussion and the vote on the main motion shall then be taken.
11. A majority vote will decide all motions before the board excepting those matters in the by-laws which oblige a higher level of approval.





12. A motion to adjourn a board meeting may be offered by any board member or, on the conclusion of all business, adjournment of the meeting may be declared by the Chair.
13. A board member may request to have his or her vote on the record.
14. When further rules of order are to be developed by the board, the board will consider the most recent edition of Robert's Rules of Order as a resource guide. See attached Roberts Rules of Order Cheat sheet.

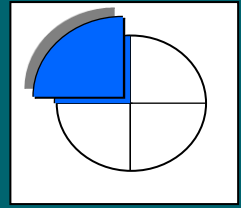
**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Handling Operational Complaints**Number:**

GP-15

**Policy Type:** Governance Process**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

To ensure that the board fulfills its accountability to the ownership but does not interfere in matters it has delegated to the Superintendent, the following process shall be followed in the case of a board member receiving a complaint regarding an operational matter.

1. The Board Member shall inquire if the proper internal communication protocol for registering concerns has been followed. If not, the individual shall be directed to the appropriate person, and the Board Member shall take no further action.
2. The Board Member shall not offer any evaluative comments or solutions.
3. If the internal protocol has been followed and the concern has not been resolved through that action, the Board Member shall explain to the individual that the Board has delegated certain responsibilities to the Superintendent, and that the Board holds the Superintendent accountable. Indicate that the Superintendent will be asked to ensure that the matter is looked into and respond directly.
4. The Board Member shall ask the individual to contact him or her again if the matter has not been addressed within a reasonable time period.
5. The Board Member shall inform the Superintendent or individual designated by the Superintendent of the complaint, and request that it be handled.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Handling Apparent Policy Violations**Number:**

GP-16

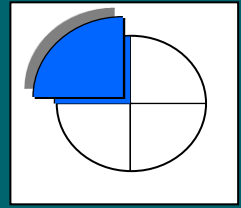
**Policy Type:** Governance Process**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

The Board as a whole has a responsibility to regularly monitor the performance of the Superintendent as outlined in the policies on Board-Management Delegation. If there is a reasonable appearance of policy violation, even though a particular policy is not scheduled for monitoring, the Board may choose to request a monitoring report at any time. The Board may also use the occasion of a concern to re-evaluate the adequacy of its policy to address the issue raised.

1. Conditions which may trigger a request for monitoring beyond the normal schedule may include:
  - Board Member has been contacted regarding a complaint by a member of the public. After the Board Member has followed the procedure for handling complaints (See Policy on Handling Complaints), the individual again contacts the Board Member indicating that the complaint still exists, and in the Board Member's opinion the incident appears to be a potential policy violation.
  - One or more Board Members receive complaints or become aware of a pattern of similar instances that taken together raise questions of general policy violation.
  - A single incident of public complaint is of a nature that regardless of how it is resolved, there is a serious question of policy violation.
2. If any of the above conditions exist:
  - The Board Member shall inform the Chair of the situation.
  - The Chair shall request the Superintendent to provide to the Board his or her interpretation of the policy, rationale for why the interpretation should be considered reasonable, and evidence of policy compliance with reference to the situation(s) in question.
  - The Board as a whole shall determine whether the Superintendent's interpretation falls within "any reasonable interpretation" of the policy.
3. If the Superintendent's interpretation is assessed by the board to be reasonable and there is evidence of compliance with that interpretation, the matter shall be dropped at the Board level. (The Superintendent will handle the issue directly with the complainant.)
4. If the Superintendent's interpretation is assessed by the board as not being a reasonable interpretation of the policy, or there is a clear violation of a reasonable interpretation, the Board shall determine the degree of seriousness of the issue and deal with the Superintendent regarding performance.



5. If the incident(s) in question do(es) not appear to be a potential violation of policy:
- Board member should consider if he or she believes the policy should be amended to prevent a future occurrence of a similar situation.
  - If the Board member considers that a policy amendment should be made, the Board member should ask the Chair to put the item on the next agenda.
  - The Board as a whole then shall debate whether or not the policy should be amended, making the reported event explicitly unacceptable in the future.

**DRAFT BOARD OF DIRECTORS POLICY**

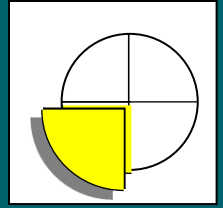
**Policy Name:** Requests for Presentations to Board    **Number:** GP-17  
**Policy Type:** Governance Process    **Date Approved:**  
**Date Amended:**  
**Date Last Reviewed:** October 20, 2018

The Board will consider requests from members of the public to make presentations under two separate categories: (1) Requests to present perspectives regarding board policy development; and (2) allegations that existing board policy is inadequate.

1. Requests by groups representing portions of the ownership regarding board policy development shall be considered under specific conditions.
  - 1.1. Requests to make presentations shall be in writing, including the purpose of the presentation.
  - 1.2. The Board retains the right to determine if the subject of the requested presentation is relevant to a board policy, or whether it would be more appropriately addressed by management.
  - 1.3. In the interests of effective and timely decision making, the Board retains the right to limit the number of presentations made on a policy issue by the same group, and the total number of groups which will be heard on a given issue.



## DRAFT BOARD OF DIRECTORS POLICY



**Policy Name:** Global Board-Management Delegation

**Number:**

BMD

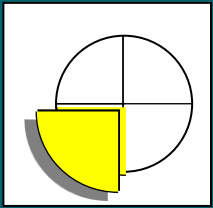
**Policy Type:** Board-Management Delegation

**Date Approved:**

**Date Amended:**

**Date Last Reviewed:** October 20, 2018

The Board's sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled Superintendent.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Unity of Control**Number:**

BMD-1

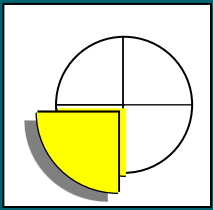
**Policy Type:** Board-Management Delegation**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

Only officially passed motions of the Board are binding on the Superintendent.

1. Decisions or instructions of individual board members, officers, or committees are not binding on the Superintendent except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of board members or committees requesting information or assistance without board authorization, the Superintendent can refuse such requests that require, in the Superintendent's opinion, a material amount of staff time or funds or are disruptive.
3. Only the board acting as a body can employ, terminate, discipline, or change the conditions of employment of the Superintendent.



## DRAFT BOARD OF DIRECTORS POLICY



**Policy Name:** Accountability of the Superintendent

**Number:**

BMD-2

**Policy Type:** Board-Management Delegation

**Date Approved:**

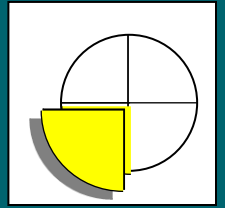
**Date Amended:**

**Date Last Reviewed:** October 20, 2018

The Superintendent 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 Superintendent.

1. The Board will never give instructions to persons who report directly or indirectly to the Superintendent.
2. The Board will not evaluate, either formally or informally, any staff other than the Superintendent.
3. The Board will view Superintendent performance as identical to organizational performance, so that organizational accomplishment of board stated Ends and compliance with Executive Limitations will be viewed as successful Superintendent performance. Therefore, the Superintendent's job contributions shall be accomplishment of the Ends while maintaining compliance with the Executive Limitations.



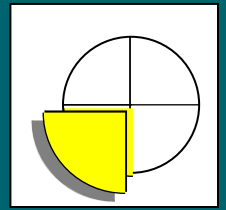
**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Delegation to the Superintendent**Number:**

BMD-3

**Policy Type:** Board-Management Delegation**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

The Board will instruct the Superintendent through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Superintendent to use any reasonable interpretation of these policies.

1. The Board will develop Ends policies instructing the Superintendent to achieve specified results, for specified recipients at a specified worth.
  - 1.1. Policies that do not address the subjects of results, recipients or worth will not be included in Ends, as they relate to means.
  - 1.2. Specifically, documents such as strategic plans and budgets will not be considered Ends, as they relate to operational means of achieving the Ends.
2. The Board will develop Executive Limitations policies which limit the latitude the Superintendent may exercise in choosing the organizational means.
  - 2.1. These limiting policies will describe those practices, activities, decisions and circumstances that the board would find unethical or imprudent, and therefore unacceptable, even if they were to be effective.
  - 2.2. The board will never prescribe organizational means delegated to the Superintendent.
3. All policies will be developed systematically from the broadest, most general level to more defined levels.
4. As long as the Superintendent uses any reasonable interpretation of the board's Ends and Executive Limitations policies, the Superintendent is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Superintendent shall have full force and authority as if decided by the Board.
5. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and Superintendent domains. By doing so, the Board changes the latitude of choice given to the Superintendent. But as long as any particular delegation is in place, the Board will respect and support any reasonable Superintendent interpretation of the policies. This does not prevent the Board from obtaining information from the Superintendent about the delegated areas, except for data protected by privacy legislation.

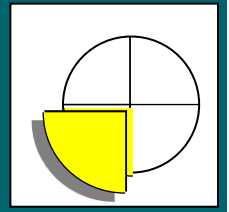
**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Monitoring Superintendent Performance**Number:** BMD-4**Policy Type:** Board-Management Delegation**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

Superintendent job performance will be measured solely by systematic and rigorous monitoring of Superintendent job performance in comparison to the Board's required Superintendent job outputs: organizational accomplishment of the Superintendent's reasonable interpretation of Ends policies and organizational operation within the boundaries of the Superintendent's reasonable interpretation of Executive Limitations policies.

1. Only the Board as whole has authority to assess the Superintendent's compliance with the Board's Ends and Executive Limitations policies.
2. The Board's assessment will be based upon evidence of the Superintendent's achievement of a reasonable interpretation of each of the Board's Ends and Executive Limitations policy items.
  - 2.1. The Board shall assess the reasonableness of the Superintendent's written interpretation based upon whether the interpretation provides defensible measures and standards against which policy achievement can be assessed. The measures and standards are defensible if they:
    - Are objectively verifiable;
    - Are relevant and conceptually aligned with the policy criteria and the board's policy set; and
    - Represent an appropriate level of fulfilment within the scope of the policy.
  - 2.2. The Board shall assess evidence of compliance on the basis of data received from any of the following three sources which enables comparison of actual conditions to the measures and conditions in the Superintendent's reasonable interpretation:
    - Written internal report from the Superintendent
    - External report from an external, objective third party selected by and reporting directly to the Board. The external party may also be asked to provide the board with an expert opinion on the reasonableness of the interpretation.
    - Direct Board Inspection by a designated Board member or members of the Board, a Board committee or the Board as a whole. Such an inspection is only undertaken at the instruction of the Board.
3. The Board shall never assess the Superintendent's performance against any criteria other than the Superintendent's reasonable interpretation of the Board's Ends and Executive Limitations policies.
4. For any of the above methods chosen by the Board, it will only judge:
  - Whether or not a reasonable person could have made the interpretation provided by the Superintendent.



- Whether the data provided or reviewed demonstrates accomplishment of the reasonable interpretation of the policy.
5. Upon the choice of the Board, any policy can be monitored by any of the above methods at any time. For regular monitoring, however, each *Ends* and *Executive Limitations* policy will be classified by the Board according to frequency and method according to the schedule in GP-4: Board Planning Cycle and Agenda Control.
  6. A formal evaluation of the Superintendent by the Board will occur annually, based on the achievement of the Board's *Ends* Policies and compliance with its *Executive Limitations* policies. This formal evaluation will be conducted by cumulating the regular monitoring data provided during the year along with the Board's recorded assessment of the reports and identifying performance trends evidenced by that data.

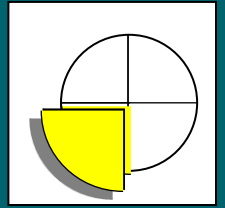
**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Superintendent Compensation**Number:**

BMD-5

**Policy Type:** Board-Management Delegation**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

The Superintendent's compensation will be decided by the Board as a body and based on corporate performance and executive market conditions.

1. Corporate performance will be only that performance revealed by the monitoring system to be directly related to criteria given by the board in policy.
2. Compensation will cover the entire range of salary, benefits, and all other forms of compensation.
3. Compensation is to be competitive with similar performance within the marketplace. The executive marketplace to be considered is organizations of comparable size, challenges and complexities.
  - 3.1. If the Superintendent substantially achieves Ends and complies with Executive Limitations his/her annual base salary will be set at market value. Market Value will be determined utilizing research from an outside third party.
4. A committee process may be used to gather information and to provide options and their implications to the full Board for its decision.

**DRAFT BOARD OF DIRECTORS POLICY****Policy Name:** Superintendent Termination**Number:**

BMD-6

**Policy Type:** Board-Management Delegation**Date Approved:****Date Amended:****Date Last Reviewed:** October 20, 2018

Superintendent termination is an authority retained by the Board, not delegated to any officer or committee.

1. The decision process will be informed by performance data drawn from the monitoring system, which is itself directly related to Superintendent performance on criteria the Board has stated in policy.
2. The Board may choose to terminate for other reasons; but must then negotiate the terms of that termination or follow whatever provisions have been made by contract.
3. A committee process may be used to gather information and to provide options and their implications to the full board.