

Kawenni:io-Gaweni:yo School



Multi Year Board Strategic Plan and Policies August 2023

Kawenni:io/Gaweni:yo School

Six Nations of the Grand River Territory

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Our Philosophy and Vision of Kawenni:io/Gaweni:yo Board Policies

VISION

To provide a culturally based education that promotes understanding and pride in being Rotinonhsion:ni/Hodinohso:ni while preparing students to deal successfully with the complexities of contemporary society.

MANDATE

The parents, grandparents, aunts and uncles, all have put their minds together in the hope of providing an education that encourages the children to pursue and achieve excellence in their personal goals in a culturally appropriate manner.

The Goals of Rotinonhsion:ni/Hodinohso:ni Education have been articulated and form the base upon which all curricula are developed and delivered.

The school is governed by a volunteer Board of Directors, comprised of parents and community members. These members are accountable to the Six Nations of the Grand River Territory by accepting the duties and responsibilities as prescribed in the Board Policy.

BELIEF

Our society depends on citizens who think effectively, read critically, discuss intelligently, evaluate ideas constructively and creatively, and choose to act wisely based on a commitment to Rotinonhsion:ni/Hodinohso:ni.

The complexities and global nature of today's world requires that education work in partnership with the rest of society to promote excellence, mutual accountability, lifelong learning, and receptiveness to change.

Everyone has inherent value and dignity, and every individual has the right to an education throughout life. The Kawenni:io/Gaweni:yo School (KGPS) prepares future generations of Onkwehon:we/Ongwehonwe to create their future.

Goals of a Kawenni:io/Gaweni:yo School Education

1. To develop an understanding of self through the learning of Onkwehon:we Language and Culture.
2. To develop respect and appreciation for the gifts of the Creator and to acknowledge thankfulness through the Kanonhweratonshera/Ganohonyohk
3. To develop values of respect, trust, sharing, peace, brotherhood, harmony and justice.
4. To appreciate and use language as the means for communicating and understanding the ideas and feelings of others in the promotion of healthy relationships.
5. To learn appreciate and use the English language as a necessary means of communication with people of neighbouring communities.
6. To develop a mastery of mathematic skills to solve problems to deal with daily situations.
7. To develop technical skills necessary to meet the demands of today's technology.
8. To understand and appreciate the achievements of all peoples in the natural sciences and social sciences and the arts, and in the Onkwehon:we arts and sciences.
9. To develop and promote creativity through a variety of activities and experiences.
10. To develop a cooperative attitude toward learning, working and living in a group and in a community.
11. To develop an ability to examine and evaluate constructively the opinions and situations of other peoples.
12. To nurture independent and responsible behaviour.
13. To promote self-sufficiency and self-determination through exposure to academic, recreational, and vocational studies.
14. To develop a healthy respect for the views and opinions of other cultures.

Note: School is a Ministry of Education term for the Secondary School for the Elementary School means self determination

Kawenni:io/Gaweni:yo Guiding Principles

Implicit in the articulated goals for Kawenni:io/Gaweni:yo education are Onkwehon:we values of peace (Sakaterihwahseron:ni/Wadrihwahsro:ni), respect (Tentewataterihwanonkhwake/Dedwadadrihwanohkwa:k), trust (Tkeia:taras/Gakeya'da:s), sharing (Tsha'tentewatste/Tsadedwahs), brotherhood (Kanonronhkwatshera enion:ni/Ganohkegyo:ni' tsadedwadre'), harmony (Tekarihwaientas/Degaiwhaedadre), and justice (Karihwahseron:ni/Gaiwhahsro:nih). This Board Policy guides the proper and responsible delivery and operation of the Kawenni:io/Gaweni:yo School by the Principal and staff.

The Kawenni:io/Gaweni:yo Board expects compliance with Board Policy for the implementation of the School's Vision, mandate and goals. New policy developments or changes require the consistent application of the Kawenni:io/Gaweni:yo School's foundational principles.



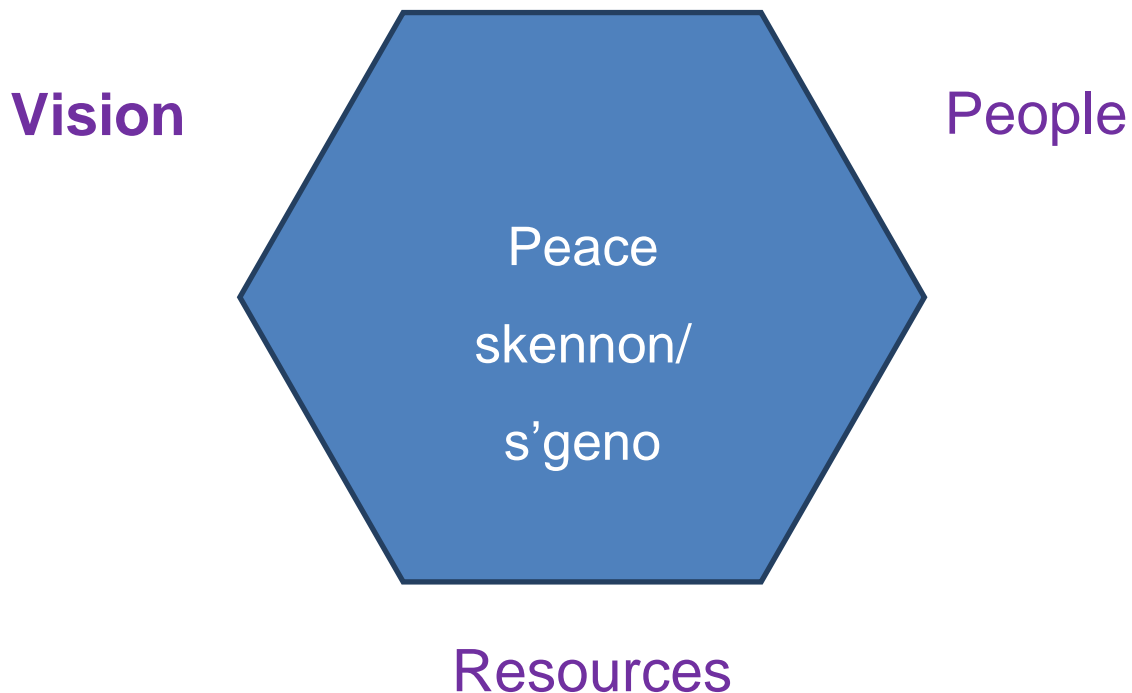


Kawenni:io/Gaweni:yo School Board Policy

Policy Framework

The duty and responsibility of the Kawenni:io/Gaweni:yo School leadership is to protect three clearly defined areas. These areas are essential to the operation of the School and delivery of a quality education for Kawenni:io/Gaweni:yo students, families, staff, and decision-makers. Key to this success is excellence in the care, operation and administration of the school's resources. The achievement of these Criteria for Excellence results in the delivery of the Kawenni:io/Gaweni:yo School Vision. The School views as good as the duty and responsibility:

- 1 To protect the Vision of Kawenni:io/Gaweni:yo School as an educational organization that seeks to provide a quality education for the Children of Six Nations enrolled in our culturally enriched programs.
2. To protect the financial and physical Resources received by Kawenni:io/Gaweni:yo School to enact our programmes to achieve the Vision of a quality education for our learning community.
3. To protect the students, families, staff, and leadership who are members of the Kawenni:io-Gaweni:yo School learning community who are stakeholders in the delivery of a quality culturally enriched education for our People.





KGPS 1 Policy Statement on Protecting the Vision: Language Learning Policy

Policy Statement: We expect to fulfil our commitment with the People of the Six Nations as the Kawenni:io/Gaweni:yo School Vision to protect and revitalize their Indigenous languages while providing our students with a quality education, becoming employable, and self-sufficient Onkwehon:we-Ongwehoweh..

The Kawenni:io/Gaweni:yo language learning community policy includes:

Professional and occupational skills development by

- I. Learning skills and knowledge that enables the learners to successfully complete programs and to advance in their studies.
- II. Providing students with the ability to acquire and apply their skills and knowledge and to continually develop their skills and knowledge.
- III. Providing students with opportunities to experience Indigenous arts and sciences in Indigenous language education.
- IV. Fostering respect and appreciation of Indigenous arts, sciences, philosophies, histories, literatures, and technologies and the interdependencies that is the basis of Indigenous culture.
- V. Respecting all people's ideas, practices, and customs that help learners understand the true nature of the world.



KGPS 2 Protecting the People - Executive Constraint

Policy Statement: The Principal has a duty and responsibility to protect the Vision of the Kawenni:io/Gaweni:yo School by not causing or allowing practices, activities, decisions, conflicting interests, or circumstances that are unlawful and unethical and violate commonly accepted professional and business ethics and standards reflected in the Kawenni:io/Gaweni:yo School values.





KGPS 3 Policy Outcome: Protecting the People – Treatment of Learners

Policy Statement: With respect and care for learners and those applying to be members of the Kawenni:io Gaweni:yo learning community, the Principal creates and establishes conditions, procedures, and regulations that maintain safe, dignified, and nurturing learning environments.

Without limiting the intent and focus of the stated policy the Principal has a duty and responsibility to:

- i. Elicit only clearly necessary information.
- ii. Collect, review, transmit, and store personal information of learning community members that protects against improper access and use of the information.
- iii. Operate facilities with required and appropriate accessibility and privacy.
- iv. Establish with members of the learning community a clear understanding of what educational services is offered to members of the learning community.
- v. Inform this policy to members of the learning community, providing processes and the means to address issues and concerns to the Principal.



KGPS 4 Policy Statement on Protecting the People: Treatment of Staff

Policy Statement: With respect and care for paid and volunteer staff of the Kawenni:io Gaweni:yo learning community, the Principal creates and maintains safe, dignified, and organized learning environments.

Without limiting the intent and focus of the stated policy the Principal has a duty and responsibility to:

- I. Operate Kawenni:io-Gaweni:yo School with written personnel regulations that:
 - i. clearly stated policies and procedures for all members of the staff
 - ii. provide an effective grievance procedure to resolve staff issues and concerns.
 - iii. provide equal and fair opportunity for professional and personal development.
 - iv. provide for the recruitment and hiring preference for People with a Rotinohsion:ni/Hodinohso:ni ancestry.
- II. Promote fairness and freedom of expression among all staff including the Principal.
- III. Be clear about the intent and understanding by the Principal of individual protections under this policy.
- IV. Prepares all staff for emergency and distressful circumstances and situations.



KGPS 5 Policy Statement on Protecting the Resources: Financial Planning/Budgeting

Policy Statement: Financial planning for any fiscal year or the remaining part of any fiscal year will comply with the Board's objectives and priorities that is derived from a multi-year Academic and Strategic and Operational Plan.

Further, without limiting the scope of the foregoing by this policy the Principal will

1. Prepare budgeting that:
 - 1.1 is acceptable to the Board policy for "Finance."
 - 1.2 Projects credible revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
 - 1.3 Provides for Board prerogatives during the year that is set in the costs of governance allocation for Board costs.
2. Provide the Board with adequate financial information to demonstrate accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
3. Plan the expenditures in any fiscal year with a budget by 1st meeting of the board in January.



KGPS 6 Policy Statement on Protecting the Resources: Financial Condition and Activities

Policy Statement: With respect to the actual, on-going financial condition and activities, the Principal manages the fiscal stability for actual expenditures based on Board priorities established under these policies.

Further, without limiting the scope of the foregoing by this enumeration, the Principal:

1. Expends funds that have been received in the fiscal year to date within the framework of the debt guideline (below).
 2. Limits debts to an amount that can be recovered from unencumbered revenues within 90 days.
 3. Recommends to the Board use of long-term reserves.
 4. Settles payroll and debts in a timely manner.
 5. Diligently makes tax payments or other government ordered payments or filings.
 6. Makes single purchases or commitments no greater than \$5,000.00 (five thousand). Splitting orders to avoid limit is not acceptable.
 - a) Protects against conflict of interest.
 - b) Investigates comparative prices and quality with three quotes.
 - c) Assures long-term cost and quality.
 7. Complies with the Board's disposal of moveable capital assets policy.
 8. Pursues receivables after a reasonable grace period according to financial policies.
- Conducts an external audit in a period not exceeding 120 days from the end of the fiscal year



KGPS 7 Policy Statement on Protecting the Vision: Emergency Principal Succession

Policy Statement: For consistent operation of the School the Principal will have no fewer than two other employees sufficiently familiar with Board issues and processes to enable either to take over with reasonable proficiency as an interim successor.



KGPS 8 Policy Statement on Protecting the Resources: Asset Protection

Policy Statement: The Principal protects and adequately maintains School assets.

Further, without limiting the scope of the foregoing by this enumeration, the Principal:

1. Operates under financial operations regulations and procedures.
2. Insures against theft and casualty losses to at least 80% percent replacement value.
3. Requires bonded personnel access to material amounts of funds.
4. Maintains plant and equipment wear and tear through sufficient maintenance.
5. Protects the organization, its Board, Staff and paid/unpaid Volunteers against claims of liability.
6. Protects the School's intellectual property, and information and files from loss or significant damage.
7. Receive, process, or disburse funds under controls to meet standards policies consistent with generally accepted accounting standards.
8. Maintains the independence of the Board's audit or other external monitoring or advice as approved by the Board as consultants or advisors.
9. Insures chequing accounts and bonds of no less than AA rating, with interest bearing accounts except where necessary to facilitate ease in operational transactions (chequing accounts).
10. Maintains the organization's public image, credibility through financial accountability.
11. Maintains the organization's integrity and stable identity in the community.
12. Conducts inter-fund shifting in amounts greater than unencumbered revenues within 30 days.



KGPS 9 Policy Statement on Protecting the People: Compensation and Benefits

Policy Statement:

With respect to employment, compensation and benefits to full-time and part-time Employees, Consultants, Contract Workers and Volunteers, the Principal maintains fiscal integrity and public image.

Further, without limiting the scope of the foregoing by this enumeration, the Principal:

1. Receives compensation and benefits consistent with a package for all other employees or be compensated in an amount to exceed \$500 for work outside the Principal's job responsibilities without Board approval.
2. Applies approved regulations and procedures for permanent or guaranteed employment.
3. Establishes compensation and benefits standards that comply with the geographic or professional market for the skills employed.
4. Fulfills financial obligations for revenues that are safely projected for the fiscal year.
5. Establishes pension benefits that are predictable or equitable for all situations, including those that:
 - a) Avoid unfunded liabilities such as acts-of-God
 - b) Provide a basic level of benefits to all full-time employees, with differential benefits to encourage longevity.
 - c) Protect any employee from losing benefits already accrued from any foregoing plan.
 - d) Do not treat the Principal differently from other key employees.



KGPS 10 Policy Statement on Protecting the Vision: Communication and Support to the Board

Policy Statement: The Principal provides support to the Board through informed assistance in its work.

Further, without limiting the scope of the foregoing by this enumeration, the Principal:

1. Monitors data in a timely, accurate, understandable, plausible, and reasonable fashion, directly addressing provisions of Board policies being monitored and justifying his/her interpretation.
2. Reports in a timely manner actual or anticipated non-compliance with any policy of the Board.
3. Submit decision information required periodically by the Board or let the Board be aware of relevant trends.
4. Maintains Board awareness of any incidental information it requires including anticipated media coverage, lawsuits and legal activities, and material internal changes.
5. Advise the Board if the Board is not in compliance with its own policies on Governance, and Board-Principal interactions, particularly in the case of Board behaviour which is detrimental to the work relationship between the Board and the Principal.
6. Present information for the three types of Board activity in monitoring, decision preparation, and decision-making.
7. Provide a workable mechanism for official Board, officer, or committee communications.
8. Deals with the Board except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.
9. Supply for the Board's consent agenda applicable monitoring information and reports on all decisions delegated to the Principal required by law, regulation, or contract to be Board-approved.



KGPS 11 Policy Statement on Protecting the Resources: Focus of Grants and Contracts

Policy Statement: The Principal enters grants or contract arrangements that emphasizes and describes the products and outputs to be received.

Further, without limiting the scope of the foregoing by this enumeration, the Principal:

1. Prohibits methods and activities to preclude grant funds from being used in imprudent, unlawful, or unethical ways.
2. Assesses and considers an applicant's capacity to produce appropriately targeted, efficient results.
3. Funds specific methods for research purposes, when the result to be achieved is knowledge about differential effectiveness of various methods for grant or contract and the products and outputs to be delivered.
4. Researches and pursues additional funding opportunities and ensures required reporting is submitted.



KGPS 12 Policy Statement on Protecting the Vision: Governance Commitment

Policy Statement: The purpose of the Board of Directors of the Kawenni:io/Gaweni:yo School is to see to it that the Board fulfils the Board Policy Framework to protect the Vision, People, and Resources that is stated as Board policy.



KGPS 13 Policy Statement on Protecting the People: Governance Style

Policy Statement: The Board's obligations should be consistent with the Kawenni:io/Gaweni:yo School Goals and Vision as stated in Board policy, governing with an emphasis on (a) the Vision-Vision rather than internal operations (b) encouragement of intellectual and academic freedom, (c) leadership more than administrative detail, (d) clear distinction between the Board and the Principal's roles, (e) collective rather than individual decisions, and (f) pursuing the future through action.

Accordingly:

1. Board membership eligibility includes stakeholders representing students, staff, and the Board of KGPS.
2. The Board cultivates a sense of group responsibility and will be responsible for excellence in governing. The Board initiates policy by using the expertise of individual members to inform the judgment of the Board by enhancing the understanding of the Board as a body.
3. The Board directs, controls, and inspires the school through the careful establishment of broad written policies reflecting the Board's values and perspectives on the intended long-term impacts outside the organization, and through information on the administrative or programmatic means of attaining those effects.
4. The Board enforces itself with excellence through self-disciplined self-governance. Discipline applies to attendance, preparation for meetings, policy-making principles, respect for roles, and ensuring the continuance of governance capacity. Although the Board can change its governance process policies at any time, it will observe those currently in force.
 - 4.1 Attendance
 - 4.1.1 Board members are expected to attend all duly convened Board meetings.
 - 4.1.2 If a Board member is unable to attend a Board meeting, the Board member is required to notify the Board chair.
 - 4.1.3 A Board member may request a six-month formal leave of absence from the Board e.g., illness, exceptional circumstances. The Board will consider the request but will deny such a request when it is determined that the requested leave will impair the Board's ability to adequately perform its role.
 - 4.1.4 A Board member's seat will be deemed to be vacated when the Board member fails to attend three consecutive duly convened monthly meetings, in a twelve-month cycle without reasonable explanation.
5. Continual Board development includes orientation for new Board members in the Board's governance process and periodic Board discussion of process improvement.
6. The Board monitors and discusses the Board's process and performance at each meeting, that includes self-monitoring in comparison to Board activity and discipline to policies in the governance and Board-Principal areas.
7. All Board decisions will be reached by consensus, however failing to reach consensus, further mediation and deliberation will take place. Failure to reach consensus the second time will result in a motion, which must be supported by an 80% majority vote of a duly convened Board. All

opposition must be qualified notwithstanding the policies set for Board Style.

8. Board decisions requiring the selection of a Board member(s) for specific duties mandated by the Board, shall report directly to the Board and participate as a Board member under the Board Member's Code of Conduct.



KGPS 14 Policy Statement on Protecting the People: Role of the Board/Job

Policy Statement: Specific products and outputs of the Board, as an informed agent of the ownership Kawenni:io/Gaweni:yo School are those that ensure appropriate organizational performance.

Accordingly, the Board has a duty and responsibility:

1. To maintain linkages to the people of the Six Nations of Grand River Territory to ensure that Board decisions will:
 - Be learning community driven.
 - Take into account and respect the diversity of educational priorities in the community and in doing so acknowledge and respect the revitalization and recovery of Onkwehon:we/Ongwehonweh culture and languages

2. To create written governing policies that addresses the broadest levels of all organizational decisions and situations.
 - 2.1 Organizational products, impacts, benefits, outcomes, recipients, and their relative worth.
 - 2.2 Constraints on the Principal which supports prudence and ethical boundaries within which all activity and decisions must take place.
 - 2.3 Specification of how the Board conceives, carries out and monitors its own task.
 - 2.4 Delegation of powers from the Board to the Principal and how its proper use is monitored by understanding the Principal's role, authority and accountability.

For assurance of successful organizational performance, the Board monitors outcomes in relationship to the delegation of its power to the Principal.

3. To take or make public positions consistent with Board policies.

4. To continually improve its processes and policies through annual planning cycles.



KGPS 15 Policy Statement on Protecting the Vision, Resources, And People: Agenda Planning

Policy Statement: To accomplish its obligations consistent with Board Policies, the Board will follow an annual agenda which completes a re-exploration of Policy Outcomes annually that continually improves its performance.

1. The planning cycle concludes each year on the last day of March 31 so that administrative budgeting can be based on accomplishing a one-year segment of the most recent Board outcomes statements.

1.1 Plans for Annual Cycle

July	Complete Audit
September	Annual Report
September	Annual General Meeting
March	Approve Final Budget

- 1.2 Review Board Policies monthly – see attached cycle for review.

2. In January of each year, the Board develops its agenda for the ensuing one-year period. The agenda for the annual planning meeting will include but not be limited to the following items:

- 2.1. Celebration: review of past year, contemplation of improvement areas, debate on how much and what improvements to focus on for the coming year.

- 2.2. Decisions on a DRAFT agenda for the year, ownership linkage and other groups to be involved for input and Board education needs.

- 2.3. Development of a schedule for regular review of policy content.

- 2.4. Development of a schedule for monitoring organizational performance. Monitoring reports will be provided and read in advance of the Board meeting, and discussion will occur only if reports show policy violations, if reports do not provide sufficient information for the Board to decide regarding compliance, or if policy criteria are to be debated.

- 2.5. Development of a schedule for self-evaluation of the Board's performance.

- 2.5.1 At the end of each Board meeting Board members have an opportunity to say final words.

- 2.5.2 Written Board evaluation at the annual planning meeting

- 2.6. Principal performance assessment will be reached after a review of monitoring reports

received in the last day during the month of June.

3. The Board's education and continual improvement will receive paramount attention in structuring the series of meetings and other Board activities during the year by identifying those areas of learning and improvement needed to increase the level of wisdom and forethought it can give to subsequent choices.



KGPS 16 Policy Statement on Protecting the Vision and People: Board Chair's Role

The Board Chair is a specially empowered member of the Board, who assures the integrity of the Board's processes, and secondly, occasionally represents the Board to outside parties.

Accordingly:

1. The Chair's duty and responsibility is to ensure that the Board complies consistently with its own rules and those legitimately imposed upon it from outside the school.
 - 1.1 Meeting discussion content will be on those issues which, according to Board policy, clearly belong to the Board to decide or to monitor.
 - 1.2 Information that is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as such.
 - 1.3 Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
 - 1.4 The Chair is designated as one of the signing authorities to financial disbursements.
 - 1.5 The Chair ensures that the Annual General Meeting be conducted in a fair and judicious manner enabling all eligible Kawenni:io/Gaweni:yo School community members the opportunity of serving on the Board of Directors.
 - 1.6 The Chair has the responsibility of upholding the confidentiality of all In-Camera Sessions and reporting any action required to the Secretary for official record in Board minutes.
 - 1.7 The Chair may receive a monthly honorarium as stipulated in the minutes of the first Board meeting following their Annual General Meeting, and the honorarium shall be based on financial condition.
 - 1.8 In the absence of the Board Chair, the remaining Board members will assume the duties of the Chair except for financial signing duties.
2. The authority of the Chair consists in making decisions that fall within topics covered by Board policies on governance and Board-Principal delegated authority, with the exception of (a) employment or termination of the Principal, and 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 supervise or direct the Principal without direction from the Board.
 - 2.3 The Chair may represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to the Chair.
 - 2.4 The Chair may delegate this authority but remains accountable for its use.
3. 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.
 - 3.1 Board members are responsible to forward agenda items to the Chair or to the Secretary of the Board in a timely fashion, preferably one week before the meeting.
 - 3.2 The detailed agenda shall be prepared jointly by the Board Chair and the Principal. The following agenda items to be addressed by the Board in consultation between the Chair and the Principal:
 - 3.2.1 Matters clearly belong to the Board and not the Principal
 - 3.2.2 Policy matters related to the protection of the integrity of the Vision, Stakeholders, and Resources, Board performance, and the performance of the Board- Principal relationship.
 - 3.2.3 Board policy to meet the needs of the organization.
4. Board meeting agenda will follow the following format:

At each meeting the order of business will be:

Opening Address

- Presentation of the agenda
- Items for information only
- Chair's communication and advise to the Board.
- Adoption of the Agenda
- Call for Board members' Conflict of Interest
- External Linkages
- Ownership linkage – receiving input and/or discussing implications of information received.
- Board education and training issues
- Adoption of the Minutes
- Business arising from the minutes.
- Monitoring
 - Financial Condition

- Outcomes policy
 - Board policies-refer to cycle for Review.
 - Principal Report (performance)
 - Board-Principal delegation of authority
 - Decision Items
 - Outcomes
 - Principal direction from Board
 - Board performance
 - Board-Staff Relationship
 - Consent Agenda
 - Board Self-evaluation-round table reflections
 - Closing - address
5. The Board applies the following process to ensure that agenda items are appropriately dealt with.
- 1.1 The Board identifies the relevant Board policy statement.
 - 1.2 The Board determines if the matter falls within the area delegated to the Principal, may refer to the Principal's compliance reports including the Principal's reasonable interpretation of the policy, and determines if compliance and reasonable interpretation is adequate.
 - 1.3 The Board determines if the matter falls within Board policies or Board/Staff Relations policies, and if adequate Board compliance and reasonable interpretation of its policies is occurring.
 - 1.4 The Board determines if the policy meets the needs of the school, requires affirmation, or review and revision.
6. The Chair restates and confirms all Board decisions at the end of each meeting.
- 6.1 Decisions made by the Board are effective as of the date the decision is made and binding on the entire Board by consensus (ska'nikon:ra), and if consensus cannot be reached, the Chair will request a written objection and resolutions from those expressing dissent, to be heard at the next meeting of the Board.
 - 6.2 If consensus cannot be reached at the second discussion, The Chair will direct the Board to review the Role of the Board and policy statements to focus the policy discussion to the broadest context.
 - 6.3 If after this policy review, a consensus cannot be reached, the Chair may ask that the Board establish an Ad Hoc Committee to review, research, and recommend to the Board actions or solutions.
7. The Chair is responsible for handling agenda items of a confidential nature within appropriate bounds of prudence and ethics.
- 7.1 When necessary, the Chair will call for an in-camera session of the Board.

- 7.2 The Chair will require that Board minutes duly note that the Board has gone into in-camera session.
- 7.3 When the Board reconvenes in open session, the minutes shall duly record the outcome of the in-camera session which will be reported without identifying individual personal information.
8. Action Request: AR agenda items are items that the Board has previously determined belong to management and delegated to the Principal in its policy, but which must be “formally approved” by the Board as a requirement of an external agency. Throughout the year the Board will attend to AR agenda items as expeditiously as possible.
- 8.1 When an item is brought to the Board via the Action Request, the Principal provides evidence to certify that all criteria in policies of the Board have been met.
- 8.2 If the Board is satisfied with the monitoring report, the Board then accepts the entire Action Request with one decision, and no discussion by stating “The Board accepts the report of the Principal for the Action Request items on the agenda for ___date ____.”
- 8.3 An item can be removed from this kind of Action Request to the regular agenda by Board decision.
9. Board Meeting Schedule, Notification and Preparation
- 9.1 Notification of duly convened monthly meetings is not required. Apart from the Annual Board Planning Conference, monthly meetings are from 6:00 p.m. – 8:00 p.m. as per the Board’s annual plan. The Annual General Meeting is scheduled for September each year. The annual Board Conference is scheduled on a to-be-determined basis.
- 9.2 Notification of Board meeting changes or special meetings at the call of the Chair requires notification of members.
- 9.3 Board members will be notified of meeting changes and/or special meetings in the form of post, phone, or e-mail.
- 9.4 Board members are required to be duly prepared for Board meetings.
10. Quorum
- A quorum for a Board meeting is half plus one board member.
11. Board Packages
- Board packages (minutes and related information) for an upcoming meeting are to be available by one week prior to the meeting.

12. Minutes

Board minutes will be reviewed at the following Board meeting for business arising and for approval for signature of the Chair and Board Secretary as the official record of the Board meeting.

13. In Camera procedure

Board members exercise strict confidentiality when dealing with issues designated as matters In-Camera.

13.1 Matters In-Camera will be designated by Board consensus.

13.2 Only recommendations from In-Camera sessions will be brought forward to the next regularly scheduled Board meeting in resolution form for acceptance.

13.3 In-camera sessions are a common point of order where information is provided that is not reflected in the minutes, and not available to the public that includes personnel decisions, financial decisions, or other sensitive issues related to the School that must not be disclosed.

13.4 When the Board reconvenes in open session, the minutes shall duly record the outcome of the in-camera session which will be reported without identifying individual personal information.



KGPS 17 Policy Statement on Protecting the Vision and People: Board Member's Code of Conduct

Policy Statement: The Board commits itself and its members to ethical, business like, and lawful conduct, including proper use of authority and appropriate decorum in-group and individual behaviour when acting as Board members that is consistent with conduct required of students, staff, and faculty.

1. Board members must bring forward to the Chair's attention the interests of the people of the Six Nations of the Grand River Territory in relation to the values, beliefs and Vision of the Kawenni:io/Gaweni:yo School with deliberative and reflective statements that respond to Policy Statements.
2. Members must avoid conflict of interest with respect to their fiduciary responsibility.
 - 2.1 There will be no self-dealing or business by a member with the school and disclose their involvement with other organizations, vendors, or associations which might be or might reasonably be seen as being a conflict of interest.
 - 2.2 When the Board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall excuse herself or himself without comment from not only the vote, but also from the deliberation.
 - 2.3 Board members will not use their Board position to obtain full time or term employment in the organization for themselves, family members, or close associates but in doing so he or she must first resign from the Board.
 - 2.4 Board members are required to declare a Conflict of Interest in any matter dealing with an immediate family member defined as spouse, children, parents, mother-in-law, father-in-law and siblings).
3. Board members may not attempt to exercise individual authority over the organization except as explicitly set forth in Board Policies.
 - 3.1 Board Members' interaction with the Principal or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - 3.2 Members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions unless otherwise delegated by Board minutes and policy.
 - 3.3 Except for participation in Board deliberation about whether the Principal has achieved any reasonable interpretation of Board policy, members will not express individual judgments of performance of employees of the Principal.

3.4 At a meeting of the Board, Board members will make no judgments of the Principal and Staff performance except as that performance is assessed against explicit Board Policies by the official process, as defined by Board-Principal authority delegation policy.

4. Members will respect the confidentiality appropriate to issues of a sensitive nature.
5. Members will be properly prepared for Board deliberation.
6. Members are required to sign a membership-form indicating the Board member's understanding of his/her acknowledgement of their duty and responsibility to comply with all Board policies.



KGPS 18 Policy Statement on Protecting the Resources: Board Committee Principles

Policy Statement: Board committees will be mandated to reinforce the wholeness of the Board's duty and responsibility and so as never to interfere with authority delegated from Board to Principal.

Accordingly:

1. Board committees assist the Board by preparing policy alternatives and implications for Board deliberation in keeping with the Board's broader focus and will normally not 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 time-limited purposes with mandated expectations and authority carefully stated in order not to conflict with authority delegated to the Principal.
3. Board committees cannot exercise authority over staff because the Principal works for the full Board and has been delegated with authority to supervise, administer, and manage the staff.
4. Board committees are delegated to review and investigate a particular issue related to Board Policy.
5. Committees will be used sparingly and ordinarily in an *ad hoc* capacity.
6. This policy applies to any group which is formed by Board action, whether it is called a committee and regardless of whether the group includes Board members. It does not apply to committees formed under the authority of the Principal.
7. The KGPS Executive Committee are officers of the Board who have the role as signatories for legal instruments, financial statements, and Board minutes.

Duties of the Kawenni:io/Gaweni:yo School Officers related to the Board Chair

The Chair, delegates duties to Board members who serve as Chairs, but Chairs the Executive Committee of the members of the Kawenni:io/Gaweni:yo School. The Chair shall enforce the policies of the school and consult as necessary concerning the management and delivery of the Vision and operations of the school. The Chair in consultation with the Principal shall call meetings of the Board as required. The Chair shall be one of the representatives of the school in dealings or negotiations with other agencies and organizations. The Chair shall be an ex-officio member of all committees. The Chair, with the Treasurer or other officers appointed by the Board of directors, shall sign such contracts, documents or instruments in writing which require his/her signature and shall have such other powers and duties as may from time to time be assigned by the Board of Directors.

Duties of the Vice-Chair

The Vice-Chair shall, in the absence of the Chair, perform the duties of the Chair, and when so acting shall have all the power and be subject to all the responsibilities of the Chair. The Vice-Chair shall assist the Chair in the performance of his/her duties. The Vice-Chair shall perform such other duties as the Board of Directors may from time-to-time assign.

Duties of the Secretary

The Secretary shall keep minutes of all meetings of the Board, the Executive Committee, the annual general meeting and special meetings of the school. No name shall be recorded unless otherwise directed by the specific director of the Board. The Secretary shall submit the minutes of each meeting of the Board of directors for approval and signature by the Chair and Secretary at the next following Board of Directors meeting. Once approved by the Board of directors, the minutes of the Board of Directors shall be accepted as proof of the decisions of the Board of Directors. The Secretary shall be responsible for carrying on official correspondence of the school under the direction of the Board and in consultation with the Principal. The Secretary shall ensure that any records, documents or papers belonging to the Kawenni:io/Gaweni:yo School are housed properly at the School. The Secretary shall perform such other duties as may be prescribed by the Board of directors.

Duties of the Treasurer

The Treasurer shall be one of the signing officers. The Treasurer shall ensure the proper keeping of the KGPS books of account, and such other records as may be required by law or as may be required by the School. The Treasurer shall be responsible for ensuring the preparation for each fiscal year a financial report which has been properly audited and is presented at the annual general meeting. The Treasurer shall ensure books of account and financial reports of the school are kept and are made available to the auditor in time for the preparation of an annual audit. The Treasurer shall perform such other duties as may be prescribed from time to time by the Board of Directors.



KGPS 19 Policy Statement on Protecting the Resources: Board Committee Structure

Policy Statement: A Board Ad Hoc Membership Committee receives its mandate and charge come from the Board, with membership not limited to the Board of Directors and whose mandate ceases to exist as soon as its task is complete.

1. Ad Hoc Committee procedures

- A. Properly screened potential Board Members.
- B. Board authority to incur costs of no more than \$1,000 direct charges and no more than 20 hours of staff time per mandate.

Ad Hoc Committee membership recommendations will be accepted at the meetings of the Board.

The Ad Hoc Committees that require Board Membership be presented at the Kawenni:io/Gaweni:yo School Annual General Meeting; including Standing Board Members who have come to the end of their term and have requested to be reappointed to the Board.

The Ad Hoc committee will provide names of standing Board members who are seeking reappointment at least three (3) months prior to the Annual General Meeting.

The Ad Hoc Nominations Committee will provide a list of Nominees to be reviewed by the Board prior to the Annual General Meeting to validate and assure their acceptance to serve as Board members; and,

The Ad Hoc Nomination Committee will screen all Nominees and interview applicants to be sure they understand the roles and responsibilities of the Board of Directors and to be sure they are willing to uphold the Board Policies.

The Chair of the Board will ensure the Ad Hoc Nominations Committee is performing its duties.



KGPS 20 Cost of Governance – Protecting the Resource

Policy Statement: Board training is required to insure excellence in the governance and leadership capacity of the Kawenni:io/Gaweni:yo School.

Quality assurances includes:

1. Board skills, methods, and supports training to assure governing with excellence.
 - 1.1 Training and retraining to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
 - 1.2 Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance that complies with protection of the Vision, People and Resources.
 - 1.3 Outreach mechanisms will be used as needed to ensure the Board's viewpoints and values are central to community-engagement.
2. Costs of Governance will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability, subject to financial conditions.
 - 2.1 Up to \$10,000 in fiscal years for training, including attendance at conferences and workshops.
 - 2.2 Up to the cost in fiscal years for audit and other third-party monitoring of organizational performance.
 - 2.3 Up to \$20,000 in fiscal years for surveys, focus groups, opinion analyses, and meeting costs and fundraising efforts.
- 3 Cost of attending meetings:

Board Members may be compensated for expenses related to approved Board meetings and duties.

- 3.1 Members receive up to \$1000 per month for the fiscal year. Members must attend all regularly scheduled meetings to receive honorarium. For the month of July, regular scheduled meetings are suspended but members will still receive the honorarium for that month. \$150 for local meetings, and \$250 for each committee i.e., would include both screening and interviews for Ad Hoc Hiring Committee. Members will receive \$1,200 for out of territory meetings including meals and mileage.
- 3.2 Chair Honorarium will be \$2000 per month. Subject to financial conditions.
- 3.3 Board of Directors membership is voluntary.
- 3.4 Travel expenses shall be approved as per Treasury Board Guidelines used by the school including provision for special needs.



KGPS 21 Governance-Management Connection: Protecting the Vision

Policy Statement: The Board's sole official connection to the operational organization, its achievements and conduct will be through the Principal of the school.

As the Board's single official link to the operating organization, the Principal's performance will be considered to be synonymous with organizational performance as a total. Consequently, the Principal's duties and responsibilities can be stated as performance-based in only two areas:

1. Organizational accomplishment of the provisions of Board Policies on the Goals of the Kawenni:io/Gaweni:yo School.
2. Organizational operations within boundaries of best practices and ethics established in Board Policies and the Board-Principal delegation of authority.



KGPS 22: Unity of Control: Policy Statement on Protecting the Vision

Policy Statement: Only Officially passed motions of the Board are binding on the Principal.

Accordingly:

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the Principal 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 Principal can refuse requests that require, in the Principal's opinion, a material amount of staff time or funds or is disruptive.



Vision

KGPS 23 Accountability of the Principal: Policy Statement on Protecting the

Policy Statement: The Principal is the Board's only link to operations, achievement, and conduct with all authority and accountability of staff reflected in the authority and accountability of the Principal.

Criteria for excellence in Board-Principal delegation of authority:

1. The Board will never give instructions to persons who report directly or indirectly to the Principal.
2. The Board will not evaluate, either formally or informally, any staff other than the Principal.
3. The Board will view the Principal's individual performance as identical to organizational performance, so that the successful organizational accomplishment of the Board's stated Goals, Values, and Vision and be viewed as successful performance of the duties and responsibilities of the Principal.



KGPS 24 Policy Statement on Protecting the Vision: Delegation to the Principal

Policy Statement: The Board will instruct the Principal through written policies which achieve the organizational Goals, Values and Vision, and describe situations and actions to be enacted that allow the Principal to use any reasonable interpretation of these policies.

Quality assurance includes:

1. Board policies that direct the Principal to achieve specified results, for specified recipients at a specified cost that are described in School regulations and procedures developed systematically from the broadest and most general practices to more defined levels for products and outputs required of the School.
2. Board policies limit the latitude the Principal may exercise in enacting Policy Outcomes through the School's operational Regulations and Procedures but are not limited for discretionary action under authority of the Board-Principal relationship.
3. *Any reasonable interpretation* of the Board's Goals and Outcomes policies, the Principal has authority to establish all further regulations and procedures, make all decisions, take all actions, establish all practices, and develop all activities under full force and authority as if decided by the Board.
4. The Board may change its Strategic Goals and Executive delegation policies, thereby shifting the boundary between Board and its delegated authority, and thereby changing the latitude of choices given to the Principal but not encumber or render harmless Board respect and support for the Principal's decision-making and choices.



KGPS 25 Policy Statement on Protecting the Vision: Monitoring Principal Performance

Policy Statement: Systematic and rigorous monitoring of Principal's performance will be reflected in the school's accomplishment of Board policies Goals and Outcomes, organizational operation within the boundaries established in Board policies on Board-Principal authority delegation, and is completed at each regular Board meeting, as per the Board's Planning Cycle.

Quality assured in monitoring:

1. The degree to which Board Policies are being fulfilled monitored automatically, using a minimum of Board time so that meetings can be used for review and direction for action.
2. Policy in three ways:
 - a. Internal report: Disclosure of compliance information by the Principal along with an explicit interpretation of Board policy, and justification for the reasonableness of interpretation.
 - b. External report: Discovery of compliance information by an impartial, external auditor, inspector or judge who is selected by and reports directly to the Board. The external party will first be provided with the Principal interpretation of the policy and justification for the reasonableness of interpretation. The report must assess the reasonableness of the interpretation of Board policy, and compliance with it. The basis for assessment is best practice and business standards under the external party expertise.
 - c. Direct Board Inspection: Discovery of compliance information by a designated Board member, a committee or the Board as a whole. This is a Board inspection of documents, activities or circumstances directed by the Board that assesses compliance with policy, with access to the Principal's justification for the reasonableness of his/her interpretation. Such an inspection is only undertaken at the instruction of the Board, and with the Principal knowledge.
3. The standard for compliance as *any reasonable interpretation* of the Board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with principles of justice as fairness and natural justice as its foundational principles.
4. The choice of the Board of any policy may be monitored by any method at any time within the framework of explicit policy outcomes and statements to deliver the goals of the school.



KGPS 26 Policy Statement on Protecting the Vision:

THE STUDENTS NEED FREEDOM:

- To know all students can learn and achieve.
- To know that all learning is more important than mere possession of knowledge.
- To have a positive attitude toward learning.
- To have successful experiences and recognition.
- To be partners with parents/families, school staff members, and community in providing a caring, secure climate and supportive environment in which to learn.
- To have feelings of self-worth.
- To strive for physical and emotional well-being.
- To learn the importance of critical thinking, communication, computation, and an appreciation for cultural diversity.
- To possess human relation and decision-making skills.
- To be responsible for his/her actions.
- To become productive and contributing citizens of society.
- To recognize that learning is lifelong.
- To meet physical, academic, social, and emotional needs of learners through programs designed to maximize individual growth in
 - a. Self-Concept - to understand themselves and appreciation of their worthiness, potential and right to become meaningful, productive members of society.
 - b. Human Understanding - to develop a global perspective and the ability to interact, understand and appreciate individual differences to become effective citizens.
 - c. Essential Skills - to assure the mastery of basic communication skills to be functionally literate; to be able to think critically in order to solve problems in a constantly changing world; to understand and appreciate the sciences and the arts; to demonstrate skills in citizenship, community service and human relations.
 - d. Creative Development - to have the opportunity and encouragement to be creative and visionary.
 - e. Environmental Awareness - to exemplify and implant the obligation to protect and preserve Mother Earth on which we live.
 - f. Joy of Learning - to enhance an eagerness for learning and a positive attitude toward work.
 - g. Physical & Emotional Well-Being - to procure beneficial health habits and concern for good physical and emotional stability.
 - h. Self-Sufficiency - to prepare for a productive, honourable, and enriched self-sufficient life.

THE PARENTS AND FAMILIES NEED FREEDOM:

- To provide a positive, supportive home environment where the importance of learning is emphasized.
- To be an informed partner in their child's learning process and progress.
- To be involved in the school and be knowledgeable about the decisions that affect their child's education.
- To appreciate and understand the benefits of cultural diversity.
- To have educational opportunities to grow as parents, families and individuals.

THE COMMUNITY NEEDS FREEDOM:

- To embrace that education is the backbone for a strong cultural, social and economic society.
- To view education as an investment in the future.
- To work in partnership with the educational system realizing the value and mutual benefits.
- To appreciate the cultural impact provided by education.
- To provide the necessary resources to meet the needs of students.
- To provide a safe, supporting environment for learning.

THE KAWENNI:IO/GAWENI:YO SCHOOL NEEDS FREEDOM:

- To design and follow programs that address the abilities, interests, goals and needs of all students.
- To maintain fiscal responsibility and accountability.
- To be receptive and accommodating to change that is in the best interest of students, parents/family, staff, and community.
- To provide a nurturing environment in which to learn.
- To communicate effectively and work in partnership with the students, parents/family, staff, and community.
- To meet physical, academic, social, and emotional needs of the students through programs designed to maximize individual growth in
 - a. Self-Concept - to understand themselves and appreciation of their worthiness, potential and right to become meaningful, productive members of society.
 - b. Human Understanding - to develop a global perspective and the ability to interact, understand and appreciate individual differences to become effective citizens.
 - c. Essential Skills - to assure the mastery of basic communication skills in order to be functionally literate; to be able to think critically in order to solve problems in a constantly changing world; to understand and appreciate the sciences and the arts; to demonstrate skills in citizenship, community service and human relations.
 - d. Creative Development - to have the opportunity and encouragement to be creative and visionary.
 - e. Environmental Awareness - to exemplify and implant the obligation to protect and preserve Mother Earth on which we live.
 - f. Joy of Learning - to enhance an eagerness for learning and a positive attitude toward work.
 - g. Physical & Emotional Well-Being - to procure beneficial health habits and concern for good physical and emotional stability.
 - h. Self-Sufficiency - to prepare for a productive, honourable, and enriched self-sufficient life.



KGPS 26 Board Planning Cycle

Policy Statement on Protecting the Vision: Based on best practices, professional standards, and the Board Policy framework described in Board Policy the Kawenni:io/Gaweni:yo School requires assessment, monitoring, and reporting on the state of the delivery of its Goals, Outcomes and Vision in a Planning Cycle for each fiscal year.

Revised as of August 12, 2023

Task Owner	Task	Frequency
Principal’s Report	Internal Report	Monthly
Principal Communication and Support	Direct Inspection	
Principal/ Condition/Activities	Internal Report	
Principal/Condition/Activities	External Audit	Annual June
HR Compensation & Benefits	Internal Report	Annual June
Board Year End	Internal Report	Annual August
Principal Succession Planning	Internal Report	Annual September
Principal Asset Protection	External Audit	Annual October
Staff Academic Standing	Internal Report	Annual January
HR Staffing	Internal Report	Annual March
Principal/ Financial Plan/Budget	Internal Report	Annual March
Principal Ends Focus of Grants of Contracts	Internal Report	Annual

Policy Review Cycle

Philosophy, Vision Mandate and Belief (p.3) - October
Goals of School's Education (p.4)- October
Guiding Principles (p.5) - October
Board's Duty and Responsibilities (p.6) - October
Protecting the Vision - Language Learning Policy (p.7) - April
Protecting the People - Executive Constraint (p.8) - October
Protecting the People - Treatment of Learners (p.9) - October
Protecting the People - Treatment of Staff (p.10) - October
Protecting the Resources - Financial Planning/Budgeting (p.11) - January
Protecting the Resources - Financial Condition and Activities (p.11) - January
Protecting the Vision – Emergency Principal Succession (p. 13) - March
Protecting the Resources - Asset Protection – (p. 14) March
Protecting the People - Compensation and Benefit – (p. 15) March
Protecting the Vision - Communication and Support to the Board- (p.16) April
Protecting the Resources - Focus of Grants and Contracts –(p.17) January
Protecting the Vision - Board Governance Commitment – (p.18) May

Board Governance Style (p.19) May
Protecting the People - Role of the Board/Job Description – (p. 21) May
Protecting the Vision Resources and People - Agenda Planning – (p.22) May
Protecting the Vision and People - Board Chair's Role – (p.24) May
Protecting the Vision and People - Board Members Code of Conduct – (p. 29) May
Protecting the Resources - Board Committee Principles – (p.31) August
Protecting the Resources - Board Committee Structure – (p.33) August
Protecting the Resource - Cost of Governance – (p.33) August
Protecting the Vision...- Governance Management Connection – (.p36) August
Protecting the Vision - Unity of Control – (p.37) August
Protecting the Vision-Accountability of the Principal – (p.38) August
Protecting the Vision - Delegation to the Principal – (p.39) August
Protecting the Vision - Monitoring Principal Performance – (p.40) August
Protecting the Vision - Board's Planning Cycle – (p.44) August

Kawenni:io/Gaweni:yo Board Terms of Office				
Name	Office	Term of Office	Start Date	End Date
Ruby Jacobs	Chair	2- year	April 1, 2023	March 31, 2025
Rose Miller	Vice Chair	3- year	April 1, 2023	March 31, 2026
Christine Jacobs	Treasurer	3- year	April 1, 2023	March 31, 2026
Leslie Powless	Board Member	2-year	April 1, 2023	March 31, 2025
Elva Jamieson	Board Member	2- year	April 1, 2023	March 31, 2025
Arnold Jacobs JR.	Board Member	3-year	April 1, 2023	March 31, 2026

For Board members who have a 3-year term of office and wish to stay on the board, their term of office will change to a 2-year and those with a 2-year term will turn into a 3-year term.

A record of terms of office will be kept as a matter of record in the board minutes and will be recorded through a motion at the 1st meeting of the fiscal year.

**Kawenni:io/Gawenn:yo Immersion Elementary and High School
2023-2024 Operations Plan**

Strategic GOAL	Objectives	Activity	Responsibility	Target Date	Success Criteria	Outcome
1. Complete policy review and revisions.	1. Follow policy review cycle	<ol style="list-style-type: none"> 1. At every board meeting the board of directors will look at the policies forwarded by the principal. 2. Follow up and posting of the changes 	<ol style="list-style-type: none"> 1. Principal 2. Board of Directors 3. Board of Directors Secretary 4. IT Person 	<ol style="list-style-type: none"> 1. October, January, March, April, May, August 	<ol style="list-style-type: none"> 1. Up to date changes and revisions posted to KG website 	Increased awareness of KGS policies and procedures
2. Building funding	Plan A-ISC Plan B-Bank Plan C-Community	<ol style="list-style-type: none"> 1. ISC review submitted proposals 2. Tender for bank proposals 3. Donations 4. Back to ISC 	<ol style="list-style-type: none"> 1. Board of Directors 2. Finance Officer 3. Board Secretary 	Ongoing	Receive Capital Funds	New School Building
3. Operations Funding from ISC.	Budget identified by March 1 st .	<p>December identifies projected budget. January new budget drafted and sent to ISC. Receive approval by March 31st.</p>	<ol style="list-style-type: none"> 1. Principal 2. Finance Officer 3. Board of Directors 4. ISC 	December 31, January 15, March 31,	Approval of annual budget by March 31	Operations funding secured

4. Succession Planning	Ensure a full complement of qualified staff	1.Review staffing components 2.Post to fill needed positions	1. Principal 2. Finance Officer 3. Human Resource Coordinator 4. Board of Directors	Immediate and ongoing.	All staffing needs fulfilled.	A fully qualified complement of KGS staff.
5. Addressing staff morale	1. To ensure KGS's Vision, mandate and belief is met. 2. Identify training needs	1. Clarification and distribution of policies 2. Team building activities 3. Provide resource list of services 4. Open board meetings 5. Staff assembly 6. Staff Appreciation Day 7. Years of service recognition 8. Highlights recognized in NEWSLETTER 9.Conflict resolution initiatives	1. Human Resource Coordinator 2. Principal 3. Board of Directors 4. KGS Staff 5. Community Services	Ongoing	Reduced number of complaints. Staff Survey.	Improved morale of KGS students, staff, parents, board, community as indicated by Survey results.
6. Human Resource Streamlining	1. Restructure the Human Resource Department	Develop the components of the Human Resource department. <ul style="list-style-type: none"> • Health & Safety • Hiring • Benefits • Performance Management • Orientation • Updated job descriptions • Training • Payroll • Employee relations • Develop data collection tools 	1. Board of Directors 2. Finance Officer 3. Human Resource Coordinator 4. Principal 5. Related community services and agencies	Ongoing	Staff supports. Increased staff performance and productivity. Less complaints. Staff survey. Certifications. Balanced budget and benefits	Human Resource Department. Positive Principal reports. Survey results. Properly trained staff.