

# The Role of the School Council

**2023-24**

**CISND**



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## Office of the Bishop

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September 2018

Dear Brothers and Sisters in Christ,

*"And [Jesus] said to them, "Go into all the world and proclaim the good news to the whole creation.""*  
(Mark 16:15)

The Diocese of Nelson is blessed to have Catholic schools in our midst. In addition, we are doubly blessed with dedicated teachers and support staff to educate our children in the Faith.

Along with the home and parents as first educators, and the parish, where our Faith is nourished and celebrated, Catholic schools are integral in the formation of our children in the Catholic Faith. There, the message of the Gospel is proclaimed and every child is helped to know and love Jesus, who desires above all to be known and loved by us.

Our Catholic schools make certain that our Faith community and our society will have future leaders and active and caring citizens who will contribute to the common good, and build a world based on justice, truth and peace.

Thank you for your prayers and continued support of our Catholic schools. God bless you.

Sincerely in Christ our Lord,

✠ Gregory J Bittman  
Bishop of Nelson

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## **Introduction**

### **CATHOLIC INDEPENDENT SCHOOLS OF NELSON DIOCESE**

Authority for the operation of Catholic schools in the Diocese of Nelson is vested in the Society entitled **THE CATHOLIC INDEPENDENT SCHOOLS OF NELSON DIOCESE**, CIS(ND), a legal corporation under the British Columbia Societies Act. The Society was registered under this Act in 1957.

The Society is recognized by the Government of British Columbia as "the authority" defined in the provincial Independent School Act of 1989 for the operation of all Nelson Diocesan Catholic Schools. As such, the Society is the employer and is solely responsible for all transactions with the Ministry of Education as represented by the Inspector of Independent Schools. By its Constitution, the Society is legally responsible for directing operations of all Nelson Diocesan Schools. It owns 6 elementary schools and 1 high school and operates these facilities through a formal delegation with local school councils.

The management of the Society rests with the Board of Directors who are comprised of the Bishop of Nelson, Vicar-General, Vicar of Education, one pastor appointed by the Bishop, and one representative from each school.

### **Mission Statement of the CISND Board of Directors**

"With the Holy Spirit as the source and foundation of unity in the church, the mission of the Board of Directors is to function as a bond of unity and collaboration between the Catholic School communities of the Nelson Diocese. Reflective of Catholic Gospel values, the Board will oversee and protect the essence of Catholic Education through the development and implementation of policies and procedures."

CATHOLIC INDEPENDENT SCHOOLS  
NELSON DIOCESE  
MISSION STATEMENT

**The Catholic Schools of Nelson Diocese,  
in partnership with the home and Church,  
strives to educate the whole child with the Gospel  
message of Jesus Christ as its foundation. By  
priests, administrators, teachers, support staff,  
parents, and parish members all working together,  
the students of CISND become life-long learners  
and fine contributing Christian members of society.**

## **Chapter 1**

### **Organization of Catholic Schools in the Diocese of Nelson**

The Catholic Schools in British Columbia are organized under each of the five dioceses. Each group of schools in a diocese is registered as a society under the title "Catholic Independent Schools \_\_\_\_\_Diocese". The member schools in each diocese are under the direction of the Board of Directors of their respective society and are managed by the Superintendent of Schools and school principals. These administrators are aided and advised by local school councils or education committees comprising of parents and other diocesan or local representatives.

In the Nelson Diocese the Society is organized as follows:

1. The Board of Directors

The Board of Directors consists of:

- Bishop of the Diocese of Nelson, President (ex-officio)
- Vicar General (ex-officio)
- Episcopal Vicar for Education (ex-officio)
- One (1) pastor appointed by the Bishop from the pastors associated with schools (ex-officio)
- The remaining directors will be nominated, one by each School Council. These nominees must have previous BC Catholic School and/or School Council experience. These remaining directors will be confirmed by the Bishop in consultation with the Vicar of Education for a three (3) year term. The remaining directors may only sit for two (2) consecutive three-year terms.
- Current employees of the Catholic Schools Society Nelson Diocese (CISND) are not eligible to serve on the board of directors.

In consultation with the Vicar of Education, the Bishop may make additional appointments at his discretion.

2. The Society

The members of the Society shall be composed of the following:

(a) The Board of Directors;

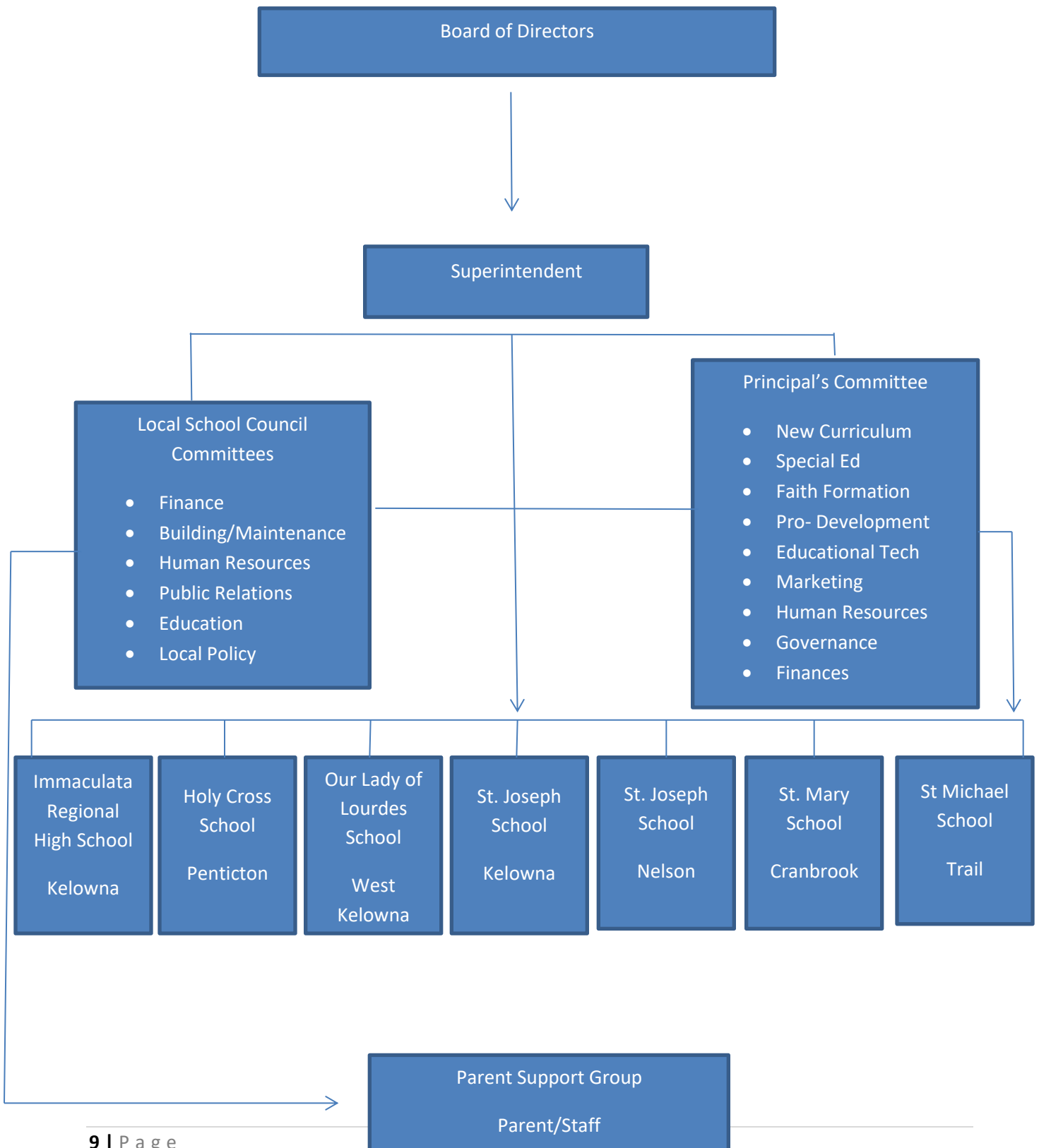
(b) One (1) pastor from each Catholic school within the boundaries of the Diocese of Nelson, elected by the pastors of the parishes supporting each such school;

- (c) One (1) school council representative from each Catholic school council within the boundaries of the Diocese of Nelson (who is not a current director), elected by the members of such school council; and
  - (d) One (1) staff representative from the staff of each Catholic school in the Diocese of Nelson, elected by the staff members of each such school. For certainty, the term “staff” shall include teachers, administrators, and support staff members.
- 3. The Local School Councils  
Qualified members from the parish and parent body are elected for a three year term as per policy. Each council elects its own chairperson from among its members.
  - 4. The Catholic Independent Schools Committee of British Columbia (CISCBC)  
The CISCBC makes representation on behalf of the Catholic Schools of British Columbia to the provincial government through the Federation of Independent Schools Association (FISA) and also to FISA relating to its own operation of policy setting. The committee is comprised by representatives from each of the school societies. Currently each diocese is represented by one person appointed by the respective Board of Directors and the Superintendent of each diocese.
  - 5. Federation of Independent School Association (F.I.S.A.)  
Founded in 1967 the Federation is comprised of, and represents, the five major groups of independent schools in British Columbia – the Catholic Independent Schools Committee of British Columbia, the Association of Christian Schools International, the Independent Schools Association of BC, the Society of Christian Schools in BC, and the Associate Member Group.

The FISA represents the interests of independent schools at the provincial government level. Since its formation the Federation has won numerous concessions from the government on behalf of independent schools. During that time government funding for independent schools rose from 0% to 30% of public school operating grants in 1977, to 35% in 1988 and to 50% in 1990. In addition FISA provides representation on several Ministry committees. The organization of Catholic Independent Schools in British Columbia and their relationship to the Ministry of Education and the FISA are presented in Figure 1.



CATHOLIC INDEPENDENT SCHOOLS, NELSON DIOCESE  
LINES OF COMMUNICATION



## **Chapter 2**

### **Governance Jurisdiction Framework**

The following grid outlines the roles and responsibilities of the:

- Board of Directors
- Superintendent
- Financial Administrator
- Local School Council
- School Administrator



<b><u>Roles and Responsibilities</u></b>	<b><u>Board of Directors</u></b>	<b><u>Superintendent</u></b>	<b><u>Finance</u></b>	<b><u>Local School Council</u></b>	<b><u>School Admin</u></b>
Mission and Vision	Resp/Imp	Imp		Imp	Imp
Catholicity of Schools	Resp	Mon/Imp		Advise	Imp
Strategic Planning: Diocesan	Resp	Coord/Imp			
Strategic Planning: Local				Resp	Coord Imp
Local Planning: Annual Plan				Advise	Coord Imp
Media Communications		Resp			
Public Relations Marketing	Recom	Coord/Imp/Mon		Resp	
Policy Development Diocesan	Resp	Imp			Imp
Policy Development Local		Reg		Resp	Imp Resp
Policy: Finance	Resp	Recom/Imp	Recom		Imp
Finance: Superintendent's Office	Resp				
Capital Projects under \$20,000				Approve	Recom
Capital Projects over \$20,000	Bishop Approve	Recom		Request	
Borrowing Real Property	Resp	Recom	Recom	Request	
Finance: Budget Preparation		Mon	Advise	Advise	Resp
Finance: Budget Approval	Approve	Recom	Recom	Resp	Imp
Non Budgeted Items	Approve	Recom	Advise	Request	
Fundraising Local				Resp	Recom/ Mon
Finance: Accounting and Payroll		Resp	Resp		

<b><u>Roles and Responsibilities</u></b>	<b><u>Board of Directors</u></b>	<b><u>Superintendent</u></b>	<b><u>Finance</u></b>	<b><u>Local School Council</u></b>	<b><u>School Admin</u></b>
Human Resources: Policy	Resp	Recom/Imp	Advise	Recom	Imp
Human Resources: Compensation	Resp	Recom	Regulate Advise Recom	Recom	
Human Resources: Needs Assessment	Resp	Recom		Advise	Recom
Human Resources: Screening		Resp			
Human Resources: Selection		Imp Regulate		Advise	Recom
Curriculum: Religious	Resp	Recom/Imp			Imp
Curriculum: Min of Education		Resp			Imp
Facilities Management		Mon	Advise	Advise	Imp Resp

**KEY:**

Resp – Accountable/Responsible

Approve – Approve

Coord – Corrdinate

Mon – Monitor

Advise - Advise

Recom – Recommend Approval

Request – Request Approval

Imp – Implement

Reg – Regulate

## **Chapter 3**

### **The Local School Council**

A local School Council in the Diocese of Nelson is a body whose members are elected to participate in decision-making in designated area of responsibility. A Local School Council may be either a parochial council or a regional council depending upon the community it serves. This same community generally assumes some financial responsibility for the school, particularly in support of capital expenditures.



### **Areas of Council Responsibility**

- 1) **Planning** – establishing a School Council mission statement, a strategic plan and annual plans for the school.
- 2) **Policy Formulation/Enactment** – giving general direction for administrative action on local school issues.
- 3) **Finances** – developing plans and means to finance ongoing educational programs including input in setting tuition, advise in developing and monitoring the annual budget, negotiating parish subsidies, and funding for capital projects.
- 4) **Public Relations and Marketing** – includes understanding the school's mission, a commitment to the school's vision, the involvement of people, the formulation of a plan, and the acquisition of funds to bring the plan to fruition.
- 5) **Human Resources** – involved in the interview process and offer advice in the hiring of teaching and support staff.
- 6) **Evaluation** – determining whether goals and plans *of the council* are being met and determining the council's own effectiveness.
- 7) **Education** – to oversee all matters relating to the educational program of the school and to work with the administration to insure the educational program remains consistent with the school's mission statement.
- 8) **Nominations** – to recognize and seek qualified nominees for the elected leadership of the School Council.

### **Decision Making**

Consensus building is the preferred mode of decision making for a Catholic School council. Consensus means that council members participate in shaping conclusions, then agree to support the best decision, under the existing circumstances, for the greatest number of peoples. All votes need to be recorded. **Robert's Rules of Order** will be followed. For the purpose of recording a decision in the minutes the motion is moved and seconded and recorded as approved or defeated. Abstentions will be noted. Minutes of the general meetings are a public record and should be posted for the community to review, in a timely fashion.

## **Differences Between Catholic School Councils and Public School Boards**

A Catholic School Council operates within the structure of the Catholic Church. The Bishop of the Diocese of Nelson has the responsibility to teach the faith. Catholic schools exist as an extension of his teaching responsibility. While the Bishop may delegate his authority to others, he continues to be responsible for the Catholic schools in the Diocese. A Catholic School Council exists to assist the Bishop in carrying out his responsibilities and is, therefore, consultative in nature.

A public school board is constituted as regulatory, one that enacts or uses existing rules and regulations to govern the operation of the institution. This type of board is considered administrative and differs significantly from the consultative council of the Catholic School.

### **Responsibility of Members**

In accepting membership on a Catholic School Council, individuals accept the responsibility to prepare for meetings, participate regularly in committee and council activities, and to participate actively in the work of council. Members also understand that *as individuals they have no authority*. It is only when the council is meeting in formal session that it is authorized to act in accordance with the constitution and bylaws established by the CISND.

### **Committees**

There is a distinction between a standing committee and an *ad hoc* committee. A standing committee provides a continuing function for ongoing operation of the council. Some examples of standing committees are human resources, education, finance, and maintenance. An ad hoc committee is established to meet a specific objective at a given time and is dissolved once it has achieved its purpose. Examples of ad hoc committees are a selection committee for a new principal, or a committee to plan a specific function, e.g. school anniversary celebration.

A council should have the following standing committees/Chairs:

Finance/Revenue Enhancement

Human Resources

Public Relations/Marketing

Education

Nominations

Policy

Strategic Planning

Buildings and Grounds (maintenance)

Other standing and *ad hoc* committees may be formed as required. Terms of reference for each committee should be clearly stated and made available to each committee member.

**(See Appendix C for sample)**



**Chapter 4**  
**Membership**



**A. THE CONSTITUTION OF INDIVIDUAL SCHOOL COUNCILS:**

1. There shall be included within the jurisdiction of the Society those certain Catholic School Councils designated as follows, namely:
  - St. Joseph School Council, Nelson, B.C.
  - St. Michael School Council, Trail, B.C.
  - St. Mary School Council, Cranbrook, B.C.
  - Holy Cross School Council, Penticton, B.C.
  - St. Joseph School Council, Kelowna, B.C.
  - Immaculata Regional High School Council, Kelowna, B.C.
  - Our Lady of Lourdes School Council, West Kelowna, B.C.
2. Each Catholic School Council in the Nelson Diocese shall be autonomous in its management and operation as far as practicable and as far as such autonomy does not conflict with the Constitution, By-Laws, Guidelines or directives of the Society.
3. Each Catholic School Council, as above designated, shall operate under by-Laws governing its own conduct.
4. For the purpose of paragraph 3, each Catholic School Council may adopt as its by-Laws, the provision of the Society By-Laws for Councils.

**B. THE NAMES OF THE CATHOLIC SCHOOL COUNCILS SHALL BE:**

- St. Joseph School Council, Nelson, B.C.
- St. Michael School Council, Trail, B.C.
- St. Mary School Council, Cranbrook, B.C.
- Holy Cross School Council, Penticton, B.C.
- St. Joseph School Council, Kelowna, B.C.
- Immaculata Regional High School Council, Kelowna, B.C.
- Our Lady of Lourdes School Council, West Kelowna, B.C.

hereinafter referred to as "The Council".

**C. THE OBJECTIVES OF THE COUNCIL ARE:**

1. To encourage the attainment of high standards in religious education and to foster the education of our children within the framework of a Catholic environment and philosophy and to encourage the development of true Catholic values, all of which are developed in the Philosophy Statement.
2. To further the knowledge and appreciation of the aims and objectives of Catholic education and to foster participation of the Catholic community

in the school.

3. To encourage the attainment of high academic standards and to promote good citizenship.
4. To be responsible for the financial operation of the school.
5. To establish and ensure the carrying out of policies relating to the efficient functioning of the school. In all cases, Diocesan Policies will supersede any locally developed policies.
6. To ensure that School Council members realize they are a part of the school community and therefore they should always act in such a manner as to be a good example of Catholic education.

**D. COMPOSITION OF THE COUNCIL:**

The Council shall consist of:

1. The Pastor and associate Pastor of each parish (as designated by the Bishop) supporting the schools, who shall be ex-officio members.
2. A minimum of six other members who shall represent the parishes.
  - a) The voting members of the Council shall be the following:
    - A Chairperson elected from the Council as a whole.
    - A Vice-Chairperson elected from the Council as a whole.
    - A Secretary elected or appointed from the Council as a whole.
    - A Finance Chair elected or appointed from the Council as a whole.
    - An Education Chair elected or appointed from the Council as a whole.
    - Members at large and other committee chairs as deemed necessary.
    - Pastors and associate Pastors from each of the parishes.
  - b) The principal of the school will be present to act in an advisory capacity to the Council.
  - c) Two-thirds of the elected members must be Catholic and a participating member of a Catholic parish community.
  - d) The Chairperson must be Catholic and a participating member of a Catholic parish community.

#### **E. LOCAL BY-LAWS:**

1. A By-Law may be adopted, rescinded, or amended by a special resolution passed in a general meeting of the local School Council, by a majority of seventy-five percent (75%) of the members present and voting.
2. Fourteen (14) days notice in writing, together with the text of such resolution must have been given to all Council members.
3. All By-Laws adopted by the individual Catholic School Councils shall require approval from the Board of Directors of the Society.

#### **G. ELECTORATE**

Each parish should follow its own guidelines in determining eligibility of voters should elections be held.

#### **H. IMMUNITY OF COUNCIL MEMBERS:**

Every Council member shall be deemed to have assumed office on the express understanding and agreement and condition that every member of the Council and his/her heirs, executors and administrators and estate and effects, respectively, shall from time to time, and at all times, be indemnified and saved harmless out of the funds of the Society, from all costs, charges, and expenses whatever which such member sustains or incurs in or about any action, suit or proceedings which is brought, commenced, or prosecuted against him/her for or in respect of any act, deed, matter or thing whatever made, done, or permitted by him/her or any other member or members of the Council in or about the execution of the duties of his/her office, and also from and against all other costs, charges, and expenses which he/she sustains or incurs in or about or in relation to the affairs thereof except such costs, charges or expenses as are occasioned by his/her own wilful neglect or default.

#### **I. RULES OF ORDER:**

Any procedures not included in the Constitution and By-Laws following hereafter will be according to "Robert's Rules of Order".

## RECRUITMENT OF MEMBERS

Each council has a nominating committee, which includes the pastor, charged with the responsibility of identifying potential members and presenting a slate of nominees for election or appointment. Vital, dynamic, and productive council members can be recruited by:

- Clearly articulate the purpose, direction, and mission of the council
- Maintaining key individuals on the council – quality attracts quality
- Organizing well the member recruitment campaign
- Providing professional orientation and in-service program
- Putting new recruits to work at once in areas of expertise
- Never being satisfied with anything other than efficient council and committee meetings
- Maintaining an enthusiastic, credible, and responsible position before the school, parish, and civic communities.

### Information form Candidate

Using the approved eligibility criteria, the nominating committee actively solicits potential members. Either by means of personal interviews or written forms, the nominating committee gathers the following information about candidates:

#### Biographical Sketch

- Name
- Family
- Parish membership
- Diocesan/parish/civic involvement
- Occupation

#### Statement of Candidacy

- Vision for the school
- Talents, and/or expertise, available to the council
- Willingness to give time, talent, energy to membership

## **ELECTION / APPOINTMENT OF THE COUNCIL:**

1. By April 15th parishes shall be notified from the Superintendent's office of the names of the School Council members who have completed two consecutive terms. These members must step down. cf. Item 4.

2. Pastors will receive a copy of the Code of Ethics and Qualifications for School Council Members as well as nomination information and nomination form (see attached).

Pastors are to ensure that their congregations are aware of the vacancies to be filled and actively encourage parishioners to serve in this important ministry. The Pastor shall decide whether selection shall be made by election or appointment.

3. The Pastor is to ensure that the timing of elections/appointments is such that new members can attend the final School Council meeting of the year in June.
4. Council members shall serve for a three-year term. Terms should be staggered to provide continuity on School Council. No member shall serve more than two (2) consecutive terms.
5. In the event of a vacancy on the Council during the course of the year, the Pastor may appoint a parishioner to sit on the Council for a portion of the term remaining until the next election.

**NOTE: See below**

- **Cover letter for perspective School Council Members**
- **Code of Ethics for School Council Members**
- **Nomination Form**

## **Catholic Independent Schools Of Nelson Diocese**

3665 Benvoulin Road, Kelowna BC V1W 4M7

Phone: 250-762-2905 Fax: 1-866-964-3858

[superintendent@cisnd.ca](mailto:superintendent@cisnd.ca)

To all Nominees for \_\_\_\_\_ School Council

### **Governance of Catholic Schools**

Catholic schools come under the jurisdiction of the Bishop of Nelson Diocese and therefore the pastors play a very important role in the operation of their parish, or their regional school.

The pastor and principal (who is hired to carry out the day-to-day operation of the school) are assisted in their task by an elected school council.

The role of the council is to assist in:

- a) Safeguarding the Catholicity of the school.
- b) Implementing CIS(ND) policy
- c) Developing local school policy
- d) Setting funding levels for school operating budget.
- e) Assisting the pastor and principal in promoting the school within the parish and community

### **Qualifications of Council Members**

Nominee of the council or those seeking election to the council must:

- a) Be a practising Catholic.
- b) Have attained the age of nineteen (19) years.
- c) Be an active supporter of the Catholic school.
- d) Be a member of the parish or parishes served by the school.
- e) Not be employees of the council

PLEASE HAVE A NOMINATION FORM COMPLETED AND RETURNED TO THE  
NOMINATIONS COMMITTEE

## **Catholic Independent Schools of Nelson Diocese**

3665 Benvoulin Road, Kelowna BC V1W 4M7

Phone: 250-762-2905 Fax: 1-866-964-3858

[superintendent@cisnd.ca](mailto:superintendent@cisnd.ca)

### **CODE OF ETHICS FOR SCHOOL COUNCIL MEMBERS**

Our Catholic schools are strong and effective institutions when the clergy and lay people work together with faith and commitment for the education of our young people. Therefore, it is imperative that those who accept the call to serve on school councils understand the expectations of this important ministry within the Church and conduct themselves in a manner which will foster collaboration and Christian community. They will be expected to support and put into practice the philosophy of education for Catholic schools as decreed by the Bishops of British Columbia.

Members of school councils in the Catholic Independent Schools of Nelson Diocese are expected to:

- acknowledge that schools are a significant expression of the teaching mission of the Catholic Church and function within its structure.
- acknowledge the office of the Bishop as the recognized authority of the Catholic Independent Schools of Nelson Diocese and understand that he delegates some of this authority for the governance of schools to the locally elected school councils.
- endeavour to become more knowledgeable about Catholic education, its mission, and educational and religious formation goals.
- promote Catholic education, its values, and benefits to the community.
- attend regular and committee meetings and participate in the discussions and decision-making to the best of their ability.
- be fully and carefully prepared for each meeting by completing the necessary tasks for committee work and reports.
- utilize their knowledge and expertise for the betterment of the school council's work and the school as a whole.
- be loyal and supportive of the school council's decisions.
- respect at all times the confidential nature of matters so identified.
- support and recognize the principal as the chief administrator in the school.
- recognize the need for continuing education about their responsibilities and know that they do not officially represent the school council unless explicitly authorized to do so.
- work in harmony with the pastor and parish organizations.
- provide support, encouragement, and prayer for other members of school council, Catholic schools and the community they serve.

I have read and agree to abide by the above expectations if I am elected to the School Council.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_



**Catholic Independent Schools Of Nelson Diocese**

3665 Benvoulin Road, Kelowna BC V1W 4M7

Phone: 250-762-2905 Fax: 1-866-964-3858

[superintendent@cisnd.ca](mailto:superintendent@cisnd.ca)

**SCHOOL COUNCIL NOMINATION FORM**

Nominee: \_\_\_\_\_

Address: \_\_\_\_\_

Phone: \_\_\_\_\_

Parish member for \_\_\_\_\_ years

Nomination for School Council three (3) year term.

\_\_\_\_\_  
Signature of Nominator

\_\_\_\_\_  
Signature of Nominee

\_\_\_\_\_  
\*Signature of Eligible Voter (1)

\_\_\_\_\_  
\*Signature of Eligible Voter (2)

\_\_\_\_\_  
Signature of Pastor

\* Must be persons other than nominator or nominee.

\* "Eligible voter" means a person who is a "practicing" Catholic and is at least nineteen (19).

\* "practicing" Catholic means a member of the parish and attends weekly.

## **THE POWERS AND DUTIES OF SCHOOL COUNCIL:**

### **GUIDELINES**

- A. Subject to the guidelines and directives issued from time to time by the Society, the powers of the Council are:
1. To implement CISND or Ministry of Education authorized school curricula reflecting the Catholic philosophy of education outlined in the Philosophy Statement.
  2. To prepare in April of each year an operating budget and capital budget for the subsequent school year. The fiscal year shall begin on August 1, and end on July 31 each year.
  3. To administer all funds over which the Council has jurisdiction as specified in the approved budget. This is to include the administrative/school accounts. Such accounts are to be submitted as monthly financial statements (completed in accordance with generally accepted accounting principles - see budget and monthly reporting format; policy 1410) to the School Council by the Principal and/or the Finance Chair, and reviewed as part of the annual review engagement.
  4. To review expenditures at its regular meetings.
  5. To administer an operating bank account in the legal name of the\_\_\_\_\_ School into which shall be paid tuition fees, contributions from supporters, funds allocated from the parishes and/or the Diocese, grants from the Ministry of Education of B. C. and any other grants, subsidies, or monies relating to the budget. This bank account will be with the diocesan approved bank.
  6. To ensure that School Council accounts paid by cheque be signed by a minimum of two signing officers, one of whom being the designated Pastor. The Bishop approves the signatories for these accounts.
  7. To set student fees, tuition fees, and/or other fees as may be required, and to administer the collection and disbursement of these fees.
  8. To advise the Parish Councils from which the subsidies are received in matters pertaining to school property and capital costs.
  9. To support the academic and religious development of staff.
  10. To request staff evaluation as per Policy 2110.
  11. A Council designate shall sit on the interview team to assist the Principal in making the best choice as per Policy 2100.

12. To advise the Principal with individual student disciplinary problems referred by the Principal.
13. To provide additional information to the Superintendent of Schools when advised of a school personnel issue as per Policy 2420.
14. To receive and consider non-personnel appeals and complaints from parents, teachers, and other employees provided that they are submitted in writing as per Policy 3010 and 2420.
15. To foster good relations between parents, staff, Council members, and students.

B. Subject to the guidelines and directives issued from time to time by the Society, the duties of the Council are as follows:

1. The Chairperson shall preside at all meetings. He/she shall appoint the heads of all committees from the Council membership and shall perform such other duties as shall from time to time be required of him/her by the Council.
2. The Vice-Chairperson shall preside at meetings in the absence of the chairperson and shall assist the chairperson in his/her duties.
3. The Secretary shall perform such duties as prescribed by the Chairperson and shall record and distribute to the members, the minutes of all meetings.
4. The Finance Chair shall present the monthly financial report and monitor the budget.
5. Members at large will be expected to head subcommittees.
6. All the above mentioned members are to adhere to the policies of The Catholic Independent Schools Society of Nelson Diocese.
7. Any Council member who, having been properly notified and upon failing to attend three consecutive meetings, unless properly excused, shall automatically forfeit his or her position on the Council. The resulting vacancy shall be filled by another person appointed by the Pastor.
8. Any School Council member who violates the Code of Ethics for School Council members, as approved by CISND, may be expelled by the Council in consultation with the Episcopal Vicar for Schools.

## ORIENTATION OF NEW MEMBERS

One of the best ways to provide orientation for potential members is to have them serve on council committees. However, once a person assumes council membership, responsibilities, and relationships change and therefore it is essential that new members participate in some formal in-service program. Each school council should organize an orientation activity at the local level. Some topics which should be addressed are: roles and relationships of council, principal, pastor, and Superintendent, specific council responsibilities, meeting skills, expectations of members, differences between policy and administrative regulations and guidelines, diocesan policies, as well as the long-range and short-range goals of the council.

## SPECIFIC ISSUES REGARDING MEMBERSHIP

Catholic school council members should recognize that their primary responsibility is providing quality Catholic education to the greatest number of children and youth and therefore they do not represent specific constituencies within the community. With that understanding, members are representatives of the community in the sense that they come from the community and accountable to the school community for actions taken.

## TERMS

The goal in establishing terms for council members is to maintain continuity and prevent lifetime membership. Ordinarily, members serve a three-year term and are eligible for one additional further three-year term.

## SIZE

The best size for a council depends on local circumstances. It should be large enough to fulfil its responsibilities but small enough to insure adequate dialogue and good group interaction. In the Nelson diocese councils usually have six to nine members.

## OTHER PARTICIPANTS

The pastor and principal are “ex-officio” members who are key resources and participate actively in discussion and consensus building. It is often useful to have other people present for council meetings to ensure both good communications and commitment. The practice of having these people serve as consultants to the council may be preferable to the *ex-officio* but non-voting status. The consultants would attend and participate in regular council meetings but would not be present for in-camera sessions of the council. For example, the parents’ association and the council may be better served if the former appointed a consultant to the council.

This could also apply to staff participation in the council meetings and is an appropriate way of handling outside participation in the council. Note that a consultant would not be allowed to vote on any motions.

#### CONFIDENTIALITY

Council members must respect the confidential information they receive during in-camera sessions. If principals are going to feel comfortable sharing significant facts regarding personnel, for example, then they must be confident that council members will not discuss these matters outside of the closed session with anyone, including other council members and spouses. Inability to keep confidences violates stated eligibility requirements and is sufficient reason to expect a resignation.

#### CONFLICT OF INTEREST

Occasionally a member of the school council may be in a conflict of interest on a certain issue, e.g. a decision to award a contract to a firm which employs one of the members. In such cases the member should declare his/her conflict of interest and withdraw from any discussion or voting on that issue.

#### RESPONSIBILITY OF MEMBERS

In accepting membership on a Catholic school council, individuals accept the responsibility to prepare for meetings, participate regularly in committee and council activities, and to participate actively in the work of the council.

**Members also understand that as individuals they have no authority to represent or act on behalf of the council. It is only when the council is meeting in formal session that it is authorized to act in accord with its constitution and bylaws.**

Since the role of the chair of the council is significant to the council's success, the council should spend adequate time in discerning who should fill this role.

#### COMMITTEES

The committee structure of a council is intended to contribute to the council's efficient operation. Committees also provide needed information to the whole council, and organize information for action. While it is true that the council as a whole is authorized to take action on most decisions, some committees may be empowered to make decisions on particular issues.

Committee members need not be council members. However, the chair of each committee should be a council member. Frequently, committee membership is a good way to recruit prospective council members. Committee members should be knowledgeable about, or interested in, the

area of committee activity. They should know the committee's responsibilities, the responsibilities of the staff to the committee, and the history of the committee's work. It is also essential that the committee members know the school policies, practices, and procedures. Terms of reference should be developed for each committee and be clearly communicated to members (see appendix C for samples).

#### MOST DIFFICULT THINGS FOR COUNCIL MEMBERS TO LEARN

Experienced council members from Catholic school councils were asked to identify the most difficult lesson or fact they had to learn about service on a school council. Here's what they said most often, as reported in Becoming a Better Board Member.

- Determining what your function is on the council and how to accomplish it effectively;
- That no matter what you think you know about council service when you first come on council, you still have a lot to learn;
- Learning to acknowledge publicly that you have no power and authority as an individual council member; that only the council as a whole can function;
- Recognizing the difference between formulating/enacting policy (the council's job) and administering the school (the principal's job);
- That you must represent all the parents/students. Your decision must be made in the interest of the total school and not made solely for special groups or interests;
- Learning how to respond to the complaints and concerns of parents, school administrators, and other staff;
- That change comes slowly;
- That you can't solve everyone's problems by yourself;
- That you must think deeply and sometimes accept a reality that is contrary to your own beliefs;
- That effectiveness as a member of a council means being able to hold the minority viewpoint when voting on given issues; then openly supporting the majority vote or consensus position in your community;
- Discovering how the school is funded.

### **The Role of the Pastor**

1. To represent the Bishop and to represent his parish in all School Council matters.
2. To exercise a veto in any school activities which violate official Catholic religious beliefs and customs.
3. To participate in the selection of teachers and other staff members for employment; this is necessary to ensure that all persons offered employment by the school give evidence of an ability to promote the Catholicity of the school.
4. To represent the official viewpoint of the Catholic Church in the Admissions Committee decisions to admit non-Catholic students.
5. To ensure that the teaching staff is living and teaching within the official teaching of the Catholic Church.
6. To take the initiative in promoting quality religious activities in the school.
7. To facilitate the integration of school activities into the life of his parish.
8. To urge Catholic parents to enrol their children in the school, and to urge all his parishioners to support the school.
9. To ensure that parish positions on School Council are filled. Refer to Policy 1402.

Note: Where several parishes support a school, one Pastor may be designated to fulfill some of the above items.

## **Chapter 5**

### **Planning**





## ESTABLISHING A MISSION STATEMENT, GOALS AND OBJECTIVES, AND LONG-RANGE AND SHORT-RANGE PLANS

The school's mission statement should make it possible for the council to work in relationship to the parish, community, and school. The Council mission statement identifies what the council is called to do by the parish or community and by the diocesan Church in light of the teachings of Christ, the needs of the students and the demands of quality education. All council decisions should meet the mandate of the mission statement.

Establishing goals and objectives for its internal operations will enable the council to deal effectively and realistically with its work during the course of the school year. These goals and objectives will also provide a basis for the council's self-evaluation.

In formulating a long-range plan, the council has the opportunity to gather information and then to work with the pastor and principal to develop the ideal picture of what things should look like at the end of the plan.

### Annual Plans (Short Term Planning)

Annual planning refers to those goals or objectives that a council hopes to accomplish within the current school year. The School Council determines its goals for the coming year and develops specific plans to achieve these goals. Annual planning enables a council to:

- Provide a focus for its activities
- Move towards attainment of long term goals
- Establish priorities for resource allocation for the current year
- Provide the basis for the council's activities for the current year
- Evaluate itself on its performance at the end of the year

## Strategic Planning (Long-Term Planning)

Strategic planning is based on the mission statement and philosophy of the school community. It is designed to help turn visions into reality as it sets a direction for the future. Strategic plans are general in nature and cover an extended period of time (e.g. five years). Every council should have a strategic plan in order to:

- Maintain continuity as councils change
- Establish priorities for the provision and allocation of resources (especially finance)
- Communicate to the stakeholders and wider community

The strategic plan should be updated annually and include:

- Catholicity
- Finances
  - School based fundraising
  - Capital contingency
- Long-Term Maintenance Plan
- Marketing

A sample timeline for developing a long-range plan is outlined in Appendix D.

### Plan Format

The strategic Plan is designed not only to provide a direction for the school, but also as a historical perspective for that direction. As a result, the narrative section of the long-range plan should be completed in such a way that each major topic area discusses the historical perspective, the current situation, and the assumptions which have been adopted for the future. In short, the narrative should attempt to answer these questions:

- Where have we been?
- What factors have influenced our historical development?
- Where are we today and why?
- Where are we going and why?
- How are we going to get there?

Each of these questions should be related to the philosophy of Catholic education generally and to the individual school in particular. In addition, the narrative should support the projections made in each section of the plan (enrolment, curriculum, staffing, facilities, finance, and marketing).

Again, it should be emphasized that care should be taken during each phase of the plan's creation to involve various individuals who have a particular interest in, and responsibility for, that section of the plan.

### Using the Strategic Plan

When the strategic plan, including specific actions and strategies, is completed, it becomes the basic guideline document for the council. The plan should also be reviewed, refined, and updated on an annual basis, so that it continually looks four years into the future. It should be pointed out that the full five-year plan is not designed for general circulation. For that purpose, a "brochure" based on the five-year plan should be prepared which summarizes the assumptions made in each of the areas including enrolment, curriculum, staffing, facilities, finance, and marketing. The philosophy and mission statement of the school should also be clearly stated.

It is, of course, understood that every effort should be made during the planning process to ensure that the curriculum and all aspects of the plan reflect the philosophy of Catholic education and that the values are well integrated into the curriculum.

From the school council's point of view, the long-range strategic plan becomes the guiding document from which annual budgets are developed. Finally, the strategic plan should not be seen as an end in itself, but as an important tool to help the school attain its goals.

### Annual Update – Strategic Plan

It is essential that the strategic plan be updated annually in each succeeding year. In order to simplify the annual update, all of the data to prepare the plan must be carefully documented and available for future use.

In order to insure that the projections are updated annually, it is recommended that the school council formally adopt a policy requiring that the update take place. During the updating process, every effort should be made not only to develop an additional year's projection, but also to revise and to refine the assumptions used throughout the plan.

## **Chapter 6**

### **Local School Policy Formulation and Enactment**



## Policies

One of the functions of the School Council is the development of local school policy, in conjunction with the school administration, and to become fully knowledgeable of CISND policy. Policies at the local school level deal with issues that are not covered by CISND policy and are specific to the school. Policies are guidelines written and approved by the council to attain certain results in an orderly fashion. These local policies can be included in a School Policy manual or are often included in the School Parent/Teacher or student Handbooks. **Each school will develop a Parent, Student, and Teacher Handbook**, and update them annually. A copy of these handbooks must be forwarded to the Superintendent by September 30<sup>th</sup> of each school year. Policy must be consistent with the mission of the school and the Diocese of Nelson.

Policy should be specific enough to guide while offering the administrator broad latitude in implementation. Policy can be initiated from a variety of sources: our faith tradition, Church teaching, provincial or federal government directives, diocesan level practices, the principal, members of the school community, the clergy, legal mandates, diocesan regulations, or the council itself. It may also emerge from a perceived need in the school community. Council members are responsible for research, thought, and prayerful deliberation prior to voting on policy.

When the reason for the policy ceases to exist, the policy should be revised or rescinded by a vote of the council.

The council maintains a Manual of Policies in order to ensure efficiency and establish a historic record of council decisions.

## Regulations

Regulations, which are rules and procedures established in order to carry out policy, are the responsibility of the educational administrator. In contrast to policies, they are specific, concrete, and tightly written. These may often be in the form of procedures which can be included in a school/staff handbook.

## Guidelines for Policy Making and Implementation

1. The council may assign a committee to research issues inherent in proposed policy; the committee submits the proposal to the full council for analysis and approval.
2. The following outline identifies the steps involved in the policy making process:
  - Identification of need (by any member(s) of the school community)
  - Collection of data (by committee or administrator)
  - Preparation of draft policy with rationale (committee and administrator)
  - Submission of draft policy to the full council
  - First reading (committee explains policy to council)
  - Consultation as required (e.g. Superintendent, parents, staff, parish, etc.)
  - Second reading (council discusses and votes on policy)
  - Promulgation (council and/or principal notifies community of policy)
  - Evaluation (council and principal periodically review progress of the policy)
3. The council may assign a person or persons to write policy. This person is usually a school administrator. The policy writer states the intent of the policy in simple, non-ambiguous language.
4. Not all perceived needs will require policy. Policy should be written in order to:
  - Underscore a goal deemed significant
  - Modify or shape a broader policy, i.e. CISND policy, to the local situation
  - Make certain that an issue is known to the local school community
  - Emphasize that which is unique to the local school
5. Development and evaluation of school policies are the local school council's responsibility. However, it is not the council's responsibility to question each action of the principal nor is it proper for the council to set forth in detail how the principal should administer the school or implement policy.

6. A well-organized policy manual will assist councils in writing new policies that do not contradict existing policies. Where applicable reference should be made to CISND policy or procedures.
7. Where procedures are required, these should be inserted immediately behind the appropriate policy.

## **Chapter 7**

### **Role of the Local School Council in Finance**





## How Schools are Funded

In British Columbia Catholic schools receive partial funding from the provincial government. However, in some provinces, e.g. Alberta, Saskatchewan, and Ontario, Catholic schools receive full funding. This right to full funding in these other provinces is guaranteed under the Canadian Constitution.

British Columbia does not have this constitutional right as Catholic schools were not funded when the province entered Confederation. In British Columbia all Catholic schools are classified as Category 1 schools under the Independent School Act and as such receive **50% of the per pupil operating grant** of the public school district in which the schools are situated. They are not entitled to any government funding for capital expenditure.

In addition to this grant, Catholic schools may receive additional grants which vary from year to year (e.g. Special Education, French, Ready, Set, Learn).

Other major sources of revenue are tuition fees, parish donations, community donations, and contributed services. In addition numerous parents and parishioners volunteer many hours of service to raise funds and serve on local councils and committees.

Other sources of revenue may include school and parent support groups' fundraising and donations by parents.

## School Budgeting Procedures:

The following procedures are to be used by all schools in budget development:

1. Principals are accountable to the Board of Directors, through the School Council, for the development of the school's budget.
2. Schools are required to complete a registration process for current and new families prior to budget preparation for the upcoming school year.
3. The draft budget, as well as contracts offered to employees, is to be reflective of the registrations received.
4. The salary-tuition-benefits spreadsheet is to be completed prior to the third week in April in order for contracts to be signed by May 1st.
5. Staffing information must be submitted to the Superintendent's Office by April 15 in order for contracts to be created by April 28.
6. A provisional balanced budget using government grant estimates and

projected F.T.E. student enrolment is to be submitted to the CISND Office by May 1st.

7. A capital budget (short and long term) is to be submitted annually to the CISND Office by May 1, at the same time as the provisional budget.
8. A revised budget is to be submitted at the end of October reflecting the actual number of FTE's submitted to the Ministry.

NOTE: As the actual government grant is in some cases higher and in others lower than the estimates, it is advisable to budget 5%-10% less than the estimates when developing the provisional budget as required in Item #6 above.

### ACCOUNTING POLICIES AND PROCEDURES

The daily financial operations which take place in the school are those events and actions which result from either the receipt or expenditure of funds. The daily financial operations in the school must be clear, concise and to a large degree, repetitive in nature. Money management in the Catholic school situation should be handled in a fashion similar to that of a business. As such, good financial practice lends stability to the school operation as a whole.

The way schools receive and expend funds are determined, in advance, through policies established by the governing organizations; e.g., the Board of Directors and the Diocese of Nelson. Having sound financial management policies established helps reduce confusion when questions arise during daily operations.

### FINANCIAL STATEMENTS

CISND has a standardized accounting system (SAS). The SAS consists of a Director of Financial Administration, an accounting department manager, human resources manager, and 2 accounting assistants. The SAS handles all the accounting and payroll functions of the schools. Each individual school is required to send financial information to the SAS in a format consistent with CISND accounting procedures. Financial statements, prepared on an accrual basis, are provided to the school administration and council each month by the Accounting Department. Each month the council formally accepts the prior month's variance report.

Daily financial operations will determine how well the school is able to keep within its budget and long-range forecast. As school resources are limited, they must be handled with sound financial management. Both the income and expense side must be considered. If the here and now is

prudently handled, then the school can turn to long-range planning with more confidence.

The school council is accountable for the financial position of the school. The daily financial operation is a crucial key to good financial management. Efficient and accurate daily financial operations are important for the preparation of realistic and sound financial statements. Without accurate financial statements, budgeting and long-range planning become haphazard at best. The preparation of financial statements, thus, will be dependent upon the accuracy of the daily financial operation.

### THE ANNUAL BUDGET

Budgeting is the key to financial control. It is the simulation of operating results, given certain assumptions and conditions. Proper budgeting requires care, thought and adequate information. It involves a number of areas indirectly related to finances including philosophy, mission statement, organizational structure, and communications and reporting. The budget process positions the school council and administration to tailor spending priorities which support the above values. Once established, the budget represents council's principle tool for monitoring the variance report. A balanced preliminary budget is due by May 1<sup>st</sup> of each school year and a balanced final budget by October 31<sup>st</sup>.

### PREPARATION

The budgeting process should begin with a clear understanding, on the part of both the school council members and the administration, of all the underlying values supporting the school. Priorities, usually established in a five-year planning process, should be articulated by the school council to the school's administration in advance of the annual budgeting process. Based on these priorities, and taking into consideration the most limiting factors required to run the school, (e.g. the ability to generate revenue, space constraints or the availability of teachers) the school administrator, with participation from the school council finance chair and the Superintendent of Catholic Schools, should establish the revenue and expenditure budgets.

### EXPENDITURE BUDGET

Expenditure budgets should be prepared using the best assumptions about current economic conditions and known factors which will influence spending. The budget should be considered not only in terms of total dollars to be spent, but also in terms of the cost-per-pupil in relation to schools of similar size and structure, on a diocesan and provincial level.

## REVENUE BUDGET

When preparing revenue budgets careful attention must be paid to the financing mix as well as the relationships among parish support, tuition fees and assessments, fundraising, and government grants. Fundraising revenue must be reasonable and attainable. Schools should be able to provide a list of fundraising activities that will be undertaken by the Local School Council or parent group.

## PRELIMINARY BUDGET

Once the preliminary budget is drafted and balanced, the school council Finance chair presents the budget to school council. The preliminary budget must be reviewed and approved, through a motion, by the school council on or before May 1<sup>st</sup>. It cannot be stressed too strongly at the outset that the annual operating budget should be reflective of, and based on, the school's philosophy, mission statement, five-year plan, and current economic conditions.

## FINANCIAL HISTORY

The historic financial information which is necessary for budget preparation will be provided by the accounting department. It must be emphasized that this historic information should be used as a guide for determining the current year's budget and not the absolute basis for it. A standard budget template is provided by CISND for the school's use each year.

## PREPARING THE ANNUAL BUDGET

Annual operating budgets should be prepared by the school's administration in consultation with the School Council Finance Chair, the Superintendent of Schools, and the CISND Finance Committee. The budget development process must be completed by May 1<sup>st</sup> for a budget to become effective August 1<sup>st</sup>. A final budget which reflects the September 30<sup>th</sup> student count must be submitted to the Board of Directors by October 31<sup>st</sup>. Shown below are some general guidelines which must be observed during the budget preparation process.

- The budget should reflect the priorities of the council and administration. New programs or expanded programs should not be forced into a pre-established budget.
- The budget format must follow the standard budget template supplied by CISND.

- Projected revenue items should have a supporting plan to ensure that the revenue can, in fact, be realized. The grant revenue must be based on the projected grant for the next year.
- All expenditure items should be carefully budgeted. Budgeted figures should be based on actual expectations using the most recent expenditure data. Budgeted expense should have supporting documentation to justify the planned expenditure.
- A realistic allowance must be made for inflation, especially on fixed costs.

## CALENDAR OF BUDGET AND FINANCIAL ACTIVITIES

The following points outline a budget and financial calendar for use in Catholic Schools. It is important that these steps be followed sequentially in order to provide for an effective budget and consistent and timely review of the monthly financial statements. It is important that the school council monitor the actual financial results as compared to the approved budget. The council should discuss variances and satisfy themselves that the monthly financial report accurately reflects the financial position of the school at a given date.

**AUGUST      Principal (with monitoring by local school council)** - Begin implementation of current year budget.

**SEPT          Superintendent/BOD Finance** – The Superintendent and the Board of Directors Finance Committee review the prior year’s annual financial statements. Any discrepancies between actual and budget are reviewed to determine if any adjustments should be made to the current budget.

**OCTOBER** Finalize current year’s budget in consultation with the Superintendent and the Council Finance Chair. Based on actual enrolment figures, adjust revenue for increase/decrease in students and review grant figures used in preliminary budget to insure that the per student cost is accurate. The finalized budget must be submitted to school council for approval by motion. Once approved, a copy must be forwarded to the Superintendent by October 31<sup>st</sup>.

**Principal and Local School Council** – The principal, finance chair, and the accounting department review the prior month’s financial statements by the third week of the following month. Any discrepancies or concerns will be addressed at this time. Once reviewed the finance chair presents the monthly financial

report to the school council for review of the monthly and year-to-date actual performance against budget. The finance chair should be prepared to address any questions the council may have. This process of formal acceptance by the council must take place at each monthly meeting.

**NOVEMBER Local School Council's Long-Range Planning Committee –**  
The five-year plan is a long range plan which is revised each year for the next five years and is prepared by the school council's committee commencing with the next fiscal year. New assumptions are presented to the finance committee no later than December.

**Principal/Local School Council Finance Committee –**  
Principal begins the budget planning process by reviewing the basic assumptions set forth in the long-range plan.

**Principal/Finance Chair/Superintendent –** The principal, finance chair, and the Superintendent review the finalized year-end financial statements. The finance chair presents the statements to the school council for information.

**DECEMBER Principal/Local School Council Finance Committee**  
Determine tuition rates and other fees for the following school year.

**JANUARY Principal/Local School Council Finance Committee –** Begin actual preparation of the next fiscal year's annual budget based on revised long-range plan.

Responsibility for various sections of the budget are assigned.

Assumptions are developed by administration in the areas of enrolment and staffing for presentation to the committee in February.

**Principal –** Finalize enrolment and staffing assumptions, including salary schedules and employee benefits, and substitute teacher costs.

Back-up forms should be used detailing faculty members by name, grade taught, salary base as of next September 1<sup>st</sup>, and additional information.

Distribute budget request information to faculty members for use in preparing textbook, supply, and departmental requests.

Review, with the Superintendent, the current year's budget in the light of finalized government grant amounts making necessary changes in the event of a drastic change in the funding amounts.

Applications for capital projects in excess of 20,000 must be submitted to the Board of Directors/Bishop for approval prior to commencement.

**FEBRUARY Local School Council Finance Committee/Principal –**  
Develop a line-by-line expenditure budget using faculty and departmental requests, as well as assumptions built into the long-range plan. The approved budget format must be closely followed and back-up working papers supporting each expenditure should be available.

List all salary costs, including fixed charges and employee benefits. This will be the largest single expenditure in the operating budget.

Building repairs and improvements should be detailed for the operating budget from the five-year plan. The finance committee should review the priorities established for repairs and maintenance.

**MARCH Local School Council Finance Committee/Principal –**  
Develop line-by-line revenue assumptions including tuition, fundraising, parish subsidy, parent groups, and other revenue.

***It is essential that each revenue account has a back-up form prepared showing how the revenue will be achieved. The back-up forms should show all formulas, calculations and projections used in deriving the revenue tool. Assumptions for tuition and/or fee increases should be clearly stated since they will need to be presented to the full school council for approval along with the completed budget.***

***With the revenue assumptions completed, the school council's finance committee will review the total budget. It is essential at this point to balance the budget, with revenue equaling or exceeding expenditures. Deficit budgeting is not acceptable.***

- APRIL      **Local School Council Finance Committee/Principal** –  
Present preliminary budget to the school council for approval.  
Back-up information on specific revenue should also be provided  
to council, particularly in the areas of tuition and fund-raising.
- MAY        A copy of the approved preliminary budget will be forwarded to  
the Superintendent for presentation to the Board of Directors of  
the CISND.
- JUNE        **Principal** – Ensure that all expenditures and year end  
JULY        information have been forwarded to the accounting department.  
AUGUST

### BUDGET AND MONTH END REPORTING

The following is a detail of specific tasks to be handled by the Finance Chair, principals, the accounting department, and the Superintendent in the preparation of budgets and monthly financial statements (monthly and year-to-date financial and budget information, and resulting variances and explanations).

#### Council Finance Chair

- Participate in the budget development process with the principal, Superintendent, and accounting department.
- Present and recommend approval of the preliminary and final budgets to school council.
- Review monthly financial reports with principal and accounting department.
- Present monthly financial reports at monthly council meeting for acceptance by motion.

#### Principal

- Participate in the budget development process with the finance chair, Superintendent, and accounting department.
- Make spending adjustments as necessary.
- Review and analyze the monthly financial statements prepared by the accounting department, providing explanations for variances between year-to-date, actual and budgeted revenues and expenditures.
- Review financial reports with the finance chair prior to council meetings.
- Meet as needed with the Superintendent concerning financial policies, procedures and school financial results.



### Accounting Department

- Maintain accurate financial records and provide accurate and timely monthly and yearly financial statements and statistical information to principals and finance chairs.
- Provide the necessary historical information and assistance required by the principal in order to prepare the annual budget.
- Monitor school operations and provide financial advice as appropriate.
- Participate with finance chairs and principals in the implementation of the financial goals of the schools.
- Meet with the Superintendent as needed to discuss current CISND financial results and concerns.

## **CAPITAL PROJECTS**

### **POLICY**

In British Columbia, a Catholic Bishop is recognized in law as “A Corporation Sole” with respect to legislation regarding church property in his Diocese. This means the Bishop holds absolute title to all Church property, including schools. In civil law the Bishop can do anything he wishes with the property as long as it is in compliance with Church law.

A Catholic Bishop is also recognized by the BC Ministry of Education as the authority responsible for the operation of Catholic schools within his Diocese. In this dual capacity, the Bishop has the responsibility for all major capital expenditures by Catholic schools in the diocese.

### **PROCEDURES**

#### A. Leasing

1. Leasing costs are capital costs. As such, any financing arrangements, which include leasing or leasing renewals of capital equipment (i.e. computers, photocopiers, vehicles etc.) must be approved by the Diocesan Financial Office if under \$20,000, or by the Board of Directors if over \$20,000 in total or aggregate.

#### B. Building/Renovation Projects up to \$20,000.

1. The School Council is delegated full authority to plan and proceed with project/expenditures of a cost not to exceed \$20,000.

2. Every effort will be made to receive 3 (three) written quotes for services over \$5,000.
3. Prior to a contract being signed, written proof of general liability insurance and WorkSafe BC coverage is required.
4. Contracts will be reviewed by the School Council to ensure that the minimum requirements are detailed including term, completion date, and total cost.

C. Projects or Expenditures over \$20,000, including Feasibility Studies.

1. When a school is contemplating an expenditure within these financial parameters, it must, before such expenditure is made, request approval from the Board of Directors, acting on the Bishop's behalf. In order to obtain this approval the school must provide the Board with the following:
  - Details of the project or the expenditure and its justification;
  - Preliminary estimate of the cost involved – 3 (three) written quotes;
  - How the expenditure is to be financed;
  - Written proof of general liability insurance and WorkSafe BC coverage.
  - Completion of Form CE-1
2. This information is to be included in a written formal request, and should only be brought to the Board of Directors after proper consultation has taken place at the local level.
3. Schools Councils must have consulted with the school administrators, and affiliated parishes.
4. Projects requiring substantial cash outlays require greater effort and scrutiny. A formal school project committee should be considered to oversee the activity. The Bishop may choose to refer the proposal to the Diocesan Finance Committee.
5. As a general rule, no major construction project will be considered unless the school can demonstrate that it will have 100% of the required funds in hand, or a financing arrangement approved by the Bishop, prior to the commencement of the project.

6. No further work or expense, outside of the original approved project, can be undertaken without a written 'approval in principle' from the Bishop, and a letter stating the required diocesan involvement.

#### D. Use of Professionals

1. At the discretion of the Bishop, The Diocesan Finance Committee may be consulted in the choice of engineers, insurers, contractors, architects and other specialists required for the project, before engaging the services of these professionals, depending on the scope of the project.

#### E. Project Submission for Final Approval (if required)

1. Once approval in principle is received from the Bishop, the school shall prepare a detailed proposal for submission to the Bishop for final approval. Required information shall include:
  - Detailed description of the project and working drawings;
  - Cost estimates including material, labour, sub-contract etc;
  - Estimate of professional fees;
  - Liturgical requirements/norms review, if applicable;
  - Detailed funding plan including repayment plan/schedule, if applicable.
2. This information will be reviewed by the Board of Directors which, in consultation with the Diocesan Finance Committee, will make its recommendations to the Bishop.
3. Proponents should expect to meet with the Bishop or his representatives during the course of the final review process.
4. The Bishop will make the final decision to approve, reject, or amend, and convey this in writing to the school concerned.

#### F. Project Management

1. Once formal written approval has been granted the project may proceed. Final design and construction documents must be developed/prepared where applicable. A competitive bidding process is mandatory, with at least three qualified contractors/suppliers asked to bid on pre-determined specifications and working drawings.

2. Before a contract is signed, written proof of general liability insurance and WorkSafe BC coverage is required.
3. Before a project commences and during the construction process, building permits, inspections, approvals, and other requirements (including environmental) of Local Authorities must be obtained and met.
4. The use of volunteer labour, while beneficial in terms of containing costs, is a matter requiring careful consideration and must only be undertaken with the prior approval of the Building Committee in consultation with the Finance Committee regarding insurance requirements.
5. A 10% holdback is required from progress payments. Such holdbacks will be held for a minimum of 30 days from day of substantial completion, or as per existing provincial legislation.
6. All contracts exceeding \$50,000 must be signed by the Bishop or his delegate. Those between \$20,000 and \$50,000 may be signed by the pastor or by a member of the School Council who is a signatory on the back account, but only with the Bishop's written permission.
7. Monthly project progress reports are to be made available to the Board of Directors either by the contractor, architect, or the school, as arranged in the contract.

#### G. Project Financing

1. A formal agreement will be signed between the school and the Diocese, with the approval of the Diocesan Finance Committee, including the approved financing interest, and repayment terms, if required.

#### H. Project Completion

1. Certification of completion, liens release, certificate of occupancy and any other local regulatory requirement must be met before final payment is made to the contractor/supplier. Where new buildings are involved, the New Building Warranty must be in place.

2. Upon completion of the project and before final payment is made, the school shall provide the Board of Directors with a final costing and justify any variance from the original estimate or budgeted expenditure.

I. Real Estate Transactions

1. No real property acquisition or disposal shall be made without the explicit written approval of the Bishop. Any proposal to purchase or sell land and/or building(s) must follow the approval process set out above. With respect to a real estate sale, discussion with the Director of Financial Administration must occur before approaching realtors or other parties.

J. Contact

1. Any questions concerning these guidelines and their application should be directed to the Diocesan Director of Financial Administration.

**Diocese of Nelson**

**FORM CE-1**

Request for Extraordinary Expenditure Exceeding \$20,000

Name of School \_\_\_\_\_

Description of Project \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

If equipment is to be leased or purchased, give details:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Costs – Preliminary (with details)

\_\_\_\_\_  
\_\_\_\_\_

Financing Plan

\_\_\_\_\_  
\_\_\_\_\_

Repayment Plan – if applicable

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Requested by \_\_\_\_\_ Date \_\_\_\_\_

Diocese of Nelson use only:

Request approved \_\_\_\_\_ Not Approved \_\_\_\_\_ Deferred \_\_\_\_\_

Signed \_\_\_\_\_ Date \_\_\_\_\_

Authorized Signatory

## FINANCIAL REPORT

It is important that the budget and financial activities of the school be reported to the school's stakeholders in a timely manner. One of the best vehicles for such reporting is the financial report. The year-end financial statements and finalized budget should be made available to the stakeholders, after the CISND Annual General Meeting, no later than the end of November of each year.

The annual financial report represents the budget which was finalized in October, along with a copy of the external financial statement for the previous year with the actual revenue and expenses shown. The budget for the current year should be presented and shown in comparison to the prior year's budget and actual results. In developing its own list of stakeholders, a school would want to make financial reports available to at least the following:

- Pastors and parish priests
- Members of the parish council
- Parishioners
- Parents
- Diocesan educational officials
- Individual and business donors
- Staff of the school

## ANNUAL GENERAL MEETING

The Annual General Meeting (AGM) is held in May or June of each year. At the AGM the new council members are elected and the annual report is presented. Effective annual reports usually contain more than financial information. They should also include committee reports, the school's goals and objectives which were established for the preceding year, a detail of activities which took place in an effort to meet those objectives and a parent group report. Goals and objectives for the upcoming year should also be outlined in the annual report.

The report should detail what new resources will be required to meet these goals and objectives.

The simplified financial information can be inserted from the monthly financial reports.

## FUNDRAISING

All major fundraising must be approved by the LSC (Classroom projects initiated by teachers must have the approval of the principal).

Fundraising on a larger scale such as a city-wide raffle must be forwarded to the Superintendent for approval by September 30<sup>th</sup> of each year. This is to eliminate conflicting fundraisers between schools or with any CISND fundraiser.



## **Chapter 8**

### **Public Relations and Marketing**



Public relations is both an art and a science. As an art, it enables people to understand the school, and to stimulate their support of its mission. As a science it involves selecting the appropriate media, materials, and events to connect effectively with audiences with which the school wishes to establish goodwill. One can characterize public relations as the sum of all that is done for a school that does or does not affect how it is perceived and supported by various groups in a community or the general public.

## HANDLING CRISIS MOMENTS

The local school council has a responsibility to ensure that appropriate plans and procedures are in place to handle the public relations aspects of various crisis moments which might develop in school communities.

How such events are reported can result in positive or negative publicity for the school. Some examples of crisis moments for which the council should refer to policies and procedures that are in place include:

- Emergencies involving suspected cases of child abuse, serious injury, or student death
- Announcements of program cutbacks, school closing, mergings
- Response to parent concerns about curriculum, discipline, uniforms

Careful planning, reflection, formulation of positions, and determining who will speak with confidence and clarity are the keys to handling such crisis situations.

N.B. Councils should consult the CISND Policy Manual for procedures for dealing with emergency situations.

## EVERY DAY PUBLIC RELATION OPPORTUNITIES – How Do You Use Them?

Every school community has a personality which reveals itself by how it handles everyday occurrences with the public. Recognizing that administration is the responsibility of the principal, a public relations committee could reflect with the principal on the following questions in light of present practices and the impact they have on parents, students, parishioners, neighbours, and inquirers.

## How Are We Doing?

- How are telephones answered?
- How are visitors welcomed into the building? Do signs point the way to the school office?
- How are halls decorated? Do they communicate something about the Catholic education happening there? What is the message delivered?
- How do office staff members respond to visitors? When are parents welcome in the building? How are they involved in the school's life?
- How does the school build the relationship with the parish(s)?
- How are students recognized for achievements?
- What kinds of orientation programs exist for new students, for new staff?
- How do we relate to the poor and/or the handicapped?
- How many opportunities are available for neighbours, parishioners, and other members of the community to participate in the school's life?
- How are concerns of parents handled by teachers and administrators?
- How are concerns of neighbours about students' behavior handled?
- In what ways does the school secretary see him/herself as an important part of the school's public relations effort?
- In what ways are students, parents, and faculty members encouraged to be goodwill ambassadors for the school?
- How can we rate parent-teacher conferences in terms of creating goodwill?
- How are schedule changes communicated to parents and faculty?
- How do we gather the advice of experts in our community to improve instruction and other school activities?
- What kind of image do our school handbooks and publications convey?
- How do we provide for feedback in our building, from parents, from graduates?

## MARKETING

Marketing is not a familiar term in education circles and is often confused with Public Relations. The following extract from Building Better Boards offers some insights for consideration into this area.

*Marketing is an important function in the overall development of the school. By some, marketing is equated with sales, and so student recruiting and public relations are assumed to be marketing. In reality, these are strategies of the marketing program.*

*Marketing begins with the notion that people have needs which they must meet. The school is meeting a need people have to educate their children. If, however, the school is to succeed, it must analyze whose needs it serves, what service these people are looking for, and how the school can meet particular needs.*

*Thus, marketing starts from an exchange relationship, where something of value is traded between at least two parties. Marketing, then, is the managing of these external needs. Only if the school is in tune with external needs will its marketing program succeed.*

## BEGINNING A MARKETING EFFORT AT THE LOCAL SCHOOL LEVEL

The following are the first four steps to begin a marketing program:

### 1. ESTABLISH A MARKETING TASK FORCE

Whether this committee is a formal or ad hoc council committee, it is important that it has high-level support and involvement; that it has council representation; that it be chaired by someone influential in the school who has some marketing knowledge; and, that someone be responsible for carrying out the decisions of the committee as approved by the council. At least, the chair of the marketing committee should be a council member.

### 2. DEVELOP A GOOD DATA BASE

Conduct a marketing audit of the school. Remember to be as objective, systematic, and comprehensive as possible, but also remember to be realistic. Everything cannot be identified in a single audit. In fact, some schools will simply not have any answers to many of the questions asked. Don't worry about it now but do remember that these unanswered questions are areas in which the school needs to do additional work.

### 3. IDENTIFY OPPORTUNITIES AND PROBLEMS

As a result of the marketing audit, the marketing committee will be able to identify a number of opportunities and problems facing the school, develop a prioritized list of these opportunities and problems related to marketing, and identify those that need to be addressed immediately.

#### 4. DEVELOP PRIORITIZED MARKETING OBJECTIVES

Develop a list of prioritized marketing objectives that address the opportunities and problems defined. Make these specific and measurable. For example, if declining enrolment is a problem, a marketing objective might be to identify specific cause(s) of the decline within 90 days through a survey of student families. These objectives should focus the efforts of the marketing committee and should be in accord with the overall planning efforts of the council. How many objectives can be dealt with in a given year will depend on the magnitude of the objectives, the time, and funding available.

## Chapter 9

### Evaluation



The two major areas of evaluation in which Catholic local school councils in the Diocese of Nelson are involved are:

- The council's internal and external effectiveness
- The council's relationship with the school administrator(s)

Evaluation is one of the most difficult and challenging tasks. It is also one of the most important. If it is not done with care, concern, compassion, and a sense of honesty, evaluation can be destructive of the trust that has to exist among the people who work in any school.

#### THE COUNCIL AND ITS OWN EVALUATION

A Catholic school council has responsibilities to evaluate its own **internal** and **external** performance. The internal functions of a council relate to how the council operates as a group: leadership, membership, level of participation, agenda, preparation for meeting, and council committee structure.

Its external functions are concerned with how the council fulfils its areas of responsibilities: Strategic planning (including marketing and public relations), as well as finance, policy formation, and buildings and grounds. Its external functions are concerned with how well it maintains good relationships with others: pastor, parish councils, parishioners, parents, civic community, faculty, alumnae, Superintendent, CISND Board of Directors, and others.

#### EVALUATION OF THE COUNCIL'S RELATIONSHIP WITH THE PRINCIPAL

The council, in conjunction with the Superintendent, is responsible for evaluation the principal's working relationship with the council. This includes:

- implementation of council policies and decisions
- Management of the annual budget
- Communication with council
- Provision of direction to council

The evaluation of the principal's other professional responsibilities is the responsibility of the Superintendent in accordance with CISND policy.

**Chapter 10**  
**Council Meetings**





The following outline provides a practical approach to ensuring that meetings are effective, productive, and make maximum use of minimum time. Everyone involved has a contribution to make to the success of a meeting whether it is a full council meeting, a committee meeting or an ad hoc action group. Every meeting should be approached in three equal stages:

- Preparation
- Actual meeting
- Follow-up

#### LENGTH OF MEETING

As most meetings are held in the evening and the participants have other responsibilities at home and work the length of a meeting is an important factor. Lengthy meetings can have disastrous results as the participants begin to tire mentally and physically. This is particularly the case where endless discussion on often insignificant issues deadens the enthusiasm of even the most zealous member.

Each school council should establish firm opening and closing times. Any change to the opening time or extension beyond the closing time requires consent of the membership of the meeting.

The following is adapted from workshop materials presented by Peter Hobbs, former Superintendent of Schools, Diocese of Victoria, at workshops, seminars, and to individual councils:

### **The Council Meeting – Everybody Has a Role**

#### 1. PREPARATION

Chairperson and Principal should meet at least one week prior to the meeting to:

- Review minutes of previous meeting
- Review action taken
- Review correspondence
- Prepare a draft agenda

Principal

- Completes the agenda with appropriate attachments:
  - Principal's report
  - Committee reports
  - General information
- Distribute to members by Friday prior to the meeting

Committee Chairpersons

- Submit any reports to the principal at least seven days before the council meeting
  - Reports and recommendations should be short, clear, and concise
- |        |   |                              |
|--------|---|------------------------------|
| Format | - | Recommendation               |
| -      |   | Rationale                    |
| -      |   | Budget implications (if any) |

Members on receiving the agenda and attachments

- Review previous minutes
- Review agenda and supporting materials
- Make notations where necessary
- Clarify points prior to meeting if possible

## 2. MEETING

Principal

- Ensure meeting place is ready
- Additional materials distributed beforehand
- Coffee available in meeting room

Chairperson

- Start promptly
- Keep discussion on topic
- Facilitate discussion
- Request motion, final opportunity for input, then vote
- Clarify who is responsible for implementing the decision

Secretary – one person must be designated to record the minutes of the meeting. This person:

- Records
- Members present
- Decision taken and who is responsible to implement
- Committee reports become an addendum to the minutes
  - Type minutes and distribute to all members as soon as possible.
  - Forward approved Council minutes to CISND.

Committee Chairpersons

- Highlight report if necessary
- Answer questions

- Make recommendations for action (these may be dealt with under New Business) written and distributed with report if possible

#### Members

- Listen attentively
- Clarify points
- Vote (if necessary)
- Be open to views of others
- Support final decision

### 3. FOLLOW UP

#### Chairperson

- Follow up informally on important actions
- Attend committee meetings if key issues are under discussion

#### Principal

- Ensure council decision affecting the school community are communicated and implemented
- Act as a liaison with council chairperson and committee chairpersons on ongoing issues
- Attend committee meetings if appropriate

#### Committee Chairpersons

- Plan meeting within two weeks of council meetings
- Utilize resource people from the school, parish, and community
- Plan meetings, record minutes and formulate recommendations supported by rationale
- Write up report and recommendation(s)
- Submit to principal for circulation at least seven (7) days before the council meeting

## **MEETINGS OF SCHOOL COUNCIL: Policy 1405**

1. A quorum of more than half of the voting members shall be required in order to conduct a meeting.
2. Meetings of the Council shall be held monthly during the school term, the time and day to be set by the Council, or at such other times as may be required by the Chairperson.
3. There shall be an Annual General Meeting to be held in April or May at which written reports shall be submitted by the Council Chairperson, and Committee Chairpersons.
4. Visitors, teachers, or parents are welcome to attend those portions of meetings dealing with matters of non-confidential nature.
5. Individual persons or delegations wishing to be heard by the Council must request, in writing, at least a week prior to the meeting, to be on the agenda.

# **APPENDIX A**

## **The Constiution of the Catholic Independent Schools Society of Nelson Diocese**

## **THE CONSTITUTION OF THE CATHOLIC INDEPENDENT SCHOOLS SOCIETY OF NELSON DIOCESE (CISND)**

### **ARTICLE 1: NAME**

- 1.1 The name of the Society is: THE CATHOLIC INDEPENDENT SCHOOLS SOCIETY OF NELSON DIOCESE, CISND.

### **ARTICLE 2: PURPOSES**

The purposes of the Society are:

- 2.1 To promote, manage, own, erect, maintain, carry on and conduct schools and provide educational services at all levels, from early learning to primary to university level, including academics, colleges, and seminaries.
- 2.2 To provide, direct, advise on, and carry out a curricula of religious, moral, and secular education and instruction; such said secular education and instruction shall be at least equivalent to that of its counterpart furnished in a public school. The religious and moral education shall be according to the teachings, customs, and usages of the Catholic Church, and shall be under the direction of the Bishop of the Diocese, or his accredited representative appointed to act in his absence.
- 2.3 To hold as Trustees or otherwise own, buy, sell, convey, mortgage, lease, and otherwise deal in lands and properties, calculated to help and affect the above mentioned objects, and that may generally benefit the Society.
- 2.4 To hold bonds, securities, and monies and to lend or borrow monies with or without security, to raise monies for the benefit of the Society and in order to carry out the objects of the Society.
- 2.5 The Directors shall have power to invest the monetary assets of the Society in the same manner and in the same securities as licensed insurers are granted under the Canada and British Licensed Insurers' Act.

### **ARTICLE 3: (ALTERABLE PROVISION) JURISDICTION**

- 3.1 The operations of the Society are to be chiefly carried on in the ecclesiastical district known as the Diocese of Nelson, having its registered office in the province of British Columbia.

## **APPENDIX B**

### **By-Laws of the Catholic Schools Society of Nelson Diocese**

## **THE BY-LAWS OF THE CATHOLIC SCHOOLS SOCIETY OF NELSON DIOCESE** **(CSND)**

### **Part 1                      INTERPRETATION**

- 1.1 In these by-laws, unless the context otherwise requires:
- a) "directors" means the directors of the Society for the time being;
  - b) "**Society Act**" means the *Society Act* of the Province of British Columbia from time to time in force and all amendments to it;
  - c) "Registered address" of a member means his or her address as rendered in the register of members;
  - d) "Board of Directors" means the directors collectively.
- 1.2 Words importing the singular include the plural and vice versa; and words importing a female person include a male person and a corporation.
- 1.3 The definitions in the **Society Act** on the date these by-laws become effective apply to these by-laws.

### **Part 2                      SOCIETY MEMBERSHIP**

- 2.1 The members of the Society are the applicants for incorporation of the Society and those persons who have subsequently become members in accordance with these by-laws and, in either case, have not ceased to be members.
- 2.2 The members of the Society shall be composed of the following:
- a) The Board of Directors
  - b) One (1) pastor from each school, elected by the pastors of the parishes supporting each school.
  - c) One (1) School Council representative from each School Council (who is not a current Director), elected by the members of the School Council.
  - d) One (1) staff representative from the staff of each Catholic school in the Diocese of Nelson, elected by the staff members of each school.
- 2.3 The Bishop shall have the right to expel any person as a member of the Society.
- 2.4 Every member shall uphold the constitution and comply with these by-laws.



- 2.5 There shall be no annual membership dues.
- 2.6 A person shall cease to be a member of the Society on the earliest happening of the following events:
- (1) upon the member delivering his/her resignation in writing to the Secretary of the Society, or by mailing or delivery it to the registered office of the Society, or;
  - (2) the member dying;
  - (3) the member ceasing to hold the office for which they were appointed;
  - (4) the member being expelled by the Bishop.
- 2.7 The Superintendent of Schools shall not be eligible to be a member of the Society.

### **Part 3 MEETINGS OF MEMBERS**

- 3.1 General meetings of the society must be held at the time and place, in accordance with the Society Act, that the directors decide.
- 3.2 Every general meeting, other than an annual general meeting, is an extraordinary general meeting.
- 3.3 The directors may, when they think fit, convene an extraordinary general meeting.
- 3.4 Notice of a general meeting must specify the place, day and hour of the meeting, and, in case of special business, the general nature of that business. Notices will be given not less than 14 days prior to the meeting.
- 3.5 The accidental omission to give notice of a meeting to, or the non-receipt of a notice by, any of the members entitled to receive notice does not invalidate proceedings at that meeting.
- 3.6 The first annual general meeting of the society must be held not more than 15 months after the date of incorporation and after that an annual general meeting must be held at least once in every calendar year and not more than 15 months after the holding of the last preceding annual general meeting.

### **Part 4 PROCEEDINGS AT GENERAL MEETINGS**

- 4.1 Special business is:

- a) all business at an extraordinary general meeting except the adoption of rules of order, and
  - b) all business conducted at an annual general meeting, except the following:
    - I. the adoption of rules of order;
    - II. the consideration of the financial statements
    - III. the report of the directors
    - IV. the report of the auditor, if any;
    - V. the election of directors;
    - VI. the appointment of the auditor, if required;
    - VII. the other business, under these bylaws, ought to be conducted at an annual general meeting, or business that is brought under consideration by the report of the directors issued with the notice convening the meeting.
- 4.2 (1) Business and the adjournment or termination of the meeting must not be conducted at a general meeting at a time when a quorum is not present.  
(2) If at any time during a general meeting there ceases to be a quorum present, business then in progress must be suspended until there is a quorum present or until the meeting is adjourned or terminated.  
(3) A quorum will consist of 30% of the members.
- 4.3 If within 30 minutes from the time appointed for a general meeting a quorum is not present, the meeting, if convened on the requisition of members, must be terminated, but in any other case, it must stand adjourned to the same day in the next week, at the same time and place, and if, at the adjourned meeting, a quorum is not present within 30 minutes from the time appointed for the meeting, the members present constitute a quorum.
- 4.4 The President of the society, Vice-President, the Episcopal Vicar for Education, or, in the absence of all three, one of the other directors present, must preside as chair of a general meeting.
- 4.5 (1) A general meeting may be adjourned from time to time and from place to place, but business must not be conducted at an adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place.  
(2) When a meeting is adjourned for 10 days or more, notice of the adjourned meeting must be given as in the case of the original meeting.  
(3) Except as provided in this bylaw, it is not necessary to give notice of an adjournment or of the business to be conducted at an adjourned general

meeting.

- 4.6 (1) The chair of a meeting may move or propose a resolution.
- (2) In the case of a tie vote, the chair does not have a casting or second vote in addition to the vote to which he or she may be entitled as a member, and the proposed resolution does not pass.
- 4.7 (1) A member in good standing present at a meeting of members is entitled to one vote.
- (2) Voting by the membership is by show of hands unless by prior resolution of the membership a particular resolution is to be otherwise.
- (3) Voting by proxy is not permitted.
- 4.8 Unless otherwise provided for in these by-laws or in any procedures established by the directors or adopted by the members, Robert's Rules of Order shall govern all matters or procedures at a meeting of the members.

## **Part 5 DIRECTORS AND OFFICERS**

- 5.1 (1) The directors may exercise all the powers and do all the acts and things that the society may exercise and do, and that are not by these bylaws or by statute or otherwise lawfully directed or required to be exercised or done by the society in a general meeting, but subject, nevertheless, to
- a) all laws affecting the society,
  - b) these bylaws, and
  - c) rules, not being inconsistent with these bylaws that are made from time to time by the society in a general meeting.
- (2) No rule, made by the society in a general meeting, invalidates a prior act of the directors that would have been valid if that rule had not been made.
- 5.2 (1) The number of directors will be no less than eight (8).
- (2) The Board of Directors will consist of:
- Bishop of the Diocese of Nelson, President (ex-officio)
  - Vicar General (ex-officio)
  - Episcopal Vicar for Education (ex-officio)
  - One (1) pastor appointed by the Bishop from the pastors associated with schools (ex-officio)

- The remaining directors will be nominated, one by each School Council. These nominees must have previous BC Catholic School and/or School Council experience. These remaining directors will be confirmed by the Bishop in consultation with the Vicar of Education for a three (3) year term. The remaining directors may only sit for two (2) consecutive three-year terms.
- Current employees of the Catholic Schools Society Nelson Diocese (CSND) are not eligible to serve on the board of directors.
- In consultation with the Vicar of Education, the Bishop may make additional appointments at his discretion.

(3) The Catholic Bishop of the Diocese of Nelson, ex-officio, will be the President of the Society, and will remain President so long as he continues to be such Bishop. In the case of a vacancy in the office of such Bishop, or in the case of prolonged absence of the Bishop, the person who will be administrator of the Diocese for the time being, according to the rites and usages of the Catholic Church, will be President until the return of the Bishop or until the appointment and qualification of a new Bishop.

The President of the Society shall have the right to veto any decision of the Board of Directors, or the members, and to expel any individual as a member or director of the Society.

5.3 (1) The directors shall retire from office at the Annual General Meeting.

(2) The Bishop will confirm new directors at the Annual General Meeting.

(3) The Bishop may appoint members to fill the office of director in the event of any vacancy.

5.4 An act or proceeding of the directors is not invalid merely because there is less than the prescribed number of directors in office.

5.5 A director must not be remunerated for being or acting as a director but a director must be reimbursed for all expenses necessarily and reasonably incurred by the director while engaged in the affairs of the society.

## **Part 6 PROCEEDINGS OF DIRECTORS**

6.1 (1) The directors may meet together at such places as they think fit for the dispatch of business, adjourn and otherwise regulate their meetings and proceedings as they see fit. Meetings may take place via face-to-face, by conference call, or by video conferencing.

- (2) A quorum is a majority of directors then in office present at a meeting of the directors.
  - (3) A director may participate in a meeting of the directors or a committee of the directors by means of conference call by which all directors participating in the meeting can hear each other. A director participating in a meeting in accordance with this bylaw shall be deemed to be present at the meeting and shall be counted in the quorum for the meeting and be entitled to speak and vote at the meeting.
  - (4) Proxies will not be used at any meeting of the Board of Directors.
  - (5) The president shall chair or designate a chair for all meetings of the directors. If at any meeting the president and chair are not present at the time appointed for holding the meeting, the vice-president shall act as chairperson. If the President, Chair and Vice-president are not present, then the meeting shall not be called to order.
  - (6) The president or his designate may at any time convene a meeting of the directors.
  - (7) Directors must receive at least 24 hours' notice of any meeting of the directors. Notice may be given by telephone or by any method by which notice may be given to members.
- 6.2
- (1) The directors may delegate any, but not all, of their powers to committees consisting of one or more directors as they think fit.
  - (2) A committee so formed in the exercise of the powers so delegated shall conform to any rules that may from time to time be imposed on it by the directors, and shall report every act or thing done in exercise of those powers to the earliest meeting of the directors to be held next after it has been done.
  - (3) A committee shall elect a chairperson of its meeting, but if no chairperson is elected, or if at any meeting the chairperson is not present within thirty minutes after the time appointed for holding the meeting, the directors present who are members of the committee shall choose one of their members to be chairperson of the meeting.
  - (4) The members of a committee may meet and adjourn as they think fit.
- 6.3
- For the first meeting of the directors held immediately following the annual or other general meeting of members, or for a meeting of the directors at which a director is appointed to fill a vacancy in the directors, it is not necessary to

give notice of the meeting to the newly appointed director or directors for the meeting to be constituted, if a quorum of the directors is present.

- 6.4 (1) Resolutions arising at any meeting of the directors and committee of the directors shall be decided by a majority of votes.
- (2) In case of an equality of votes, the chairperson shall not have a casting or second vote in addition to the vote to which the chairperson may be entitled as a director and the proposed resolution shall not pass.
- 6.5 The chairperson of a meeting may move, propose or second any resolution.
- 6.6 A resolution in writing signed by all the directors and placed with the minutes of the directors is as valid and effective as if regularly passed at a meeting of directors.

## **Part 7 DUTIES OF OFFICERS**

- 7.1 The president or his designated chairperson shall:
- (a) preside at all meetings of the Society and of the directors; and
  - (b) supervise the other officers in the execution of their duties.
- 7.2 The vice-president shall assume the duties of the president in the absence of the president and his designated chairperson.
- 7.3 The secretary shall:
- (a) conduct or cause to be conducted the correspondence of the Society;
  - (b) issue or cause to be issued notices of meetings of the Society and directors;
  - (c) keep or cause to be kept minutes of all meetings of the Society and directors;
  - (d) ensure safe custody of all records and documents of the Society except those required to be kept by the treasurer;
  - (e) ensure safe custody of the common seal of the Society (if any); and
  - (f) maintain cause to be maintained the register of members.
- 7.4 The treasurer shall:
- (a) keep or cause to be kept financial records, including books of account, as are necessary to comply with the Society Act; and

(b) render or cause to be rendered financial statements to the directors, members and others when required.

7.5 The directors may combine the offices of secretary and treasurer into an office to be known as secretary-treasurer, and the secretary-treasurer shall perform all of the duties of the secretary and of the treasurer, as set out in by-laws 7.3 and 7.4.

7.6 In the absence of the secretary from a meeting, the directors shall appoint another person to act as secretary at the meeting.

## **Part 8 SEAL**

8.1 The directors may provide a common seal for the Society and may destroy a seal and substitute a new seal in its place.

8.2 The common seal shall be affixed only when authorized by a resolution of the directors and then only in the presence of the persons prescribed in the resolution or, if no persons are prescribed, in the presence of two officers of the Society.

## **Part 9 BORROWING**

9.1 (1) The Board of Directors may exercise all powers of the Society to borrow or raise or secure the payment of money, in such manner and form, at such times, and upon such terms as they may think fit, subject to *The Society Act*.

## **Part 10 AUDITOR**

10.1 This part applies only where the Society is required or has resolved to have an auditor.

10.2 The first auditor shall be appointed by the directors who shall also fill all vacancies occurring in the office of auditor.

10.3 At each annual general meeting, the Society may appoint an auditor to hold office until the auditor is re-appointed or his or her successor is appointed at the next annual general meeting.

10.4 An auditor may be removed by ordinary resolution.

10.5 An auditor shall be informed forthwith in writing of appointment or removal.

10.6 No director and no employee of the Society shall be auditor.

10.7 The auditor may attend general meetings.

## **Part 11 NOTICES TO MEMBERS**

11.1 A notice may be given to a member, either personally or by mail to the member's registered address or (at the request of the member) by fax or by email to the fax number or email address provided by the member.

11.2 A notice sent by mail shall be deemed to have been given on the second day following that on which the notice is posted, and in proving that notice has been given it is sufficient to prove that the notice was properly addressed and put in a Canadian post office receptacle. A notice sent by fax or email shall be deemed to have been given on the day after the notice was sent, and in proving that notice was given it is sufficient to prove that the notice was sent to the correct fax number or email address.

11.3 Notice of a general meeting shall be given to:

- (a) every member shown on the register of members on the day notice is given; and
- (b) the auditor if Part 10 applies
- (c) the Superintendent of Schools and the Finance Officer of the Diocese.

## **Part 12 BY-LAWS**

12.1 On being admitted to membership, a member is entitled to and the Society shall give the member, without charge, a copy of the constitution and by-laws of the Society.

12.2 These by-laws shall not be altered or added to except by special resolution.

12.3 All operating By-Laws will be governed, interpreted and carried out only in accordance with the principles enumerated under the Canon Law of the Roman Catholic Church as it may exist from time to time, except in those matters which are contrary to the provisions of the Society Act.

*Approved* at the Annual General Meeting of the CISND scheduled at Immaculata High School in Kelowna, British Columbia on the **22<sup>nd</sup>** day of **October, 2010**



# **APPENDIX C**

## **Local School Council Committees**

### **Terms of Reference**

## **LOCAL SCHOOL COUNCIL** **FINANCE**

### Terms of Reference

**Purpose:** To monitor the financial operation of the school by:

- Reviewing the school budget with the principal
- Presenting the proposed budget to the council for approval
- Preliminary budget to be submitted to CISND by May 1
- Final budget to be submitted to CISND by October 30<sup>th</sup>
  - Reviewing the year-end financial statements
  - Presenting the monthly variance report to the council for acceptance
  - To address any other matters relating to the finance function of the council

### **Membership:**

- **Finance Chair of the school council**
- **School Principal**
- **CISND Accounting Manager**

## **LOCAL SCHOOL COUNCIL** **PUBLIC RELATIONS**

### Terms of Reference

#### **Purpose:**

- To establish a Marketing/Public Relations plan for the school
- To develop and maintain regular contact with local, federal, provincial and municipal representative
- To promote the school in those parishes directly and indirectly associated with the school
- To develop and publish materials to support the above activities

#### **Membership:**

- Council member to chair the committee
- School administrator
- Other members as required (e.g. teacher)

**LOCAL SCHOOL COUNCIL**  
**BUILDINGS AND GROUND (MAINTENANCE)**

Terms of Reference

**Purpose:**

- To develop a plan for ongoing maintenance of buildings, grounds and equipment
- Prepare an annual budget submission to the council based on this plan
- To respond and make recommendations concerning emergency situations which may occur
- Make recommendations to the Human Resources Committee regarding issues relating to janitorial and maintenance staff
- Make recommendation to the local or CISND Policy Committee on items for consideration

**Membership:**

- Council member to chair the committee
- School administrator
- Other members as required (e.g. a person with a specific skill to advise on major projects such as replacement of heating systems)

# **APPENDIX D**

## **Long-Range Planning**

### **Sample Timeline**

## **DEVELOPING A LONG-RANGE PLAN**

The following suggested chronology may be used by the individual school councils and principals for a comprehensive long-range plan.

July	<b>Principal</b> – set aside time for dreaming and goal setting. What problems and opportunities exist for the school? What should it be doing better? What ought it emphasize now to be more faithful to its philosophy? The principal should provide opportunity for input from staff and parents.
August	<b>Principal/Council Chair</b> – Make committee assignments. Arrange and conduct council in-service program – include discussion of: <ul style="list-style-type: none"><li>• Philosophy</li><li>• Roles and Responsibilities</li><li>• Distinction between policy making and administration</li></ul>
September	<b>Principal/Council Chair/School Council</b> – convene long-range planning committee. Review basic assumptions, constraints, and timetable. Administrator shares dreams, problems, and possibilities for school with council.
October	<b>Principal with Committee</b> – review enrolment history and enrolment mix. Begin creation of narrative, citing reasons for enrolment changes. The Committee will: <ul style="list-style-type: none"><li>• Collect and study prior five-year enrolments by grade and by religious category (Catholic parishioners, non-Catholic parishioners, non-Catholics).</li><li>• Collect and study baptismal records for parish(es) for last five years. (High School will need to study feeder school trends).</li></ul>

- Compare baptismal records to “parishioner enrolment” for appropriate years.
- Study grade-to-grade attrition over five-year period.
- Secure pertinent data concerning population trends in public school enrolment projections.
- Secure population trend information from Stats Canada etc.
- Build a five-year enrolment projection based on all the above. The projection should list enrolments first by grade and then by religious mix. Be sure to consider current demographics, trends, health and fire codes, as well as class size.
- Prepare enrolment projections for five years by grade level with accompanying narrative. A marketing plan for school “image” and enrolment should accompany enrolment projections in order to insure ability to achieve projections.
- Outline plans for market research as required.

December

**Principal/Faculty** – complete curriculum section of the five-year plan and present for review by council through the committee.

- Review and revise the school philosophy.
- Review current curriculum in light of diocesan guidelines.
- Include assumptions concerning textbooks (purchasing and replacement), library books, workbooks, equipment, audio-visual equipment, supplies etc.
- Set tuition rates for the upcoming school year.
- Evaluate program offerings including specialized areas, e.g. Physical Education, Music, Art, etc.

January

**Principal** – by reviewing current personnel records on all staff, prepare a historical perspective and overview of current staffing situations, including qualifications, experience, salary, benefits, etc.

This perspective is reviewed by the council.

Review staff assumptions for the next five years and prepare a summary for the council.

	<b>Principal/Committee</b> – based on enrolment and staff assumptions, prepare a five-year projection for staffing by grade and/or department.
February initial	<b>Principal/Buildings and Grounds</b> – complete plan for facilities. <ul style="list-style-type: none"> <li>• Make a complete survey of all physical facilities available, including school buildings and grounds. Based on current fire and health codes, list all necessary and desirable repairs and capital improvement.</li> <li>• Develop a five-year plan to complete improvements. Include cost estimated. Survey should be specific to the number of classrooms and specialized areas to be utilized.</li> </ul>
March  financials.	<b>Principal/Finance Chair</b> – review school’s costs for the last three years using the year-end <ul style="list-style-type: none"> <li>• Develop an expenditure budget based on enrolment, curriculum, staffing, plant and facility considerations. (Financial growth assumptions should be stated clearly in footnotes in the assumption section of the plan).</li> </ul>
April	<b>Principal/Finance Chair</b> – develop a five-year income plan with realistic assumptions in the areas of tuition, subsidies, and traditional fundraising.
May	<b>Council</b> – review the completed five-year plan including projections and accompanying narrative in the areas of philosophy, enrolment, curriculum, staffing, plant and facilities, and finances.
June	<b>Principal/Council</b> – prepare summary “brochure” and Marketing Plan based on a five-year plan, to be used in promoting the school to various publics. (Note: may take more than one month).

**NOTE:** It is assumed that in fulfillment of the planning role assigned to him/her above, the principal will involve the faculty through frequent consultation and other appropriate ways.