

A faint background graphic featuring a large, light blue cross. In the center of the cross is a stylized figure of a person, possibly a teacher or a student, rendered in a darker blue. The figure is positioned as if walking or standing within the cross. The entire graphic is set against a light yellow circular backdrop that is partially obscured by the cross and the figure.

“CALLED TO SERVE”

**The Role
of the
Local School Council**

**Catholic Independent Schools
Diocese of Victoria**

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Bishop's Welcome

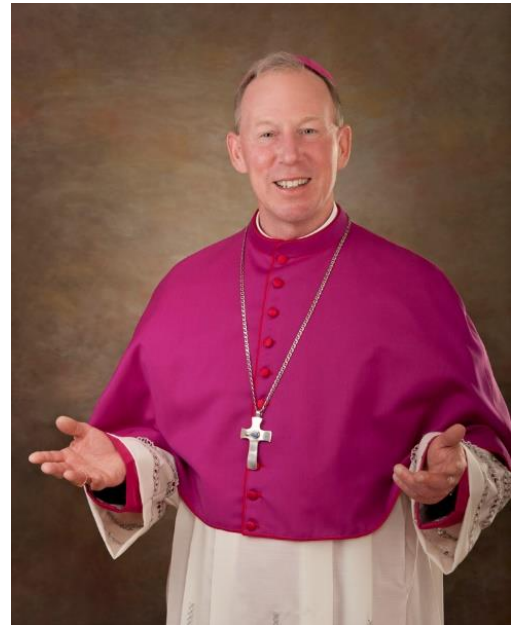
The gift of children and youth! They call forth from their Moms and Dads AWE and wonder at all that God has given! They call forth all of the responsibility to be authentic — to witness to the excellence that God has imprinted in their being from the moment of their existence in their mother's womb.

The staff of our Island Catholic Schools assist parents in their primary responsibility of being good teachers and examples of virtue for the treasure of their children. Authenticity of Catholic education is founded in a personal relationship with Jesus Christ, who in his life, death and resurrection, reveals what it is to be fully human and the meaning of life itself.

The Catholic school is a witness to the Gospel of life and the promise of eternal life in Jesus Christ. This fundamental goal of Catholic schools explains why the staff of our schools, above all else, Witness to their personal relationship with Jesus Christ with you and your children, and are authentically engaged in their own Catholic community (parish) on a regular basis, by full conscious, active, participation. It is from our Catholic communities of worship, charity, mercy, justice and truth that our schools find their roots and meaning.

The glory of God is the human person fully alive and, to this end, Excellence in formation of the human person to be all that God wants each person to be is our mission. "How precious must the human person be in the eyes of the Creator, to have gained so great a Redeemer." (cf. *Redemptor Hominis* #10 St Pope John Paul II) These foundational principles of Catholic education are the mission Island Catholic Schools.

Finally raising children, is an AWESome responsibility which we share in mutual trust and collaboration as parents, educators, and parishes. And with the grace of the Holy Spirit our schools, create an environment where our young people can grow in faith hope and love.



Authenticity Witness Excellence

In Communion,

Most Reverend Gary Gordon
Bishop of Victoria

Introduction

In the early 1950's, the Bishop's of British Columbia, in anticipation of public funding for Catholic schools, established a society in each diocese to own and operate their schools. They were well positioned when thirty years later public funding finally arrived.

On Vancouver Island, the Catholic Independent Schools, Diocese of Victoria (CISDV), is the society that was established for that purpose. It owns three elementary schools, one elementary/middle school, one high school, and four childcare centres. CISDV operates these facilities through a formal delegation with local school councils.

The members of the society are:

- The Directors of the Society (CISDV Board of Directors)
- The Bishop's Representatives (one pastor assigned to each school); and
- Chairpersons of each Local School Council.

The management of the Society rests with the Board of Directors who are comprised of the Bishop of Victoria, the Vicar-General, the Episcopal Vicar of Education; the Chancellor, two to four members appointed by the Bishop and two to four members elected by the Society.

Pastoral Letter on Catholic Schools in the Province of BC - Catholic Bishops

This [document](#), created by the Bishops of British Columbia in 2016 explores the Mission of the Catholic School, Teaching the Whole Person, Faith and Life in a Shared Community and the roles of families, staff and pastors in our Catholic Schools.



Catholic Independent Schools Diocese of Victoria

Mission Statement

The Catholic Independent Schools of the Diocese of Victoria are committed to Catholic education founded on gospel-centered values and the teachings and tradition of the Catholic Church.

We will continue to be models of love and hope as we build a new future for our Diocesan community and the wider global community.

Roots

We continue the vision of the founders of Catholic schools on Vancouver Island based on the belief that school and parish are committed and dedicated partners with parents who are the prime educators of their children.

Characteristics

We acknowledge that the primary purpose of Catholic education is to create an environment where young people can grow in the love and hope which is reflected in Christ's teaching

Nature of Service

We are committed to the development of the unique gifts of each child in co-operation with parents and the local faith community by providing education which caters to the needs of the whole child - spiritual, physical, intellectual, emotional, social and cultural.

Community Served

We are committed to serve all members of the Catholic education community on Vancouver Island - students, teachers, support staff, council members, parents, clergy and local parishioners.

Future Directions

We will meet future challenges in the spirit of Christ and continue to promote a Catholic education community that is a beacon of hope for all.



CISDV Board of Directors

Vision/Mission/Core Beliefs/Goals

Our Vision

Inspired by Jesus Christ and the mission of the Church, the Island Catholic School Board will be a visible presence in the Diocese of Victoria supporting, building and expanding Catholic Education.

Our Mission

The Island Catholic School Board, in faith, unity and collaboration with local school and parish communities will support, oversee, protect and foster the Catholic school ethos and culture.

Our Beliefs

- Students can change the world as missionary disciples in service to the Church and the world.
- All children should have access to Catholic Education so that they may grow in their faith and the love of Jesus Christ.
- Working in a Catholic school is an “awesome” ministry within the Church so it is important to recruit, select and hire employees who are authentic witnesses providing excellence in education. Academic excellence will occur by providing the necessary opportunities and resources so that all students can reach their full potential.
- We must achieve fiscal responsibility as stewards of Catholic schools as part of the broader Church community.

Goals of the CISDV Board

1. Increase the awareness and visibility of the Island Catholic School Board of Directors within the Catholic school communities.
2. To grow Catholic education in the diocese.
3. To use and strengthen the Board member’s talents to better determine the Board’s needs.

CISDV Strategic Plan

A new Strategic Plan is currently under development with current priorities of:

1. To be communities of evangelization, fostering a culture that nurtures faith and catholic identity
2. To ensure sustainability of our Catholic schools
3. To provide excellence in education
4. To listen to, equip, and support our community members as we walk together in dialogue towards truth, healing, and reconciliation.



Chapter 1

Organization of Catholic Schools in the Diocese of Victoria

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 (education committees in the Vancouver Archdiocese) comprised of parents and other diocesan or local representatives.

In the Diocese of Victoria, the Society is organized as follows:

Board of Directors

- The Bishop
- The Vicar General
- The Chancellor
- The Episcopal Vicar of Education
- Two to four members appointed by the Bishop
- Two to four members elected at the Annual General Meeting of the Society

Society

- The Director of the Society (Board of Directors)
- The Bishop’s Representatives (school chaplains); and
- Chairpersons of each of the Local School Councils appointed according to the Regulations of the Diocese and Regulations of the Society for each Local School Council.

Local School Councils

Members from the parish and parent body are elected for a three-year term. Each council elects its own Chairperson from among its members.

The organization of Catholic Independent Schools of the Diocese of Victoria are presented in **Appendix D**.

Catholic Independent Schools Committee of British Columbia (CISCBC)

The CISCBC makes representation on behalf of the Catholic Schools of British Columbia, relating its own operation of policy setting, to the Federation of Independent Schools Associations (FISA). It also makes representation to the government through FISA. CISCBC is comprised of two representatives from each of the diocesan school societies. Currently each diocese is represented by the Superintendent of each diocese and one person appointed by the respective Board of Directors. Further information about the CISCBC may be found at:

<https://fisabc.ca/who-are-we/member-associations/catholic-independent-schools-british-columbia/>



Federation of Independent School Associations (FISA)

Founded in 1967, the Federation of Independent Schools Associations is comprised of, and represents, the five major groups in independent schools in British Columbia. These are:

- Catholic Independent Schools Inter-Society Committee (CIS)
- Association of Christian Schools International (ACSIBC)
- Society of Christian Schools in BC (SCSBC)
- Independent Schools Association of BC (ISABC)
- Associate Member Society of FISABC(AMS)

The 88,576 students enrolled in independent schools in 2020-21 represent 13.7% of all elementary and secondary school enrolment in BC. Most independent schools in BC receive 50% (Group 1) or 35% (group 2) of the grant the Ministry of Education gives to public schools. Group 3 and 4 schools receive no funding. Independent schools in BC receive approximately 6.7% of the provincial government's educational budget.

Further information about how school funding operates in BC may be found at:

<https://www.youtube.com/watch?v=TZKI6kr19uE&t=128s>



Further information about the FISA may be found at:

<https://fisabc.ca/>

Canadian Catholic Schools Trustees' Association (CCSTA)

"The Canadian Catholic School Trustees' Association is a national organization promoting excellence in Catholic education throughout Canada.

CCSTA represents seven provincial and territorial Catholic school trustees' association in Canada. In turn these associations represent over 90 Catholic school boards, which educate more than 850,00 students in almost 2,000 schools from Vancouver, British Columbia to St. John's, Newfoundland and Yellowknife, Northwest Territories to Windsor, Ontario.

CCSTA works closely with the Canadian Conference of Catholic Bishops, Catholic organizations and the federal government to enhance and promote Catholic education. The Association also provides assistance to Catholic school trustees and parents so they can fully participate in the Catholic education process in their communities. In addition to its commitment in advocating for the faith formation of our children, CCSTA also provides opportunities for school trustees, staff and supporters of Catholic education to deepen their faith.

The Canadian Catholic School Trustees' Association works with Catholic partners across Canada in providing our Catholic students with exemplary places where they may learn in their faith. The journey and accomplishments of the Catholic school, over the past two centuries, have been integral to the growth and spirit of Canada. Each school will continue to be, as our motto states, "a learning community enlivened by the spirit of Christ".

(Above quoted from the CSTA website)

Further information about the CCSTA may be found at:

<http://www.ccsta.ca/en/>



The Catholic Schools Teachers Association (CSTA)

The CSTA is a local Catholic school teachers' union that represents our 5 schools (St. Andrew's Regional High School, St. Patrick's Elementary School, St Joseph's Elementary School, Queen of Angels School and St. John Paul II School). It was created by the first local (St. Andrew's Regional High School) in the 1980's.

They are a professional association that works cooperatively with the CISDV. Besides negotiating the teachers' collective agreement, they:

- Provide professional development funding for teachers
- Award scholarships for students
- Promote the CSTA Code of Ethics among the teachers
- Ensure contractual obligations are met.

Further information about the CSTA may be found at: <http://csta-bc.ca/>



Chapter 2

Governance Jurisdiction

The following grid outlines the roles and responsibilities of the:

- Board of Directors
- Superintendent
- Finance Department
- Local School Council
- School Administrators



Governance Jurisdiction Framework

Roles and Responsibilities	Board of Directors	Super-intendent	Finance Department	Local School Council	School Admin
Catholicity					
Mission and Values	Responsible Implement	Implement		Implement	Implement
Catholicity of Schools	Responsible	Responsible Implement Monitor		Monitor	Supervise Implement
Planning					
Strategic Planning: Diocesan 3 to 5-year Plan	Responsible	Coordinate Implement	Implement		Implement
Local Planning: Strategic 3 to 5-year Plan				Responsible	Coordinate Implement
Revenue Enhancement	Responsible	Recommend	Recommend	Implement	Implement
Public Relations and Marketing					
Media Communications		Responsible			Responsible (when directed)
Public Relations/ Marketing	Recommend	Coordinate Implement		Responsible	Implement
Policy					
Diocesan Policy	Responsible	Recommend	Recommend	Implement	Implement
Local Policy		Advise/ Supervise		Responsible	Advise Recommend
Programs and Operations					
Religious Curriculum	Responsible	Recommend Implement			Implement
BC Curriculum: Ministry of Education & Child Care		Implement Supervise			Implement Supervise
Facilities Management		Coordinate	Advise Coordinate	Responsible	Responsible Implement
Transportation		Supervise Monitor	Advise	Recommend	Recommend Implement

Roles and Responsibilities	Board of Directors	Super-intendent	Finance Department	Local School Council	School Admin
Finance					
Office of Superintendent	Responsible	Implement			
Borrowing/ real estate property	Responsible	Recommend	Recommend Responsible	Request	
Capital Projects Over \$100 000	Recommend	Recommend	Recommend Responsible	Request	Request
Capital Projects Under \$100 000	Recommend	Recommend	Recommend Responsible	Request	Request
Capital Projects Under \$25 000				Approve	Recommend
Finance Policies	Responsible	Recommend Implement	Approve	Implement	Implement
Budget Preparation		Responsible	Responsible	Recommend	Recommend Responsible
Budget Approval	Approve	Recommend	Advise Approve		
Non-budgeted items	Approve	Recommend	Advise Approve	Request	Request
Monitoring Local Budget	Responsible	Responsible	Responsible	Responsible	Responsible
Local Fundraising				Approve	Recommend Supervise
Diocesan Fundraising	Approve	Responsible	Recommend Approve Supervise	Recommend	Recommend
Accounting/Payroll		Responsible	Responsible		
Monitoring Local Budget	Responsible	Responsible	Responsible	Responsible	Responsible

Chapter 3

The Local School Council

Background

A Local School Council in the Diocese of Victoria is a body whose members are elected to participate in decision-making in designated areas of responsibility.

Areas of Responsibility

Those areas in which Local School Councils, in collaboration with the school principal, should be involved are:

- **Planning**
Establish a mission statement, a strategic plan and annual plans for the local school.
- **Policy Formation/Enactment**
Develop local school policy (if needed) in regard to issues that affect local school operations. Together with administration implement diocesan policy ([CISDV Policy Manual](#)). Policy that would apply to all CISDV schools should be recommended to the Board of Directors.
- **Finances/Revenue Enhancement**
Develop plans and means to finance some educational programs, provide feedback on setting tuition when requested, assisting, developing and monitoring the annual budget, and assisting funding for capital projects.
- **Marketing and Public Relations**
Develop plans and projects to recruit and retain students and promote positive relations with the community.
- **Maintenance (Grounds and Buildings)**
Assist the principal in monitoring the upkeep of the school plant. Research, plan and implement capital improvements to the school and grounds.
- **Human Resources**
Be involved in interviews for the hiring of teaching and support staff. Participate in the selection and appointment of new staff to the school in accordance with the policies of the CISDV.
- **Evaluation**
Determining whether goals and plans of the Local School Council are being met and determine the Council's own effectiveness.

Each area will be dealt with in more detail in subsequent chapters.

Decision Making

Consensus building is the appropriate mode of decision making for Local School Councils. Consensus means that all council members participate in shaping conclusions, and then agree to support the best decision, under the existing circumstances, for the greatest number of people.

In cases where a vote needs to be recorded for legal purposes **Roberts Rules of Order** should be followed. For the purpose of recording a decision in the minutes the motion should be moved, and seconded and recorded as approved (i.e., M/S approved) Abstentions may be noted.

Local School Councils Differ from Public School Boards

A public school board is constituted as regulatory under the [School Act](#), one which enacts or uses existing rules and regulations to govern the operation of the school system. This type of board is considered administrative and thus differs significantly from Local School Councils.

All Catholic School Boards in BC must satisfy the Inspector of Independent Schools that they meet the requirements specified in the [Independent School Act \(PDF\)](#), and [Regulations, Minister's Orders, and Inspector's Orders](#). The CISDV School Board is legislated under the *Societies Act* in BC. The governance structure within Catholic dioceses provides some authority from the School Board to Local School Councils (known as Education Committees in the CISVA) as noted in Chapter 2.

Responsibility of Members

In accepting membership on a Local 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 CISDV.

Role of Officers

The role of officers of a Local School Council are clearly stated in the Local School Council By-laws (Appendix B). 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. **The person must be a Catholic and an active member of a Catholic parish community.** This is of particular importance in the development and promotion of the mission of the school.

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, 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. An example of ad hoc committee is a committee to plan a specific function e.g., a wine and cheese for parents and parishioners.

A council should have the following standing committees:

- **Finance/Revenue Enhancement**
- **Marketing and Public Relations**
- **Human Resources**
- **Maintenance (Grounds and Buildings)**
- **Policy**
- **Nominations**

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 example).

Chapter 4

Planning

“The rationale for council planning is best expressed in the adage, ‘ If you don’t know where you’re going any plan will do’ (Drucker). Long range or strategic planning is an absolute necessity for Catholic schools, especially in terms of development and effective budgeting.” (Sheehan, 1990).

The Local School Council, in co-operation with other members of the school Community, is responsible for long-range and short-range planning. Furthermore, it is responsible for the development of action plans to implement its goals and objectives and for the evaluation of the effectiveness of these plans.

Three-Five Year Strategic Plan

The Strategic Plan refers to those goals or objectives that a council hopes to accomplish within a three-year period. The plan is reviewed and updated annually. Each year, the council reviews its goals for the coming year and develops specific plans to achieve these goals. The Plan should parallel the CISDV Strategic Plan.

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.

Plan Format

The Plan:

- Reflects the vision and areas of foundation established by the CISDV
- Reflects results of School Surveys and/or system established goals
- Includes goals, priorities, strategies, intended outcomes, resources required, person(s) responsible and key performance indicators
- Includes demographics such as: enrolment by grade, Catholic/non-Catholic enrolment, and associated parishes.

Annual Updated Long-Range Plans

The School Council should submit their Three-Five Year Plan to the CISDV Office each school year.

Chapter 5

Policy Formulation and Enactment

Policies

One of the functions of the Local School Council is the development of local school policy and to become fully knowledgeable of CISDV policy. Policies at the local school level deal with issues that are not covered by CISDV policy and are specific to the school. Policies are guidelines written 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/Student or Staff Handbooks. **Each school on an annual basis shall have developed a Parent/Student and Staff Handbook.** A copy of the Parent/Student handbook is to be posted on the school website; the Staff Handbook should be placed on the school server. Policy must be consistent with the mission of the school and CISDV. Policy that would apply to all the CISDV schools should be recommended to the Board of Directors.

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 policies, 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 any policy.

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

The council maintains a Manual of Policies in order to ensure efficiency and establish an historic record of council decisions. Any local school policy must be placed on the school website.

Regulations

Regulations, which are rules and procedures established in order to carry out policy, are the responsibility of the educational administrator.

NOTE: There may be no need to Local School policy and the Local School Council should not feel obligated to create local policies. The [CISDV policies](#) cover a wide range of topics.

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:
 - a. Identification of need [by member(s) of the school community]
 - b. Collection of data (by committee or administrator)
 - c. Preparation of draft policy with rationale (committee and administrator)
 - d. Submission of draft policy to full council
 - e. First reading (committee explains policy to council)
 - f. Consultation as required (e.g., Superintendent, parents, teachers, parish, etc.)
 - g. Second reading (Council discusses and votes on policy)

- h. Approval by the Board of Directors
 - i. Promulgation (council and/or principal notifies community of policy)
 - j. 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 the 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:
 - a. Underscore a goal deemed significant
 - b. Modify or shape a CISDV policy to the local situation
 - c. Make sure that an issue is known to the local school community and emphasize that which is unique to the local school.
- 5. Development and evaluation of local 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 local policy manual will assist councils in writing new policies that do not contradict existing local or the CISDV policies. Ideally, this manual is in electronic form housed on the school server. Each policy should be a separate document and should include title, rationale, definitions, policy, regulations, approval date, approved by who, and references (if any). Where applicable reference should be made to CISDV policy or regulations. See the CISDV policies as a template.
- 7. Where regulations are required, these should be inserted immediately behind the appropriate policy.
- 8. No local policy can contravene CISDV policy; CISDV policy supersedes all local policy.



Chapter 6

Finances

How Schools are Funded

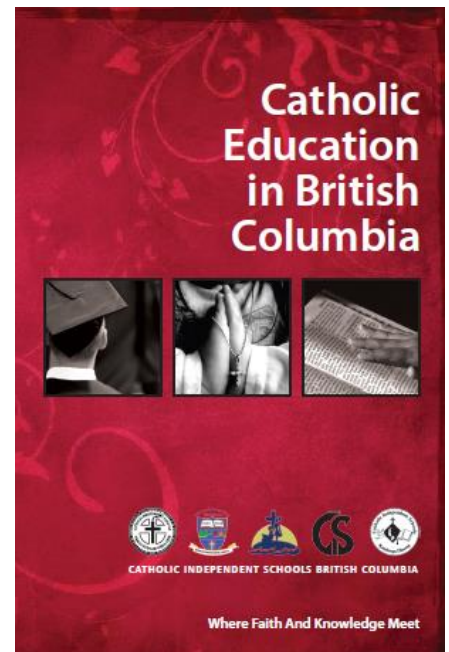
In British Columbia, Catholic schools receive partial funding from the provincial government. (see video link for more info <https://www.youtube.com/watch?v=TZKI6kr19uE&t=128s>) However, in some provinces (e.g., Alberta, Saskatchewan and Ontario) Catholic schools receive full funding. This right to funding in these 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. Most Diocesan schools (all CISDV schools) in BC are classified as Group 1 schools under the *Independent School Act* and as such receive 50% of the operating costs 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, special purpose grants).

The other major source of revenue is tuition fees. In addition, numerous parents and parishioners volunteer many hours of service to raise funds and serve on local councils and committees.

The *Catholic Education in BC* [document](#) provides additional information about Catholic Schools in BC, particularly about our history and funding.



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, for like it or not, the school's financial operation is 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 CISDV Board of Directors and the Diocese of Victoria. Having sound financial management policies established helps reduce confusion when questions arise during daily operations.

Financial Statements

CISDV has a centralized accounting system (CAS). The CAS handles all the bookkeeping and payroll functions of the schools. Each individual school is required to send their financial information to the CAS in the format provided to schools.

Financial statements, prepared on an accrual basis, are provided regularly to the school administration and council by the Controller. Upon reception of a financial statement, the council should review the statements at the next Council meeting.

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 Local School Council is jointly 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 statement.

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, 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 monthly financial report. A preliminary budget is created by May 30th of each school year and a balanced final budget by mid-October.

Preparation

The budgeting process should begin with a clear understanding, on the part of both the Local 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 administration in advance of the annual budgeting process. Based on those 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 Controller and Superintendent of Catholic Schools, with participation from the school principal and school council treasurer, should establish the revenue and expenditure budget.

Expenditure Budget

Expenditure budgets should be prepared using the best assumptions, current economic conditions, and know 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.

Revenue Budget

When preparing revenue budgets, careful attention must be paid to the financing mix as well as the relationships among diocesan and donor support, tuition fees and assessments, fundraising and government grants.

Preliminary Budget

Once the preliminary budget is drafted and balanced, the principal and school council treasure shall present the budget to school council. The preliminary budget must be reviewed by the school council on or before May 30th.

Financial History

The historic financial information which is necessary for budget preparation will be provided by the Controller. This historic information will be used as a guide for determining the current year's budget and not the absolute basis for it. A standard budget format is used for all CISDV schools.

Preparing the Annual Budget

Annual operating budgets will be prepared by the controller and superintendent in consultation with the principal and school council treasurer. The preliminary budget must be completed by May 30th for a budget to become effective July 1. A final budget which reflects the September 30th student count will be submitted to the Board of Directors by October 15th. Below are general guidelines which must be observed during the budget preparation process.

- Budget figures should be realistic and not "padded." A surplus amount should be established to meet any unanticipated expenses.
- The budget should reflect the priorities of the school and diocese. New programs or expanded programs should not be forced into a pre-established budget.
- The budget format must follow the standard CISDV budget form.
- Projected revenue items should have a supporting plan to ensure that the revenue can, in fact, be realised. 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. Avoid basing line item budgets only on the prior year's budgets. Budgeted expenses should have supporting documentation to justify the planned expenditure.
- A realistic allowance must be made for inflation, especially on fixed costs (e.g. utilities).

Calendar of Budget and Financial Activities

<p>July Principal (with regular monitoring by Local School Council) – Ensure that prior to leaving for summer vacation all year-end expenditures and year-end information has been forwarded to the Controller.</p> <p>Begin implementation of upcoming year's budget.</p> <p>Submit all necessary information to the Superintendent (i.e. work calendars, support staff information chart for payroll, etc.) before leaving on summer holidays.</p>
<p>September Principal and Controller – The Principal and Controller review the prior year's draft annual financial statements. Any discrepancies between actual and budget are reviewed to determine if any adjustments to the budget should be made.</p>
<p>October Principal/Controller/Superintendent/Local School Council Treasurer – Finalize current year's budget. Based on actual enrolment figures, adjust revenue for increase/decrease in student enrolment and review grants figures used in the preliminary budget to ensure that the per student cost is accurate. The final budgets are submitted to the Board of Directors and Diocesan Finance Committee for approval.</p>

Principal and Local School Council – Good practice is that the principal, School Council Treasurer and Controller review the prior month's financial statements by the end of each month. Once reviewed the treasurer presents the finance report to the school council for review of the monthly and year-to-date actual performance against budget. The treasurer should be prepared to address any questions the council may have.

November

Principal and Treasurer – The Principal and Treasurer present the finalized year-end financial statements to the School Council. These statements will be finalized by the auditor and presented by the Chief Financial Officer at the CISDV Annual General Meeting for approval.

January

Principal and Controller – Review the current year's budget in the light of finalized government grants amounts and make necessary changes to reflect any changes in funding.

School Council – Provide feedback to the CISDV Board of Directors, if requested, about tuition fee increases.

February

Principal and Council Treasurer – Building repairs and improvements should be detailed for the maintenance/capital budget. The school council should review the priorities established for repairs and maintenance using procedures detailed in **Capital Expenditures**.

Principal is to apply for capital projects in excess of \$25,000 and submit to Superintendent and CFO for approval.

March/April

Principal and Council Treasurer – Begin actual preparation of the next fiscal year's annual budget based on a revised long-range plan. Principal will provide enrolment and staffing assumptions. Principal will seek information from staff for any information that may help in preparing textbook, supply, departmental and/or special requests for the upcoming year.

Controller, Superintendent, Local School Council Treasurer and Principal – Draft budget for next year by reviewing and updating the current year's budget. Include all formulas, calculation and projections used in deriving the revenue total. Balance the budget with revenue equaling or exceeding expenditures. Deficit budgeting is not acceptable.

Develop line-by-line revenue assumptions including tuition, fundraising, parish/diocesan subsidy, Parent Support Group contributions and donations/development revenue.

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.

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

May

Local School Council Treasurer – Present the preliminary budget to the School Council for review. The controller will have the most up-to-date version of the draft budget.

The Superintendent and Chief Financial Officer (CFO) – Present Preliminary budgets to the CISDV Board of Directors for approval.

June

Principal – Ensure that prior to leaving for summer vacation all year-end expenditures and year-end information has been forwarded to the Controller.

Begin to complete all necessary support staff information (i.e. work calendars, support staff information chart for payroll, etc.).

Budget and Cash Flow

Cash management may be defined as the ability to track and control changes in the school's cash position resulting from the receipt and use of cash required to operate the school. Since effective cash management is essential in the Catholic school, the annual operating budget should be used as the source for this information. Not only should the cash flow statement prove useful to the school's principal on a regular basis, but the control that it represents should prove extremely useful in the school's development efforts. Potential funding sources will require solid financial control and adequate reporting to stakeholders.

Budget and Month End Reporting

The following is a detail of specific tasks to be handled by treasurers, principals and the Controller in the preparation of budgets and monthly financial statement (monthly and year to date financial and budget information, the resulting variances and explanations and cash flow statement).

Local School Council Finance Chair (Treasurer)

- Participate in the budget development process with the Principal and the Controller.
- Present and review the final budget to school council.
- Review monthly financial (variance) reports with Principal and Controller.
- Present monthly financial (variance) reports at monthly Council meeting.

Principal

- Participate in the budget development process with the Council Treasurer and Controller.
- Provide input to the Controller with regard to the preparation of the budget cash flow summary and participate in its preparation.
- Make spending adjustments as necessary.
- Review and analyze the monthly financial statement prepared by the Controller, providing explanations for variances between year to date, actual and budgeted revenues and expenditures.
- Review financial (variance) report with Council Treasurer prior to the Council Meeting.
- Meet monthly with the Controller concerning financial policies, procedure and CISDV financial results if necessary.

Controller

- Maintain accurate financial records and provide accurate and timely monthly and yearly financial statements and statistical information to principals and council treasurers.
- Provide the necessary historical information and assistance required by the principal in order to prepare the annual budget and cash flow statements.
- Monitor school operations and cash flow and provide financial advice as appropriate.
- Participate with council treasurers and principals in the implementation of the financial goals of the schools.
- Participate in the monthly administrators' meeting to discuss current CISDV financial results and concerns when necessary.

Capital Projects

All capital expenditures in excess of \$25,000, whether funded by parent groups or other, require approval of the Superintendent and Financial Administrator. Projects in excess of \$100,000 must be submitted to the Board of Directors for initial approval prior to transmission to the Diocesan Financial Committee.

Submissions must include, a needs assessment, details of the project, projected costs, a financial plan and timelines.

Requests for approval over \$25,000 and under \$100,000 must be made no later than 90 days prior to the planned commencement of the project. For major projects of over \$100,000 at least 6 months should be allowed for completion of the approval process.

Financial Report

It is important that the budget and financial activities of the school are reported to the school's stakeholders in a timely manner. One of the best vehicles for such reporting is the annual financial report. The year-end financial statement and finalized budget should be made available to stakeholders no later than the end of November each year. The timing should be prior to the Annual General Meeting of the Society which is held toward the end of November.

The annual financial report represents the budget which was finalized in September, 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 to the Local School Council 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:

Annual General Meeting of Local School Council

The Local School Council Annual General Meeting (AGM) is held in May 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 that will be required to meet those goals and objectives. The financial information can be inserted from the financial report published in November.

Fundraising

- The principal will bring forward to the Local School Council by September 30th a list of fundraising activities to be undertaken during the school year.
- All major fundraising must be approved by the LSC, including the Parent Support Group fundraisers. (Classroom projects initiated by teachers must have 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 30th of each year. This is to eliminate conflicting fundraisers between the schools or with any CISDV major fundraisers.
- The LSC will, if required, make available one council member to sit on an ad hoc fundraising committee.



Chapter 7

Public Relations and Marketing

Public Relations

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 or publics in a community or the general public.

Handling Crisis Moments

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 closures, and/or mergers

The Bishop and/or the Superintendent are the designated media spoke persons for all school crisis. Local School Council shall direct all inquiries to the Superintendent's Office. The Superintendent will provide a Crisis Management Team to the school, if necessary, and should they require one.

There may be situations when a parent has a concern about school operations (i.e. curriculum, discipline, etc.). Any concerns/complaints are to be handled according to CISDV policy. Local School Council have a responsibility to be knowledgeable and understand CISDV policy so as to direct parents accordingly should they be approached. Councils should consult the CISDV Policy Manual for procedures dealing with emergency situations. <https://www.cisdv.bc.ca/policy-manual.php>

Every Day Public Relations 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 to 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 members respond to visitors? When are parents welcome in the building? How are they involved in the school's life?
- How are students recognized for achievements?
- What kinds of orientation programs exist for new students; for new staff?
- 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 or neighbours about students' behaviour handled?
- Does the school executive assistant promote a positive image for the school?
- 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 website, Facebook page, handbooks and publications convey?
- How do we provide for feedback in our building, from parents and 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 exchange relationships. The program begins outside the school with 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 Committee

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 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 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 identified. Make these specific and measurable. For example, if declining enrollment is a problem, a marketing objective might be to identify specific cause(s) of the decline 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.

Marketing at the Central Office Level

The Superintendent's Office with assistance from the CISDV Board of Directors undertakes various marketing opportunities on a system-wide basis each year. Some examples are: Catholic Schools' Week promotions, advertising with local media outlets (i.e. Island Parent Magazine), public promotions (i.e. billboards, facebook).



Chapter 8

Evaluation

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 in any school.

Principal and Vice-principal Evaluation

The Superintendent is responsible for evaluating the principal and vice-principal, including their working relationship with the council. This evaluation is generally completed every five years. Input is gathered from teachers, support staff, local school council members and the Superintendent's personal observations.

Areas included in the evaluation are:

- Leading in the Spirit of the Catholic Schools
- Educational Leadership
- Management
- School Climate
- Interpersonal Relations
- Personal and Professional Growth.

Staff Evaluation

The Principal and Vice-principal are responsible for evaluating all school staff using an evaluation tool developed/approved by the Superintendent's Office.

Council and Its Own Evaluation

Each year, Council should evaluate its own performance in such areas as: Catholicity, progress on goals, effectiveness of council meetings, fundraising success, marketing accomplishments, shared responsibility, collegiality, Council communication with stakeholders, etc.

The Council is required to provide written committee reports at the AGM report at the end of the year.

Chapter 9

Membership

Local School Councils in Catholic education need and deserve the most competent and dedicated members. Nominating committees work with eligibility and membership qualifications in preparing a slate of potential members. The [Local School Council Election Information Package](#) can be found on the link provided and on the CISDV website under about/staff and board members.

Eligibility

The CISDV Mission and Mandate details eligibility requirements for membership on local school council. The following qualities should be among those considered in determining membership eligibility in addition to those established in diocesan mandate:

- Genuine interest in Catholic education/schools
- Ability to work effectively with others in achieving consensus in decisions for the good of the entire school community
- Ability and willingness to make necessary and substantial time commitments for thought and study as well as for meetings and related council activities
- Willingness to maintain high levels of integrity and confidentiality
- Willingness to attend periodic in-service programs
- Willingness to support school/diocesan philosophy and mission
- A sense of future vision for the school
- A credible witness of the Catholic faith to the school and beyond (in the case of those who are not Roman Catholic, the presumption is that the person is positively in favour of the tenets of the Catholic faith)

Qualifications

The following is an example of membership qualifications used when selecting candidates for local school councils. Nominees for appointment to membership of the school council shall be selected in light of the following qualifications:

Personal

- A willingness to give the time to serve conscientiously
- A willingness to attend council functions regularly
- The highest level of honesty, integrity and prudence
- Ability to act without bias toward faculty
- An inquiring mind – open to both sides of an issue
- The courage to face unpleasant tasks and decisions
- Ability to be very objective and free of personal, financial or operational interest in the school
- Willingness to disclose any existing or potential conflicts of interest.

Professional

- A commitment to the importance of service to the school community
- Some experience with general management problems
- A position of respect in the community

- The ability to influence public opinion favourably in areas of importance to the school
- A willingness to balance a prudent concern for fiscal stability with a spirit of creative risk-taking
- A willingness to learn while preparing for and serving as a council member
- A demonstrated competence and ability in their chosen field.

Council

- A commitment to understand and support the mission of the School
- A commitment to support the teachings of the church on education and the directives of the Bishop and the Board of Directors
- An acknowledgement of the powers retained by the members of the Board of Directors
- A willingness to exercise the delegated authority and control for conducting the business and affairs of the School
- A willingness to serve within the philosophy, directives and corporate structures of the Diocese
- An appreciation for the maintenance of confidentiality in matters pertaining to the Council and the School
- A willingness to support council decisions even if they do not fully agree.

The Council member will not be considered a representative of any special interest group, such as the faculty, parents' groups, or donors. Employees of the CISDV are not eligible for Council membership (with the exception of the principal whose council appointment is "ex officio").

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 articulating 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 (Superintendent may be asked to do this on behalf of the pastor)
- 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.

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, expertise available to the Council
- Willingness to give time, talent, energy to membership.

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 year, the Superintendent offers an orientation seminar for all new school council members. However, each school council should organize an orientation activity at the local level prior to the Superintendent's meeting. Some topics which should be addressed are:

- Roles and relationships of the 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

1. Representative of the Community

Local 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 representative of the community in the sense that they come from the community and are accountable to the school community for actions taken. If, for example, the school enrolls a significant number of students who are not Roman Catholic, and/or who are members of ethnic minorities, then the council may want to ensure some members are from those groups.

2. Terms

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

3. 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 Victoria diocese councils usually have six or nine members. Multiples of three provide for continuity with only two or three positions open each year.

4. Other Participants

The pastor (voting) and principal (non-voting) are "ex officio" members who 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 (i.e. PSG rep, staff rep, Board rep). These other people would attend and participate in

regular council meetings, but would not vote or be present for in-camera sessions of the council. The principal would be present for in-camera sessions.

Council meetings are considered public meetings, therefore, visitors from the school/parish community are welcome to attend as observers only unless their input is requested by the council.

5. Confidentiality

Council members should 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 request a resignation.

6. 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 their conflict of interest and withdraw from and discussions or voting on that issue.

Responsibility of Members

In accepting membership on a Local 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 of 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.

Role of Officers

The role of the officers of the council are clearly defined in the terms of the Local School Council By-laws (**Appendix B**). Since the role of the chair of the council is so significant to the council's success, the council should spend adequate time discerning who should fill this role.

Committees

The committee structure of the 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's 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 to Learn

Experienced council members for Local School Councils were asked to identify the most difficult lesson or fact they had to learn about service on a school council. Here is 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 sometime accept a reality that is contrary to you 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.



Chapter 10

Council Meetings

“Meetings are critical to the success of any Catholic Local School Council. Scheduled meetings are at the heart of the effectiveness of the school.

Effective and efficient council meetings can energize, focus, and provide significant opportunities, in the life of the school. Council leadership is critical here. The council chairperson and principal must be committed to planning and carrying out enriching routines, while providing for creative input from council members.”

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 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 Local School Council should establish firm opening and closing times. Any change to the opening time or extension beyond the closing time requires the consent of the membership of the meeting.

Preparation

The chair and principal should meet at least one week prior to the meeting to:

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

The principal or designate completes the agenda package with appropriate attachments:

- Principal's report
- Committee reports
- General information
- And distributes the agenda package to members by Friday prior to the meeting.

Committee Chairs submit any reports to the principal at least seven days before the council meeting. The reports and recommendations should be short, clear, and concise and follow this 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 (e.g.; phone principal or committee chair).

Meeting

The Principal ensures:

- The meeting place is ready
- Additional materials are distributed beforehand
- Coffee/tea/water is available in the meeting room.

The Council Chair:

- Starts promptly
- Keeps discussion on topic
- Summarizes discussion and aims for consensus
- If no consensus, requests a motion
- Allows a final opportunity for input
- Then calls a vote
- Clarifies who is responsible for implementing the decision.

The Secretary must be designated to record the minutes of the meeting. This person may be appointed from council or hired from outside the council. The Secretary:

- Records members present
- Records decisions taken and who is responsible to implement them (action items)
- Prepares electronic minutes together with a responsibility chart (actions items to be taken and by whom)
- Adds committee reports to the minutes as an addendum
- Distributes minutes to all council members asap

Personal comments made by council members should not be included in meeting minutes. Care should be taken that confidential information is not included in the public minutes.

Committee Chairs:

- Highlight reports if necessary
- Answers questions
- Makes recommendations for action, written and distributed with the report (these may be dealt with under new business).

Members:

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

Follow-up

The Chair:

- Follows up informally on important actions (e.g.; contact committee chair)
- Attend committee meetings if key issues are under discussion.

The Principal:

- Ensures council decisions affecting the school community are communicate and implemented
- Acts as a liaison with the council chair and committee chairs
- Attends committee meetings if appropriate.

Committee Chairs:

- Plan meetings within two weeks of council meeting
- Utilize resource people from the school, parish and community
- Plan meetings, record minutes and formulate recommendations supported by rationale
- Write reports and recommendations
- Submit to the school office for inclusion in the agenda package at least 7 days before the council meeting.

Chapter 11

School Council Study Programs

The ministry of Local School Council members, like many other ministries within the Church, is voluntary. Council members have careers, families and other involvements, which take much of their time and the role of a school council member can be demanding, and sometimes confusing at first. In order to assist council members to become more effective in their roles, various programs are available.

New Council Member Orientation Workshop

This is generally held early in the fall for newly elected members. It reviews the general governance structure of the Catholic Independent Schools of the Diocese of Victoria, examines procedures for finance, policy making, etc. and presents guidelines for successful council meetings. The workshop is presented by the Superintendent and other resource personnel.

Local Seminars/Workshops

Workshops, presentations for specific topics can be arranged for individual school councils (e.g.; School Council Meetings, Planning, Council Evaluation, etc.). These can be arranged through the Superintendent of Schools.

Publications

Various publications on different aspects of Catholic education are available for further reading of Council members. Among the most important are:

The Catholic School (1977) Sacred Congregation for Catholic Education.

This document is a ringing endorsement of the pastoral value of Catholic schools. They are seen as places where faith is part of the school's culture and where schools integrate "all the different aspects of human knowledge through the subjects taught in the light of the Gospel".
https://www.vatican.va/roman_curia/congregations/ccatheduc/documents/rc_con_ccatheduc_doc_19770319_catholic-school_en.html

Lay Catholics in Schools; Witness to Faith (1982) Sacred Congregation for Catholic Education.

This document provides a theological rationale for the role of the lay person as an educator who exercises a specific mission by living in faith in a secular vocation.
https://www.vatican.va/roman_curia/congregations/ccatheduc/documents/rc_con_ccatheduc_doc_19821015_lay-catholics_en.html

The Religious Dimension of Education in a Catholic School (1988) Sacred Congregation for Catholic Education.

This document was offered as a guideline for reflection and renewal, inviting an examination of whether or not the words of the Second Vatican Council have become a reality.
https://www.vatican.va/roman_curia/congregations/ccatheduc/documents/rc_con_ccatheduc_doc_19880407_catholic-school_en.html

Pastoral Letter on Catholic Schools in the Province of BC - by the Catholic Bishops of British Columbia.

This document, created by the Bishops of British Columbia in 2016 explores the Mission of the Catholic School, Teaching the Whole Person, Faith and Life in a Shared Community and the roles of families, staff and pastors in our Catholic Schools.

https://cisdv.bc.ca/wp-content/uploads/2022/12/BC-Bishops-Pastoral-Letter_-Nov-2016.pdf

APPENDICES

Appendix A - Constitution and By-laws of CISDV Society

SOCIETIES ACT

THE CATHOLIC INDEPENDENT SCHOOLS OF THE DIOCESE OF VICTORIA

CONSTITUTION

The name of the Society is **THE CATHOLIC INDEPENDENT SCHOOLS OF THE DIOCESE OF VICTORIA**

The purposes of the Society are:

1. To promote, manage, own, erect, maintain, carry on and conduct schools at all levels from pre-school to the university level, including academies, colleges and seminaries.
2. To provide, direct, advise on, and carry out a curricula of religious, moral, ethical and secular education and instruction; such said secular education and instruction shall be at least equivalent to that required by the Ministry of Education. 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.
3. To hold as Trustees or otherwise own, buy, sell, convey, mortgage, lease and otherwise deal in lands and properties calculated to help and effect the purposes of the Society.
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 purposes of the Society.
5. To administer funds, including the distribution and investment of such funds, received by the Society from government or any other source for the above purposes.
6. To engage in such other related services and activities as are incidental or conducive to the above purposes.

SOCIETIES ACT, SBC 2015, c 18

**THE CATHOLIC INDEPENDENT SCHOOLS OF
THE DIOCESE OF VICTORIA**

(the “Society”)

BY-LAWS

PART 1 : DEFINITIONS AND INTERPRETATION

Definitions

1.1) In these By-Laws the following terms have the following definitions:

“Administrator” is the person elected as Administrator of the Diocese in accordance with the rites, usages, and applicable Canon Law of the Roman Catholic Church, who acts in place of the Bishop of Victoria in the event that the office of Bishop is left vacant.

“Act” means the *Societies Act*, SBC 2015, c 18 of British Columbia as amended from time to time and any regulations made under it.

“Annual General Meeting” means the General Meeting of all Members of the Society which must be held once a year.

“Annual Report” means the documentation which the Society is required to submit annually to the Registrar in compliance with the Act.

“Appointed Directors” means the Directors appointed by the Bishop pursuant to By-Law 5.5.

“Bishop” means the person who is the Roman Catholic Bishop of Victoria, appointed as such pursuant to the Canon Law of the Roman Catholic Church, and reference to the Bishop in these By-Laws also refers to the Administrator in the case of a vacancy of the Roman Catholic Bishop of Victoria. In addition, the Bishop is also a corporation sole incorporated by private statute in the Province of British Columbia.

“Bishop's Delegate” means a Priest appointed by the Bishop as the Bishop's Delegate to a School.

“Board” means the Board of Directors of the Society.

“By-Laws” means these by-laws as altered from time to time.

“Catholic” means an individual who has been fully initiated in the Roman Catholic Church according to the sacraments of the Roman Catholic Church and who regularly attends Mass in a Parish of the Diocese. In the event of any dispute as to whether a particular individual is Catholic for the purposes of these By-Laws, the Bishop shall make the final determination based on any evidence that the Bishop, in his absolute and unfettered discretion, determines is appropriate, including the evidence and opinion of the Pastor of the Parish where the person attends Mass.

“Catholic Teachings” means the teachings, doctrines, faith, and morals of the Roman Catholic Church through the Magisterium of the Roman Catholic Church,

“Chancellor” means the individual who is appointed by the Bishop to be the chancellor in accordance with the Regulations of the Diocese and the applicable Canon Law of the Roman Catholic Church.

“Committee” means a group of Directors with powers and responsibilities as delegated by the Board pursuant to By-Law 5.22.

“Constitution” means the document stating the name and purposes of the Society as required by the Act.

“Diocesan Financial Administrator” means the individual appointed by the Bishop as the financial administrator of the Diocese in accordance with the Regulations of the Diocese and applicable Canon Law of the Roman Catholic Church. The Diocesan Financial Administrator is also referred to as the “Chief Financial Officer” in Regulations of the Diocese.

"Diocese" means the unincorporated voluntary association of the Roman Catholic faithful resident within the canonically defined territory of the Diocese under the governance of the Bishop and his successors in accordance with the Canon Law of the Roman Catholic Church.

"Directors” means those persons who are the members of the Board from time to time.

“Directors’ Meeting” means a meeting of the Board called and constituted in accordance with these By-Laws and includes an Emergency Directors’ Meeting.

“Elected Directors” means the Directors elected by the Members pursuant to By-Law 5.6.

“Emergency Directors’ Meeting” means a Directors’ Meeting called by a Director in an emergency pursuant to By-Law 7.3.

“Emergency General Meeting” means a General Meeting called in an emergency as defined in the discretion of the Board pursuant to By-Law 4.3.

"Episcopal Vicar for Catholic Schools" means the Priest appointed from time to time by the Bishop to be, in relation to all Schools, an official representative in that respect on behalf of the Bishop.

“Finance Committee” means the group of persons appointed by the Bishop to be the finance committee of the Diocese in accordance with Canon Law of the Roman Catholic Church.

“General Meeting” means a meeting of all Members of the Society called and constituted in accordance with these By-Laws and includes an Annual General Meeting and an Emergency General Meeting.

“Income Tax Act” means the *Income Tax Act*, RSC, 1985, c 1(5th Supplement) as amended from

time to time and any regulations made under it.

“Local School Council” means those persons authorized and charged by the Diocese and the Society for the promotion, operation and internal management of a School according to the Regulations of the Diocese and Regulations of the Society.

“Member” means a member of the Society as described in Part 3 of the By-Laws.

“Notice” means written notice given to any person entitled to receive notice for any reason under these By-Laws, which written Notice can be delivered personally or by mail to the last known address of the person or by fax or by email to the fax number or email address provided by the person. 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.

“Officers” means the Directors of the Society and the Senior Managers acting according to their offices and roles in the Society pursuant to Part 9 of these By-Laws.

“Ordinary Business” mean the business conducted at a General Meeting specified in By-Law 4.13.

“Ordinary Resolution” means a resolution presented at a meeting where the Members vote by approved means as described in these By-Laws, on the ordinary resolution, which may be passed with a 51% majority of votes.

"Parish" means a specific unincorporated association of the faithful of the Roman Catholic Church being a part of Diocese and functioning under the management and governance of a Priest appointed by the Bishop.

"Pastor" means a Priest appointed as a pastor or administrator of a Parish by the Bishop.

"Priest" means a person ordained as a priest in accordance with the Canon Law of the Roman Catholic Church.

“Record” means any records of the Society which the Act requires the Society to keep, including but not limited to the Records listed in Bylaw 13.1.

“Registrar” means the Registrar of Companies for British Columbia.

“Register of Members” means the list of Members that the Society is required to keep in accordance with the Act.

“Register of Directors” means the list of Directors that the Society is required to keep in accordance with the Act.

“Registered Office” means the address within the Province of British Columbia as registered

with the Registrar as the Society's registered office and which address may change from time to time.

"Regular Board Meeting" means a Directors' Meeting scheduled in August of each year pursuant to By-Law 7.7.

"Regulations of the Society" means the present and future rules and policies of the Society in respect to the administration and operation of the Schools and the functions of all personnel of the Society.

"Regulations of the Diocese" means the present and future rules and policies of the Diocese.

"School" means the schools which are presently held or operated by the Society in the furtherance of the religious Catholic purposes of the Diocese and any and all schools and other educational institutions that may in future be held or operated by the Society.

"Special Resolution" means a resolution presented at a Members' meeting and passed with a 75% majority vote (or other larger percentage as specifically indicated in these By-Laws) in accordance with any conditions as stipulated in these By-Laws.

"Superintendent" means the individual who is appointed to be the superintendent of Schools in accordance with Regulations of the Diocese and applicable Canon Law of the Roman Catholic Church.

"Vicar General" means the Priest appointed by the Bishop to assist the Bishop in the governance of the Diocese in accordance with the Canon Law of the Roman Catholic Church.

Definitions in the Act apply

- 1.2)** Terms that are not defined in the above By-Law 1.1, but are defined in the Act shall have the definitions provided in the Act.

Conflict with Act or Regulations

- 1.3)** If any definition or rule in these By-Laws is incompatible with the Act, the Act shall prevail.

Whole Numbers

- 1.4)** If any method of determining a required number of individuals in these By-Laws would result in a fractional number of individuals being required, the fractional number must be rounded up to the nearest whole number of individuals.

PART 2: FUNDAMENTAL BY-LAWS

Jurisdiction

- 2.1)** The operations of the Society are to be (chiefly) carried on in the ecclesiastical district known as the Diocese of Victoria, having its registered office in the City of Victoria, in the Province of British Columbia. *This clause was previously and still is alterable.*

Profit and Gain

- 2.2)** The Society shall be carried on without purpose of gain for its members. At no time may any of the income or assets of the Society be used by or otherwise be made available for the personal benefit of members. All profits of, or other accretions to, the Society shall be used exclusively for promoting the Society's stated purposes. *This clause was previously unalterable.*

Veto Power of the Bishop

- 2.3)** The Bishop shall have the right to:
- a) Veto any decision of the Board or of the Members; and
 - b) Terminate the membership of an individual as a Member pursuant to By-Law 3.6.

Alteration of By-Laws

- 2.4)** These By-Laws shall not be altered or added to except by Special Resolution or as otherwise stated in these By-Laws.
- 2.5)** Any change to By-Laws 2.1 (Jurisdiction), 2.2 (Profit and Gain), 2.3 (Veto Power of the Bishop), 2.6 (Dissolution), 3.6 (Bishop has the right to terminate a Member), 3.7 (When a Member ceases to be a Member), 3.8 (Duty of Members to uphold the By-Laws and the Constitution), 3.10 (Respect instructions of the Bishop), 3.11 (Adherence to Catholic Teachings), 5.1 (Number of Directors), 5.2 (Constitution of the Board) and 5.16 (Remuneration) require a Special Resolution, which shall be submitted to the Members at the same time as the notice of the Annual General Meeting and shall require the affirmative votes of 100% of Members present or written consent by 100% of the Members who would have been entitled to vote on it.

Dissolution

- 2.6)** Upon the wind-up or dissolution of the Society, the assets remaining after the payment or satisfaction of all costs, charges, and expenses properly incurred in the wind-up shall be transferred to the Bishop of Victoria, Corporation Sole, if it is then in existence and registered as a charitable organization under the *Income Tax Act (Canada)*. If the Bishop of Victoria, Corporation Sole, is not in existence, or is not then registered as a charitable organization, the remaining assets shall be distributed to one or more organizations registered as charitable organizations under the *Income Tax Act (Canada)* which have documented purposes comparable or consistent with those of the Society, as determined by the Directors. *This clause was previously unalterable.*

PART 3: MEMBERS

Membership

- 3.1)** The Members of the Society are the present Members 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.

- 3.2)** The following persons shall automatically become Members of the Society when they have been elected or appointed to the following positions:
- c) Director of the Society;
 - b) Bishop's Representative; and
 - c) Chairperson of a Local School Council appointed according the Regulations of the Diocese and Regulations of the Society for each Local School Council.
- 3.3)** No person may become a Member if they do not qualify under above By-Law 3.2. There are no other classes of membership other than the foregoing class of ordinary members.
- 3.4)** No paid employee of the Society shall be eligible for membership in the Society.
- 3.5)** All Members of the Society are in good standing until they cease to be Members of the Society.

Termination of Membership

- 3.6)** The Bishop shall have the right to terminate the membership of any person as a Member of the Society.
- 3.7)** A person shall cease to be a Member of the Society on the earliest happening of the following events:
- a) The Member delivering his or her resignation in writing to the Secretary of the Society, or by posting or delivering it to the Registered Office of the Society;
 - b) The Member dying;
 - c) The Member ceasing to hold the position that made that person a Member of the Society;
 - d) The Member's membership being terminated by the Bishop in accordance with above By-Law 3.6.

Apart from the foregoing, there are no means by which a Member can be expelled from the Society.

Duties of Members

- 3.8)** Every member shall uphold the Constitution and By-Laws of the Society and comply with the By-Laws.
- 3.9)** Members shall attend general meetings and vote on proposed resolutions.
- 3.10)** Members shall strive to ensure that the Society and its Members, Directors, administrators, teachers, and employees recognize, respect and obey the instructions of the individual who is the Bishop, or, in the event of a vacancy of the Bishop, then any Administrator of the Diocese.

- 3.11)** The Society, its Members and Directors shall at all times carry out and support all of the purposes and functions of the Society in accordance with Catholic Teachings and shall ensure that the administrators, teachers, and employees of the Society do the same.
- 3.12)** There are no annual membership subscriptions or dues.

Rights of Members

- 3.13)** 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.
- 3.14)** All Members shall have access to the Register of Members, which shall include their contact information, unless the Board, subject to the Act, passes a resolution to prohibit access if it considers that disclosure would be harmful to any party. However, Members may apply for access through legal means. The Board will provide the Member with the notice period and time of availability as specified by the Board from time to time.
- 3.15)** All Members shall be entitled to Notice of the Annual General Meeting of the Society and of any General Meetings in the calendar year prior to the holding of the Annual General Meeting.
- 3.16)** Each Member has the right to one vote on any matter at any meeting of the Members of the Society.

PART 4: GENERAL MEETING OF MEMBERS

Calling General Meetings of Members

- 4.1)** A General Meeting may be held at any time and place the Board determines.
- 4.2)** An Annual General Meeting must be held once each calendar year at the time and place the Board determines.
- 4.3)** The Board may declare an Emergency General Meeting at the time and place the Board determines, if the Board in its absolute and unfettered discretion determines that an Emergency General Meeting is necessary.

Requisitioning a General Meeting

- 4.4)** Members may request a General Meeting if they have the signatures of at least 10% of the Members. The request must state the required business in 200 words or less (the "Requisition Notice") and then the requisitioning Members must send the Requisition Notice to the Registered Office of the Society and to each of the Directors in the same way that Notice would be sent to the Directors.
- 4.5)** Within 21 days of the receipt of the Requisition Notice the Board shall call a General Meeting to be held within 60 days from the calling of the said General Meeting.
- 4.6)** If the Board fails to comply with the above Bylaw 4.5, the Members shall have the power to call

a General Meeting without let or hindrance in their own right.

- 4.7)** The Society shall reimburse those Members who have requisitioned a General Meeting for any costs incurred in calling the said General Meeting, unless the Members decide otherwise by Ordinary Resolution at the General Meeting so called.

Notice of General Meetings

- 4.8)** Notice of a General Meeting shall be given to:

- a) Every Member shown on the Register of Members on the day Notice is given;
- b) The Auditor, if the Directors have appointed an Auditor;
- c) The Superintendent; and
- d) The Diocesan Financial Administrator.

- 4.9)** A notice of a General Meeting must state the place, day, and hour of the meeting and the nature of any business, other than Ordinary Business, to be transacted at the meeting in sufficient detail to permit a Member receiving the said Notice to form a reasonable opinion on the same.

- 4.10)** Such Notice will be given at least 14 days prior to the General Meeting.

- 4.11)** The accidental omission to give Notice of a General Meeting to or the non-receipt of a Notice by any of the members entitled to receive the said Notice does not invalidate the proceedings at that meeting.

Proposals by Members

- 4.12)** Members may make a proposal for consideration at a General Meeting and it shall be added to the agenda if it has the signatures of at least 5% of the members, or two (2) Members in the case that 5% of the Members is less than two (2) Members. The proposal must be expressed in 200 words or less and must be received by the Secretary at least seven (7) days before the Notice of the General Meeting is to be sent. If the Board receives a valid proposal, the Board shall add it to the Agenda, unless the same proposal was considered in either of the previous two (2) calendar years before the current year.

Ordinary Business

- 4.13)** At a General Meeting, the following business is Ordinary Business:

- a) Adoption of rules of order;
- b) Elect or appoint a chairperson, if necessary;
- c) Approval of the Agenda;
- d) Approval of the minutes from the last General Meeting;

- e) Consideration of any financial statements of the Society presented to the meeting;
- f) Consideration of the reports, if any, of the Directors, Senior Managers, or Auditor;
- g) Election or appointment of Directors;
- h) Appointment of Auditor, if the Members have already resolved to have an Auditor or the law requires the Society to have an Auditor; and
- i) Business arising out of a report of the Directors not requiring the passing of a Special Resolution.

Chairperson

4.14) The President of the Society or in the absence of the President, the Vice-president or in the absence of both of them, one of the Directors present chosen by the Members, shall preside as chairperson of a General Meeting.

Quorum

4.15) No business, other than the election of a chairperson and the adjournment or termination of the meeting, shall be conducted at a General Meeting at a time when a quorum is not present.

4.16) A quorum shall consist of not less than 50% of the Members plus one Member.

Lack of quorum at commencement of meeting

4.17) If within 30 minutes from the time appointed for a General Meeting a quorum is not present:

- a) If the General Meeting is a meeting requisitioned by the Members pursuant to By-Law 4.4, the General Meeting, shall be terminated; or
- b) In any other case, the General Meeting shall 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.

If quorum ceases to be present

4.18) 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 General Meeting is adjourned or terminated.

Adjournments

4.19) The chairperson of a General Meeting may, or, if so directed by the Members at the meeting, must, adjourn the General Meeting from time to time and from place to place, but no business may be transacted at the continuation of the adjourned General Meeting other than business left unfinished at the adjourned General Meeting.

- 4.20)** It is not necessary to give Notice of a continuation of an adjourned General Meeting or of the business to be transacted at a continuation of an adjourned General Meeting except that, when a General Meeting is adjourned for 30 days or more, Notice of the continuation of the adjourned meeting must be given.

Order of business

- 4.21)** The order of business at a General Meeting, other than a General Meeting requisitioned by the Members pursuant to By-Law 4.4 or an Emergency General Meeting, shall be as follows:

- a) Elect or appoint a chairperson, if necessary;
- b) Determine that there is a quorum;
- c) Approve the agenda;
- d) Approve the minutes from the last General Meeting;
- e) Deal with unfinished business from the last General Meeting;
- f) If the General Meeting is an Annual General Meeting:
 - i) Receive the Directors' report on the financial statements of the Society for the previous financial year, and the Auditor's report, if any, on those statements;
 - ii) Receive any other reports of Directors' activities and decisions since the previous Annual General Meeting;
 - iii) Elect or appoint Directors; and
 - iv) Appoint an Auditor, if any.
- g) Deal with new business, including any matters about which Notice has been given to the Members in the notice of meeting; and
- h) Terminate the meeting.

- 4.22)** The order of business at an General Meeting requisitioned by the Members pursuant to By-Law 4.4 or an Emergency Meeting shall be as follows:

- a) Elect or appoint a chairperson, if necessary;
- b) Determine that there is a quorum;
- c) Approve the agenda;
- d) Deal with the business proposed by the Members who have requisitioned the General Meeting or the issues required by the emergency, as the case may be; and

- e) Terminate the meeting.

Methods of voting

- 4.23) Each Member present at a General Meeting is entitled to one vote.
- 4.24) Voting by the membership is by show of hands unless by prior Ordinary Resolution of Members a particular resolution is to be voted on using the method as stipulated in the said Ordinary Resolution.
- 4.25) In case of an equality of votes, the chairperson shall *not* have a second or casting vote in addition to the vote to which the chairperson may be entitled as a Member and *the proposed resolution shall fail*.

Announcement of result

- 4.26) The chairperson must announce the outcome of each vote and that outcome must be recorded in the minutes of the meeting.

Proxy voting permitted

- 4.27) Voting by proxy is permitted. A Member may by instrument in writing appoint any other Member to act in his or her place at a meeting of the Members. The Member holding such an instrument shall have a separate vote on behalf of the Member who is absent, but the Member who is absent shall not be counted in the quorum for the meeting.

Procedures of meetings

- 4.28) 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.

Filing of Annual Report

- 4.29) The Society must file the Annual Report within six (6) months of the year end and as soon as practicable after the Annual General Meeting.

Chair May Move Resolutions

- 4.30) The Chair of a meeting may move, propose, or second a resolution.

Matters decided by Ordinary Resolution

- 4.31) At a meeting at which a quorum is present, the affirmative votes of the majority of Members present are sufficient to pass an Ordinary Resolution of the Society. A resolution that has been submitted to the Members and consented to in writing by 75% of the Members who would have been entitled to vote on it is as valid and effectual as an Ordinary Resolution as if it had been

passed at a General Meeting duly called and constituted in accordance with these By-Laws.

Matters decided at by Unanimous Special Resolution

- 4.32)** Pursuant to By-Law 2.5, any change to By-Laws 2.1 (Jurisdiction), 2.2 (Profit and Gain), 2.3 (Veto Power of the Bishop), 2.6 (Dissolution), 3.6 (Bishop has the right to terminate a Member), 3.7 (When a Member ceases to be a Member), 3.8 (Duty of Members to uphold the By-Laws and the Constitution), 3.10 (Respect instructions of the Bishop), 3.11 (Adherence to Catholic Teachings), 5.1 (Number of Directors), 5.2 (Constitution of the Board) and 5.16 (Remuneration) require a Special Resolution which shall be submitted to the Members at the same time as the notice of the Annual General Meeting and shall require the affirmative votes of 100% of Members present or written consent by 100% of the Members who would have been entitled to vote on it.

Counterparts

- 4.33)** An Ordinary Resolution or a Special Resolution may be in two or more counterparts, which together will be deemed to constitute one resolution in writing. Each resolution will be filed with minutes of the proceedings of the Members. An Ordinary or Special Resolution, as the case may be, will be effective on the date stated therein or on the latest date stated in any counterpart. However, if an Ordinary Resolution or Special Resolution is required to be filed with the Registrar, it will only take effect on the date of its acceptance by the Registrar as being in compliance with the Act or if the said Ordinary Resolution or Special Resolution is accepted and a later date is specified in any counterpart of the same, on such later date.

PART 5: DIRECTORS

Constitution of the Board of Directors

- 5.1)** The number of Directors shall be not less than eight (8) and no more than twelve (12).
- 5.2)** The Board of Directors shall be comprised of the following:
- a) The Bishop;
 - b) The Vicar General;
 - c) The Episcopal Vicar of Education;
 - d) The Chancellor;
 - e) Catholic individuals appointed by the Bishop, being no less than two (2) and no more than four (4) individuals; and
 - f) Catholic individuals elected by the Board, being no less than two (2) and no more than four (4) individuals.
- 5.3)** No act or proceeding of the Directors is invalid only by reason of there being fewer than the prescribed number of Directors in office.

Ex-Officio Directors

5.4) The following persons are Directors by virtue of occupying the below-listed positions (the “Ex-Officio Directors”) and immediately become Directors on taking those positions:

- a) The Bishop;
- b) The Vicar General;
- c) The Episcopal Vicar of Education; and
- d) The Chancellor.
- e)

Appointed Directors

5.5) The Bishop, at his discretion, will appoint two (2) Catholic individuals to be Directors (the “Appointed Directors”).

Elected Directors

5.6) The Members at the Annual General Meeting for that year shall elect, by ballot or by acclamation, up to four (4) Catholic individuals from among persons nominated to be Directors (the “Candidates”). To be a Candidate, an individual must be nominated in writing by least two (2) Catholic individuals from within the Diocesan community and nominated in writing by the Pastor of the Parish where the Candidate attends Mass. Directors so elected are referred to as “Elected Directors” throughout these By-Laws.

Term of Appointed and Elected Directors

5.7) Each Elected Director and each Appointed Director shall serve a term of three (3) years and no Elected Director or Appointed Director may serve for more than two consecutive terms.

Consent to Act as Director

5.8) All Directors must confirm that they have consented to act as Director by delivering to the Board a copy of their written consents.

Termination of Directors

5.9) An Ex-Officio Director shall cease to be a Director:

- a) On the Director ceasing to be a Member pursuant to By-Law 3.7;
- b) On the Director ceasing to hold the position that made him or her a Director; or
- c) On the occurrence of any event which, according to the Act, results in a Director’s

termination as Director.

5.10) An Appointed Director shall cease to be a Director:

- a) On the Director ceasing to be a Member pursuant to By-Law 3.7;
- b) At the end of the Director's term if the Bishop does not re-appoint the Director;
- c) At the end of second consecutive term served by the Director;
- d) On the Bishop's termination of the Director's membership pursuant to Bylaw 3.6;
- e) On the Director delivering his or her resignation in writing to the Secretary of the Society, or by posting, couriering or other means of delivery to the registered office of the Society;
or
- f) On the occurrence of any event which, according to the Act, results in a Director's termination as a Director.

5.11) An Elected Director shall cease to be a Director:

- a) On the Director ceasing to be a Member pursuant to By-Law 3.7;
- b) If the Members do not re-elect the Director at the end of the Director's three-year term;
- c) At the end of the second consecutive term served by the Director;
- d) On the Director delivering his or her resignation in writing to the Secretary of the Society, or by posting, couriering or other means of delivery to the registered office of the Society;
or
- e) On the occurrence of any event which, according to the Act, results in a Director's termination as a Director.

Vacancies on the Board

5.12) In the case of the absence, disability, illness or death of the Bishop, the Administrator shall take the place of the Bishop as a Director.

5.13) In the case of the absence, disability, illness, death, or removal of any Ex-Officio Director (other than the Bishop) and failing the appointment of a new person to the position which ipso facto made the Ex-Officio Director a Director, the Bishop shall have the power to appoint a Member to fill the vacancy created by the lack of appointment of a new person to the Ex-Officio position and such Directors shall remain Directors until the Bishop appoints a new person to the Ex-Officio position, at which time the person newly appointed to the Ex-Officio position shall ipso facto become the Ex-Officio Director and the person appointed by the Bishop during the vacancy shall cease to be a Director.

5.14) In the case of the absence, disability, illness, death, resignation, or removal of any Appointed

Director, the Bishop may appoint a Member to fill the office of Appointed Director, which Appointed Director shall remain an Appointed Director at the pleasure of the Bishop.

- 5.15)** In the case of the absence, disability, illness, death, resignation or removal of any Elected Director the Bishop may appoint a Member to fill the office of Director until the next Annual General Meeting at which time the Members shall elect a new Elected Director to complete the term of the previous Elected Director. The Member appointed by the Bishop to fill the vacancy shall be eligible for re-election at the Annual General Meeting and, if so re-elected, the partial term which the Elected Director completed for the previous Elected Director shall not count as the Elected Director's first term if the partial term was less than six (6) months.

Remuneration

- 5.16)** The Directors shall serve without remuneration and shall not receive, directly or indirectly, any profits from their position as Directors, but may be paid or reimbursed for expenses reasonably incurred by them in the performance of their duties. *This clause was previously unalterable.*

Responsibility and Powers of the Board of Directors

- 5.17)** The Board will manage the properties, other assets and affairs of the Society in accordance with the Constitution and By-Laws.
- 5.18)** Each Director shall have the right to:
- a) Receive notice of and attend Directors' Meetings;
 - b) Speak at Directors' Meetings; and
 - c) Vote on decisions and resolutions made by the Board at Directors' Meetings.
- 5.19)** The Directors may exercise all such powers and do all such acts and things as the Society may exercise and do, subject to:
- a) All laws affecting the Society;
 - b) These By-Laws; and
 - c) Regulations of the Society and Regulations of the Diocese not being inconsistent with these By-Laws. No new rule under the Regulations of the Society or Regulations of the Diocese invalidates a prior act of the Directors that would have been valid if that rule had not been made.

The specific powers of the Directors following this By-Law 5.19 are specific powers in addition to the broad powers of the Directors as stipulated above and do not in any way constrain the broad powers of the Directors set out above.

Power of the Board to Grant a Common Seal

- 5.20)** The Directors may provide a common seal for the Society and may destroy a seal and substitute

a new seal in its place. 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.

Power of the Board to Borrow

- 5.21)** In order to carry out the purposes of the Society, the Directors may, on behalf of and in the name of the Society, raise or secure the payment or repayment of money in the manner they decide and, in particular but without limiting the foregoing, by the issue of debentures or debt instruments or both. The Members may by special resolution restrict the borrowing powers of the Directors, but a restriction so imposed expires at the following Annual General Meeting.

Power of the Board to Delegate to Committees

- 5.22)** The Directors may delegate any, but not all, of their powers to committees consisting of one or more Directors ("Committees") as they think fit.

PART 6: SENIOR MANAGERS

Appointment of Senior Managers

- 6.1)** The Directors shall appoint as Senior Managers of the Society the following individuals by virtue of the positions held by such individuals:
- a) The Superintendent; and
 - b) The Diocesan Financial Administrator.

Responsibilities of Senior Managers

- 6.2)** The Superintendent shall manage the activities and internal affairs of the Society as delegated by the Board.
- 6.3)** The Diocesan Financial Administrator shall manage and oversee the financial affairs of the Society and provide financial information and advice as delegated by the Board.

Rights of Senior Managers

- 6.4)** The Senior Managers shall have the right to:
- a) Receive Notice of and attend Directors' Meetings; and
 - b) Speak and present information and arguments at Directors' Meetings;
 - c) *But shall not* have the right to vote on decisions and resolutions made by the Board at Directors' Meetings.

PART 7: DIRECTORS' MEETINGS

Calling Directors' Meeting

- 7.1)** The Bishop may at any time convene a Directors' Meeting.
- 7.2)** The Superintendent as Senior Manager shall, on the receipt of requests in writing from any two Directors, convene a meeting of Directors.
- 7.3)** Any Director may call an Emergency Meeting of the Board if the Director has sufficient grounds to believe that:
 - a) There is an imminent financial emergency involving the Society which requires the Society's immediate action;
 - b) An event has occurred within the Diocese, the Society, or the global Roman Catholic Church which threatens the core values and Catholic Teachings upheld by the Society and which requires the Society's immediate action;
 - c) There is an accident or disaster affecting the Society which requires the Society's immediate action; or
 - d) There is a death or tragedy within the Diocese, the Society, or the global Roman Catholic Church which requires the Society's immediate action.

Notice of Directors' Meeting

- 7.4)** A Notice of a Directors' Meeting must state the place, day and time of the meeting.
- 7.5)** Such Notice will be given at least fourteen (14) days prior to the Directors' Meeting, unless otherwise specified in these By-Laws.
- 7.6)** The accidental omission to give Notice of a Directors' Meeting to or the non-receipt of a Notice by any person entitled to receive Notice does not invalidate proceedings at that Directors' Meeting.
- 7.7)** In August of each year the Bishop, the Chancellor, and the Superintendent will schedule the Regular Board Meetings for the school year and the Directors shall confirm such schedule at the first Directors' Meeting of the school year. The confirmed schedule will constitute Notice to all persons entitled to receive Notice of Directors' Meetings for all of the Regular Board Meetings during that school year.
- 7.8)** In the event of an Emergency Meeting, persons entitled to receive Notice of Directors' Meetings must receive at least twenty-four (24) hours' Notice.
- 7.9)** For a Directors' Meeting held immediately following the Annual General Meeting or other General Meeting, or for a Directors' Meeting at which a Director is appointed to fill a vacancy of the Directors, it is not necessary to give Notice of the Meeting to the newly appointed Director or Directors if a quorum of the Directors is present.

Quorum of directors

7.10) A quorum is a majority of the Directors then in office.

Order of Business of Directors' Meetings

7.11) The business at a Directors' Meeting, other than an Emergency Directors' Meeting, is as follows:

- a) Elect an individual to be chairperson of the meeting, if necessary;
- b) Determine that there is a quorum;
- c) Approve the agenda;
- d) Approve the minutes from the last Directors' Meeting;
- e) Deal with any business arising from the last Directors' Meeting;
- f) Presentations, if any;
- g) Receipt and review of correspondence;
- h) Deal with new business;
- i) Review of any reports, such as the financial reports or educational reports; and
- j) Terminate the Directors' Meeting.

7.12) At an Emergency Directors' Meeting the only order of business is to deal with the issues or events that gave rise to the calling of the Emergency Directors' Meeting and which require immediate action by the Society.

Conduct of Directors' meetings

7.13) On the calling of a Directors' Meeting, the Directors and any other persons entitled to attend Directors' Meetings may meet together at such time and place as they think fit.

7.14) Any person entitled to attend Directors' Meetings may participate in a Directors' Meeting via a face-to-face meeting, by conference call, or by video conferencing by which all participants can hear each other. Any person entitled to attend Directors' Meetings who is participating in a Directors' Meeting in accordance with this By-Law shall be deemed to be present at the meeting and be entitled to exercise all of his or her rights that he or she could otherwise exercise at a Directors' Meeting. In the case of a Director participating in a Directors' Meeting in accordance with this By-Law, that Director will be counted in the quorum of Directors.

7.15) Any Director may by instrument in writing appoint any other Director to act in his or her place at a meeting of Directors or a Committee of the Directors. The Director holding such an instrument shall have a separate vote on behalf of the absent Director, but the absent Director shall not be counted in the quorum for the meeting.

- 7.16) The Bishop shall have the right to act as chairperson at all Directors' Meetings or nominate a Director to act as chairperson for all Directors' Meetings.
- 7.17) Matters for decision arising at any Directors' Meetings shall be decided by a majority of votes. In case of an equality of votes, the chairperson shall *not* have a second or casting vote in addition to the vote to which the chairperson may be entitled as a director and the proposed resolution shall *not* pass.
- 7.18) The chairperson of a meeting may move, propose or second any resolution.
- 7.19) A resolution in writing signed by all the Directors and placed with the minutes of the Directors is as valid and effective as if passed by a vote at a Directors' Meeting.

Approval of Finance Committee

- 7.20) The Finance Committee must approve the annual budget, cash flow budget, and any other decision that will have a major impact on the finances and cash flow of the Diocese.

PART 8: COMMITTEES

Delegation to Committees

- 8.1) The Directors have the power, pursuant to Bylaw 5.22, to delegate any, but not all, of their powers to Committees as they think fit.

Powers and Responsibilities of Committees

- 8.2) A Committee formed as aforesaid 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 at the next Directors' Meeting held subsequent to the said act or thing having been undertaken.

Committee Meetings

- 8.3) 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 select a chairperson from amongst themselves to chair the meeting.
- 8.4) A Committee may otherwise meet and adjourn as it thinks fit separate from the Directors' Meetings, but the meetings of Committees shall be governed (with the necessary alterations) by the rules set out in these By-Laws governing the proceedings of the Board.

PART 9: OFFICES OF THE BOARD AND SENIOR MANAGERS

Ex-Officio Officers

- 9.1) The following Directors and Senior Managers hold the following offices in the Society by virtue of occupying the below-listed positions (the "Ex-Officio Officers"):

- a) The Bishop is to be the President;
- b) The Superintendent is to be the Secretary; and
- c) The Diocesan Financial Administrator is to be the Treasurer.

9.2) The Ex-Officio Officers remain in their offices as long as they occupy the foregoing positions qualifying them to hold the said offices.

Appointed Vice President

9.3) The Vice-President shall be appointed by the President from one of the following:

- a) The Vicar General;
- b) The Episcopal Vicar of Education; or
- c) The Chancellor.

9.4) The Vice-President shall remain Vice-President at the pleasure of the President.

Role of President

9.5) The President shall preside as chairperson at all General Meetings and Directors' Meetings or shall designate a chairperson.

9.6) The President shall supervise the other Officers in the execution of their duties.

Role of Vice-president

9.7) The Vice-President shall assume the duties of the President in the absence of the President.

Role of Secretary

9.8) The Secretary is responsible for doing, or making the necessary arrangements for, the following:

- a) Issuing Notices of General Meetings and Directors' Meetings;
- b) Taking minutes of General Meetings and Directors' Meetings;
- c) Keeping the Records of the Society in accordance with the Act, except those Records required to be kept by the Treasurer according to these By-Laws;
- d) Ensuring safe custody of the common seal of the Society (if any);
- e) Conducting the correspondence of the Board;
- f) Maintaining the Register of Members; and

- g) Filing the Annual Report of the Society and making any other filings with the Registrar that may be required pursuant to the Act.

9.9) In the absence of the Secretary from a meeting, the Board must appoint another individual to act as the Secretary for the meeting in question.

Role of Treasurer

9.10) The Treasurer shall:

- a) Keep or cause to be kept financial Records, including books of account, as are necessary to comply with the Act;
- b) Render or cause to be rendered financial statements or other financial information to the Directors, Members and other parties as and when required; and
- c) Undertake the Society's filings with local, provincial and central governments regarding taxes and other financial matters.

PART 10: AUDITOR

Application of this Part

10.1) This part applies only when the Society is required by law or has resolved by Special Resolution at a General Meeting to appoint an Auditor.

Appointment of Auditor

10.2) Unless the first Auditor is appointed at the General Meeting at which the Members resolved to appoint an Auditor, 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 Members 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 shall receive notice forthwith of the Auditor's appointment and must confirm consent in writing to act as Auditor by delivering to the Board a copy of the said consent.

10.5) No Director, Senior Manager, or employee of the Society is eligible to be the Auditor.

Removal of Auditor

10.6) An Auditor may be removed by Ordinary Resolution of the Members.

10.7) An Auditor shall receive Notice forthwith of such removal.

Rights of Auditor

10.8) The Auditor shall have the right to:

- a) Receive Notice of and attend General Meetings;
- b) Speak at General Meetings with respect to the financial statements of the Society or any other matter with respect to which the Auditor has a duty or function to perform according to the Act;
- c) *But shall not* have the right to vote on decisions and resolutions made by the Members at General Meetings.

PART 11: SIGNING AUTHORITY

Signing Authority Granted by President

11.1) Any binding legal document, cheque, invoice, or other record to be signed by the Society must be signed for and on behalf of the Society by one or more individuals authorized by the President to sign for and on behalf of the Society.

PART 12: PROTECTION AND INDEMNIFICATION

Indemnifications

12.1) For the purposes of this Part, the term “Indemnified Person” means a Director, Senior Manager, or any other person indemnified by the Society pursuant to the following By-Laws 12.2 and 12.3.

12.2) Subject to the provisions of the Act, the Society shall indemnify each Director and Senior Manager against expenses reasonably incurred by the Director or Senior Manager in connection with any action, suit or proceeding to which the Director or Senior Manager may be made a party by reason of his or her position in the Society, except if a court of competent jurisdiction determines that the Director or Senior Manager, in the performance of his or her duties for the Society, has:

- a) Failed to act honestly and in good faith with a view to the best interests of the Society;
- b) Failed to have reasonable grounds for believing his or her conduct which gave rise to the action, suit, or proceeding, was lawful;
- c) Exhibited conduct related to the action, suit, or proceeding that was grossly or criminally negligent; or
- d) Intentionally engaged in tortious conduct related to the action, suit, or proceeding with the intent to defraud, deceive, misrepresent or improperly take advantage of an opportunity available to the Society.

12.3) Subject to the provisions of the Act, the Directors are authorized to give indemnities from time to time to any person who has undertaken or is about to undertake any liability on behalf of the Society, including any company or other type of corporation controlled directly or indirectly by the Society, and to secure such person against loss by mortgage and charge on the whole or any part of the real and personal property of the Society by way of security, and any action from time

to time taken by the Directors under this By-Law shall not require approval or confirmation by the Members.

Insurance

- 12.4)** The Society may purchase and maintain insurance for the benefit of any and all Indemnified Persons, employees or agents of the Society against personal liability incurred by such persons in the course of the performance of their duties to the Society.

Ratification by Members

- 12.5)** The Directors may in their absolute and unfettered discretion submit any contract, act or transaction for approval, ratification or confirmation at any General Meeting of the Members or any other meeting called for the purpose of considering the same and any contract, act or transaction that may be approved, ratified or confirmed by a resolution passed by a majority of votes cast at such meeting (unless any different or additional requirement is imposed by the Act or these By-Laws) shall be as valid and binding upon the Society and upon all the Members as though it had been approved, ratified and confirmed by every Member of the Society.

Indemnified Persons Not Liable for Others' Acts

- 12.6)** Subject to the provisions of the Act, no Indemnified Person shall be liable for the acts, negligence, or defaults of any other person, including another Indemnified Person, or for joining in or confirming any such acts, or for any loss, damage, expense or happening to the Society through the insufficiency or deficiency of title to any property acquired by order of the Directors for or on behalf of the Society, or for the insufficiency or deficiency of any security in and upon which any of the moneys of Society shall be placed out or invested, or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person, firm, company or other type of corporation with whom any funds or property of the Society shall be lodged or deposited, or for any loss, damage or misfortune whatsoever which may happen in the execution of the duties of the Indemnified Person's position in the Society, or in relation to their position of trust, *unless* a court of competent jurisdiction determines that the Indemnified person, in aiding, joining, or conforming with the other person has:

- a) Failed to act honestly and in good faith with a view to the best interests of the Society;
- b) Failed to have reasonable grounds for believing the conduct of the other person was lawful;
- c) Exhibited conduct related to the actions of the other person that was grossly or criminally negligent; or
- d) Intentionally engaged in tortious conduct related to the actions of the other person with the intent to defraud, deceive, misrepresent or improperly take advantage of an opportunity available to the Society.

Indemnification of Successors and Heirs

- 12.7)** The Society shall, to the full extent permitted by the Act, indemnify and hold harmless every Indemnified Person and every person who has ever or who shall ever serve in the positions of

Indemnified Persons, their executors, heirs and representatives whether legal or otherwise of all of those persons.

Reimbursement of Indemnified Persons

- 12.8)** Expenses incurred by any Indemnified Person or person who formally held the position of an Indemnified Person with respect to any claim, action, suit or proceeding may be advanced by the Society prior to the final disposition of the claim, action, suit or proceeding in the absolute and unfettered discretion of the Directors and upon receipt of an undertaking satisfactory in form and amount to the Directors by or on behalf of the recipient to repay such amount unless it is ultimately determined the recipient is entitled to indemnification under this Part.

Confirmation by Supreme Court

- 12.9)** The Society shall apply to the Supreme Court of British Columbia for any approval of that court, which may be required by law to make the indemnities under this Part effective. Each Indemnified Person on being elected, appointed, or granted indemnity by resolution of the Board, shall be deemed to have contracted with the Society upon the terms of the indemnities set out in this Part in consideration for the services rendered or to be rendered to the Society by such Indemnified Person.

Non-Compliance No Barrier to Indemnity

- 12.10)** The failure of an Indemnified Person to comply with the provisions of the Act or of the Constitution of the Society or these By-Laws shall not invalidate any indemnity to which such Indemnified Person is entitled under this Part.

Rights are Additional

- 12.11)** The provisions of this Part shall be in addition to and in amplification of (and not by way limit or substitute) any rights, immunities or protection conferred upon any Director, Officer, or other person by any statute, law, matter or other thing of any kind or nature.

PART 13: RECORDS

Record Keeping

- 13.1)** The Society will adhere to the record-keeping requirements of the Act, including but not limited to maintaining Records that include:
- a) Certificate of Incorporation;
 - b) Certified copy of the Constitution;
 - c) Certified copy of the By-Laws;
 - d) Certified copy of the Statement of Directors and Registered Office of the Society;

- e) All other documents filed with the Registrar;
- f) Orders regarding the Society made by any court, tribunal, or regulatory body;
- g) Register of Directors, including contact information;
- h) Copies of the written consent of each Director;
- i) Register of Members, including contact information;
- j) Minutes of General Meetings, including the text of each resolution voted on at a General Meeting;
- k) Copies of each Ordinary Resolution or Special Resolution other than the resolutions recorded in the minutes referred to in above sub-paragraph (j);
- l) Minutes of Directors' Meetings including a list of all Directors at the meeting and the text of each resolution voted on at the same;
- m) Copies of each consent resolution of the Directors and a copy of each of the consents to that resolution; and
- n) Adequate accounting records, including adequate account records for all financial years, including record of each transaction materially affecting the financial position of the Society.

Inspection of Records

- 13.2)** The Society will adhere to the requirements for the inspection of Records as stipulated in the Act.
- 13.3)** Any Director or Senior Manager may, without charge, inspect any Record.
- 13.4)** Any Member may, without charge, inspect a portion of a Record that evidences disclosure of a conflict of interest by a Director or a Senior Manager made in compliance with the Act.
- 13.5)** Any other person may inspect the Records if the Board resolves to allow such inspection.

Appendix B - Local School Council By-Laws

LOCAL SCHOOL COUNCIL BY-LAWS

Each local school council is constituted by authority of the Catholic Independent Schools Diocese of Victoria and the terms of governance set out in the Mission and Mandate for Catholic Independent Schools of the Diocese of Victoria.

Article 1: DEFINITIONS

In these terms of reference the following definitions apply:

- 1.1 The use of "shall" and "may"
 - "shall" indicates "required action"
 - "may" indicates "discretionary action"
- 1.2 Parish(es)
 - "School parish" indicates the parish in which the school is located and which the school has been associated with since its inception.
 - "Supporting parishes" refers to regional schools supported by a number of parishes.
- 1.3 CISDV refers to the Catholic Independent Schools of the Diocese of Victoria, a society incorporated under the *Society Act*.
- 1.4 Immediate Family refers to spouse, father, mother, and children of candidate.
- 1.5 Local Catholic community refers to parishes served by the school.

Article 2: OBJECTIVES OF THE COUNCIL

- 2.1 To foster the full moral and educational development of our children within the framework of a Catholic environment and philosophy, and to encourage the development of true Christian values.
- 2.2 To further the knowledge and appreciation within the local Catholic community of the goals and objectives of Catholic education established by the Board of Directors.
- 2.3 To reflect the unique character of the local Catholic community and advise the Superintendent of local issues and concerns.
- 2.4 To develop local policies relating to the functioning of the school in accordance with policies and procedures of the Board of Directors and to evaluate the effectiveness of these policies.
- 2.5 To develop plans in consultation with members of the school community to meet current and future needs of the school.
- 2.6 To be responsible for the financial operations of the school in accordance with the

financial policies and procedures of the Board of Directors.

- 2.7 To actively seek financial support for the school.
- 2.8 To be responsible for issues relating to school property, grounds and transportation.
- 2.9 To foster good relations between all members of the local school community, between the school and parish(es), as well as between the school and the diocesan authorities, through an effective system of communication.
- 2.10 To foster participation of the local Catholic community in the school.
- 2.11 To represent the school in all dealings with the CISDV and other supportive and related organizations, in particular the local Catholic community which the school serves.

Article 3: POWERS AND DUTIES OF THE COUNCIL

The powers and duties of the council are subject to the provisions of the Mission and Mandate and the policies and regulations issued from time to time by the Catholic Independent Schools Board of Directors on behalf of CISDV. The council shall:

- 3.1 Ensure the school curricula reflects the Catholic philosophy of education outlined by the Diocese, [*Pastoral Letter on Catholic Schools in the Province of BC by the Catholic Bishops of British Columbia*](#), and the Mission Statement of CISDV.
- 3.2 Each year provide input into and review an operating budget, to be approved by the Board of Directors and Diocesan Finance Committee in May/June. Each fiscal year shall begin on July 1st and end on June 30th of the following year.
- 3.3 Comply with CISDV policies and procedures in matters pertaining to school property and capital costs.
- 3.4 Designate a council member to attend parish council meetings (except St. Andrew's Regional High School).
- 3.5 Participate in the selection of:
 - a) teachers
 - b) support staff
 - c) other employees.
- 3.6 Promote the academic and religious development of teachers.
- 3.7 Implement the CISDV student admission and dismissal policies.
- 3.8 Deal with individual student disciplinary problems referred by the Principal.
- 3.9 Receive and consider appeals and complaints from parents, provided that these are submitted in writing and according to policy.
- 3.10 Foster good relations between students, parents, employees, council members, the

Parent Support Group, the parish community, and the community at large.

- 3.11 Formulate policies and regulations for the purpose of carrying out the affairs of the council.
- 3.12 Monitor and evaluate on a continuing basis the relevancy of all policies and regulations previously established.
- 3.13 To consider formal grievance appeals on matters affecting staff and students in accordance with approved policies and procedures of the Board of Directors.
- 3.14 To direct issues and concerns from parents and the parish community through the proper channels.
- 3.15 To encourage the activities of the Parent Support Group.
- 3.16 To work with the Principal and Parent Support Group to promote cooperation between the home, school and parish.
- 3.17 To review and approve the budget and financial statements of the Parent Support Group.
- 3.18 To promote communication with staff through the proper channels.
- 3.19 To evaluate the performance of the council on an annual basis.
- 3.20 To support the role of the principal without getting involved in the day to day operation of the school.

Article 4: COMPOSITION OF THE COUNCIL

- 4.1 The Pastor (Bishops' Delegate) shall be an ex-officio member of the council with voting privilege and shall have discretionary authority in matters of faith, morals and Church law, subject to an appeal to the Bishop.
- 4.2 The principal of the school shall be an ex-officio member of the council without voting privileges.
- 4.3 A minimum of six and maximum of nine other members shall be elected in the manner prescribed by the by-laws of the council. Elected members and any person appointed under 4.6 shall have voting privileges.
- 4.4 Two thirds of the elected members must be Catholic and a participating members of a Catholic parish community.
- 4.5 The Chairperson must be Catholic and a participating member of a Catholic parish community.
- 4.6 In the event of a vacancy in an elected position on the council, the remaining council

members may appoint an eligible person to fill the position for the remaining term of the aforementioned vacancy;

- 4.7 In schools having a substantial enrolment of indigenous students, the indigenous population shall be invited to seat at least one member on the council. Such member(s) shall have voting privileges.

Article 5: OFFICERS OF THE COUNCIL

- 5.1 The officers of the council shall be the chairperson, vice-chairperson, secretary and treasurer. They shall be selected by the voting members from their membership at the June meeting of the council each year.
- 5.2 The chairperson shall preside at all the meetings, appoint the heads of all committees from the council membership and shall perform such other duties as shall be required by the council from time to time.
- 5.3 The vice-chairperson shall preside at meetings in the absence of the chairperson and shall assist the chairperson as required.
- 5.4 The secretary shall perform such duties as prescribed by the council and shall ensure that minutes of council meetings are recorded and distributed.
- 5.5 The treasurer shall perform such duties as prescribed by the council and shall ensure the financial records of the school are maintained in accordance with the policies of the CISDV.
- 5.6 Members of the council shall be expected to head sub-committee(s) to include as a minimum: Finance, Human Resources, Nominating, Grounds and Maintenance and Public Relations and Marketing.
- 5.7 Individual council members shall not involve themselves in the daily operation of the school and the assigned functions of the principal and teachers.

Article 6: MEETINGS OF THE COUNCIL

- 6.1 Meetings of the council shall be held monthly during the school term, the time and day to be set by the council, and at such other times that may be required by the chairperson or at the request of two or more members of the council.
- 6.2 A majority of the voting members of the council shall constitute a quorum.
- 6.3 Any council member who fails to attend three meetings in any one school year shall forfeit his position on the council. The member must have received appropriate notification of the meetings and not been formally excused from the meetings by the chairperson. The resulting vacancy shall be filled according to the procedure defined in "Composition of Council".

- 6.4 Interested parties may attend council meetings.
- 6.5 The council may hold meetings or portions of meetings "in camera" to discuss matters of a sensitive nature. Decisions approved at "in-camera" sessions are recorded as separate minutes and marked CONFIDENTIAL. Copies of these minutes are collected and filed in the school confidential file.
- 6.6 Individual persons or delegations wishing to be heard by the council must make their request in writing, at least two days prior to the meeting.
- 6.7 In cases where emergency action must be taken within the school system and where the council has provided no guidelines for administrative action, the chairperson of the council shall have power to act, but such decisions shall be subject to review by the council at its next meeting. It shall be the duty of the chairperson to inform the council promptly of such action.
- 6.8 Any proceedings not included herein will be according to the current edition of Roberts Rules of Order".
- 6.9 The principal shall be required to attend all regular meetings of the council except any meeting, or portion of a meeting, that deals with matters relating to the principal's terms of employment.

Article 7: IMMUNITY OF COUNCIL MEMBERS

- 7.1 Every council member shall be deemed to have assumed office on the express understanding and agreement and condition that members of the council, and their heirs, executors and administrators and estate respectively, shall from time to time and at all times be indemnified and saved harmless out of the funds of the CISDV and its heirs, all costs, charges and expenses whatsoever which such member sustains or incurs in or about any action, suit or proceedings which is brought commenced or prosecuted against that member for respect of any act, deed, matter or thing whatsoever made, done or permitted by that member or any other member or members in or about the execution of the duties of his or her office, and also from and against all other costs, charges and expenses sustained or incurred in or about or in relation to the affairs thereof except such costs, charges or expenses as are occasioned by the member's own willful neglect or default.

Article 8: ANNUAL GENERALMEETING

- 8.1 The Annual General Meeting of the school shall be held in May for the exclusive purpose of receiving reports and electing new members. Written reports shall be presented by the council chairperson and committee chairpersons. Elections of new council members shall be held at this meeting in accordance with these by-laws. No additional business will be conducted.

Article 9: ELECTION OF COUNCIL MEMBERS

- 9.1 Members shall be elected for a three-year term; one third of the council to be elected

each year.

- 9.2 Candidates for election shall meet the following requirements:
- Must be a Catholic and a participating member of the supporting parish(es), OR
 - a parent or legal guardian with a child enrolled in the school
- AND
- of legal voting age in the province of B.C.
 - not be an employee, nor a member of the immediate family of an employee of the school
 - not be a student at the school.
- 9.3 Two-thirds of the elected members must be Catholic and participating members of a parish community.
- 9.4 An elected member to the council may serve no more than six consecutive years. A person who has served on the council shall be eligible for election to it after the expiration of one year following the completion of his/her last year of service on the council.
- 9.5 An eligible voter is a person who has attained the legal voting age in the province of B.C. and is either:
- a member of the Catholic parish(es), OR
 - a parent or legal guardian of a child attending the school, OR
 - a member of the staff of the school.
- 9.6 Five weeks prior to the Annual General Meeting the council shall:
- a) Set and publicize in the parish(es) and the school, the date, time and location of the Annual General Meeting (Appendix `A');
 - b) Make known that any persons eligible to vote may nominate candidates to the council by following the procedure set forth here under:
 - i. Nominations must be submitted in writing on the prescribed nomination form and signed by the nominee (Appendix `B');
 - ii. The nominations must be co-signed by two other eligible voters;
 - iii. The completed nomination form must be in the hands of the Nominating Committee three weeks prior to the annual meeting. The Nominating Committee shall verify the eligibility of the nominees.
- 9.7 The Nominating Committee is appointed by the council and shall be composed of:
- a chairperson (who shall be an elected council member),
 - the parish priest (or priest's representative),
 - two other appointees.
- 9.8 Two weeks prior to the date of the Annual General Meeting, the slate of nominees shall be published through the school and parish(es). This announcement shall include a short biographical sketch for each nominee indicating general background and relevant

experience.

- 9.9 At the Annual General Meeting the candidates for election to the council may give a brief speech or have a statement read on their behalf.
- 9.10 Voting shall take place at the Annual General Meeting. Advanced polls are permissible at the discretion of the Local School Council on an annual basis. Proxy votes are not permissible.
- 9.11 Voting shall be by secret ballot with the names of candidates listed in alphabetical order. Voters shall be entitled to only one ballot (Appendix `C').
- 9.12 Scrutineers, selected by the Nominating Committee, shall ensure correct voting procedures are followed.
- 9.13 The candidate(s) with the largest number of votes shall be declared elected to the council subject to the provisions of 9.3.
- 9.14 In the event of a tie vote, new ballots shall be issued for the tied candidates and the candidate with the largest number of votes on this ballot shall be declared elected. A further tie shall be determined by a coin toss between the tied candidates.
- 9.15 Newly elected members shall assume office at the regular monthly meeting of the council in June.

Article 10: AMENDMENTS TO BYLAWS

- 10.1 These bylaws can only be amended or rescinded by the Catholic Independent Schools Diocese of Victoria, Board of Directors. Local school councils wishing to make amendments should pass a motion to this effect and present it to the CISDV Board of Directors through their appointed representative.

Approved by: CISDV Board of Directors May 1996
Revised: March 2002, July 21, 2021

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 with the principal the school budget
- Presenting the proposed budget to the council for review in May for the preliminary budget and in October for the final budget
- Reviewing the year-end financial statements with the Controller, Superintendent and the Principal
- Presenting the monthly finance (variance) report to the council for review
- To address any other matters relating to the finance function of the council

Membership:

- Treasurer of the school council
- School Principal
- CISDV Controller

LOCAL SCHOOL COUNCIL PUBLIC RELATIONS

Terms of Reference

Purpose:

- To establish a Marketing/Public Relations plan for the school
- To sit on a CISDV Marketing Committee when requested and if one exists
- To develop and maintain regular contact with local, federal, provincial and municipal representatives when requested by the Board of Directors
- To promote the school in those parishes indirectly associated with the school
- To respond to emergent public relations situations in accordance with CISDV Policy
- To develop and publish materials to support the above activities

Membership:

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

LOCAL SCHOOL COUNCIL GROUNDS (MAINTENANCE)

Terms of Reference

Purpose:

- Together with the Principal develop a plan for ongoing maintenance of building, grounds and equipment
- To propose budget items to the principal and council treasurer based on this plan
- To respond to and make recommendations concerning building emergency situations which may occur
- Make recommendations to the Personnel Committee regarding issues relating to janitorial and maintenance staff
- Make recommendations to Policy Committee on items for consideration

Membership:

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

Appendix D - CISDV Lines of Communication

