

Stein Valley Nlakapamux School Society

Section 1



SCHOOL BOARD POLICIES

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When the school first started, the Elders shared the meaning of the logo.

Picture of the owl; wings are the mountains. The Owl protects all the animals and everything in the Stein, including the Stein Mountains. The line below is the Stein River.

The book “They Write Their Dreams on Rock” stated it can have different meanings. One had a split on the bottom owl which meant something else. Another picture had a cut on the bottom – this had another meaning. The picture had different versions.

This information was given to Ruby Dunstan by Millie Michelle, Mable Joe, Louie Phillips, Hilda Austin, and other Elders.

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Policy 1: Foundational Statements

Name

The name of the Society is **Stein Valley Nlakapamux School Society**

Our Vision

Our students are proud Nlakapamux, academically successful and self-reliant, today and in the future.

Our Mission

We provide a wide variety of holistic educational programs within a Nlakapamux environment that involves the students, families, staff, knowledge keepers and the community.

Our Philosophy

Students who have Nlakapamux identity will have positive self-esteem and confidence to succeed.

Our Purpose

The purposes of the society are:

1. The advancement of education by establishing and operating a school from kindergarten to grade 12, to the standards required by the Independent School Act of British Columbia, for the training of the mind and the development of the mental faculties of its students, who shall be school age youth or mature students who are members of the Lytton First Nation, other First Nations or of the public;
2. Providing scholarships, bursaries and prizes for academic achievement.

Our Responsibility

It is our responsibility to take all actions considered necessary by the Society to further these purposes.

The Logo



The logo is authorized for use by the Stein Valley Nlakapamux School Society. The Stein Valley Nlakapamux School logo may only be used by external organizations with prior approval of the Director of Education.

Policy 2: Role of the Board

As the corporate entity established under the Societies Act and given delegate authority by the Lytton First Nation Chief and Council the Stein Valley Nlakapamux School Society Board will provide overall direction and leadership to the Stein Valley Nlakapamux School. As an Independent School established under the BC Independent School Act the Board is accountable for the provision of appropriate educational programs and services to students in the school to enable their success, in keeping with the requirements of government legislation.

The Board is therefore charged with the responsibility of providing an education system that is organized and operated in the best interests of the students it serves. It exercises this responsibility through the setting of clear strategic direction and the wise use of resources.

1. Accountability for Student Learning

- A. Provide overall direction for the Society by establishing vision, mission and values.
- B. Support the establishment of a welcoming, caring, respectful and safe learning environment.
- C. Annually approve the process and timelines for the refinement of the Strategic Plan.
- D. Identify Board priorities at the outset of the Strategic planning process.
- E. Initiate school and program reviews as necessary to monitor the achievement of outcomes.
- F. Monitor the effectiveness of the Society in achieving established priorities, desired results and key performance indicators.

2. Community Assurance

- A. Make informed decisions that consider community values and represent the interests of the entire community.
- B. Engage the community in a dialogue about Society programs, needs and desires.
- C. Establish processes and provide opportunities for community engagement.
- D. Report Society outcomes to the community at least annually.
- E. Develop appeal procedures and hold hearings as required by statute and/or Board policy.
- F. Model a culture of respect and integrity.
- G. Maintain transparency in all fiduciary aspects.

3. Accountability to Government

- A. Act in accordance with all statutory requirements to implement standards and policies under the Independent School Act.
- B. Perform Board functions required by governing legislation and existing Board policy.

4. Fiscal Accountability

- A. Within the context of results-based budgeting, approve budget assumptions/principles and establish priorities at the outset of the budget process.

- B. Approve the annual budget and allocation of resources to achieve desired results.
- C. Approve expense reimbursement rates.
- D. Approve substantive budget adjustments when necessary.
- E. Monitor the fiscal management of the Society through receipt of at minimum quarterly variance analyses and year-end projections.
- F. Receive the Audit Report and ensure the management letter recommendations are addressed.
- G. Approve the employee contracts.
- H. Approve annually signing authorities for the Society.

5. Board/Director of Education Relations

- A. Select the Director of Education; provide for succession planning as required.
- B. Provide the Director of Education with clear corporate direction.
- C. Delegate, in writing, administrative authority and identify responsibility.
- D. Respect the authority of the Director of Education to carry out executive action and support the Director of Education's actions which are exercised within the delegated discretionary powers of the position.
- E. Demonstrate respect, integrity and support, which is then conveyed to the staff and the community.
- F. Evaluate the Director of Education, in accordance with a pre-established performance appraisal mechanism.
- G. Review compensation of the Director of Education.

6. Board Development

- A. Develop a plan for governance excellence in fiduciary, strategic and generative engagement modes.

Policy 3: Role of the Board Member

The role of the Board Member is to contribute to the Board as it carries out its mandate in order to achieve its core purpose.

The Board is a corporation. The decisions of the Board in a properly constituted meeting are those of the corporation. Individual Board Members exercise an effective decision-making role in the context of corporate action. A Board Member who is given authority by Board motion to act on behalf of the Board may carry out duties individually but only as an agent of the Board. In such cases, the actions of the Board Member are those of the Board, which is then responsible for them. A Board Member acting individually has only the authority and status of any other citizen of the community. Individual Board Members do not have the authority to direct the Society's administration and staff.

Board Members or others seeking reports or detailed information in respect to the operation of the Society shall submit the request in writing to the Director of Education who shall provide a written reply. Sufficient time must be granted to permit the preparation of an adequate reply. If the Director of Education is of the opinion that the request will consume an inordinate amount of time, the Director of Education shall refer the matter to the Board prior to providing the information for direction as to whether the information is to be provided.

Interim board members will be considered board members for the purposes of this, and all other, board and school policies.

1. Specific Responsibilities of Individual Board Members

- A. Become familiar with the Board policies and procedures, meeting agendas and reports in order to participate in Board business.
- B. Recognize his/her fiduciary responsibility to the Board and act in the best interests of the Board understanding that Board needs are paramount.
 - 1. Vote on every Board motion, unless there is a conflict of interest.
 - 2. Support a majority vote of the Board as if the vote had been unanimous.
- C. Provide for the engagement of parents, students and the community in matters related to education.
- D. Respectfully bring forward and advocate for issues and concerns.
- E. Refer matters not covered by Board policy but requiring a corporate decision to the Board for discussion.
- G. Refer administrative matters to the Principal, the Adult Education Coordinator and/or the Director of Education.
- H. The Board Member, upon receiving a complaint or an inquiry from a parent, staff member or community member about operations, will refer the parent, staff member or community

member back to the staff member or Principal and will inform the Director of Education of this action.

- I. If the complaint is about the Principal, the Adult Education Coordinator or the Director of Education the matter is to be referred to the corporate board. The complaint must be in writing and signed by the complainant. The matter must be dealt with in private by the Board.
- J. Keep the Director of Education and the Board informed in a timely manner of all matters coming to his/her attention that might affect the Board. Personnel matters are to be brought to the attention of the Director of Education only.
- K. Attend Board meetings, and committee meetings as assigned, prepared to participate in, and contribute to, the decisions of the Board in order to provide the best solutions possible for education within the Society.
- L. When delegated responsibility, will exercise such authority within the defined terms of reference in a responsible and effective way.
- M. Participate in Board/Board Member development sessions so the quality of leadership and service on the Board can be enhanced.
- N. Share the materials and ideas gained with fellow board members at a Board meeting following a Board Member development activity.
- O. Strive to develop a positive and respectful learning and working culture both within the Board and the Society.
- P. Attend Parent Advisory Council meetings as a Board representative upon invitation, when possible.
- Q. Attend, when possible, Society functions/events.
- R. Become familiar with, and adhere to, the Board Member Code of Conduct.
- S. Report any violation of the Board Member Code of Conduct to the Board Chair.

Policy 4: Board Member Conduct

The Board holds that each Board Member will work diligently and faithfully in the cause of education. In view of the foregoing, the Board supports the following code of conduct for Board Members.

As a member of the Board, representing all the citizens of the community, I will:

1. Maintain the integrity, confidence and dignity of the office of School Board Member.
2. Attend board meetings regularly and on time. If a board member is absent for three consecutive meetings without a valid reason they will be removed from the board.
3. Devote time, thought and study to the duties and responsibilities so that I may render effective and creditable service. I recognize that my duty as a Board Member goes beyond attending school board meetings and involves participation in a variety of Society and community events including attendance at all Board appointed committees.
4. Engage in professional development opportunities to grow and improve in my role as Board Member.
5. Work with my fellow Board Members in a spirit of harmony and cooperation in spite of differences of opinion that may arise during debate. I will observe proper decorum and behavior, encourage full and open discussions in all matters with my fellow Board Members, treat them with respect and consideration and will not withhold or conceal from them any information or matter with which they should be concerned.
6. Base my personal decisions upon all available facts in each situation, vote with honest conviction in every case, unswayed by partisan bias of any kind, and thereafter, abide by and uphold the final majority decision of the Board. Following a Board decision, I will respect the Board decision and if asked about the decision or issue, fairly reflect the discussion, demonstrate support for the Board, and focus on next steps.
7. Declare when I am in a conflict of interest and remove myself from the room while discussion and voting takes place on that issue.
8. Remember at all times that as an individual I have no legal authority outside the meeting of the Board and to conduct my relationships with the Society staff, the community, and all media or communication on the basis of this fact.
9. Not communicate any matter designated as confidential to anyone who is not entitled to this information.
10. Not use my position as a Board Member to benefit either myself or any other individual or agency apart from the total interest of the Society.
11. Always bear in mind that a primary function of the Board is to establish the policies by which the Society is to be administered, and that the daily administration of the educational program and conduct of Society business shall be the responsibility of the Director of Education and his or her staff. I recognize that the Director of Education is responsible for the day to day operations of the educational programs and that in my role as Board Member I will not disrupt the educational environment of the school.

12. Electronic Communications.

- A. Social media provides valuable and convenient tools to communicate, inform and engage the community about the work, activities and interests of the Board and Society.
- B. These guidelines are intended to safeguard the reputation of individual Board Members, the Board as well as the Society.
- C. The Board recognizes the right to free speech (The Canadian Charter of Rights and Freedoms) and does not seek to unduly restrict Board Members and their individual use of personal social media channels.
- D. All official Stein Valley Nlakapamux School social media accounts are solely managed by Administration or their designates.
- E. As representatives of the Board, Board Members have a duty of loyalty and must uphold this duty when communicating by acting with discretion and being judicious in what material they post on social media. As with any other communications, Board Members are accountable for content and confidentiality.
- F. Board Members must ensure the reputation of the Board and Society is not adversely affected by social media activities of individual Board Members.
- G. Board Members may have personal social media accounts but must be mindful that they are always Board Members, and their comments reflect on them individually as well as the Board and Society and that they will be held accountable for comments in this context, even when a disclaimer indicates comments are personal.
- H. No Board Member shall use social media to publish anything that is dishonest, untrue, unsubstantiated, constitutes harassment, is defamatory or misleading in any way.
- I. Board Members may post to social media but should refrain from the following:
 - 1. Posting, sending or reading communications regarding quasi-judicial issues through social media.
 - 2. Posting or sending communications through social media that discuss matters that are based on private meetings or that are determined to be confidential.
- J. The use of email between board members and/or with the administration is a normal part of doing business. When discussing sensitive matters the words “Confidential and Privileged” must be included in the subject line of the email.
- K. 13. Board Members should be familiar with the provisions of the Personal Protection Act affecting the collection, or disclosure of personal information as it applies to Board materials, discussions and resolutions.

Policy 5: Role of the Board Chair

The Board believes that its ability to discharge its obligation is enhanced when leadership and guidance is forthcoming from its membership.

The Board, at the Organizational Meeting and thereafter at any time as determined by the Board, shall elect one (1) of its members to serve as Board Chair, to hold office at the pleasure of the Board. The Board entrusts to its Board Chair primary responsibility for providing leadership and guidance.

The Board delegates to the Board Chair the following powers and duties:

1. Act as the official spokesperson for the Board, except for those instances where the Board has delegated this role to another individual or group and for the Society when there are potential political implications.
2. Preside over all Board meetings and ensure that such meetings are conducted in accordance with the policies and procedures as established by the Board.
3. Prior to each Board meeting, confer with the Director of Education or designate on the items to be included on the agenda, the order of these items and become thoroughly familiar with them.
4. Be familiar with basic meeting procedures.
5. Perform the following duties during Board meetings:
 - A. Maintain the order and proper conduct and decorum of the meeting so that motions may be formally debated.
 - B. Ensure that all issues before the Board are well-stated and clearly expressed.
 - C. Display firmness, courtesy, tact, impartiality and willingness to give everyone an opportunity to speak on the subject under consideration.
 - D. Ensure that debate is relevant. The Board Chair, in keeping with his/her responsibility to ensure that debate must be relevant to the question, shall, when he/she is of the opinion that the discussion is not relevant to the question, remind members that they must speak to the question.
 - E. Decide questions of order and procedure, subject to an appeal to the rest of the Board. The Board Chair may speak to points of order in preference to other members, and shall decide questions of order, subject to an appeal to the Board by any member duly moved.
 - F. Submit motions or other proposals to the final decision of the meeting by a formal show of hands.
 - G. Ensure that each Board Member present votes on all issues before the Board. When appropriate advise Board Members of a possibility of a conflict of interest.
 - H. Extend hospitality to Board Members, officials of the Board, the press and members of the public.
6. Keep informed of significant developments within the Society.
7. Assist with the Board's orientation program for Board Members.
8. Keep the Director of Education and the Board informed in a timely manner of all matters coming to his/her attention that might affect the Society.

9. Be in regular contact with the Director of Education to maintain a working knowledge of current issues and events.
10. Convey directly to the Director of Education such concerns as are related to him/her by Board Members, parents or students that may affect the administration of the Society.
11. Provide counsel to the Director of Education.
12. Bring to the Board all matters requiring a corporate decision of the Board.
13. Act as ex-officio member of all Board committees.
14. Represent the Board, or arrange alternative representation, at official meetings or other public functions.
15. Address inappropriate behaviour on the part of a Board Member.
16. Ensure the Board engages in assessments of its effectiveness as a Board and ensure appropriate follow-up.

Policy 6: Committees of the Board

The Board may delegate specific powers and duties to committees of the Board that are established by the Board. As much as possible, the Board's business of governance will be conducted by the full Board. The Board may establish committees of the Board when necessary to assist it with governance functions. Committees of the Board shall never interfere with delegation of authority from the Board to the Director of Education.

General Requirements

1. The Board may appoint Standing Committees and Ad Hoc Committees and shall prescribe their purpose, powers and duties, and membership.
2. The committee shall have no authority to spend or commit any resources of the Society other than those specifically identified in the terms of reference.
3. Committees shall hold meetings in private, unless otherwise decided by the Board.
4. The Board Chair shall act as an ex-officio non-voting member of all committees appointed by the Board.
5. A committee of the Board may not speak or act for the Board except when formally given such authority by the Board for specific and time-limited purposes. Such authority will be carefully stated in order not to conflict with authority delegated to the Director of Education.
6. A committee of the Board shall not be created by the Board to advise the Director of Education.
7. A committee of the Board cannot exercise authority over staff.
8. Committees of the Board will normally provide alternatives, and the implications of those alternatives, for the Board's consideration.
9. Members shall not exceed three Board Members.

Standing Committees

1. Standing committees are established to assist the Board with work of an ongoing or recurring nature. Standing committees are usually appointed annually at the Organizational Meeting. The terms of reference for each standing committee will be established by Board motion at the time of the formation. The appointed member shall serve on the committee unless s/he is unable to perform the duties assigned or until replaced by a subsequent appointment.
2. The Standing Committees are as follows:
 - A. Language and Culture
 - B. Finance
 - C. Policy
3. The purpose, powers and duties of these committees will be established by the board in the Terms of Reference. The Terms of Reference will contain the following items:

- A. Purpose
- B. Deliverables
- C. Membership
- D. Meeting Schedule
- E. Reporting to the Board
- F. Chair
- G. Voting
- H. Procedural Notes

Ad Hoc Committees

1. Ad hoc committees are established to assist the Board on a specific project for a specific period of time. The terms of reference for each ad hoc committee will be established by Board motion at the time of the formation. Ad Hoc committees shall be disbanded automatically once they have completed their function.

Resource Personnel

1. The Director of Education may appoint resource personnel to work with committees and shall determine the roles, responsibilities and reporting requirements of the resource personnel.
2. The Director of Education will work with the Chair of the Committee to establish the Terms of Reference. In addition, the Chair and the Director of Education will be responsible for setting agendas for the Committee meetings.

Policy 7: Board Representatives

The Board will give consideration to naming representatives to various external committees, agencies and organizations. Such representation is established at the discretion of the Board to facilitate the exchange of information on matters of mutual concern and/or to discuss possible agreements between the Society and other organizations.

The Board will determine the terms of reference for each representative. The Director of Education may appoint resource personnel to work with the representative(s) and shall determine the roles, responsibilities and reporting requirements of resource personnel.

Policy 8: Policy Development

Background

Policy development is a key responsibility of the Board. Policies constitute the will of the Board in determining how educational programs will operate. Policies provide effective direction and guidelines for the action of the Board, Director of Education, staff, students, and community stakeholders. Policies also serve as sources of information and guidelines to all who may be interested in or connected with the operation of the educational programs. Adoption of new Board policies or revision of existing policies is solely the responsibility of the Board.

The Board shall be guided in its approach to policy making by ensuring adherence to the requirements necessary to provide education and compliance with the *Societies Act* and provincial as well as federal legislation. Further, the Board believes that the development and review of policies are enhanced when the process allows for the meaningful involvement of staff and other interested groups and persons where appropriate.

Board policies shall provide an appropriate balance between the responsibility of the Board to develop the broad guidelines to guide the educational programs and the opportunity for the Director of Education to exercise professional judgment in the administration of the educational programs.

The Board shall adhere to the following stages in its approach to policy making:

1. Planning

The Board, in cooperation with the Director of Education, shall assess the need for a policy, as a result of its own monitoring activities or on the suggestion of others, and identify the critical attributes of each policy to be developed.

2. Development

The Board may develop the policy itself or delegate the responsibility for its development to the Director of Education.

3. Implementation

The Board is responsible for the implementation of policies governing its own processes. The Board and Director of Education share the responsibility for implementation of policies relating to the Board-Director of Education relationship. The Director of Education is responsible for the implementation of the other policies.

4. Evaluation

The Board, in cooperation with the Director of Education, shall review each policy in a timely manner in order to determine currency and if it is meeting its intended purpose.

Specifically

1. Suggestions or recommendations in regard to new or existing policy may be made to the Director of Education at any time. Such suggestions or recommendations shall be submitted in writing to the Director of Education and include a brief statement of purpose or rationale. Any Board Member, community member or staff member may initiate proposals for new policies or changes to existing policies.
2. Policy development or revision may also be initiated as a result of a public consultation, survey, needs assessment or policy evaluation.
3. The Director of Education shall be responsible to prepare a proposal.
 - A. If the Board requests that a new policy be drafted or an existing policy be reviewed for possible amendment, the Director of Education shall implement procedures to develop a draft proposal.
 - B. Draft proposals may be developed in consultation with advisory committees, various employee groups, the Principal, or outside agencies and consultants.
 - C. The engagement of outside agencies or consultants to assist in policy development shall require prior approval of the Board if the total anticipated costs will exceed budget approved allocations.
 - D. When appropriate, the Director of Education shall seek legal advice.
4. The Board may seek additional input into proposed changes in policy, or drafts, whenever it is deemed appropriate. The Board may also expedite the process where the policy has been drafted as a result of legal agreements, legislative change, in urgent or emergency situations or when the modifications are minor and do not affect the intent of the policy or where the policy involves matters unique to the Board and its operations.
5. The final draft of the policy or amendments shall be presented to the Board for its consideration and approval.
6. Only those policies, which are adopted and recorded in the minutes, constitute the official policies of the Board.
7. In the absence of existing policy, the Board may make decisions, by resolution, on matters affecting the administration, management and operation of the educational programs. Such decisions carry the weight of policy until such time as specific written policy is developed.
8. The Board may request the Director of Education to change a school policy to a draft Board policy.
9. The Director of Education must develop school policies as specified in Policy 10 – Board Delegation of Authority and may develop such other procedures as deemed necessary for the

effective operation of the educational programs; these must be in accordance with Board policies.

10. The Board may also delete a policy and subsequently delegate the Director of Education authority over this area. The Director of Education may choose to then develop a school policy relative to this matter.
11. The Director of Education must inform the Board of any changes to school policies in a Board meeting agenda.

Policy 9: Board Delegation of Authority

The Board authorizes the Director of Education to do any act or thing or to exercise any power that the Board may do, or is required to do, or may exercise, except those matters which, in accordance with the *Societies Act* cannot be delegated. This delegation of authority to the Director of Education specifically:

- Includes the ability to enact School policies required to carry out this authority; and
- Includes the ability to sub-delegate this authority and responsibility as required.

Notwithstanding the above, the Board reserves to itself the authority to make decisions on specific matters requiring Board approval. This reserved authority of the Board is set out in Board policies, as amended from time to time.

Further, the Board requires that any significant new provincial, regional or local initiatives must be initially brought to the Board for discussion and determination of decision-making authority.

Specifically:

1. The Principal and Director of Education will confer to make personnel recommendations to the Board and/or the Personnel Committee as required. Personnel decisions will rest with Board. The Director of Education is authorized to suspend from the performance of duties or to terminate the services of any staff member. The suspension or termination shall be in accordance with all relevant legislation, and the decision shall not be appealable to the Board.
2. The Director of Education is directed to develop a School policy to fulfill Board obligations created by any federal legislation or provincial legislation other than the *Societies Act*.

Policy 10: Role of the Director of Education

The Director of Education is the Chief Executive Officer of the Board and of the Society. The Director of Education reports directly to the corporate Board and is accountable to the Board for the conduct and operation of the Society.

Specific Areas of Responsibility

1. Educational Leadership

- A. Provides leadership in all matters relating to the Stein Valley Nlakapamux School.
- B. Ensures that learning environments contribute to the development of skills and habits necessary for the world of work, post-secondary studies, lifelong learning and citizenship.
- C. Provides leadership in fostering conditions which promote the improvement of educational opportunities for all students through mentorship, coaching and professional development.

2. Student Welfare

- A. Ensures that each student is provided with a welcoming, caring, respectful and safe learning environment that respects diversity and fosters a sense of belonging.
- B. Ensures the safety and well-being of students while participating in school programs or while being transported on transportation provided by the Society.

3. Fiscal Responsibility

- A. Ensures the fiscal management of the Society is in accordance with the terms or conditions of any funding received by the Board.
- B. Ensures the Society operates in a fiscally responsible manner, including adherence to recognized accounting procedures.
- C. Directs the preparation and the presentation of the budget.
- D. Ensures the Board has current and relevant financial information.
- E. Directs the preparation of the Capital Plan for submission to the Board.

4. Personnel Management

- A. Has overall authority and responsibility for all personnel-related matters.
- B. Ensures that the Society and Board is in compliance with all employment related legislation.
- C. Ensures that the Board adheres to all contracts with staff and other contracts that the Board has entered into.
- D. Assist the Board in negotiating contracts as required.
- E. Ensures the coordination and integration of human resources within the Society.
- F. Ensures that each staff member is provided with a welcoming, caring, respectful and safe working environment that respects diversity and fosters a sense of belonging.

5. Policy/School Procedures

- A. Provides leadership in the planning, development, implementation and evaluation of Board policies.

- B. Develops and keeps current the School policies that are consistent with Board policy.
6. Director of Education/Board Relations (“The First Team”)
- A. Engages in and maintains positive, professional working relations with the Board.
 - B. Respects and honours the Board’s role and responsibilities and facilitates the implementation of that role as defined in Board policy.
 - C. Prepares for monthly meetings of the Board, the annual general meeting, and any special meeting the Board may have.
 - D. Attends all Board meetings, or arranges for a designate to be in attendance, and makes recommendations on matters requiring Board action by providing accurate information and reports as are needed to ensure the making of informed decisions.
 - E. Provides the information and counsel which the Board requires to perform its role.
 - F. Keeps the Board informed on sensitive issues in a timely manner.
 - G. Attends, and/or designates, administrative attendance at all committee meetings.
 - H. Demonstrates respect, integrity and support, which is conveyed to the staff and community.
7. Strategic Planning and Reporting
- A. Leads the generative strategic planning process including the development of Society goals, budget, facilities, technology, and transportation plans and implements plans as approved.
 - B. Involves the Board appropriately (Board approval of process and timelines; opportunity for Board establishment of strategic priorities and key results early in the process; final Board approval).
 - C. Implements plans as approved.
 - D. Reports regularly on results achieved.
 - E. Implements the requirements of Occupational Health and Safety legislation, including required staff professional development.
 - F. Ensures the facilities adequately accommodate Society students.
8. Organizational Management
- A. Demonstrates effective organization skills resulting in Society compliance with all legal, Ministerial and Board mandates and timelines.
 - B. Responsible for preparing and presenting to the Board any manuals, proposals, or other matters which the Board requires or directs the Director of Education to develop.
9. Communications and Community Relations
- A. Takes appropriate actions to ensure open, transparent, positive internal and external communications are developed and maintained.
 - B. Maintains effective relationships within the system and the community served by the system.
 - C. Acts as the liaison with Band Council Administration, the Ministry of Education, Indigenous Services Canada, and other regulatory bodies and organizations.

D. Keeps the Board informed through the provision of appropriate accountability reports.

10. Leadership Practices

- A. Practices leadership in a manner that is viewed positively and has the support of those with whom the Director of Education works most directly in carrying out the directives of the Board.
- B. Develops and maintains positive and effective relations with Band Council, and provincial and regional government departments and agencies.
- C. Ensures that meaningful collaboration arises from relationships built on trust, honesty and respect.

Policy 11: Role of the Principal and Vice Principal

The Principal is the educational leader of the school. The Principal is responsible for assisting in and implementation of a culturally based instructional program, which will provide the best possible educational opportunity for each student. While he/she is responsible for administrating and supervising all phases of the school's operation, his or her primary concern is the improvement of instruction and weaving the Nlakapamux language and culture with the new BC Education curriculum. The Principal administers the Board of Education policies under the direction and guidance of the Director of Education and the Stein Valley Nlakapamux School Board.

Principals are responsible for the total operation of the schools to which they are assigned. The enhancement of teaching and learning is the foremost function of the Principal. Vice Principals are appointed to assist the principal in the performance of the duties assigned to the Principal. Vice Principals are accountable to the principal for the performance of their assigned duties.

Specific Areas of Responsibility

11. The Principal shall:
 - D. Provide instructional leadership in the school
 - E. Ensure that the instruction provided by the teachers employed in the school is consistent with the courses of study and education programs prescribed, approved or authorized
 - F. Evaluate or provide for the evaluation of programs offered in the school
 - G. Ensure that students have the opportunity to meet the standards of education set by the Minister
 - H. Direct the efficient management of the school
 - I. Maintain order and discipline in the school and on the school grounds and during activities sponsored or approved by the School
 - J. Promote cooperation between the school and the community that it serves
 - K. Supervise the evaluation and advancement of students
 - L. Evaluate the staff employed in the school
 - M. Carry out those duties that are assigned to the Principal by the Board through the Director of Education
12. It is further expected that the Principal will fulfil the leadership dimensions which are included in the BC Principals and Vice Principals Leadership Standards
 - C. Ethical Leadership
 1. Leading a Community of Caring and Learning - Principals and Vice-Principals guide the development and implementation of shared values, vision, mission, and goals to support engagement, learning, and success for all learners.
 2. Decision Making - Principals and Vice-Principals articulate a process of decision making using an ethical framework based on the moral purpose and direction of the school.
 - D. Instructional Leadership

1. Leading a Culture of Learning - Standard Subsections: Leading the Learning, Collaborative Practice, Learners at the Centre, Innovation and Inquiry. Principals and Vice-Principals facilitate an environment that promotes collaboration, engagement, and inspired learning.
2. Curriculum, Instruction and Assessment - Principals and Vice-Principals have a deep pedagogical knowledge and a skill set to promote learning.

E. Relational Leadership

1. Metacognitive Capacity - Principals and Vice-Principals demonstrate self awareness and personal qualities that support positive relationships and build cultures of integrity.
2. Interpersonal Capacity - Principals and Vice-Principals build and support positive, effective working relationships within the school and community.
3. Cultural Leadership - Principals and Vice-Principals develop and sustain a culture and climate that supports student and adult learning.
4. Community Building - Principals and Vice-Principals play an integral role in creating and managing effective school communities to support all learners.

F. Organizational Leadership

1. Management and Administration - Principals and Vice-Principals intentionally and strategically plan to strengthen the school's capacity to support student learning and development.

Policy 12: Role of the Adult Education Coordinator

The Adult Education Coordinator is responsible for all adult education programming at Stein Valley Nlkapamux School under the direction and guidance of the Director of Education and the Stein Valley Nlkapamux School Board.

Specific Areas of Responsibility

A. Program Development and Delivery

1. Recruits and manages admission process of new students including follow-up, assessment and placement
2. Oversees Adult Education program development and ensure alignment with program goals and objectives and Post-Secondary.
3. Ensures that learning environments contribute to the development of skills and habits necessary for the world of work, post-secondary studies, lifelong learning and citizenship.
4. Identifies and engages with relevant community partners and government agencies to support SVNS's adult education and learning programs.
5. Registers students in a timely fashion and creates a timetable that maximizes opportunities for learners.
6. Conducts an analysis of student needs and seeks appropriate course offerings.
7. Monitors student achievement and progression to ensure that the learning environment meets the needs of students.
8. Liaises with partners to maintain current educational opportunities and seeks out new opportunities when appropriate.

B. Student Welfare

1. Ensures that each student is provided with a welcoming, caring, respectful and safe learning environment that respects diversity and fosters a sense of belonging.
2. Provides orientation and introductions for students.
3. Communicates program activities and changes and cancellations to students
4. Monitors and supports high school student attendance.
5. Develops measurements and monitors progress relative to providing a welcoming, caring, respectful and safe learning environment.
6. Demonstrates quality in orientation programs through relevant documents and activities.
7. Demonstrates timeliness in communicating program information to students
8. Monitors progress relative to student attendance.

C. Personnel Management

1. Ensures that instructors in the program are well informed of program needs.
2. Build and maintains professional relationships with all staff.

~~3. Facilitates professional development and training sessions for adult education staff.~~

4. Ensures that each staff member is provided with a welcoming, caring, respectful and safe working environment that respects diversity and a personnel positive sense of belonging.
5. Provides an orientation and manages all program instructors.
6. Models high ethical standards of conduct and fosters high standards of professional conduct.
7. Models commitment to personal and professional growth.

D. Organizational Management

1. Writing and reporting grants for adult education funding.
2. Maintains and provides end of term analysis.
3. Maintains an adult student records program, and tracks and reports on student information.
4. Communicates with Finance Committee and Administrator on successful ongoing reports.
5. Ensures that program grants and reports are completed in a timely fashion.
6. Effectively manages time and resources.
7. Demonstrates effective use of electronic management tools.

Policy 13: Complaint Process for a Resolution of Concerns

Background

The Complaint Process ensures that any individual's concern will be given respectful attention while upholding the integrity of the Society. It provides clear procedures for the communication and resolution of any concern held by stakeholders of the educational community. The stakeholders include parents, students, all Society employees and members of the public.

1. Any Society employee contacted by a member of the educational community with a concern will advise the person of the complaint process and encourage the person to express the concern to the individual involved.
2. Every effort should be made to resolve the concern at Step 1 of the process.
3. The process will be carried out in a reasonable timeframe with initial contact taking place within seven (7) days of the concern being expressed.
4. The person with the concern must be informed of the progress in each step of the process.

Procedures

1. Step 1 Initial Contact

A. The person(s) will express the concern(s) to the individual involved.

B. Both parties will attempt to:

1. Define the concern(s)
2. Clarify the issues(s)
3. Develop an appreciation and understanding of each other's point of view
4. Resolve the concern(s)

2. If there is no resolution, the staff member will refer to the principal.

2. Step 2 Facilitated Contact

A. The person will meet with the principal or designate. At the meeting the principal or designate will:

1. Gather information
2. Document the information by recording issues and possible solutions
3. Resolve the concern

B. If there is no resolution, proceed to Step 3.

3. Step 3 Referral to the Director of Education

A. The principal or designate will forward all documentation to the Director of Education with recommendations for resolution of the concern.

B. The Director of Education will:

1. Review all information relevant to the matter.
 2. Contact the concerned person.
 3. Attempt to resolve the concern and inform the person(s) involved.
- C. If there is no resolution, proceed to Step 4.

4. Step 4 Referral to the Board

- A. The Director of Education will forward all documentation to the Chair of the Board.
- B. The Chair of the Board, within 60 days, will confer an Appeal Meeting of the Board.
- C. The procedure at the Appeal Meeting will be as follows:
 1. The concerned person will have the right to have a representative at the Appeal Meeting.
 2. The concerned person will express their concern to the Board.
 3. The Director of Education will respond to the concern indicating what has been done to attempt to resolve the concern along with any recommendations for consideration of the Board.
 4. The concerned person, any representatives and the Director of Education will be excused from the meeting.
 5. The Board will deliberate and come to a decision as to how to resolve the concern.
 6. The meeting will be reconvened with the concerned person, any representatives, and the Director of Education in attendance.
 7. The Chair of the Board will convey the decision of the Board to the parties. There will be no further discussion or responses from the parties.
- D. The decision of the Board is final and is not appealable.

Policy 14: Recruitment and Selection of Personnel

The Board believes strong leadership and qualified educational staff are essential to the effective and efficient operation of the Society.

Specifically

1. The Board has the sole authority to recruit and select an individual for the position of Director of Education.
2. In order to protect the Board from sudden loss of the Director of Education's services, the Director of Education shall ensure that staff is designated to perform the services of the Director of Education in the case of a short-term or prolonged absence, and that the Board is advised of the delegation.
3. An Ad Hoc Committee, consisting of two Board Members, and the Director of Education shall make recommendations to the Board with respect to the appointment of the Principal.
4. An Ad Hoc Committee, consisting of one Board Member, the Director of Education and the Principal shall make recommendations to the Board with respect to the appointments of all other Society personnel. If no Board Member is available to serve on the Ad Hoc Committee the Board may delegate the authority to the Principal and the Director of Education.
5. All offers of employment shall be conditional on the successful applicant providing a criminal record check that is acceptable to the Director of Education or in the case of the Director of Education a criminal record check that is acceptable to the Board. Additionally, the Director of Education or the Board may require documentation certifying that the candidate is medically fit for the position.
6. The Director of Education shall ensure that an employee is not placed in a direct supervisory line with another family member.

Policy 15: Indemnification

It is in the interest of the Stein Valley Nlakapamux School Society that Board Members and employees be protected against a claim of damages arising out of the performance of their duties. None of these individuals should be placed in a position of personal liability for the performance of responsibilities vested in them by the *Societies Act* or assigned to them by the Board.

1. The Board will indemnify a Board Member or an employee of the Board:
 - A. Against a claim for damages against the Board Member or employee arising out of performance of their duties; or
2. The Board may, by affirmative vote of a majority of not less than 2/3 of all its members, pay:
 - A. Any sum required to indemnify a Board Member or an employee of the Board where a prosecution arises out of the performance of their duties with the Board; and
 - B. Costs necessarily incurred;
But the Board shall not pay a fine imposed on a Board Member or an employee as a result of their conviction.
3. The Board shall not seek indemnity against a Board Member or an employee of the Board in respect of any action by the Board Member or employee that results in a claim for damages against the Board except:
 - A. Where the claim for damages arises out of the gross negligence of the Board Member or employee; or
 - B. Where, in relation to the action that gave rise to a claim for damages against an employee, the employee willfully acted contrary to:
 1. The terms of their employment, or
 2. An order of a superior.
4. The Board's obligation to indemnify a Board Member or an employee in respect of matters occurring during their term of office or employment shall continue, notwithstanding that the term of office or employment, as the case may be, has ended.
5. The Board shall not indemnify a Board Member or employee against:
 - A. Liability and legal fees incurred as a result of an action or other proceeding taken by the Board against the Board Member or employee, or as a result of an action or proceeding taken by the Board Member or employee against the Board;
 - B. Liability to pay a fine, penalty or order imposed as a result of the conviction for an offence;
 - C. Legal fees incurred as a result of a prosecution where the Board Member or employee is convicted of an offence or obtains a conditional discharge;

- D. Legal fees incurred in an appeal of any conviction, sentence, judgment or order, unless the Board, by an affirmative vote of a majority of its members, so agrees;
 - E. Liability incurred by a Board Member or employee where the Court determined that the Board Member or employee knowingly permitted or authorized an expenditure not authorized by an enactment.
7. The Board may enter into individual indemnity agreements with its employees not inconsistent with provisions of applicable legislation.

Policy 16: Whistleblower Protection

Background

The Society is committed to the highest standards of ethical conduct, integrity and accountability. The Society has a responsibility for the stewardship of Society resources. The Society encourages employees, acting in good faith, to report what the employee reasonably believes to be true and reasonably believes to be a substantive improper activity.

Possible reportable activities are as follows:

- An unlawful act, whether civil or criminal
- Questionable accounting practices
- Falsifying Society records
- Theft of cash, goods, services, time or fraud
- Inappropriate use of Society assets or funds
- Decision making for personal gain
- A dangerous practice likely to cause physical harm or damage to property, and
- Retaliation, repercussion or reprisal for reporting under the policy

This list is not all inclusive but is intended to give an indication of the kind of conduct which may be considered a 'reportable activity.'

The responsibility for the day-to-day administration and enforcement of this policy rests with the Director of Education.

Procedures

1. Duty to Disclose

- A. The Society expects that an employee who is aware of or witnessed any improper activity or wrongdoing will bring the matter to the attention of the Director of Education and give the Society a reasonable opportunity to investigate and take corrective actions appropriate to the circumstances.
- B. All reports are considered confidential and may be made anonymously.

2. Protection of Employee and Employer

A. Employee

1. Any employee(s) who files a report under this policy will be protected if the employee(s):
 - a) Provided the information in good faith.
 - b) Believe it to be substantially true.
 - c) Does not act maliciously or make false allegations; and,
 - d) Does not seek any personal or financial gain.
2. All reports under this policy will be handled with strict confidentiality and personally identifiable information from the report will only be shared to the extent necessary to conduct a complete and fair investigation.
3. No retaliation, including dismissal or demotion may result from reporting in good faith under this policy.
4. If an investigation reveals that the report was frivolously, fraudulently or maliciously made or undertaken for improper motives or made in bad faith or without reasonable and probable basis, disciplinary action may be taken.

B. Employer

1. Nothing in this policy shall be deemed to diminish or impair the rights of the Society to manage its employees under any policy or School policy; or to prohibit any personnel action which otherwise would have been taken regardless of the reporting of the information.

3. Reporting a Complaint

- A. Employees and stakeholders are to submit claims about any reportable activity to the Director of Education by either confidential email or regular mail.
- B. If the reportable activity relates to the conduct of the Director of Education, employees and stakeholders are to submit claims about any reportable activity to the Board Chair.
- C. The report is to contain particulars of the alleged improper activity, and the name(s) and affiliation of each person involved.

4. Investigation Procedure

- A. Upon receiving a complaint, the Director of Education will record the receipt of the complaint and determine whether the matter is, in fact, a reportable activity under this policy.
- B. If the complaint is determined to be a legitimate reportable activity, he or she will open an investigation file and commence an investigation in a timely manner.

- C. The investigation will include, but will not be limited to, discussions with the reporting employee, the party against whom the allegations have been made and witnesses, as appropriate.
- D. Employees will not impede or obstruct any investigation.
- E. The Director of Education may enlist outside legal, accounting or other advisors, as appropriate, to assist in conducting the investigation.
- F. It is the obligation of all employees to cooperate in an investigation.
- G. Confidentiality will be maintained and the identity(s) of the person(s) involved, subject to the need to conduct a full and impartial investigation and remedy any violations of law, the Board's policies or administrative procedures.
- H. If the investigation establishes that improper activity has occurred, the Society will take appropriate corrective action in a timely manner.
- I. Records of all formal and informal resolutions, hearings and reviews will be kept by the Director of Education.
- J. In the event that the complaint concerns the conduct of the Director of Education, records of all formal and informal resolutions, hearings and reviews will be kept by the Society.

XXXX Committee

Draft Terms of Reference

Purpose:

The *XXXX Committee* is a standing committee established by the Stein Valley Nlakapamux School Society to (Fill in purpose: E.g. examine all financial matters related to Stein Valley Nlakapamux School) and to provide recommendations to the Stein Valley Nlakapamux School Society Board.

Deliverables:

The *XXXX Committee* will examine and make recommendations including but not limited to such matters as:

- Fill in specific things the Committee will do: E.g. Examine all financial operations of the school such as budgets, expenditures, cash flow, grant applications, etc.

Membership:

The *XXXX Committee* will be comprised of the following voting members:

- E.g. Three members of the Stein Valley Nlakapamux School Society Board

The *XXXX Committee* will include the following members in a support/advisory role:

- E.g. The Director of Education and the Bookkeeper

Meetings:

E.g. The *XXXX Committee* will initially meet the first week of each month. In the future, the committee may choose to meet on a less frequent basis.

Reporting:

E.g. A written report will be provided at the monthly board meeting.

Chair

E.g. The Chair of the *XXXX Committee* will be selected from the voting members of the committee. Selection of the Chair may be by consensus or by a vote if required.

Voting:

E.g. It is expected that the committee will use a consensus model for decision making. When this is not possible, decisions will be made by majority vote of the voting members.

Procedural Notes:

Fill in any procedural notes E.g.

- Any member of the Stein Valley Nlakapamux School Society Board may attend and contribute to the discussions without voting privileges
- Meeting dates and locations will be made available to all members of the Stein Valley Nlakapamux School Society Board
- A Committee Chair will be determined at the first meeting

Date Adopted: