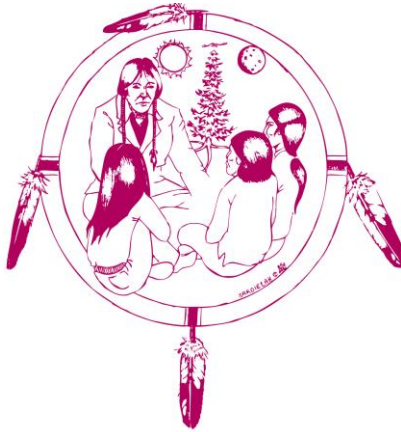


# *Ahkwesāhsne Mohawk Board of Education*



## **POLICY 100 BOARD OF TRUSTEES TERMS OF REFERENCE**

### **Please Note**

AMBE policies are governance documents that state the Board's decision related to an area of operation by stating purpose, principles and directives, basic procedures, and key responsibilities.

AMBE senior management is accountable for implementing Board policies, and expected to exercise good judgment when implementing the policies in the context of day-to-day operations. Where appropriate, senior management may decide to develop specific guidelines and procedures, Administrative Frameworks, to ensure the appropriate implementation of Board policy.

This policy was adopted for the first time by the Ahkwesāhsne Mohawk Board of Education (AMBE) on:  
*Kentenhkó:wa* /November 15, 2018

Subsequent amendments:  
\_\_\_\_\_, 20\_\_

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## 2. Purpose

*Policy 1: Board of Trustees Terms of Reference* defines the Ahkwesāhsne Mohawk Board of Education’s legal context, authority, responsibilities, relationships, structure and operations

## 3. Definitions

In order of appearance.

3.1	<b>The Board</b>	Refers to the <i>Ahkwesāhsne Mohawk Board of Education (AMBE)</i> , which includes both the governance and administrative structure.
3.2	<b>Trustees</b>	Elected members of the <i>Ahkwesāhsne Mohawk Board of Education</i> as established by the <i>Mohawk Council of Akwesasne</i> and defined in AMBE policy.
3.3	<b>Board of Trustees</b>	A duly called meeting of Trustees to conduct the official business of the <i>Ahkwesāhsne Mohawk Board of Education</i> .
3.4	<b>The Council or MCA</b>	<i>Mohawk Council of Akwesasne</i> .
3.5	<b>Portfolio Chiefs</b>	The elected members of the <i>Mohawk Council of Akwesasne</i> that have been assigned to represent the Council on the <i>Ahkwesāhsne Mohawk Board of Education</i> as Ex-officio Board Members.
3.6	<b>Ex-officio Member</b>	A member appointed to a governing body by virtue of holding another office, with all of the other rights and responsibilities of other members of the governing body; in the case of a <i>Portfolio Chief</i> by virtue of being a member of the <i>Mohawk Council of Akwesasne</i> that has been appointed by Council to the position as a non-voting member.
3.7	<b>Board Members</b>	Includes both Trustees and Ex-officio Members.
3.8	<b>Director of Education</b>	The executive officer and lead manager of the <i>Ahkwesāhsne Mohawk Board of Education</i> who is directly accountable to the Board for the administration of the Board’s schools, centers, programs and services and the management of its human, financial and material resources. The <i>Director of Education</i> is an Ex-officio member of the Board.
3.9	<b>Strategic Plan</b>	The governance document that describes a 3 to 5 year planning cycle the Board’s: central focus areas or unifying themes; and desired end results.
3.10	<b>Akwesasne Students</b>	All students under the jurisdiction of the <i>Mohawk Council of Akwesasne</i> who have the right to access <i>AMBE</i> early childhood, elementary, secondary and post-secondary programs and services.
3.11	<b>Annual Operational Plan (AOP)</b>	The administrative document that operationalizes the <i>Strategic Plan</i> , through specific <i>Outcomes</i> and <i>Strategies</i> . The AOP takes a short and medium term perspective, projecting 2 to 3 years, and is reviewed annually by the administration to take into consideration changing needs.
3.12	<b>School Year</b>	The school year is from July 1 <sup>st</sup> to June 30 <sup>th</sup> .
3.13	<b>Point of Privilege</b>	A Board member may interrupt and address the Chairperson to raise a <i>question of privilege</i> that requires immediate consideration. This can be related to an issue that affects the whole assembly or an individual member; examples include but are not limited to the inability to hear the meeting proceedings because of external noise or the speaker’s volume, the need to go into an <i>in-camera session</i> because a confidential matter has been raised, or the need for a member to correct minutes approved in their absence.
3.14	<b>Quorum</b>	The number of sitting members that must be present in order that the official business of the Board of Trustees can legally be conducted, which is fifty percent plus one of the members.

## Terms of Reference

## 4. Legal Context

### 4.1. Legal Status and Relationship with the Mohawk Council of Akwesasne

#### Principles and Directives

- 4.1.1. The Mohawk Council of Akwesasne is the governing authority and political unit on the Territory of Akwesasne.
- 4.1.2. The Ahkwesāhsne Mohawk Board of Education is an elected body that operates as an unincorporated agency under the authority of the Mohawk Council of Akwesasne, by order of Mohawk Council of Akwesasne Resolution 1985/86 – 762 on the 17<sup>th</sup> of December 1985, established the “The Ahkwesāhsne Mohawk Board of Education”.
- 4.1.3. The Ahkwesāhsne Mohawk Board of Education recognizes the need for a mutually supportive working relationship with the Mohawk Council of Akwesasne for the betterment and development of educational services to the Akwesasne Mohawk community.

#### Procedures

- 4.1.4. The Board will recognize the Council as the governing authority for the Akwesasne Mohawk Territory and will maintain a mutually supportive working relationship with the Council by:
  - Informing the Council of the Board’s activities and operational requirements;
  - Sharing the Board’s *Strategic Plan, Annual Operation Plans* and *Annual Report* with the Council; and
  - Facilitating communication between the Board and the Council and a productive working relationship between the Board and Council administrations.

#### Roles and Responsibilities

- 4.1.5. Trustees will:
  - Recognize the Council as the governing authority for the Akwesasne Mohawk Territory;
  - Facilitate productive communication between the Board and the Council;
  - Support the Portfolio Chiefs in their sharing of information related to the Board and the Council operational requirements; and
  - Support the Director of Education to facilitate productive interactions between the two administrations to the mutual benefit of the Board and the Council.
- 4.1.6. The Portfolio Chiefs will:
  - Facilitate productive communication between the Council and the Board
  - Act as the liaison between the Council and Board, facilitating the sharing of information to meet the operational requirements for both the Council and the Board; and
  - Ensure that requisite documentation is shared with the Council.
- 4.1.7. The Director of Education will:
  - Facilitate productive communication between the Board and the Council
  - Ensure the Portfolio Chiefs have access to the requisite information and documentation to share with the Council;
  - Establish a productive working relationship with the Council Executive Director, ensuring that the Executive Director is aware of the Board’s operational requirements; and
  - Facilitate interaction between the departments, services and programs of the two administrations.

## 4.2. Authority

### Principles and Directives

- 4.2.1. The Mohawk Council of Akwesasne delegates to the Ahkwasāhsne Mohawk Board of Education the authority to lead and direct in a wise and democratic manner all educational matters for the Territory of Akwesasne.
- 4.2.2. Therefore, the Ahkwasāhsne Mohawk Board of Education is charged with the education of all students under the jurisdiction of the Mohawk Council of Akwesasne, which includes: the management of the human, financial and material resources; and the administration of the schools, centers, programs and services required to provide Akwesasne students with a quality education.

### Procedures

- 4.2.3. The Board of Trustees will establish policies and practices (*administrative frameworks*) necessary to:
  - Manage ethically and responsibly the human, financial and material resources it receives for the education of Akwesasne students; and
  - administer effectively and efficiently the schools, centers, programs and services it provides to educate Akwesasne students.
- 4.2.4. The Board of Trustees will establish planning processes that include a *Strategic Plan* and *Annual Operational Plans* to ensure the continuous improvement and development of the Board's schools, centers, programs and services.
- 4.2.5. The Board of Trustees will establish a regular cycle of evaluation of its policies, practices, plans, programs and services that includes feedback from affected stakeholders.
- 4.2.6. The Board of Trustees will communicate with the Akwesasne community information related to its policies, plans, programs and services to both inform and be informed.

### Roles and Responsibilities

- 4.2.7. Trustees will:
  - Assume responsibility for the governance of the Board through duly approved policies and carefully considered decisions.
  - Ensure that the administration establishes practices for the development, implementation and evaluation of Board policies, plans, programs and services.
  - Facilitate communication with the Akwesasne community to ensure that it informs and is informed by stakeholders.
- 4.2.8. The Director of Education will:
  - Assist the Board of Trustees in fulfilling its governance and policy responsibilities.
  - Establish practices for the development, implementation and evaluation of Board policies, plans, programs and services.
  - Establish the means to communication with the Akwesasne community to ensure that the Board of Trustees informs and is informed by stakeholders.

## 4.3. Governance

### Principles and Directives

- 4.3.1. The Ahkwasnehsne Mohawk Board of Education recognizes the Mohawk Council of Akwesasne as the senior governing authority for all laws, by-laws, regulations and policies within the Territory of Akwesasne.
- 4.3.2. As an elected body, the powers of the Ahkwasnehsne Mohawk Board of Education lie in the policies and decisions it approves by resolution voted on by Trustees at duly convened meetings of the Board of Trustees.
- 4.3.3. The Ahkwasnehsne Mohawk Board of Education recognizes that its policies must respect and be consistent with the Mohawk Council of Akwesasne's laws, by-laws, regulations and policies.
- 4.3.4. Individual Trustees only exercise their authority by vote at duly convened meetings of the Board of Trustees, or through responsibilities delegated to them by resolution of the Board of Trustees.

### Procedures

- 4.3.5. The Board of Trustees will establish the policies, practices and tools necessary to ensure its operations in accordance with the Council's laws, by-laws, regulations and policies, including but not limited to:
  - Policy 2 – Code of Ethics (*To be in force when approved by the Boards of Trustees*)
  - Policy 3 – Conflict of Interest (*To be in force when approved by the Boards of Trustees*)
  - Oath of Confidentiality (*Annex A*)

### Roles and Responsibilities

- 4.3.6. Board Members will:
  - Exercise their duties and authority as a Trustee of the Board only at duly convened meetings of the Board of Trustees or in the completion of duties delegated to them by resolution of the Board of Trustees;
  - Adhere to Board *Policy 101 - Code of Ethics*;
  - Declare any real, potential or perceived conflict of interest in accordance with Board *Policy 102 – Conflict of Interest and Nepotism*;
  - Maintain the confidentiality of the Board of Trustees (*Annex A: Oath of Confidentiality*); and,
  - Support the decisions of the Board of Trustees, regardless of personal opinions or objections.
- 4.3.7. The Director of Education will:
  - Assist Board Members in the exercise of their duties;
  - Adhere to Board *Policy 101 - Code of Ethics*;
  - Excuse themselves from any meeting, roles or duties where they have a real or perceived conflict of interest in accordance with Board *Policy 102 – Conflict of Interest and Nepotism*;
  - Maintain the confidentiality of the Board of Trustees (*Annex A: Oath of Confidentiality*); and,
  - Support the decisions of the Board of Trustees, regardless of personal opinions or objections.
- 4.3.8. The Board Recording Secretary will:
  - Assist Board Members in the exercise of their duties;
  - Excuse themselves from any meeting, role or duty where they have a real or perceived conflict of interest in accordance with Board *Policy 102 – Conflict of Interest and Nepotism*;
  - Maintain the confidentiality of the Board of Trustees (*Annex A: Oath of Confidentiality*); and

## 4.4. Policy Development

### Principles and Directives

- 4.4.1. *Regular Policy Review:* The Ahkwasasne Mohawk Board of Education believes that its policies provide guidance and direction on all matters pertaining to education, and are to be kept current as context and needs change.
- 4.4.2. *Policy Approval, Amendment and Rescindment:* The approval, amendments, or rescinding of policies will follow a process of two (2) readings over a period of two (2) meetings as follows:
- *First reading:* drafts, amendments, or rescindments are presented to the Board for information, clarification, and discussion; and
  - *Second reading:* merits of draft policies, amendments, or rescindments are discussed; reactions and recommendations received are addressed; full debate takes place; approval is by formal motion.
- 4.4.3. All policies of the Board will be submitted to the Mohawk Council of Akwesasne as information.

### **Procedures**

- 4.4.4. The Board of Trustees will establish the policies, practices and tools necessary to ensure the safe, ethical and efficient management of its human, financial and material resources and the administration of its schools, centers, programs and services.
- 4.4.5. *Roles and Responsibilities*
- 4.4.6. Board Members will:
- Establish policies necessary to ensure the safe, ethical and efficient management of its human, financial and material resources and the administration of its schools, centers, programs and services;
  - Ensure that a schedule for the review and revision of Board policy is established and approved by the Board of Trustees and reviewed annually to ensure that it meets the needs of the Board, Akwesasne students and the Akwesasne community; and
  - Ensure that the Director of Education establishes the administrative frameworks and tools required to implement Board policy as per the responsibilities delegated to her/him in article 6.2.10 of this policy.
- 4.4.7. The Director of Education will:
- Assist the Board of Trustees in the fulfilment of its responsibilities related to policy;
  - Present to the Board of Consideration a schedule for the review and revision of Board policy, ensuring that it is reviewed annually to meets the needs of the Board, Akwesasne students and the Akwesasne community; and
  - Establish the administrative frameworks and tools required to implement Board policy as per the responsibilities delegated to her/him in article 6.2.10 of this policy.
- 4.4.8. The Board Recording Secretary will:
- Ensure that all policies dully approved by resolution of the Board of Trustees are available to the members of the Akwesasne community and the employees of the Board.

## **5. Structure**

### **5.1. Board of Trustees Composition**

#### **Principles and Directives**



- 5.1.1. *General Principle:* The Ahkwas̓hsne Mohawk Board of Education believes that the Board of Trustees should have full representation at all times.
- 5.1.2. *Board of Trustees Composition:* The Board of Trustees will be composed of:
- Seven (7) elected Trustees:
    - two (2) elected Trustees from each of the three districts: Kana:takon, Tsi Snaihne and Kawehno:ke; and
    - one (1) Trustee at large, a First Nation resident from the Northern portion of Akwasasne. *(In force only when approved by separate resolution of the Board of Trustees)*
  - Two (2) Portfolio Chiefs appointed by Council as ex-officio non-voting members.
  - The Director of Education as an Ex-officio non-voting member.
- 5.1.3. *Chairperson:* The Chairperson of the Board of Trustees will be elected by resolution from the elected Trustees of the Board.
- 5.1.4. *Qualifications:* Candidates for elected Trusteeship of the Ahkwas̓hsne Mohawk Board of Education must be eligible for office in accordance with all applicable Mohawk Council of Akwasasne Laws, Election Regulations and Board policies.
- 5.1.5. *Elections:* Ahkwas̓hsne Mohawk Board of Education elections will be held accordance with all applicable Mohawk Council of Akwasasne Laws, Election Regulations and Board policies.
- 5.1.6. *Term of Office:* The term of office for Trustees will be three years from the date of swearing in to office.
- 5.1.7. *Vacant Seats:* If a seat becomes vacant because of the resignation or removal of a trustee, in accordance with all applicable Mohawk Council of Akwasasne Laws, Election Regulations and Board policies, the following will be applied:
- If twelve (12) or more months remain in the Trustee’s term, a bi-election will be held to fill the seat for the remainder of the term at the next regularly scheduled election period; further, if more than three (3) months remain prior to the election period the Board of Trustees will appoint an interim Trustee by resolution for the period prior to the election; or
  - If less than twelve (12) months remain in the Trustee’s term, the Board of Trustees will appoint a new Trustee by resolution for the remainder of the term.
  - Further, in the case where two (2) years or more remain in a three (3) year mandate, the Board may decide by resolution to post the vacancy for a full three (3) year term.
- 5.1.8. *Board Recording Secretary:* Annually, the Board will appoint the Board Recording Secretary for the school year at the Annual Organizational Meeting, whose responsibilities will be as indicated in this policy and those assigned by the Director of Education in support of the Board of Trustees.

## **Procedures**

5.1.9. The Board of Trustees and individual Trustees will uphold and respect all applicable Mohawk Council of Akwesasne Laws, Election Regulations and Board policies, ensuring the principles and directives of this policy are applied.

## **Roles and Responsibilities**

5.1.10. Trustees will:

- Respect all applicable Council Laws, Election Regulations and Board policies in the establishment of the Board of Trustees, ensuring the principles and directives of this policy are applied.
- In the event of a vacant seat with:
  - twelve (12) or more months remaining in the Trustee’s term, direct the Director of Education to hold a bi-election in accordance with article 6.1.7 of this policy; or
  - less than twelve (12) months remaining in the Trustee’s term, appoint a new Trustee by resolution for the remainder of the term.

5.1.11. Portfolio Chiefs:

- Represent the Council as an Ex-officio non-voting members;
- Respect to all applicable Council Laws, Election Regulations and Board policies in the establishment of the Board of Trustees, ensuring the principles and directives of this policy are applied.

5.1.12. The Director of Education will:

- Assist the Board of Trustees and individual Trustees in respecting all applicable Council Laws, Election Regulations and Board policies in the establishment of the Board of Trustees, facilitating the application of the principles and directives of this policy.
- In the event of a vacant seat with:
  - twelve (12) or more months remaining in the Trustee’s term, hold a bi-election in accordance with article 6.1.7; or
  - less than twelve (12) months remain in the Trustee’s term, facilitate the appointment of a new Trustee by resolution of the Board for the remainder of the term.

5.1.13. The Board Recording Secretary will:

- Assist the Director of Education in fulfilling his/her duties.
- Maintain accurate records for the Board of Trustees.

# **6. Accountability and Responsibilities**

## **Principles and Directives**

### **6.1. General Responsibilities**

- 6.1.1. The Ahkwesāhsne Mohawk Board of Education is accountable to the Mohawk Council of Akwesasne for the betterment of educational services for Akwesasne students through the responsible, effective and efficient management and administration of the Board’s resources.
- 6.1.2. The Board of Trustees, in accordance with the principles of the Council Portfolio structure, separates the Board’s political responsibilities of governance and policy from the administration’s responsibility for the management of resources, programs and services.
- 6.1.3. The Portfolio Chiefs will advise and monitor the Board practices of planning, directing, controlling and evaluating, and assist in ensuring programs and services are resourced appropriately and efficiently.

## 6.2. Specific Responsibilities

- 6.2.1. *The Board of Trustees accepts responsibility for ensuring*
- 6.2.2. *Policy:* The approval and evaluation of ethical policies that set out clear and articulate guidelines for the management of the Board's human, financial and material resources and the administration of the Board's schools, centers, programs and services;
- 6.2.3. *Planning:* The development, validation, implementation, reporting and evaluation of a *Strategic Plan* that sets expectations for its employees and guides the continuous improvement of the Board's programs and services;
- 6.2.4. *Educational Programs and Services:* The development, implementation and ongoing evaluation of educational programs and services base on established goals and strategies;
- 6.2.5. *Community Relations:* The establishment of open lines of communication, where the community has access to information regarding schools, centers, programs and services and the Board and its employees are aware and responding to community educational needs;
- 6.2.6. *Finance:* Taking into consideration Mohawk Council of Akwesasne financial policies and practices, the establishment of appropriate financial controls for the management of Board funding, including: budgeting to best meet community educational needs within the Board's allocations; monitoring to assess if funding is adequate and spent appropriately; verification to meet the Board's fiduciary responsibilities; and reporting for transparency;
- 6.2.7. *Personnel:* Taking into consideration Mohawk Council of Akwesasne human resource policies and practices, Canada Labour Code and the collective agreement, the establishment of ethical, fair and equitable human resource policies and practices;
- 6.2.8. *Student Transportation System:* The operation of a safe and efficient student transportation system;
- 6.2.9. *Infrastructure and Maintenance:* Taking into consideration the support services provided by the Mohawk Council of Akwesasne, the supervision, monitoring and reporting related to educational infrastructure and maintenance to ensure that its facilities and grounds meet the needs of students and personnel; and
- 6.2.10. *Information Technology and Telecommunications:* Taking into consideration the support services provided by the Mohawk Council of Akwesasne, the supervision, monitoring and reporting related to information technology and telecommunications to ensure that computer hardware and software, servers, telecommunications and other technological supports and services provided by the Council meet the needs of students and personnel.

### Procedures

- 6.2.11. The Board of Trustees delegates to the Director of Education the responsibility to ensure that the Board's management and administrative responsibilities are being met, and that the Board is regularly informed of the measures and means being used to ensure the quality of education provided to Akwesasne students and the Akwesasne community.

## **Roles and Responsibilities**

### 6.2.12. Trustees will:

- Establish a policy review cycle to ensure that its policies continue to meet the Akwesasne community's educational needs;
- Ensure that the Director of Education has established:
  - an *Annual Operational Plan* to advance the goals of the Board's *Strategic Plan*;
  - processes for the ongoing development, implementation and evaluation of educational programs and services;
  - open lines of communication to inform the community of Board activities and ensure the Board of Trustees is informed of community educational needs;
  - appropriate financial controls for the management of Board funding;
  - fair and equitable human resource practices;
  - a safe and efficient student transportation system;
  - processes for the supervision, monitoring and reporting related to educational infrastructure and maintenance; and
  - processes for the supervision, monitoring and reporting related to information technology and telecommunications.

### 6.2.13. The Director of Education will establish:

- an *Annual Operational Plan* to advance the goals of the Board's *Strategic Plan*;
- processes for the ongoing development, implementation and evaluation of educational programs and services;
- open lines of communication to inform the community of Board activities and ensure the Board of Trustees is informed of community educational needs;
- appropriate financial controls for the management of Board funding;
- fair and equitable human resource practices;
- a safe and efficient student transportation system;
- processes for the supervision, monitoring and reporting related to educational infrastructure and maintenance; and
- processes for the supervision, monitoring and reporting related to information technology and telecommunications.

## **7. Operations**

### **7.1. Board of Trustees Meetings**

#### **Principles and Directives**

##### *7.1.1. Annual Organizational Meeting*

- An organizational meeting of the Board of Trustees will be held prior to October 1<sup>st</sup> each school year.
- The swearing into office of any new Trustees will be conducted prior to the meeting being called to order if necessary.
- The Director of Education will act as Chairperson opening the meeting to preside over the election of the Chairperson of the Board.
- Upon the election the Chairperson she/he will preside over the remainder of the organizational meeting and will oversee the election of the Vice-Chairperson.
- The Director of Education will present the calendar of regular meetings of the Board of Trustees approved at the June meeting of the preceding year.

##### *7.1.2. Regular Meetings*

- The Board of Trustees will meet twice monthly: one (1) regularly scheduled Board meeting where the Board will conduct its business and make official decisions by resolution; and one (1) Committee of the Whole.
- Unless decided by prior agreement at a regular meeting, Board meetings will be held at the schools on a rotational basis to allow for community input and access.
- Regular meetings of the Board of Trustees will be open to the community, except for confidential matters include information related to an individual student or employee, negotiations, litigation, or property acquisition. (*see 7.2.3. In-Camera Meetings and Sessions below*).

#### 7.1.3. *In-Camera Meetings or Sessions*

- The Board of Trustees reserves the right to meet in private, or *in-camera*, for matters of a confidential nature.
- In-camera meetings will be called by the Chairperson.
- In-camera sessions can be raised as a *point of privilege*, and can be moved by any Board Member during a regular meeting of the Board of Trustees.
- Such meetings and sessions will be closed to the community and press.
- If minutes of an in-camera meeting or session are recorded, they will be presented for review at a subsequent in-camera meeting.
- No decisions of the Board of Trustees can be made in an in-camera session, any resulting decision of the Board of Trustees will be made by resolution in an open meeting of the Board of Trustees;
- Board members and other invited persons attending are bound by the AMBE *Oath of Confidentiality*.
- Confidential matters that can be discussed in-camera include:
  - individual students or individual employees;
  - matters of negotiations;
  - litigation brought by or against the Board; or
  - acquisition of real property.

#### 7.1.4. *Special Meetings*

- Special meetings may be called by the Chairperson of the Board when deemed necessary and will follow the same procedures as regular meetings.
- In the event of the need for special meeting, Board Members will be contacted at least a day in advance unless circumstances deem otherwise.

#### 7.1.5. *Annual Community Meeting*

- The Board of Trustees will hold an Annual Community Meeting on a date set by the Board of Trustees.
- The purpose of the annual meeting will be to:
  - showcase student achievements and successes; and
  - highlight and exchange with parents and guardians on Board programs and services.

#### 7.1.6. *Project Committees or Task Forces*

- Project Committees or Task Forces may be established by resolution of the Board of Trustees with a clear mandate and established timeline for submitting a report to the Board of Trustees.
- These will be dissolved when the mandate is completed to the satisfaction of the Board of Trustees or circumstances change.

### **Procedures:**

- 7.1.7. At the last Board of Trustees regular meeting of each year, the schedule for the following year's Annual Organizational Meeting, regular meetings and the Annual Community Meeting will be presented for approval.

- 7.1.8. In-camera meetings and sessions of the Board of Trustees will be strictly limited to confidential matters related to individual students or individual employees, negotiations, litigation, or real property acquisition as indicated in article 7.1.3.
- 7.1.9. When the Board of Trustees enters an in-camera meeting or session, the Chairperson will determine if minutes of the discussion are required and to be recorded as a separate set of minutes to be approved in a subsequent in-camera meeting or session.
- 7.1.10. Project Committees or Task Forces of the Board of Trustees will:
- have a minimum of three (3) Board Members appointed by the Board of Trustees: two (2) Trustees and one (1) Ex-officio member;
  - Elect the Chairperson from the appointed Board Members;
  - Have a clearly stated mandate that is approved by the Board of Trustees;
  - Consider if the stated mandate requires any additional appointments of individuals with specific expertise, particular understandings or unique perspectives; and
  - Have a clear timeline for the submission of updates and the final report to the Board of Trustees.

### **Roles and Responsibilities:**

- 7.1.11. The Chairperson will:
- Chair all regular, in-camera, special and Annual Community meetings of the Board of Trustees, unless she/he has a declared conflict of interest;
  - Ensure that she/he is aware of the responsibilities related to chairing meetings of the Board of Trustees and/or has the appropriate support available to answer questions regarding proceedings;
  - Ensure that confidential matters as identified in article 7.1.3 are handled appropriately; and
  - Ensure that Project Committees and Task Forces have the required support to meet their mandates within the timelines established by the Board of Trustees.
- 7.1.12. The Vice-Chairperson will:
- In the absence of the Chairperson or if the Chairperson has declared a conflict of interest chair the regular, in-camera or special meeting of the Board of Trustees, unless she/he has a declared conflict of interest; and
  - Assist the Chairperson in her/his duties when requested by the Chairperson or the Board of Trustees.
- 7.1.13. Board Members will:
- Make every effort to attend and participate actively in scheduled and emergent meetings of the Board of Trustees;
  - If she/he believes that a confidential matters in accordance with articles 7.1.3 is being raised during an open meeting of the Board, raise a *point of privilege* and move that the Board of Trustees go into an in-camera session;
  - If she/he believes that an issue that is outside the confidential matters identify in articles 7.1.3 is being raised during an in-camera meeting or session, raise a *point of order* and ask that the Chairperson cease discussion of the issue or matter; and
  - Participate actively in Project Committees and Task Forces when appointed by the Board of Trustees.
- 7.1.14. The Director of Education will:
- Chair the Annual Organizational Meeting until such time as the Chairperson is elected;
  - Ensure that the Chairperson has the appropriate support to chair meetings and to answer questions regarding proceedings;
  - Assist Project Committees and Task Forces in meeting their mandates within the timelines established by the Board of Trustees.

## 7.2. Board of Trustees Proceedings

### Principles and Directives:

#### 7.2.1. *General Principles and Directives*

- The Ahkwasáhsne Mohawk Board of Education believes that:
  - All Board Members have equal rights as identified in this policy and must act as independent citizens of the Akwesasne Mohawk community;
  - It is necessary to hold regular and special meetings of the Board of Trustees to make decisions in the best interest of our students;
  - Meetings should be conducted in a business-like fashion;
  - Board Members and employees should be knowledgeable about rules of order and meeting procedures so that meetings can be handled efficiently; and
  - Meetings should be open to community unless the Board of Trustees is discussing confidential matters involving: an individual student or employee, negotiations, litigation, or property acquisition.

#### 7.2.2. *Quorum*

- The quorum for all meetings for the Board of Trustees is half plus one of the sitting Members.
- Prior to the beginning of the meeting, the Chairperson will indicate if the assembled members constitute quorum, or if the meeting is to be adjourned for lack of quorum.
- If the assembled members remain for informal discussion, no minutes will be kept, and no decisions will be made.

#### 7.2.3. *Rules of Order*

- Robert's Rules of Order will be used to manage Board meetings (*see Annex B*), notwithstanding with respect for the Akwesasne Mohawk tradition, the Chairperson of the Board will ensure that each Board Members has the right to speak to each issue and resolution, resolving issues of procedure or rules of order in a manner that is agreeable to the membership of the Board of Trustees and respectful of Hotinoshon:ni culture. (*see Annex B: Robert's Rules in Brief*)

#### 7.2.4. *Voting (see Annex B: Robert's Rules in Brief for details)*

- All decisions of the Board must be finalized by a duly voted on resolution.
- A quorum must be present before the Chairperson can call for the vote.
- The following voting requirements must be adhered to:
  - The Chairperson and all elected Trustees will have the right to vote on all motions unless they declare a conflict of interest in the matter under consideration;
  - A tied vote on any motion before the Board will be declared by the Chairperson's vote;
  - A Trustee must be present to vote; and
  - Ex-Officio members will not vote on questions before the Board of Trustees.
- Exceptions to rules within the jurisdiction of the Board of Trustees can be made by majority consent.
- No decisions once decided will be reversed without a unanimous decision of the Board duly voted on in favour of the reversal.

#### 7.2.5. *Community Participation at Board Meetings*

- The Ahkwasáhsne Mohawk Board of Education believes that community participation in education strengthens and enhances educational programs and services, therefore, the Board of Trustees invites and welcomes community members to Board meetings.

#### 7.2.6. *Presentation Before the Board of Trustees*

- The Board of Trustees invites and appreciates written and/or oral presentations to the Board by community members on matters of mutual or individual interest.
- Individuals or groups wishing to make a presentation before the Board of Trustees, will:
  - advise the Director of Education of the nature of the matters to be discussed with the Board of Trustees in advance of a scheduled Board meeting;
  - provide, when possible, a copy of their presentation in sufficient time to be included with the regular agenda for distribution to the Board Members;
  - if a group, identify a spokesperson for the group; and
  - arrange their presentation to be given in a reasonable amount of time or within the time allotted by the Chairperson.
- Upon completion of the presentation, the Chairperson will:
  - allow for a 15 minutes question period for Board Members' clarification, which can be extended at the discretion of the Chairperson;
  - ensure that the presenter(s) and Board Members do not engage in debate; and
  - upon completion of the question period, if required, inform the presenter(s) of when they may expect a response or will be informed of any action taken as a result of their presentation.

**Procedures:**

- 7.2.7. Everyone who participates in the meetings of the Board of Trustees, Board Members and Community, must within the rules of order as per article 7.2.3 and Annex B, conduct themselves in a business-like manner, respecting:
- The role of the Chairperson as the presider over the meetings of the Board of Trustees;
  - The rights of Board Members to act independently; and
  - The rights of the members of the Akwesasne Mohawk community to communicate openly with the Board of Trustees.

**Roles and Responsibilities:**

- 7.2.8. The Chairperson will:
- Know and operate within the rules of order and meeting procedures, and seek assistance when she/he has a question or requires information;
  - Establish prior to each meeting that the assembled members constitute a quorum;
  - Ensure that the rights of all Board Members are respected by applying the rules of order to ensure that meetings are conducted in a business-like, maintaining dignity and respect, and avoiding personal references;
  - Ensure that the proceedings and debate focus on the best interests of students; and
  - Invite and welcome members of the community at meetings of the Board of Trustees.
- 7.2.9. Board Members will:
- Make every effort to know and operate within the rules of order and meeting procedures, and seek assistance when she/he has a question or requires information;
  - Respect the rights of all Board Members, and conduct themselves in a business-like manner, maintaining dignity and respect, and avoiding personal references;
  - Always focusing on the best interests of students; and
  - Invite and welcome members of the community at meetings of the Board of Trustees.
- 7.2.10. The Director of Education will:
- Know the rules of order and meeting procedures, and provided the Chairperson with assistance when she/he has a question or requires information;
  - Assist the Chairperson in ensure that the rights of all Board Members are respected, and that Board Members conduct themselves in a business-like manner;
  - Always act in the best interests of the students; and
  - Invite and welcome the community to meetings of the Board of Trustees.



- 7.2.11. The Board Recording Secretary will:
- Ensure that information related to the rules of order and meeting procedures are available to Board Members and accessible during Board of Trustees meetings should they be required.

### **7.3. Board of Trustees Meeting Agendas and Packages**

#### **Principles and Directives:**

- 7.3.1. The Ahkwesâhsne Mohawk Board of Education believes: (214)
- that there must be a meeting agenda for every meeting of the Board of Trustees to provide the necessary structure for focused discussion and sound decision making;
  - Board Members should receive a package in advance of the meeting to properly prepare that includes the agenda and any supporting documentation, including resolutions to be considered by Board Members with appropriate background information to provide context.
- 7.3.2. The agenda will be prepared in accordance with Annex C: Board of Trustees Agenda Format.

#### **Procedures:**

- 7.3.3. The agenda and appropriate attachments, including the unofficial minutes of a previous meeting, will be distributed to Board members at least two (2) days in advance of the meeting, unless circumstances require a meeting to be held on short notice.
- 7.3.4. Anyone requesting an item be placed on the agenda will provide the Director of Education with the topic and background information in advance of the meeting so that it may be included in the Board of Trustees meeting package.

#### **Roles and Responsibilities:**

- 7.3.5. The Chairperson will:
- Review the agenda with the Director General in preparation for the Board of Trustees meeting.
- 7.3.6. Board Members will:
- Review the Board package in preparation for the Board meeting of Trustees meeting.
- 7.3.7. The Director of Education will:
- Ensure that an agenda is prepared in advance of all meetings of the Board of Trustees;
  - Review the agenda with the Chairperson in preparation for the Board of Trustees meeting; and
  - Ensure that the Board package includes the agenda and all required documentation and is sent out to the Board Members at least two (2) days in advance of a meeting.
- 7.3.8. The Board Recording Secretary will:
- Assist the Director of Education by preparing the Board package, ensuring that it is sent out to Board Members at least two (2) days in advance of a meeting.

### **7.4. Board of Trustees Meeting Minutes**

#### **Principles and Directives:**

- 7.4.1. The Ahkwesâhsne Mohawk Board of Education believes it is important to properly record the decisions made by the Board of Trustees at all regular and special meetings.
- 7.4.2. Minutes will only be taken at official meetings of the Board of Trustees that meet the quorum requirement and other conditions of this policy.
- 7.4.3. The minutes the sole legal record documenting the decisions of the Board of Trustees, and must be kept in a safe secure location both physically and electronically.

**Procedures:**

- 7.4.4. The minutes will:
- Reflect the items in the approved meeting agenda and record all Board of Trustees decisions;
  - be prepared by the Recording Secretary or designate;
  - be reviewed by the Director of Education prior to submission to the Board;
  - be considered an unofficial record of proceedings until such time as adopted by a motion of the Board; and
  - upon adoption by the Board, be deemed the official and sole record of the Board's business

**Roles and Responsibilities:**

- 7.4.5. Board Members will:
- Review the unofficial minutes of the previous meeting for any changes, additions or deletions they wish to recommend to the Board of Trustees.
- 7.4.6. The Director of Education will:
- Review the draft minutes of the Board for accuracy prior to submission to the Board of Trustees for approval.
- 7.4.7. The Board Recording Secretary will:
- Upon approval by the Director of Education of the draft minutes, prepare a copy that is clearly marked "unofficial minutes" for distribution to the Board Members; and
  - Maintain an official record of adopted minutes, physically and electronically, in a safe and accessible location.

## 7.5. Board of Trustees Self-Evaluation

**Principles and Directives:**

- 7.5.1. The Ahkwesahsne Mohawk Board of Education believes that the efficiency of the Board itself directly affects the efficiency of the education system as a whole.
- 7.5.2. Therefore, the Board will conduct an annual self- evaluation of its own work that will be:
- A positive and constructive process focused on improvement;
  - Focus on Board goals, operations and decisions, rather than on individuals and personalities; and
  - Lead to the development of new goals and strategies for improvement and growth.
- 7.5.3. Annually, the Board of Trustees will set annual goals that will form the foundation of the Board of Trustees self-evaluation.
- 7.5.4. The Board should not be limited in its self-evaluation to only those items that appear on appraisal instrument, consideration should be given to formal and informal exchanges and open discussion.

**Procedures:**

- 7.5.5. The Board of Trustees will set its annual goals at the first meeting in October of each year based on feedback from the previous year's evaluation, the Board's Strategic Plan, and community educational needs.
- 7.5.6. The Board will use basic instrument for its self-evaluation that will be complemented by formal and informal exchanges, such as interviews and open Board of Trustees discussion.
- 7.5.7. Once a basic instrument has been selected it will be used for a minimum of three (3) years to create key performance indicators (KPI), benchmarks and targets.

**Roles and Responsibilities:**

- 7.5.8. Board of Trustees will:

- Select, with the assistance of the Director of Education, an instrument for its self-evaluation.
- 7.5.9. The Chairperson will:
- Coordinate, with the assistance of the Director of Education, the Board of Trustees' self-evaluation.
- 7.5.10. Trustees will:
- Participate actively in the Board of Trustees' self-evaluation, focusing on Board goals, operations and decisions.
- 7.5.11. The Director of Education will:
- Facilitate, support and assist with the Board of Trustees' self-evaluation, including but not limited to the setting of goals, the selection and implementation of a self-evaluation instrument, the collection of data to establish KPIs, benchmarks and targets; and
  - Provide the Board with her/his insights into the Board of Trustees' operations and suggested opportunities for improvement and growth.

## **8. Trustee Supports, Honoraria and Expenses**

### **8.1. Orientation and Professional Development**

#### **Principles and Directives:**

- 8.1.1. The Akwesasne Mohawk Board of Education believes that
- An orientation must be provided to new Board Members under the guidance of experienced Board Members and the Director of Education: and
  - To be effective, Board Members must remain current, and are encouraged to attend conferences, conventions and workshops related to their roles and responsibilities within the financial means available to the Board.

#### **Procedures:**

- 8.1.2. Annually, the Board will establish a budget for Board Members to attend training, conferences, conventions and workshops.
- 8.1.3. New Board Members orientation will be provided by the Chairperson and the Director of Education, and include:
- A review and explanation of the Policy Handbook and Board meeting procedures;
  - An overview of all AMBE programs and services, including but not limited to finances;
  - Access to the minutes of regular and special meetings held over the prior 6 months;
  - A tour of all AMBE facilities; and
  - An opportunity to attend training for new Board members when available.
- 8.1.4. Board Members who wish to attend appropriate conferences, conventions and workshops for professional development will:
- Submit their request to a regular Board of Trustees meeting for consideration in advance of the conference, convention or workshop;
  - If approved, be provided with financial support for registration, hotel accommodations, meals, travel and other related expenses in accordance with the rates and requirements established in the Board's policy on travel and representation; and
  - After attending, provide to the Board of Trustees with a summary report at the second regular meeting following their return, which will act as an evaluation of the relevance of the professional development to the Akwesasne community.

#### **Roles and Responsibilities:**

- 8.1.5. The Chairperson will:

- Assist in the orientation of new Board Members; and
- Upon approval of a professional development activity by the Board of Trustees, remind the Member of their obligation to provide the Board with a summary report at the second meeting after their return.

8.1.6. Board Members will:

- Assist in the orientation of new Board Members as requested by the Chairperson and the Director of Education; and
- After attending a professional development activity, provide the Board of Trustees with a summary report that includes an evaluation of the relevance to their role as a Board Member, which will be available to the Akwesasne community.

8.1.7. The Director of Education will:

- Coordinate and support the orientation process for new Board Members; and
- As information becomes available related to professional development for Board Members, share the information with the Board of Trustees; and
- Provide support to a Board Member who will be providing the Board of Trustees with a summary report on their professional development they attended.

## 8.2. Honoraria and Expenses

### Principles and Directives:

- 8.2.1. The Ahkwesāhsne Mohawk Board of Education recognizes that Board Members are required to devote considerable time and energy in carrying out their duties.
- 8.2.2. The Ahkwesāhsne Mohawk Board of Education believes that Board Members should be provided with a meeting honorarium in recognition of their service, and reimbursed for expenses associated with their duties.
- 8.2.3. All payments to Board Members are subject to review.

### Procedures:

#### 8.2.4. *Honoraria*

- The Board of Trustees will annually review and approve the honorarium paid to Board Members during the annual budgeting process for the proceeding school year.
- Board Members will be paid an honorarium when their attendance is required at:
  - Regular Board meetings;
  - Special Board meetings;
  - Project Committee and Task Force meetings;
  - Staff interviews;
  - Appeal Board hearings;
  - Open Houses and Report Card nights; and
  - Other functions as directed by the Board.
- Board members who are absent from a meeting where their attendance is required will not be paid an honorarium.
- The Board of Trustees will consider the approval of any payment of an honoraria to individuals that may be appointed by the Board of Trustees from time-to-time to a Project Committees and Taskforces as indicated in article 7.1.10 of this policy.

#### 8.2.5. *Travel Expenses*

- All travel by Board Members must be approved in advance by the Board of Trustees or the Chairperson in the event a need arises between regularly scheduled Board meetings.
- Board Members will have their travel expenses paid or reimbursed for expenses to attend functions on behalf of the Board provided that the place of business or meeting is off the Territory of Akwesasne.
- The Board will pay or reimburse expenses related to registration, hotel accommodations, meals, travel and other related expenses in accordance with the rates and requirements established in the Board's policy on travel and representation.
- The Chairperson of the Board of Trustees will review the payment or reimbursement of travel expenses of Board Members, and the Vice-Chairperson will review the payment or reimbursement of travel expenses of the Chairperson.

#### 8.2.6. *Other Expenses*

- The Board Administration will provide or reimburse Board members for expenses related to a Board Members duties such as general office supplies, i.e. paper, printing ink, etc.
- The Board will pay or reimburse expenses related to a Board Members duties in accordance with the rates and requirements established in the Board's policy on travel and representation.
- The Chairperson of the Board of Trustees will approve the reimbursement of other expenses of Board Members, and the Vice-Chairperson will approve the other expenses of the Chairperson.

### Roles and Responsibilities:

- 8.2.7. The Chairperson will:
  - Approve in advance Board Members’ travel in the event a need arises between regularly scheduled Board meeting; and
  - Review the payment or reimbursement of travel and other expenses of Board Members.
- 8.2.8. The Vice-Chairperson will:
  - Review the payment or reimbursement of travel and other expenses of the Chairperson.
- 8.2.9. Board Members will:
  - Ensure that travel expenses that require prior approval in accordance with this policy and the Board’s policy on travel and representation are submitted to the Board of Trustees for consideration; and
  - Submit their expenses in accordance with the rates and requirements established in the Board’s policy on travel and representation.
- 8.2.10. The Director of Education will:
  - Provide the Chairperson and Vice-Chairperson with any advice or assistance they may require in fulfilling their responsibilities related to Board Members’ honoraria and expenses.

## **9. Relationships with the Director of Education**

### **9.1. Role of the Director of Education**

#### **Principles and Directives:**

- 9.1.1. The Director of Education is the executive officer and lead manager of the Ahkwesāhsne Mohawk Board of Education who is employed by, and reports to the Board of Trustees.
- 9.1.2. Under the supervision of the Board of Trustees and in the context of the Ahkwesāhsne Mohawk Board of Education approved policies, in addition to the specific responsibilities identified article 6.2.12, the Director of Education is accountable for the overall:
  - Supervision of all employees of the Board;
  - Management of the Board’s human, financial and material resources; and
  - Administration of the Board schools, centers, programs and services.
- 9.1.3. The major goals of the Director of Education must include but is not limited to:
  - Promoting the highest standards of education for Akwesasne students.
  - Integrating Hotinoshon:ni teachings, values and history, as well as the Kanien’kéha language into the core curriculum; and
  - Providing counsel and professional advice to the Board of Trustees;

### **9.2. Expectations for the Director of Education**

#### **Principles and Directives:**

- 9.2.1. The Board of Trustees relies on the Director of Education to provide the professional management and administrative leadership required to co- ordinate, supervise and promote an academic environment in which students learn effectively.
- 9.2.2. The Board firmly believes that the mere execution of directives does not in itself constitute good administration, therefore the Director of Education must be able to demonstrate:
  - Quality of character through vision, initiative, flexibility and patience;
  - Consideration and concern for students, parents and guardians, employees and community members; and
  - The leadership ability to make effective change a reality.
- 9.2.3. In this context, the Director of Education must:

- Be a positive role model in terms of work habits and personal life for students, parents and guardians, employees and community members;
- Be committed to improving educational programs and services for the Akwesasne Mohawk community;
- Demonstrate strong oral and written communication skills; and
- Have knowledge of the history and current status of First Nations education in Akwesasne Mohawk Territory.

### **9.3. Evaluation of the Director of Education**

#### **Principles and Directives:**

- 9.3.1. The evaluation of the Director of Education must be based on the objective assessment of the Director of Education’s performance in relation to clearly established annual goals approved by the Board of Trustees.
- 9.3.2. The Board of Trustees must establish a clear and articulate process for the evaluation of the Director of Education with the input from the Director of Education, so that the she/he has a clear understanding of the Board of Trustees’ expectations prior to the start of an evaluation cycle.
- 9.3.3. Trustees must commit to the supporting and assisting the Director of Education in the attainment of her/his annual goals.

#### **Procedures:**

- 9.3.4. The Board of Trustees will establish with the Director of Education’s input an administrative framework for her/his annual evaluation that meets the meet the requirements of this and other Board policies.
- 9.3.5. The Director of Education will present to the Board of Trustees her/his annual goals at the first meeting in October of each school year based on feedback from the previous year’s evaluation, the Board’s Strategic Plan, and community educational needs.
- 9.3.6. The Board of Trustees will review and approve the Director of Education’s goals, indicating any additional expectations for the year.
- 9.3.7. The Director of Education will provide updates to the Board of Trustees in accordance with the administrative framework for the Director of Education’s annual evaluation.

#### **Roles and Responsibilities:**

- 9.3.8. Board of Trustees will:
  - Establish an administrative framework for the annual evaluation of the Director of Education with the her/his input;
  - Review and approve the Director of Education’s annual goals, adding any additional expectations for the year;
  - Support the Director of Education in the attainment of her/his annual goals; and
  - Provide the Director of Education with feedback and input when she/he presents her/his updates to the Board of Trustees.
- 9.3.9. The Chairperson will:
  - Support the Director of Education in the establishment and attainment of her/his annual goals; and
  - Coordinate the Director of Education’s annual evaluation process.
- 9.3.10. The Director of Education will:
  - Meet the requirements of the administrative framework for the evaluation of the Director of Education established by the Board of Trustees;

- Prepare her/his annual goals for the first meeting in October of each school year based on feedback from the previous year’s evaluation, the Board’s Strategic Plan, and community educational needs; and
- Provide the Board of Trustees with regular updates and take into consideration any feedback or input provided by Trustees.

## **10. Relationship with Governments and Other Parties**

### **10.1. Other First Nations Organizations**

#### **Principles and Directives:**

- 10.1.1. The Ahkwesāhsne Mohawk Board of Education believes that it is important to work with other First Nations for the betterment of education for Akwesasne students by:
- Promoting local control of education;
  - Advocating for assistance, student supports and proper financing; and
  - Sharing curriculum and pedagogical experiences and resources when appropriate and possible.

#### *Procedures:*

- 10.1.2. The Board of Trustees with the assistance of the Director of Education will assess on a case-by-case basis the benefits to the education of Akwesasne students of working with other First Nations and participating in First Nations associations, committees and other collectives.

#### **Roles and Responsibilities:**

- 10.1.3. Board of Trustees will:
- Assess on a case-by-case basis, opportunities to working with other First Nations organizations to the benefits to the education of Akwesasne students.
- 10.1.4. The Chairperson will:
- Support the Director of Education in representing the Ahkwesāhsne Mohawk Board of Education based on the Board of Trustees assessment.
- 10.1.5. The Director of Education will:
- Represent the Ahkwesāhsne Mohawk Board of Education based on the Board of Trustees assessment.

### **10.2. Indigenous Services Canada**

#### **Principles and Directives:**

- 10.2.1. It is important for the Ahkwesāhsne Mohawk Board of Education to act and work together with the Mohawk Council of Akwesasne to jointly request and expect the Federal Government, Indigenous Services Canada, to fulfill their responsibilities in providing advice, assistance and appropriate financial resources.

#### **Procedures:**

- 10.2.2. The Board will ensure that the Federal Government, Indigenous Services Canada, continues to recognize its responsibility for education by:
- Keeping informed of the education related policies of the Indigenous Services Canada as they pertain to the community, and providing appropriate reaction to proposed policies and regulations;
  - Maximizing educational services available through Indigenous Services Canada to meet goals and improve student programs and services; and



- Ensuring that adequate funding is made available to ensure that the educational goals of the Board are met.

**Roles and Responsibilities:**

10.2.3. Board of Trustees will:

- Support the Chairperson and Director of Education in their efforts to maximize the opportunities for the Board to benefit from the policies, programs, services and financing provided by Indigenous Services Canada.

10.2.4. The Chairperson will:

- Assist the Director of Education in maximizing the opportunities for the Board to benefit from the policies, programs, services and financing provided by Indigenous Services Canada.

10.2.5. The Director of Education will:

- Actively explore and maximize the opportunities for the Board to benefit from the policies, programs, services and financing provided by Indigenous Services Canada.

### **10.3. Provincial Ministries of Education and Others**

**Principles and Directives:**

10.3.1. It is important for the Ahkwesāhsne Mohawk Board of Education to request and expect the Provincial Government Ministries to fulfill their responsibilities in providing advice, assistance and appropriate resources and services.

**Procedures:**

10.3.2. The Board will maximize the use of educational programs and services available in the Provinces in the pursuit of its educational goals and objectives by accessing:

- Circulars, bulletins and communications regarding education provided in Ontario and other provinces;
- Changes in services and personnel available through the Ministry of Education (i.e. Distance Education, Native Studies, etc.);
- Curriculum changes and program development carried out by the Ministry of Education and other Boards of Education; and
- Programs and services offered to educational institutions by other Ministries, including but not necessarily limited to: Children, Community and Social Services; Health; Indigenous Services; and Training, Colleges and Universities.

**Roles and Responsibilities:**

10.3.3. Board of Trustees will:

- Support the Chairperson and Director of Education in their efforts to maximize the opportunities for the Board to benefit from the programs and services offered to indigenous communities by Provincial Government Ministries.

10.3.4. The Chairperson will:

- Assist the Director of Education in maximizing the opportunities for the Board to benefit from the programs and services offered to indigenous communities by Provincial Government Ministries.

10.3.5. The Director of Education will:

- Actively explore and maximize the opportunities for the Board to benefit from the programs and services offered to indigenous communities by Provincial Government Ministries.

### **10.4. Consultants to the Board**

**Principles and Directives:**

- 10.4.1. The Ahkwasasne Mohawk Board of Education believes that:
- the education system is a complex, and must provide high quality educational programs and services for Akwasasne students who live in an ever changing and highly complex society; therefore
  - To pursue the its educational mission and protect its financial investments, the Board may from time-to-time require the services of qualified consultants to provide new insights and ideas for enhancing programming and services to students, employees and the Board.
- 10.4.2. Consultative services may include, but will not necessarily be limited to:
- Conducting fact-finding surveys, evaluations, and research;
  - Providing counsel or services requiring specialized expertise; and
  - Assisting the Board in developing policy and program recommendations.

**Procedures:**

- 10.4.3. Before engaging any consultant, the board will require submission of a written proposal that can be incorporated into a contract that meets the requirements of the Board.
- 10.4.4. Proposal will detail:
- The specific deliverables to be provided by the consultant;
  - The specific tasks to be performed;
  - The procedures to be used in carrying out tasks;
  - The target dates for the completion of tasks;
  - The method to be used to report results to the Board;
  - The total cost of the proposal, including fees and projected expenses.

**Roles and Responsibilities:**

- 10.4.5. Board of Trustees will:
- When appropriate, establish Project Committees or Task Forces to support the Director of Education in the:
    - establishment of proposal criteria;
    - Review of proposals; and
    - Development of recommendations to the Board of Trustees.
- 10.4.6. The Director of Education will:
- When the Board requires the services of a consultant:
    - establishment proposal criteria;
    - Review proposals; and
    - Make a recommendations to the Board of Trustees.
  - Establish procedures necessary to promote an efficient working relationship between the consultant and the Board, herself/himself and employees as required.
  - Maintain regular contact with consultant throughout the project.

## **11. Policy Review and Revision**

**Principles and Directives:**

- 11.1.1. It is important for the policies of the Ahkwasasne Mohawk Board of Education to remain current and serve the best interest of Akwasasne students and the Akwasasne community.
- 11.1.2. The Board of Trustees recognizes that this policy should be reviewed at a minimum of every 5 years and/or when the legal or regulatory requirements of the Mohawk Council of Akwasasne change or the Board must meet new government obligations.

11.1.3. To this end, the Board requires that the Director of Education establish an administrative process for the development, regular review and revision of Board policies to ensure they are meeting the needs of the Board's school and centers, and most importantly, the needs of students, parents and guardians, employees and the Akwesasne community.

**Procedures:**

11.1.4. The Board of Trustees will establish a timeline for the regular review of Board policies that requires this policy be reviewed at the minimum 5 years from the date of approval by the Board.

11.1.5. The Director of Education will establish an administrative framework for the development, regular review and revision of Board policies.

**Roles and Responsibilities:**

11.1.6. Board of Trustees will:

- Establish a timeline for the regular review of Board policies and ensure that it is respected; and
- Ensure that this policy is reviewed at a minimum every 5 years from the date of approval, or when the legal or regulatory requirements of the Mohawk Council of Akwesasne change or the Board must meet new government obligations.

11.1.7. The Director of Education will:

- Establish an administrative framework for an administrative framework for the development, regular review and revision of Board policies.
- Initiate a review of this policy at a minimum every 5 years from the date of approval, or when the legal or regulatory requirements of the Mohawk Council of Akwesasne change or the Board must meet new government obligations.

## Annex A: Oath of Confidentiality

### AHKWESĀHSNE MOHAWK BOARD OF EDUCATION



### Oath of Confidentiality

Confidential information is:

- Personal and financial information related to students, parents and guardians, employees of the Ahkwas̄hsne Mohawk Board of Education, or any other individual affiliated directly or indirectly with the Board;
- Information about the Ahkwas̄hsne Mohawk Board of Education’s business which should remain confidential to protect the Board, which includes but is not limited to knowledge and information related to:
  - Matters related to negotiations; and
  - Litigation brought by or against the Board.
- Any knowledge or information, oral or written, obtained during an in-camera meeting or session of the Board of Trustees; and
- Any other information, oral or written that the Ahkwas̄hsne Mohawk Board of Education’s Board of Trustees decides is confidential.

I agree that I will keep confidential any information, oral or written, that I obtain through my position as a Board Member with the Ahkwas̄hsne Mohawk Board of Education unless authorized by the Board of Trustees.

This applies while I am a Board Member of the Ahkwas̄hsne Mohawk Board of Education and when I am no longer a Board Member of the Ahkwas̄hsne Mohawk Board of Education.

I understand and accept that a breach in confidentiality will lead to disciplinary action as determined by Board of Trustees, that could include dismissal from the Board of Trustees.

Name: \_\_\_\_\_

Signature: \_\_\_\_\_ Date \_\_\_\_\_

Witness: \_\_\_\_\_ Date \_\_\_\_\_

## Annex B: Roberts Rules in Brief

(Rephrased)

### a) *General Principals and Processes*

- The fundamental right of the Board is to require all *questions (the motion as presented)* to be thoroughly debated before taking action.
- All comments, questions or remarks must be *directed to the Chairperson*. Remarks must be courteous in language and manner - avoid all personalities, never refer to others by name or to their motives.
- The agenda and all administrative memos or committee reports are merely recommendations. When presented to the assembly and the question is stated, debate begins, and changes can occur.
- The Board has the final say on everything. *Silence means consent*.

### b) *Debate of Motions:*

- A Board Member can *obtain the floor (the right to speak)* by indicating to the Chairperson the desire to speak by raising their hand; the Chairperson will keep the *speaker's list and* recognize Board Members when it is their turn to speak. Board Members must be *recognized by the Chairperson* before speaking.
- Debate cannot begin until the Chairperson has had the motion read publicly and asks, "Is there a *mover (the person supporting debate of the question)* and a *seconder (the person supporting the mover)*?" The mover has the right to make any adjustments or changes to the motion when moving the motion. The recording secretary will not the names of the mover and seconder.
- The debate begins with the Chairperson asking, "*Are you ready for the question?*" If no one indicates the desire to speak to the motion, the Chairperson *calls for the vote*.
- Before the motion is voted on by the members, anyone may suggest modification of the motion; the mover can modify as he pleases, or even withdraw the motion without consent of the seconder; if mover modifies, the seconder can withdraw the second.
- The *immediately pending question (the motion as last stated)* is the last question stated by the Chairperson: Motion - Amendment - Motion to Postpone.
- The member moving the *immediately pending question* is entitled to preference to the floor.
- No member can speak twice to the same issue until everyone else wishing to speak has spoken to it once.

### c) *The Motion Process*

- *Moving a Motion: For a motion to be debated it must first be moved and seconded by members of the Board...*
  1. *Reading of the Motion:* The Chairperson asks for the motion to be read, unless a waving of the reading of the motion is proposed from the floor;
  2. *Mover:* Then the Chairperson asks if someone will move the motion; if moved...
  3. *Seconder:* Then the Chairperson asks if someone will second the motion; if seconded...

4. *Debate:* Then opens the motion to any debate... members must be recognized by the Chairperson to speak, notwithstanding the requirements of Robert's Rules, with respect for the Akwesasne Mohawk tradition, *the Chairperson of the Board will ensure that each Board Members has the right to speak to each issue and resolution*, resolving issues of procedure or rules of order in a manner that is agreeable to the membership of the Board of Trustees and respectful of Hotinoshon:ni culture.
  5. *Call for the Vote:* When the Chairperson feels that debate has ended, or a member calls for the motion, the Chairperson asks if anyone calls for the vote:
    - i. If yes, the vote is called and recorded;
    - ii. If no, the vote is considered to be unanimous.
- *Amendment to a Motion: If there is a suggestion for a change or amendment to the motion...*
    - Option 1: A Friendly Amendment...* if the *change or adjustment in the wording is minor*, the Chairperson may *ask the mover and seconder* if they are willing to accept the change as a friendly amendment:
      - iii. *If yes*, the motion is considered with the changes by the Board;
      - iv. *If no*, the Chairperson moves to *Option 2...*
    - Option 2: Formal Amendment...* the amendment is treated in the same way as a motion as described above.
      - v. *If there is no seconder* for the amendment, the Chairperson notes this and returns to addressing the original motion as proposed...
      - vi. *If there is a seconder*, the amendment must be addressed prior to returning to the original motion with any approved amendments.

## Annex C: Board of Trustees Agenda Format

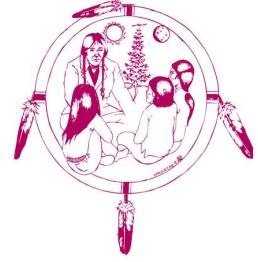
### AHKWESĀHSNE MOHAWK BOARD OF EDUCATION

#### MEETING OF THE BOARD OF TRUSTEES

*(Insert Date)*

**7:00 p.m. – 9:00 p.m.**

*(Insert Location)*



#### AGENDA

1. Call the Meeting to Order
2. Ohén:ton Karihwatéhkwen / Opening Address
3. Announcements
4. Review and Approval of the Agenda
5. Public Question Period *(15 minutes)*
6. Presentation: *(Insert the title or topic... if no presentation, delete this item.)*
7. Approval of Minutes of Previous Meeting of *(Insert Date)*
8. Business Arising from Previous Meeting
9. New Business
  - 9.1. Resolution:
  - 9.2. Resolution:
  - 9.3. Resolution:
  - 9.4. Information:
  - 9.5. Information:
10. Chairperson's Report *(Verbal)*
11. Portfolio-Chiefs' Report *(Verbal)*
12. Director of Education's Report
  - 12.1.
13. Date of Next Meeting
14. Adjournment
15. Ohén:ton Karihwatéhkwen

#### *Note:*

*In general, for each report, resolution, or information item there should be a document in the Board package. A resolution should always have a brief memo and the draft resolution attached. Where there is no document for a report or information item, it should be indicated with the word "verbal" in brackets beside the item. Most commonly, the Chairperson's report is "verbal".*