



ORIENTATION FOR NEW BOARD MEMBERS (summary of Edvance information)

1. Who We Are

▪ **Vision Statement**

Thunder Bay Christian School is a community of believers saved by grace through faith who strive to instill in our students a passion for God's word and a desire to live in the world as image bearers of Christ, stewards of His creation and Christ-honouring citizens.

▪ **Mission Statement** -To serve God and assist Christian families by:

- providing a quality, Christ-centered education within a loving environment
- exploring and evaluating all of life under God
- nurturing students in the development of their abilities
- encouraging a personal relationship with Jesus Christ

2. Board Roles

▪ Four Hats of Governance

- 1) Trustee – Public Credibility – the trustee represents the public credibility of the organization and holds the school in trust for the members
- 2) Representative – Community Consultation – consultation with the community but not driven by the community
- 3) Delegated – Operations – How do you delegate effectively?---mostly through what is delegated by the Board to its COO (or Principal) and critical committees---Reminder--- You can't delegate responsibility.
- 4) Directive – Governing---policy development
 - Direct organization to achieve mission.
 - Has authority to make decisions as per Bylaws and Laws of the Land
 - Assigns delegated executive authority to CEO/CGO/COO...Committees?
 - Risk Management
 - Long-Range Planning
 - Protect – Reputation – Assets

3. A Good Director Is:

- Diligent – informed, best interest
- Loyal – no conflict of interest
- Obedient – statutes, by-laws, policies
- Honest – good faith, full disclosure
- Skillful- education/experience
- Prudent – forecast consequences

4. **Duties of the Board:** Delegation of Authority, Comprehensive Policy and Procedures, Dynamic Strategic Planning, Principal Oversight, Financial Stewardship

5. **Organizational Chart (see current chart)**

It is imperative to ensure that authorities and responsibilities of each person/committee is clearly understood.

**6. What is Governance?**

Governance is defined as exercising the authority by establishing policies and procedures; and being held accountable to monitor compliance on behalf of the Thunder Bay Christian School membership in accomplishing its mission.

7. What Governance is Not (...note especially how it is not short term, detail work)

- Governance is NOT ownership
- Governance is NOT detail management
- Governance is NOT supervision
- Governance is NOT controllership
- Governance is NOT “micro-management”
- Governance is NOT about hiring & firing staff
- Governance is NOT administration
- Governance is NOT selecting curriculum

8. Board Deliverables

- Systematic linkage between organization and ownership (membership of society)
- Written governing policies
- Assurance of organizational performance through monitoring and evaluation

9. Duties of the Board

- Increase the likelihood that Thunder Bay Christian School will be successful and make it possible to recognize whether or not it is really successful (with a vision till the Lord returns)
- Financial accountability (according to established criteria)
- Monitoring performance of the organization
- Enabling COO, Staff, Committees, Volunteers

10. Board & Directors

- All decisions are made at the formal board meeting.
- The board speaks with one voice or not at all.
- Confidentiality – Discussion within the boardroom (who said what) stays within the boardroom.

11. Board Composition

- Directors elected by the membership
- COO is non-voting; advisory
- Guests are permitted on the invitation of the Board chair

12. Board Composition

- Board Executive elected from among Directors and by Directors
 - Chairman – Sets the agenda for executive and board meetings. Ensures board report for membership meetings is written. Meets regularly with the COO.
 - Vice-All – fills in for the chairman or secretary when either is unable to fulfill his/her duties and assists the chairman with his/her duties.



- Secretary – Records minutes of executive, board and membership meetings. The board may appoint a recording secretary to record minutes.

13. Relationships

- The board has the FIDUCIARY (held in trust) responsibility towards the Thunder Bay Christian School membership as spelled out in the constitution and bylaws.
- The board exercises this responsibility by means of establishing policies.
- The Chief Operating Officer (COO) is seen as the only paid employee of the board. He/she implements board policy.

14. Relationships

- The COO is responsible for the operation of the school.
- All operational control is exercised on behalf of the board and membership by the COO according to established policies.
- Those committees having direct impact upon the operation of the school report to the COO (*Transportation, Building & Grounds, Community Relations and Human Resources*)

15. Relationships

- Parent-Staff-Student relationships become the domain of the COO (not the board).
- Thunder Bay Christian School Society Membership – the real “owners” of Thunder Bay Christian School – are the domain of the board. The board will ensure that its strategic direction aligns with the membership’s direction.

16. Relationships

- Much of the work carried out to implement board policy is done by volunteers.
- Educational volunteers (classroom assistants, etc.) are under the direction of the COO.
- Committee volunteers are only under the direction of the board as a committee; not individually.

17. Appeals

- If there is a belief that an inappropriate decision was made, an individual or committee may appeal through the appropriate channels as outlined in policy.
- Daily school activities will normally be brought firstly to the staff member involved, then to the COO if necessary.
- Issues dealing with committees of the board will be appealed to the board.
- The decisions of the COO may not be appealed to the board.
- The board will support the decision of the COO.

18. As a Director I Will

- Act honestly and in good faith with a view to the best interests of the society.
- Listen carefully to all discussion.
- Respect the opinions of my fellow directors and treat each with respect and dignity.
- Respect and support the decisions of the board.
- Recognize that all authority is vested in the full body, only when it meets in legal session (at board meetings).



19. As a Director I Will

- Keep well informed of developments relevant to issues that may come on the agenda.
- Do assigned research or review between meetings in order to be adequately prepared for the next meeting.
- Participate actively in meetings and board activities.
- Bring to the attention of the board any issue that I believe will have an adverse effect on the organization or the people we serve.

20. As a Director I Will

- Attempt to interpret the needs of the public to the board and COO.
- Refer complaints to the COO or the chair of the board.
- Represent the best interests of the whole organization and not any special group.
- Always work to learn how to do my job as a director better.

21. As a Director I Will

- Declare any conflict of interest between my personal interests and my position as a director, and abstain from voting on any matter on which I am in a conflict of interest. (*Conflict of interest generally means personal profit or gain, whether direct or indirect*)
- Abide by the rules of honesty and fair play in all matters related to my position as a director.

22. As a Director I Will

- Vote on issues keeping in mind that my first responsibility as a director is the welfare of the society and school we serve.
- Ensure that I remain a member in good standing of the school society.

23. As a Director I Will Not:

- Criticize my fellow directors or their opinions, in or out of the meetings; rather, I will only address the issues.
- Use my position for my personal advantage or to the advantage of my friends or relatives.
- Discuss the proceeding of the board outside the meeting.

24. As a Director I Will Not:

- Promise how I will vote on any issue before a meeting.
- Interfere with the duties of the COO or undermine his or her authority with staff.
- Interrupt fellow directors who are making a point before they have finished their thought.

25. For a Board Member, Commitment to the Cause Means:

- Attending all meetings of the board and committees on which you serve.
 - Meetings are where the action is for the board. Missing a meeting puts you out of the loop of what's going on in the organization and deprives the board of your perspective on important issues.
- Cain Consulting – www.cain-consulting.com



26. For a Board Member, Commitment to the Cause Means:

- Preparing well for all meetings.
 - All board members must actively participate in board deliberations. That means taking plenty of time to study the board meeting agenda packet and the issues that will require board action before the meeting. This also helps keep the meetings shorter as there will be not time allocated for reading previously distributed material during the meeting.
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27. For a Board Member, Commitment to the Cause Means:

- Being a team player.
 - Individual board members – even the board chairperson – have no power to act for the organization. All power is with board members acting as a team. That means that individuals have to subordinate their personal agendas to the team's agenda.
- Cain Consulting – www.cain-consulting.com

28. For a Board Member, Commitment to the Cause Means:

- Being an advocate.
 - Board members represent the views and needs of the community to the organization and the views and needs of the organization to the community. Board members should be active advocates in the areas of public/constituent relations, legislative issues that affect the organization and organizational funding issues.
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29. For a Board Member, Commitment to the Cause Means:

- Understanding that governance is not management.
 - When board members try to do the job of the executive, the organization suffers. The board's job is oversight of management, not hands-on management.
- Cain Consulting – www.cain-consulting.com

30. For a Board Member, Commitment to the Cause Means:

- Always learning to do the job better.
 - In-service, attending workshops and reading board development materials all take time. But to do the board member job in the professional manner it requires, board members must be willing to give that time.
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31. 5 Final Reminders

1. **Commit your board work to personal prayer and reflection.**
2. **Commit your board work to boardroom prayer and reflection.**
3. **Keep the board focus on the school's purpose; the why.**
4. **Focus high; not low.**
5. **Attend to your school leader, the Principal, so she/her can attend to the school.**