



Calgary Changemakers in Education Society

Governance

Overview

As an accredited independent/private school in the province of Alberta, the Calgary Changemaker School is required to have a Board of Directors that oversees the governance of the school. The Calgary Changemakers in Education Society is a registered charity and incorporated under the federal Canada Not-for-profit Corporations Act. The Society is the organization from which the Board of Directors governs the Calgary Changemaker School.

The primary focus of the Board is long-term strategic work for our school, maintenance of our mission and vision, as well as ensuring that we are operating in compliance with the legal requirements of a registered charity, not-for-profit society and as a private school in accordance with Alberta's Education Act. The Education Act requires a minimum of three directors with 50% or more of the Board's voting members being parents of students attending the school. Where this requirement is not possible or appropriate in the circumstances, a Parent Advisory Committee must be formed.

In many independent/private schools, the Head of School is synonymous with the title of Chief Executive Officer (CEO). The Head of School/CEO works closely with the Principal and the rest of the school's Administrative Team and acts as a bridge between the day-to-day operations of the school and the Board's governance of the organization.

The Head of School/CEO may legally act as a voting director, Board Secretary or Chair of the Board even when employed in their capacity as Head of School/CEO. Although a mature, well-established school may no longer have the Head of School/CEO sit on the Board, a private school in its infancy is quite different from the mature community it becomes over time. In most cases, the founder of an independent school will have invested a significant amount of volunteer hours and personal funds during the startup and accreditation years. Therefore, the original founder(s) of the school will often be heavily involved in both operations and governance for the first few years as Head of School. This governance approach ensures that the original mission and vision of the school that was promised to all stakeholders, including any major donors, is understood and carried forward. Once the school's mission, vision and operations are deemed sustainable, the Head of School may choose to forfeit their voting



rights on the Board and act as a non-voting member instead. In time, the founder may take on more of an advisory role and a new Head of School/CEO may be hired by the Board.

The Head of School/CEO duties include (but are not limited to):

- Acting as a “bridge” between the administrative team, staff and the Board.
- Supporting the development of the board’s multi-year strategic plan, Annual Education Results Report and the Education Plan.
- Implementing the strategic plan effectively, monitoring progress, and reporting to the Board.
- Managing all facets of school operations.
- Implementing policies in the School that the Board requires.
- Embodies the mission and vision of the school and articulates them for all stakeholders.
- Fosters the traditions, relationships, and practices that determine the school’s climate and culture.
- Spokesperson for the school with all its internal and external constituencies including students, parents, faculty, staff, alumni, neighbors, business community and governmental agencies.
- Hires, supervises, and dismisses all administrators, faculty, and staff members.
- Oversees the admissions functions of the school, including recruitment programs, marketing, outreach, website development and maintenance, information dissemination, and applicant trials and interviewing.
- Creates the school calendar, student and staff timetables and class assignments.
- Supports the admin team and teacher leaders in organizing professional development and training for faculty and staff.
- Supervises the school’s external support systems, such as contracted in-school specialists and therapists.
- Understands and supervises the business functions of the school, including budgeting; monitoring and reporting income, expenses, investments, and cash flow; maintenance of appropriate records; and assisting the school’s auditors.
- Oversees the maintenance and cleaning of the buildings and school grounds.
- Plans and executes all major capital purchases in partnership with the Board.



Although they work closely together, the Head of School/CEO is not the school's Principal. The Principal of an accredited independent school cannot be either a voting member or sit on the Board of Directors. In Alberta, the Principal must be an individual who has a degree in education and holds an Alberta permanent professional teaching certificate in addition to completing the approved certification program specifically aligned to the Alberta Leadership Quality Standard.

The Principal's primary role is to serve as an instructional, educational and organizational leader focused on supporting the teaching staff and students in their work fulfilling the core purpose of the school. As part of its strategic oversight, a school's Board holds the Principal (as well as the Vice Principal, and all of the school staff members) responsible for improving student achievement and well-being and for providing an equitable, safe, welcoming and inclusive school environment.

The Principal's duties include (but are not limited to):

- Reporting to the Head of School/CEO on behalf of the staff, students and parents.
- Supporting the creation and implementation of the 3-year Education Plan and Annual Education Results Reporting working closely with government agencies to ensure compliance with accreditation requirements.
- Working alongside the Vice Principal and any other members of the Administrative team to support the day-to-day operations of the school.
- Upholds the academic and ethical standards of the school.
- Supervises and evaluates teachers and supports professional development.
- Fosters professionalism, collegiality, and ethical conduct in the faculty.
- In collaboration with the Head of School and lead teachers, providing for the professional development of the faculty.
- Stimulates and participates in the dialog about teaching and learning at the school.
- Supervises the selection of curricula, assessments, graduation requirements, and all aspects of the school's academic program.

BOARD MEMBER (DIRECTOR)



The Board of Directors is the legal authority for the Calgary Changemakers in Education Society. As a member of the Board, a Director acts in a position of trust for the community and is responsible for the effective governance of the organization under which the Calgary Changemaker School operates.

Knowledge and skills in at least one of the following areas are required in order to be nominated and elected as a Board Member: education, independent school operations, finance, accounting, legal, registered charities, fundraising, governance, strategic planning, government relations, and/or communications.

Directors are nominated throughout the year on an as-needed basis. Directors serve a 3-year term.

REQUIREMENTS & MAJOR DUTIES OF BOARD MEMBERS

- Commitment to the work, mission and vision of the organization.
- Application of their knowledge and skills in the areas of education/independent school operations, finance, accounting, legal, registered charities, fundraising, governance, strategic planning, government relations, and/or communications.
- Willingness to serve on at least one Board committee and actively participate on a regular basis.
- Attendance at monthly Board of Directors meetings;
- A minimum time commitment of 6 – 10 hours per month which includes Board preparation, meeting, as well as committee meeting time.
- Attendance at the Annual General Meeting.
- Be informed of the programs provided by Calgary Changemaker School and publicly support them.
- Prepare for and participate in the discussions and the deliberations of the Board.
- Be aware of and abstain from any conflict of interest.

- Respect and adhere to Board confidentiality.
- Govern Calgary Changemaker School in accordance with the broad policies developed by the Board.



- Establish overall long and short-term goals, objectives and priorities for Calgary Changemaker School in meeting the needs of the community.
- Recommend and vote on policy with the Board.
- Oversee the development and approval of long-term strategic priorities.
- Be accountable to the funders, including Alberta Education and private donors, for the programs provided and funds extended.
- Monitor and evaluate the effectiveness of Calgary Changemaker School through a regular review of programs and services.
- Prepare for and participate in the discussions and the deliberations of the Board.
- Foster a positive working relationship with other Board members and Calgary Changemaker School staff.

Legal References

- Alberta Regulation (AR 84/2019) (Certification of Teachers and Teacher Leaders)
- Alberta Regulation (AR 87/2019) (Early Childhood Services)
- Alberta Regulation (AR 93/2019) (Private Schools)
- Education Act
- Practice Review of Teachers and Teacher Leaders Regulation (AR 92/2019)
- Canada Not-for-profit Corporations Act
- Alberta's Societies Act
- Alberta's Companies Act (Part 9)
- Canada Revenue Agency Registered Charity Regulations

REVIEW/APPROVAL DATE

The Governance Committee annually reviews the Board member job description. Recommended changes are presented to the Board for approval

Board Approval: September 2021

Next Review Date: September 2022