KTCEA Wiyasowîwinisa

KTCEA Policy Manual

October 8, 2020

ᑲ ᓂᑊᐯᒪᓯᓇᑊᐃᑲᒐᑲᓰ ᐅᑕ ᐊᔭᒥᑊᒋᑭᐃᓇ

kâ-nihpî-masinahikâtîkwâw ôta ayamihcikîwina

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In this Policy Manual, unless the context or subject matter requires a different meaning, the following terms shall have the following meanings:

a) "Act" means the Companies Act R.S.A 2000 c C21 as may be amended or replaced from time to time.
b) "Annual General Meeting" means the general meeting of the Members required by the Act to be held annually.
c) "Articles" and "Articles of Association" means the Articles of Association of Kee Tas Kee Now Tribal Council Education Authority Ltd. signed on January 10, 2017 as may be amended or replaced from time to time.
d) "Board" means the Board of Directors of the Company;
e) "Company" means Kee Tas Kee Now Tribal Council Education Authority Ltd.
f) "Director" means a person appointed pursuant to the Articles as a director of the Company.
g) "Kee Tas Kee Now Tribal Council" (KTC) is comprised of Loon River Cree First Nation, Lubicon Lake Band, Peerless Trout First Nation, Whitefish Lake First Nation, and Woodland Cree First Nation. It was formed in 1995 to facilitate joint action by the member Nations on matters of mutual concern.
h) "Member First Nation" has the same meaning as "Participating First Nation" and refers to one or more of the following communities:
    a. Loon River Cree First Nation
    b. Lubicon Lake Band
    c. Peerless Trout First Nation
    d. Whitefish Lake First Nation
    e. Woodland Cree First Nation
i) "Motion" shall have the same meaning as "Ordinary Resolution".
j) "Ordinary Resolution" means a resolution passed at a Board meeting by a majority of not lessthan 50% of votes cast.
k) "Participating First Nation" has the same meaning as "Member First Nation" and refers to one or more of the communities listed above in 'h').
l) "School Year" means the 12-month period beginning on September 1 and ending on the following August 31.
m) "Special Resolution" means a resolution passed at a Board meeting of which not less than 21 twenty-one (21) days' notice specifying the intention to propose the resolution has been duly given; and by a majority of not less than 75% of the votes cast in person or, if permitted, by proxy.
n) "Superintendent" means the employee hired by the Board to act as the Company's chief education manager.
o) "Withdrawing member" means a Member First Nation voluntarily withdrawing from the Company pursuant to Article 4.7 of the Articles.

Policy 1: ᑲᔭᐟᑊ ᑳ ᓴᑐᑦᑲᒥˣ ᑭᑕᑦᑫᓇᐤ ᓂᑳᓈᐸᑊᑕᒧᐃᐣ, ᑫᑲᐩ ᑳ ᐁ ᒫᒪᐃ ᐃᑑᑕᒥˣ ᒣᓇ ᒫᒪᐃ ᑭᑦᑕᑫᑊᑕᒨᐃᓇ kwayask kâ-sîtoskâtamihk kitaskînaw nîkânâpahtamowin, kîkway kâ-wî mâmawi itôtamihk mîna mâmawi kistakîhtamôwina

Legal Foundations and KTCEA Vision, Mission and Values

Legal Foundations

Kee Tas Kee Now Tribal Council Education Authority (KTCEA) has been delegated the responsibility for the operation of a Kindergarten to Grade 12 education authority by Loon River First Nation, Lubicon Lake Band, Peerless Trout First Nation, Whitefish Lake First Nation, and Woodland Cree First Nation (the "member First Nations"). Policies have been created under the authority of KTCEA Board of Directors.

KTCEA First Nations assert their right to protect and promote Treaty rights to education through the Treaty No. 8 relationship with the Crown, reaffirmed in Section 35 of the Canadian Constitution Act 1982. The Constitution Act recognizes and affirms the existing Aboriginal and treaty rights and specifies that the Federal government has exclusive Legislative authority over "Indians and Lands reserved for Indians".

In accordance with Article 14.4 of the United Nations Declaration on the Rights of Indigenous Peoples, KTCEA First Nations also assert their "right to establish and control their educational systems and institutions providing education in their own languages, in a manner appropriate to their cultural methods of teaching and learning".

KTCEA Inc. was incorporated as a non-profit private company on March 10, 2017 under the Companies Act of Alberta, supported by the following:

- *Articles of Association*, signed by the five member First Nations;
- *Memorandum of Association*, signed by the five member First Nations; and
- *Band Council Resolutions*, signed by each member First Nation.

Subsequently, KTCEA signed Administrative Agreements with each of the five member First Nations describing KTCEA's administrative services for the schools and teacherages.

KTCEAoperates independently under its own Board of Directors (Board Members) and receives guidance and oversight from Kee Tas Kee Now Tribal Council (KTC). Government funding is also received by KTC and is provided to KTCEA through a sub-agreement.

Vision

ᓂᑊᐃᔭᐤ ᑭᑦᑭᓄᑊᐊᒫᑫᐃᐣ ᓇᑲᒣᐃᐣ
nîhiyaw kiskinohamâkîwin nakacîwin
Excellence in Indigenous Education

Mission and Values

We honour the vision of our Elders and leaders by coming together as one single authority responsible for the education of our children. Education is the legacy we collectively leave for present and future generations.

Our strength is in the richness of our land and the uniqueness of our language, history, identity and ways of being. Working closely with members of the community, we are committed to ensuring traditional teachings are nurtured so that students know and have pride in who they are.

Our actions and decisions are centered on what is best for students. We value holistic learning environments that promote respect, discipline, belonging, goodness, love and encouragement. Our school's foster student success, well-being and lifelong learning.

Policy 2: ᐅᓇᒃᑲᓇᐳᐊᔅᑊ ᐅᐸᒥᓂᕐᐃᓗ ᒥᓇ ᒃ ᓈᑲᑐᖅᑲᑕᒥᕐ ᐊᑐᖅᑲᖅᐃᕐᐃᓇ onîkânâpahtamowin o-paminikîwin mîna kâ-nâkatohkâtamihk atoskahikowina

Board Governance and Responsibilities

The KTCEA Board of Directors (Board Members) is responsible and has the authority to provide leadership and direction for Kindergarten to Grade 12 education programming on behalf of the member First Nations.

In addition to the authority granted by the Articles of Association (Appendix A), KTCEA may exercise all such powers, or others, if such acts are not expressly prohibited by the Articles or the Companies Act of Alberta.

The Articles of Association take precedence over Policies and Administrative Procedures, unless a Special Resolution has been passed indicating a Policy or an Administrative Procedure takes precedence.

Board Authority and Responsibilities

Fiscal Responsibility
The Board shall:

1. Monitor the fiscal management and approve the annual budget which determines how resources are allocated to schools and programs to best meet the needs of KTCEA students.
2. Approve substantive budget adjustments when necessary.
3. Participate in the negotiation and authorization of core funding agreements.
4. Approve large capital asset acquisition.
5. Appoint an external auditor and approve annually the terms of engagement for the external auditor, including remuneration.
6. Receive the Audit Report and ensure the management letter recommendations are addressed.
7. Ensure the purchase of liability insurance to protect the Board Members.
8. Approve the multi-year Capital Plan.
9. Approve tenders/purchases/contracts/lease agreements in excess of one hundred fifty thousand dollars ($150,000.00).

Strategic and Operational Planning
The Board shall:

10. Approve overall priorities through Strategic Planning that identifies the vision, mission, values and goals for the Education Authority.
11. Develop a yearly Work Plan including scheduling of Board meetings and attend Board professional development sessions or events.
12. Evaluate Board effectiveness in meeting performance indicators.
13. Develop a yearly plan for advocacy, including focus, key messages and mechanisms.

Policy
The Board shall:

14. Develop, revise and approve board policies using an engagement process, when appropriate.
15. Monitor policy currency, relevancy and effectiveness.

Communications and Community Relations
The Board shall:

16. Report on education authority progress by making public an Annual Community Report and the Annual Audited Financial Statements.
17. Establish processes for engagement with community partners including, Parents/Guardians, Elders and Students.
18. Bring forward any concerns which impact education within their Nation.
19. Provide updates to member First Nations through KTCEA's and KTC's Annual General Meeting.
20. Respond to member First Nation's inquiries in a timely fashion as they arise.

Superintendent Relations
The Board shall:

21. Hire and evaluate the Superintendent and provide succession planning as required.
22. Review and approve the Superintendent's contract.
23. Provide the Superintendent with corporate direction.
24. Delegate to the Superintendent the administration of KTCEA.
25. Annually evaluate the Superintendent, in accordance with a pre-established performance appraisal mechanism.
26. Annually review compensation and benefits of the Superintendent.

Leadership Practices
The Board shall:

27. Partner with and enter into agreements with other governments and organizations.
28. Attend meetings and events related to KTCEA business and ensure preparation of meeting minutes for approval by KTCEA Board Members and make available as requested.
29. Support the implementation of specialized programs for students, staff, and community members.
30. Hear appeals as required by policy.

Privacy
The Board shall:

31. Oversee data collection, data sharing, and data use in alignment with the First Nations principles of Ownership, Control, Access, and Possession (OCAP) and the Freedom of Information and Protection of Privacy Act.

Appointment of Officers – Guidelines

KTCEA may from time to time appoint officers of KTCEA, including but not limited to a Chairperson, a Vice Chairperson, a Secretary, a Treasurer, or a Secretary Treasurer. These positions must be appointed from the Board. KTCEA may specify the duties of any officers in accordance with the Articles and delegate to such officers, powers to manage the business and affairs of KTCEA subject to the provisions of the Companies Act of Alberta.

1. Unless specified otherwise in the Articles, an officer need not be a Board Member of KTCEA, and one person may hold more than one office.
2. KTCEA may from time to time vary, add to, limit, or otherwise vary the duties and powers of any officer through a Special Resolution.
3. Appointed officers shall hold office until they resign, their term is completed, or if KTCEA removes them, whichever occurs first.
4. An officer may resign by delivering one month notice to the KTCEA Chairperson. Such resignation shall be effective on the date when the notice is delivered, unless the notice specifies a later date. The notice period for that resignation may be reduced or removed at the discretion of the Board.

Board Committees

The Board may establish committees as it sees necessary or desirable by passing an Ordinary Resolution. The Board will determine the terms of reference for each committee, including committee structure, purpose, powers and duties, frequency of meetings, and membership. Board committees shall only exercise such powers as are specifically assigned by the Board.

Committees may allow the Board to study aspects of education in more detail and may save time and expenses for certain projects or allow for better communication and control during some activities. The Board, however, must approve all proposed actions of a KTCEA Committee.

Committees shall report to the KTCEA Board and have only such authority as delegated to them by motion.

Compliance with Legislation, Policy and Standards

The Board shall follow current federal or other government requirements in implementing educational standards and policies as required, including meeting the requirements under the School Program Declaration submission to Alberta Education.

Development of Administrative Procedures

The Board may delete or suspend a policy and subsequently delegate the Superintendent authority over the relevant area. The Superintendent may choose to then develop an Administrative Procedure relative to this matter.

The development of Administrative Procedures regarding a policy is the responsibility of the Superintendent. The Administrative Procedures will be reviewed by the Superintendent in consultation with the Board Policy Board Committee.

Board Members may bring concerns regarding Administrative Procedures to the attention of the Board Chairperson, who will communicate these concerns to the Superintendent. The Superintendent will review the Administrative Procedures with the Board. All changes in Administrative Procedures will be placed on the subsequent Board Meeting Agenda as information items.

Board Review of Administrative Decisions and Rules

The Board has the right to review and change any decision or rules made by administrative staff that are inconsistent with policies or goals KTCEA has developed and formally adopted into practice.

1. The Administration shall develop administrative procedures that align with KTCEA approved policy.
2. Before making a change to a decision or rule made by administrative staff, the Board shall review the matter with the Superintendent and affected administrators.
3. Changes to decisions or rules will be made in a manner that allows for effective working relations to be maintained among affected administrators and staff after the change.

Policy 2-A: ᑎᐱᔭᐃᖕᐅᐃᓗ, ᑳ ᐊᑐᖅᑲᖕᐃᖕᑖᑦ ᖃᓇ ᑳ ᐸᑭᑎᓂᖕᑖᑦ ᐅᓐᑳᓇᐳᐊᑦ
tipiyawihowin, kâ-atoskahihtwâw mîna kâ-pakitinihtwâw o-nîkânapowak
Eligibility, Appointment and Termination of Board Members

Guidelines:

1. The affairs of KTCEA shall be managed by a Board of not less than one (1) individual from each of the five (5) member First Nations and not more than fifteen (15) Board Members.
2. At all times, each member First Nation shall be entitled to appoint up to three (3) Board Members of their choosing to serve on the Board, subject to any eligibility restrictions contained within the Articles of Association or the Companies Act of Alberta.
3. The initial Board Members shall be appointed by the member First Nations at the first Annual General Meeting. Each member First Nation must appoint initial Board Members from among the Chief and the Councillors of that member First Nation.
4. A member First Nation must appoint subsequent Board Members from among the Chief and Councillors of that member First Nation and any other person that has been approved to be a Board Member by that participating First Nation as evidenced by a Band Council Resolution.
5. The term of the appointment of a Board Member who is a Chief or Councillor shall be the earlier of two (2) years from the date of the appointment as a Board Member or the date upon which that Board Member ceases to be a Chief or Councillor, as the case may be.
6. The term of the appointment of a Board Member who is not a Chief or Councillor shall be two (2) years from the date of appointment.
7. The appointment of a Board Member may be terminated upon Special Resolution of the Board Members.
8. Board Members appointed by a Withdrawing Member shall automatically cease to be Board Members as of the effective date of the withdrawal from KTCEA of the Withdrawing Member.
9. A Board Member may retire from office upon giving five (5) days' notice in writing to KTCEA. Such resignation shall take effect upon the expiration of such notice or its earlier written acceptance by the Board.
10. The following persons are disqualified from being a Board Member of KTCEA:
    a. any person who is less than eighteen (18) years of age,
    b. any person who becomes of unsound mind or is legally found to be mentally incompetent,
    c. any person who is not an individual,
    d. any person who is not a resident of Alberta,
    e. any person who has the status of a bankrupt; and
    f. any person who is or becomes an "ineligible individual", as the term is defined by the Income Tax Act RSC 1985 c. 1, as amended from time to time.

11. Upon the occurrence of any event referred to in Article 10, the Board shall serve the disqualified Board Member with written notice of disqualification and such disqualification shall be effective immediately upon delivery of such notice.

Policy 2-B: ᑭᒦᐃᐊᔾᑊ kihtîyayak **Elders**

Elders and knowledge keepers have a unique and important role at KTCEA. They are historians, teachers, guides, language experts, cultural transmitters, and advisors. They are experts in Cree ways of knowing and being. The meaningful involvement and engagement of Elders is strongly promoted at the Board level as well as at the Administrative level.

Guidelines:

1. Elders are encouraged to attend board meetings to provide advice and support to the board on the overall goals of KTCEA.
2. Elders may also be requested to participate on Elders Advisory Committees that may be established by the Board.
3. In recognition of their time, knowledge, and wisdom, Elders will be provided with an honorarium and compensated for their travel expenses in accordance with rates set by KTCEA in the annual budget.
4. Elders provide valuable advice to the Board; however, only Board members can vote onboard matters.
5. At the administrative level, Elders may also be involved in other roles or committees established at the authority wide-level or in specific schools to guide education programs and delivery.

Policy 2-C: ᑳ ᐱᒥᐸᔨᒦᑦᐧ ᑳ ᐁᓯ ᒥᔪᐸᔨᑊ ᒫᒪᐃᐧ ᐊᑐᖅᑭᐃᐣ ᒣᓇ ᑳ ᐁᓯ ᓂᑳᓂᑦᑕᒥᐧ ᐅᑭᒫᐃᐧᓂᐧ ᐊᓯᒋ ᐊᑐᖅᑲᒦᐃᑭᐃᓇ kâ-pimipayihtâhk kâ-îsi miyopayik mâmawi atoskîwin mîna kâ-îsi nîkânapîstamihk okimâwinihk asici atoskahikîwina **Organizational Structure and Lines of Authority and Communication**

Administration of KTCEA is delegated to the Superintendent. The Superintendent is accountable to the Board for the implementation, operation, and supervision of educational programs and staff. This includes the delegation of all matters relating to the organizational structure, administrative lines of authority and communication with and on behalf of KTCEA.

Guidelines:

1. Board members must refer or redirect all matters and concerns relating to the administration of the organization to the Superintendent.
2. Staff are required to follow lines of authority and communication processes outlined in Administrative Procedures.
3. The Board Chairperson is the public spokesperson for the Board in consultation with other Board members.
4. The Superintendent is responsible for all public communication on administrative matters. Staff must seek approval from the Superintendent on all external

communications.

5. Orientation and training may be provided to ensure greater understanding of clear procedural lines.

This policy does not limit the right for community members to attend regular Board meetings to directly present their concerns to the Board.

Policy 2-D: ᑲ ᒪᓯᓇᑊᐃᑳᒐᑲᐧᐤ ᑭᑕ ᐁᓯ ᒥᔪ ᐊᔾᔨᓗᐃᐟᐣ ᒣᓇ ᑭᑕ ᒥᔪ ᐁᑊᑕᑊᐃᐁᐟᐣ ᐊᑐᑦᑫᐃᐧᓂᐟᐣ
kâ-masinahikâtîkwâw kita îsi miyo ayisînîwihk mîna kita miyo wîcîhtahiwîhk atoskîwinihk
Code of Ethics and Conduct

The KTCEA Board is responsible for providing leadership in all matters affecting education. Board members will adopt the following commitments as part of an overall Code of Ethics and Conduct:

1. Carry out their duties in accordance with all applicable legislation, regulations and policies pertaining to their position.
2. Maintain a commitment to the vision, mission, values, and goals of KTCEA.
3. Strive at all times, to maintain both professional and personal high standards.
4. Work cooperatively and harmoniously with others.
5. Engage in open and respectful discussions in all matters with board members and staff.
6. Remain committed to representing and being accountable to students, parents, and communities.
7. Maintain confidentiality of privileged information.
8. Follow processes in place for referring all concerns related to KTCEA to the Superintendent.
9. Strive to be objective, fair, and without prejudice.
10. Act with impartiality and honesty.
11. Maintain integrity of the Board by supporting decisions made by the majority of the Board, regardless of holding a different position or view.
12. Accurately communicate the decisions of the Board, even if they disagree with the Board's decision, such that respect for the decision-making processes of the Board is fostered.
13. Maintain a commitment to professional development and learning.
14. Conduct themselves with decorum and make every effort to participate diligently in the meetings of the Board, committee of the Board and other bodies to which they are appointed by the Board.

Restrictions

1. Board Members must not use their influence to advance personal, family or friends' interests or the interests of any organization with which they are associated.
2. Board Members must not purport to bind the Board, either by publicly expressing their personal views on behalf of the Board when not authorized to do so or by giving direction

to staff, agents, contractors, consultants, or other services providers.

3. Board Members must not speak on behalf of the Board unless authorized to do so.
4. Board Members must act with discretion and be judicious in what material they post on social media.
5. The Board is the source of all governance authority and will make decisions on whether and to what extent to delegate the Board's authority to others, including the Chairperson, Board committees, and to the Superintendent. Under the direction of the Superintendent, staff in Administration serves the Board as a whole. No individual Board Member has executive authority over the Superintendent or staff in Administration.
6. Board Members must not:
    a. Involve themselves in matters of Administration that fall within the authority of the Superintendent, except as directed by Board policies;
    b. Use, or attempt to use, their authority or influence on any staff member with the intent of interfering in that staff member's duties; or
    c. Maliciously or falsely injure the professional reputation, prospects or practice of staff members.

Discrimination and Harassment

1. Board Members have a duty to treat members of the public, one another and staff with dignity and respect and without harassment, bullying, or intimidation, and to ensure that the work environment is free from discrimination and harassment.
2. No Board Member shall speak or act in a manner that is discriminatory to any individual based on the person's race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, or sexual orientation.

Compliance

1. Any reported violation of a provision of this Code of Conduct may be subject to investigation by the Board, or by a third-party investigator appointed by the Board.
2. Board Members are expected to cooperate in securing compliance with the application and enforcement of this Code of Conduct.
3. No Board Member shall undertake any act of reprisal or threaten reprisal against a complainant or any other person for providing relevant information to the Board or to any other person in accordance with this Code of Conduct.
4. If the Board determines that it is appropriate to do so, the Board may impose sanctions on a Member who contravenes this Code of Conduct. Sanctions that may be imposed include but are not limited to:
    a. issuing a letter of reprimand,
    b. requesting the Board Member to issue a letter of apology,
    c. requiring the Board Member to attend training,

d. suspending or removing the Member from membership on a committee,
e. requiring the Member to reimburse monies received,
f. requiring the Member to return School Division property or reimburse its value,
g. restricting the Member's contact with Administration staff,
h. restricting how documents are provided to the Member,
i. disqualifying the Member from the Board.

5. Nothing in this Code of Conduct requires the Board to impose a sanction for any contravention.

Policy 2-E: ᐅᓇᑲᓇᐳ ᑭᒃ ᑳ ᐁ ᓇᓱᐟᐊᑖᐃᐸᓱᐟ o-nîkânapô kîkway kâ-wî nayihtâwipayik Board Member Conflict of Interest

A Board Member is responsible to KTCEA and ultimately to their communities, First Nations members, and Chiefs and Councils. On appointment to KTCEA, a Board Member assumes a position of trust and is expected to act accordingly. Board Members shall avoid conflict of interest in decisions.

Guidelines:
For the purposes of this policy, a Board Member is deemed to be in conflict of interest when he/she benefits personally or financially from actions or decisions made in their official capacity as Board Members. This includes any advantages that may extend to family members or friends.

1. A Board Member shall not have any monetary interest in, or receive, or expect to receive any profit or benefit from any contract, agreement, engagement or undertaking made or entered into either in his/her own name or in the name of another KTCEA employee or Board Member.
2. A Board Member shall declare him/herself to be in a conflict of interest or a potential conflict of interest.
3. A Board Member will make this declaration of a conflict of interest prior to any discussion of the issue.
4. Upon making this declaration, the Board Member shall request that this declaration be recorded in the minutes of the meeting.
5. Upon receiving this declaration, it shall be recorded into the minutes.
6. On declaring a conflict of interest, the Board Member shall request the KTCEA Chairperson excuse the Board Member from any further participation on the issue.
7. If the Chairperson makes the declaration, the Vice Chairperson will excuse the Chairperson from further participation in that particular matter.

A Board Member is solely responsible for declaring themselves to be in a possible conflict of interest. It is the responsibility of the Board Member to absent themselves from a meeting in which theyhave a conflict of interest and ensure that their declaration and absence is properly recorded within the minutes.

Policy 2-F: ᓱᓇᔾᔮ ᒃᑲ ᐁᓯ ᐊᐸᒋᓯ᐀ ᑭᑕ ᑎᐸᖕᐊᒫᖕᑖᑦ ᐊᑐᖅᑲᖕᐋᑲᓇᔅ sônîyâw kâ-îsi apacisit kita tipahamâhtwâw atoskahâkanak **Remuneration of Board Members**

Board Members are required to devote time in carrying out their duties and therefore should be:

1. Reimbursed for expenses associated with their duties.
2. Provided with an honorarium in recognition of their service and expertise.

Guidelines:

1. Honoraria are paid in recognition of the following activities:
    a. Regular KTCEA Meetings,
    b. Special KTCEA Meetings,
    c. Committee Meetings,
    d. Provincial or Federal Meetings, Conferences or Conventions; and
    e. Other functions as determined by KTCEA.
2. The Board shall develop and review a schedule of rates payable as honoraria and reimbursement of expenses each year in the annual budget. The schedule of rates must be approved by Special Resolution of the Board.
3. Reimbursement for Expenses – Board Members will have their expenses paid or will be reimbursed for expenses to attend KTCEA business meetings and events at a rate schedule set by KTCEA each year in the annual budget.
4. KTCEA reserves the right to call in ex-officio KTCEA members such as community Elders for board-related business and will pay honoraria and expenses at a rate schedule set by KTCEA each year in the annual budget.

Policy 2-G: ᐅᓇᒃᑲᓇᐳᐊᖕᔅ ᑭᑕ ᐁᓯ ᐅᖕᐱᑭᑖᑦ ᔭᖕᑯᖕᒐᐃᓂᕐ ᒥᓇ ᓇᑲᔾᔮᖕᑲᒧᖕᐅᐁᐃᓐᓗ onîkânapowak kita îsi ôhpikitwâw yahkohtîwinihk mîna nakayâskamohowîwin **Board Members Development Opportunities and Orientation**

KTCEA encourages Board Member participation at appropriate conferences, conventions, and workshops to expand their skills and knowledge of current and promising practices in education.

Guidelines:

1. Board members must provide advance notice of at least 2 weeks to attend conventions, conferences, or workshops. KTCEA will approve requests at regular meetings and Board Members shall attend different conferences in any given year as far as it is possible.
2. Board Members will be reimbursed for expenses incurred, including registration, hotel accommodation, meals, travel, and incidentals, at a rate schedule set by KTCEA each year in the annual budget.
3. Board Members will report back to KTCEA at the second regular meeting following their return from the conference or meeting. The report will include an evaluation of the conference or meeting relevance.
4. The Board may restrict the number of development opportunities that a Board Member may participate in annually.

New Board Member Orientation

Under the guidance of experienced KTCEA Board Members, the Chairperson or Superintendent, Orientation will be provided to new KTCEA Board Members through the following activities:

1. A review and explanation of the KTCEA Policy Handbook and annual budget by the Superintendent or Chairperson.
2. An opportunity to review the minutes of regular or special meetings held over the previous six months.
3. A visit to the schools and introduction to staff upon request.
4. A tour of all KTCEA owned buildings upon request; and,
5. A review of KTCEA Meeting Procedures by the Chairperson.

These activities shall be completed in a timely manner following the Board Member's appointment to KTCEA.

Policy 2-H: ᑳ ᑲᔭᐟᑦ ᐃᓴᒥᒋᑫˣ ᑭᑕ ᐁᓯ ᒫᒪᐊᐧᐱˣ kâ-kwayask isîhcikîhk kita îsi mâmawapihk Meetings Proceedings

KTCEA will hold regular meetings. Special meetings will be held only when necessary.

Guidelines:

All acts or proceedings will take place at a regular or a special meeting of KTCEA and are not valid or binding unless at least a majority of the Board Members were present at the meeting or notice thereof was given as required and a quorum was recorded. Meeting protocol and procedures and Committee formation are outlined in the Articles of Association.

KTCEA will conduct its meetings in a business-like fashion. All KTCEA Board Members and KTCEA staff should be knowledgeable about rules of order and meeting procedures.

A meeting agenda must be provided for every Board Meeting to provide the necessary structure for focused discussion, sound decision making, and historical continuity.

The Board will use Cree language in its meetings wherever possible.

Policy 2-I: ᑳ ᒧᑦᑭ ᓇᐊᐧᐢᓂᒼᐟ ᐅᓇᑲᓇᐳ kâ-mosci nawasôniht onîkânapô Votes by Proxy

KTCEA recognizes that from time to time, necessary decisions may require that votes by proxy may be used to assist in decision-making.

Guidelines:
Proxy votes will be conducted as follows:

1. A Board Member's vote may be cast by a designated proxy for that Board Member.
2. Members must notify the Board Chairperson as to the proxy at least one week in advance of meeting(s), unless in the case of an emergency.

3. A person authorized to be a proxy must be a Councillor of that Board Members participating First Nation.
4. No proxy shall be valid after the meeting for which it was authorized.

Policy 2-J: ᑲ ᓇᑲᓇᐯᑦᑕᑊᑲ·° ᖃᓇ ᑲ ᐁᑕᑐᑦᑭᒥᑯᑖ·° kâ-nîkânapîstahkwâw mîna kâ-wîtatoskîmikotwâw **Chairperson and Vice Chairperson Duties**

The Chairperson has the primary responsibility for ensuring that the Board's business is conducted in a professional and efficient manner. KTCEA entrusts the Chairperson with authority to guide Board Members through decision-making processes and to resolve conflict between Board Members. Maintaining this trust falls primarily on the Chairperson and hence the individual elected as Chairperson shall serve at the pleasure of KTCEA.

Guidelines

Roles and Responsibilities

1. The KTCEA Chairperson shall:
    a. Chair KTCEA meetings and ensure meetings are conducted in accordance with the Companies Act of Alberta, the Articles and the policies and procedures established by the Board.
    b. Prior to each Board meeting, confer with the Vice-Chairperson and the Superintendent on the items to be included on the agenda.
    c. Assist with the Board's orientation program for new Board Members.
    d. Act as a spokesperson for KTCEA.
    e. Keep informed of significant developments within the KTCEA's jurisdiction and keep the Board and the Superintendent informed of these developments.
    f. Be in regular contact with the Superintendent to maintain working knowledge of current issues and events within the Education Authority.
    g. Convey directly to the Superintendent such concerns as are related to him or her by Board Members, parents, or students.
    h. Act as signing authority for Board minutes.
    i. Address inappropriate behaviour on the part of a Board Members.
    j. Act on behalf of the Superintendent in his or her inability to act due to a conflict of interest.
    k. Act as direct supervisor of the Superintendent, on behalf of the Board, including being familiar with the personnel file of the Superintendent, approving absences (vacation, medical, personal), and approving expenses related to the Superintendent's office.
    l. Act as a liaison with other organizations as relevant to the business of KTCEA; and,
    m. Ensure the direction provided by KTCEA to the Superintendent is followed.

2. The Vice-Chairperson shall:
    a. Assume the responsibilities of the Chairperson in the Chairperson's absence or if the Chairperson is deemed to have a conflict of interest in matters that pertain to the Board.
    b. Assist the Chairperson in ensuring that the Board operates in accordance with its own policies and procedures and in providing leadership and guidance to the Board.
    c. Prior to each Board meeting, confer with the Chairperson and the Superintendent on the items to be included on the agenda; and,
    d. The Vice-Chairperson may be assigned other responsibilities by the Chairperson.
3. Appointment
    a. Board Members are responsible for selecting a Chairperson and Vice-Chairperson from among the Board Members at the Annual General Assembly. In order to ensure that meetings can proceed effectively and that there is continuity, both the Chairperson and the Vice-Chairperson must be familiar with the operations of KTCEA and have served as a Board Member for at least one (1) year.
    b. Voting of Chairperson and Vice Chairperson: The nomination of Chairperson and Vice-Chairperson will be held, and a vote conducted among the Board Members for both positions. The person with most votes, via secret ballot, will be appointed. All Board Members are eligible for nomination.
4. Term
    a. The KTCEA Chairperson and Vice-Chairperson shall be appointed annually at the annual general meeting.
5. Voting
    a. Each Board Member, including the Chairperson and Vice-Chairperson, shall have one vote at all meetings of the Board.

Policy 2-K: ᑲ ᐃᑕᓯᐊᓃᑦᑖᓐ ᑭᑕ ᐁᓯ ᐊᑐᖅᑲᐦᐃᑦᑖᓐ kâ-itasowâtihtwâw kita îsi atoskahihtwâw **Indemnity and Liability of Board Members and Officers**

Guidelines:

1. Subject to the limitations contained in the Companies Act of Alberta, KTCEA shall (and does hereby) indemnify a Board Member or Officer, a former Board Member or Officer, or a person who acts or acted at KTCEA's request as a Board Member or Officer, and his or her heirs and legal representatives, against all costs, charges and expenses, including an amount paid to settle an action or satisfy a judgment, reasonably incurred in respect of any civil, criminal or administrative action or proceeding to which he or she is made a party by reason of being or having been a Board Member or Officer of KTCEA if:
    a. He or she acted honestly, reasonably, and in good faith with a view to the best interests of KTCEA; and
    b. In the case of a criminal or administrative action or proceeding that is enforced by a monetary penalty, he or she had reasonable grounds for believing that such

conduct was lawful.

2. No Board Member or other Officer of KTCEA shall be liable for:
    a. The acts, receipts, neglects or defaults of any other Board Member, Officer, or employee, or for joining in any receipt or other act for conformity.
    b. Any loss, damage, or expense happening to KTCEA through the insufficiency or deficiency of title to any property acquired for or on behalf of KTCEA.
    c. The insufficiency or deficiency of any security in or upon which any of the monies of KTCEA shall be invested.
    d. Any loss or damage arising from the bankruptcy, insolvency, or unlawful act of any person with whom any monies, securities, or effects of KTCEA were deposited.
    e. Any loss occasioned by any error of judgment or oversight on the Board Member's or Officer's part; or,
    f. Any other loss, damage or misfortune that happens in the performance of the duties of his or her office.
        i. Unless:
            - The same is otherwise provided in a contract of service with such Board Member or officer.
            - The same is occasioned by willful neglect, misconduct, or omission; or,
            - The same shall happen by or through his or her failure to exercise the powers and to discharge their duties honestly in good faith with a view to the best interests of KTCEA, which includes the duty to exercise the care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances.
3. No provision of the Articles or the Policy Manual shall be construed as to relieve any Board Member or Officer from the duty to act in accordance with the Companies Act of Alberta or from liability under the Companies Act of Alberta.
4. KTCEA shall purchase and maintain insurance for the benefit of any person referred to in this section from personal liability in the event of legal action and in respect of its operations, keep in force adequate and appropriate policies of insurance for the purpose of, at a minimum, indemnifying the Board and its employees and school councils in respect of claims for:
    a. damages for death or personal injury,
    b. damage to property, and
    c. damage to property owned by the board in respect of which the board has an insurable interest;
        i. that the board has agreed to insure, or
        ii. for which the board otherwise has or may have assumed liability.

Policy 2-L: ᐃᔭᓱᐁᐃᓂᓴ ᑲ ᑲᔾᔭᒋ ᐃᔭᑦᑖˣ ᒥᓇ ᑭᑕ ᐁᓯ ᔭᖕᑯᒐᒪᑲᖕᑲᔾᑲ·° wiyasowîwinisa kâ-kwayâci wiyastâhk mîna kita îsi yahkotîmakahkwâw

Policy Planning and Development

Policy development is a key responsibility of the Board. Policies constitute the will of the Board in determining how the Authority will be operated. Policies provide effective direction and guidelines for the action of the Board, Superintendent, staff, students, and other affected parties. Adoption of new Board policies or revision of existing policies is solely the responsibility of the Board.

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

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

This policy shall apply to all policy development within the Board. In the absence of existing policy, the Board may make decisions, by (ordinary or special) resolution, on matters affecting the administration, management, and operation of the Authority. Such decisions carry the weight of policy until such time as specific written policy is developed.

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

1. Planning
   The Board, in cooperation with the Superintendent, shall assess the need for a policy, as a result of its own monitoring activities or on the suggestion of others, and identify the critical attributes of each policy to be developed.
2. Development
   The Board may develop the policy itself or delegate the responsibility for its development to the Superintendent or a committee of the Board.
3. Approval
   The Chairperson shall take care to ensure all Board Members understand the rationale for a new policy or a policy change prior to motion for approval.
4. Implementation
   The Board is responsible for the implementation of policies governing its own processes. The Board and Superintendent share the responsibility for implementation of policies relating to the Board-Superintendent relationship. The Superintendent is responsible for the implementation of other policies.
5. Evaluation
   The Board, in cooperation with the Superintendent, shall evaluate policies on a regular basis to determine if policies are meeting their intended purpose.

Policy 2-M: ᓄᒥ ᒃ ᓇᑭᓂᒃᑐᒃ·° ᐃᔭᓱᐁᐃᓂᓴ nômi kâ-nakinikâtîkwâw wiyasowîwinisa
Suspension of Policies

Policies serve as guidelines for the successful and efficient functioning of KTCEA and its schools. However, emergency conditions, such as but not limited to, dangerous weather conditions, may require temporary suspension of a KTCEA policy.

This applies to KTCEA policies and does not apply to regular policies based on contractual agreements or to policies based on Federal, Provincial or other laws and regulations, including the Articles of Association of Kee Tas Kee Now Tribal Council Education Authority Ltd.

1. To deal with an emergency, a KTCEA Policy may be suspended by a simple majority vote of KTCEA Board Members present at a regular or special meeting.
2. The motion shall indicate the length of and reasons for policy suspension, for example, suspending calendar day because of weather.
3. In exceptional circumstances and emergencies related to public safety and health, the Board grants authority to the Board Chairperson, or the Chief of the affected First Nation in consultation with the Superintendent, to suspend a KTCEA policy if it is required in the best interest of the community.

Policy 2-N: ᐅᓗᒃᓗᐊᑊ ᒃ ᐃᔭᓱᐁᑖ·° ᐃᑕ ᐁᒃ ᐁ ᐃᔭᑦᑐᑊ ᐃᔭᓱᐁᐃᓂᑦ onîkânîwak kâ-wiyasowîtwâw ita îkâ kâ-wiyastâhk wiyasowîwinisa
Administration in the Absence of Policy

Situations may arise from time to time where there may not be a policy to guide the Superintendent's actions. To ensure the continued welfare of students, staff, the community, and KTCEA, the Board authorizes the Superintendent to make decisions or take action as necessary in cases where there is an absence of policy.

The Superintendent shall:

1. Consider the matter and, if possible, consult with KTCEA Chairperson and/or Vice-Chairperson.
2. Determine an appropriate course of immediate action and communicate it to those immediately affected.
3. Provide an oral report to the KTCEA Chairperson as soon as is practical.
4. Provide an oral or written report to the Board at the next regularly scheduled meeting, detailing the circumstances and the determined course of action; and,
5. Recommend appropriate development of a KTCEA Policy to handle similar future situations or events.

Policy 2-O: ᓯᒦᑭᑕᓯᒦᐃᑐᐃᓐᑐ ᒥᓇ ᒃ ᐯᑭᑦᑐᑦᑕᒫᑫᑉ sihkitisahikîwin mîna kâ-pîkiskwîstamâkîhk
Arbitration and Mediation

KTCEA shall make every effort to resolve any disputes, differences, or claims arising between Board Members or between a Board Member and KTCEA within 30 days of receipt of notice

detailing such dispute, difference, or claim.

KTCEA will endeavour to address disputes, differences and/or claims internally whereverpossible using an internal dispute resolution process and local facilitators.

If KTCEA is unable to resolve a dispute, difference or claim, the matter shall be referred to a professional mediator for attempted resolution.

If no settlement has been achieved through mediation, the matter will be resolved by final and binding arbitration pursuant to the Arbitration Act (Alberta) by a single arbitrator agreed to by a majority of the Members. If agreement cannot be reached by a majority, an independent, impartial arbitrator shall be appointed by a Justice of the Court of Queen's Bench and such appointment shall be binding.

The Board Members agree to submit to arbitration pursuant to the Arbitration Act (Alberta) and this section. The decision of the Arbitrator shall be final and binding upon the parties concerned.

Policy 3: ᒪᓇᑎᓯᐃᓐ (ᒪᓇᕐᐃᑐᐃᓐ), ᓇᒃᑐᖅᑎᑐᐃᓐ, (ᐱᑦᑭᓯᒥᑐᐃᓐ), ᒥᔾᔨᐃᓂ ᑭᑦᑭᓄᖅᐊᒫᑑᐃᒃᒥᒃ ᖃᓇ ᐊᑐᑦᑭᐃᓂᑉ manâtisowin (manâcihitowin), nâkatohkâtitowin, (pa-piskîyimitowin), miywâyâwini kiskinohamâtôwikamikohk mîna atoskîwinihk

Respectful, Caring, and Safe Schools and Workplaces

KTCEA commits to creating schools and workplaces where everyone can contribute and develop their gifts in environments that are respectful, caring, and safe.

KTCEA expects employees, students, volunteers, parents, and all those who visit schools and facilities, to conduct themselves in a manner which promotes, respects, and values the unique strengths of all individuals.

KTCEA promotes a school and workplace culture in which each individual is treated with respect and dignity; feels safety and belonging, is valued, trusted, respected and involved and, can engage in positive relationships with self, others, and the land.

KTCEA seeks to develop just, peaceful, school and work environments, in accordance with the Canadian Charter of Rights and Freedoms, the Alberta Human Rights Act, Occupational Health and Safety Act, community values of KTCEA First Nations and the United Nations Declaration on the Rights of Indigenous Peoples Article 14.2: “Indigenous individuals, particularly children, have the right to all levels and forms of education of the State without discrimination”.

A respectful, safe and caring school learning environment is one that:

1. Is physically, emotionally, and psychologically safe.
2. Respects the uniqueness of each individual and their views, values and perspectives.
3. Demonstrates appropriate modelling by staff and students for appropriate conduct and misconduct, and
4. Supports clear and consistent expectations for behavior.

KTCEA takes a strong stand against all forms of harassment, bullying. and gossiping that may occur between students, staff, and a member of the general public.

KTCEA is committed and obligated to protect all students and staff from harassment, discrimination, and violence during KTCEA’s school-related activities. All those involved with the Division including Board members, employees, students, parents, volunteers, contractors, and visitors must share in the responsibility for elimination bullying, discrimination, harassment and violence. The Board prohibits bullying, harassment, discrimination, and violence and expects allegations of such behaviours to be investigated in a timely and respectful manner.

This policy covers behavior not only at all schools, but also at any school-related functions. This applies whether contact is face-to-face, by phone, by technology, or by any other means of communication. Threatening, harassing, intimidating, or bullying, in any way, between any person within the school community; including aggressive behaviors such as “cyber”-bullying by any person with the school community, is prohibited.

The Board encourages reporting all incidents of harassment, bullying, discrimination, or violence regardless of the identity of the alleged harasser or offender.

The Board supports the establishment of student organizations and student-led activities that promote equality and non-discrimination of race, religious belief, colour, gender, gender identity, gender expression, physical disability, mental disability, family status or sexual orientation.

Responsibilities

The Superintendent shall:

1. Ensure all schools are respectful, safe, and caring for all students and staff and visitors.
2. Develop, implement, and regularly evaluate policy, procedures, programs to support respectful, safe, and caring environments and to create schools free of harassment, discrimination, and violence.

Policy 4: ᑭᖅᑭᓄᖅᐊᒫᒐᐃᒃᑲᒥᑦ /ᐅᓐᓂᕐᖅᐃᑯᒫᐊᑦ ᓂᖅᑲᐊᔪᒧᐃᑦ kiskinohamâtôwikamik/onîkîhkomâwak niskawâsimôwîwin **School-Parent Advisory Circles**

KTCEA recognizes its responsibility to ensure that all KTCEA schools encourage positive school-parent relationships.

Specifically:

1. Each school will have a School-Parent Advisory Circle to provide advice, information and support to the school Principal to ensure that the Principal is well informed in providing effective and efficient governance, leadership, and management.
2. Each school will have a School-Parent Advisory Circle to ensure effective communication and information to and from the school and community.
3. Each School-Parent Advisory Circle will operate under the KTCEA School.
4. Each School-Parent Advisory Circle will be chaired by the School Principal.
5. Each School-Parent Advisory Circle member will be required to attend training prior to fulfilling their duties. Training will be provided and/or coordinated by KTCEA.

The Superintendent is responsible for the development and implementation of appropriate Administrative Procedures in support of this policy, including those related to the creation and functioning of School-Parent Advisory Circles.

Policy 5: ᑲ ᖃᔨᖅᑖᓐᓄ ᓄᑲᓄᐃᓗᐊᖅ ᐅᖅᑭ ᑭᑦᑭᓄᖅᐊᒫᕐᓄ ᐅᑭᒫᑦᑯᐊᓐ kâ-miyihtwâw nîkânîwîwin ohci kiskinohamâkîw okimâskôwa **Delegation of Authority to the Superintendent**

KTCEA has designated the Superintendent as the Chief Educational Officer. The Superintendent is accountable to the Board for the implementation, operation, and supervision of educational programs and staff.

The Superintendent, at his/her discretion, may delegate to other school personnel the exercise of any powers and the discharge of any duties imposed on the Superintendent by these policies or by Board resolution. The delegation of power or duty, however, shall not relieve the Superintendent of responsibility for actions taken under this delegation.

The Superintendent is authorized to develop and implement Administrative Procedures that are consistent with Board policies and procedures.

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

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

Superintendent Compensation and Benefits

KTCEA believes the Superintendent should be provided with compensation and benefits that adequately reflects the level of responsibility required to effectively perform the full duties of this position.

The following will apply:

1. The salary and benefits provided to the Superintendent shall be determined at the time of appointment and shall be reviewed annually following the Superintendent's yearly evaluation subject to the provisions of the Superintendent Salary Grid.
2. The salary and benefits provided to the Superintendent shall form part of the written contract between KTCEA and the Superintendent.
3. Benefits including health coverage, annual vacation, days-in-lieu and leaves shall be at least equal to those granted to other professional staff members.

Superintendent – Professional Development

KTCEA acknowledges the importance of the Superintendent's participation in workshops, conferences, and training programs intended to improve his/her ability to provide the necessary leadership for improving education for Kee Tas Kee Now Tribal Council students.

1. The Superintendent, in consultation with the Board Chairperson and Vice-Chairperson, shall annually develop a proposed Professional-Development Plan for the Superintendent.

2. The Board shall approve the Professional-Development Plan and ensure adequate financial support for the approved plan is contained in the annual budget.
3. The Superintendent shall provide the Board with a quarterly report of his or her professional development activity.

Policy 6: ᐅᑌᓯ ᐊᑐᖅᑭᐣᐢ ᑭᖅᑭᓄᖕᐊᒫᕐᑯᐤ ᐅᑭᒫᖅᑰ ot-îsi atoskîwin kiskinohamâkîw okimâskô
Role of the Superintendent

Reporting directly to the Board, the Superintendent is the Chief Education Officer of KTCEA and is accountable to the Board for the conduct and operation of KTCEA. Authority. The Superintendent directs school operations towards the achievement of the educational goals established by the Authority and the direction provided by the Strategic Plan. All authority delegated to staff is delegated through the Superintendent. The Deputy Superintendent will act for the Superintendent in his/her absence or in the event of a conflict of interest.

Educational Leadership

The Superintendent shall:

1. Provide leadership in all matters relating to education within KTCEA.
2. Ensure students have the opportunity to access the standards of education set by the Board.
3. Implement education policies established by the Authority.
4. Engage in collaborative leadership based on current research and promising practices.

Fiscal Responsibility

The Superintendent shall:

5. Appoint the Director of Finance.
6. Ensure the fiscal management of the Authority by the Director of Finance is in accordance with the terms or conditions of any funding received by the Authority and is in accordance with government and professional regulations and standards.
7. Ensure the Authority operates in a fiscally responsible manner, including adherence to recognized accounting procedures.
8. Ensure the Board has current and relevant financial information.
9. Directs the preparation of the Capital Plan for submission to the Board.

Personnel Management

The Superintendent shall:

10. Have overall authority and responsibility for all personnel-related issues, except those personnel matters precluded by Board delegation, policy, legislation, or contracts.
11. Support and engage in the development of all staff.
12. Monitor the performance of all staff and ensures appropriate evaluation processes are in place.
13. Ensures the coordination and integration of human resources within the Authority.

Policy

The Superintendent shall:

14. Disseminate and communicate KTCEA Policies, ensuring all employees are aware and comply with KTCEA policies.
15. Ensure the Policy Manual is maintained and up to date and that all personnel have access to KTCEA policies.
16. Following KTCEA approval of new or revised policies, post the policies on the KTCEA website for public access.
17. Meet and confer with staff as required to ensure understanding of policies and needed strategies to ensure effective implementation of policy direction and requirements.
18. Ensure continuous review and evaluation of policies including:
    - Calling attention to policies that need revision and/or replacement,
    - Reporting annually to the KTCEA Board,
    - Providing a schedule for policy review, and
    - Providing an assessment of the impact the policy has had since its adoption; and recommendations for continuing, adding to or revising, replacing or rescinding policies.
19. Develops and keeps current an Administrative Procedures Manual that is consistent with Board policy and legislation, regulations, and procedures.

Board Relations

The Superintendent shall:

20. Establish and maintain positive professional working relations with the Board.
21. Respect and honor the Board's role and responsibilities and facilitate the implementation of that role as defined in Board policy.
22. Attends all Board meetings and makes recommendations on matters requiring Board action by providing accurate information and reports as are needed to ensure the making of informed decision.
23. Provide information and updates to the Board in a timely manner.
24. Support the Board in their community engagement.
25. Provide respectful recommendations to support the Board in its work.

Strategic and Operational Planning

The Superintendent shall:

26. Lead the Strategic Planning process including the development of goals, budget, facilities and transportation plans, student improvement, and implement plans as approved.
27. Involve the Board appropriately (Board approval of process and timelines, opportunity for Board input early in the process, final Board approval).
28. Report regularly on results achieved.

Organizational Management

The Superintendent shall:

29. Provide overall direction for the effective management of the organization, including structures, processes, practices, and procedures.
30. Ensure compliance with all legal, governmental, and Board mandates and timelines.
31. Develop a respectful and welcoming workplace environment across the Authority.

Communications and Community Relations

The Superintendent shall:

32. Take appropriate actions to ensure transparent, positive external and internal communications are developed and maintained.
33. Participate actively in community engagement activities in order to enhance and support the educational vision and goals of KTCEA.
34. Develop and approve all public communications.
35. Use an inclusive approach with our partners in education.

Leadership Practices

The Superintendent shall:

36. Practice collaborative leadership that supports the Board's policies and the Strategic Plan.
37. Develop and maintain positive and effective relations with federal, provincial, and regional government departments, agencies, and organizations.

Privacy

The Superintendent shall:

38. Act as the "designated head" for all information and privacy situations, including for the purposes of the Freedom of Information and Protection of Privacy Act.

Additional Responsibilities:

Additional responsibilities may be designated to the Superintendent by the Board through Special Resolution.

Policy 7: ᐅᑑᑎᑕᐦᑐᐱᐳᓐᐃᓪᓗ ᐅᑭᑦᑭᓄᐦᐊᒪᐋᒃᑲᓗ otitahtoponîwin, okiskinohamâwâkanak
Age of Eligibility, Student Right of Access and Students' Rights

Every student has the right of access to their community school or an education program and a high standard of quality education, offered by a well-trained, committed professional staff in a safe, respectful, caring, and understanding environment.

Age of Eligibility

KTCEA educational programs are offered to students who are 4 to 21 years of age as of December 31 of the current school year.

Students' Rights

1. A right to quality instruction and opportunities for meaningful involvement in educational activities.
2. A right to be treated respectfully, fairly, and with consistency by all KTCEA staff.
3. A right to a culturally relevant environment that teaches pride and respect for their unique ways of knowing and being.
4. A right to safely challenge concepts to advance their critical thinking.
5. A right to a fair evaluation that will give them proper benchmarks for what they can accomplish following graduation.
6. A right to instruction and encouragement that will assist in the development of sound and healthy self-awareness.
7. Right to appeal decisions affecting themselves.

The Board directs the Superintendent to develop and implement Administrative Procedures with respect to appeals and hearings regarding student matters.

Student Responsibilities

A student, as a partner in education, and has the responsibility to:

1. attend school regularly and punctually,
2. be ready to learn and actively engage in and diligently pursue the student's education,
3. ensure that the student's conduct contributes to a caring, respectful and safe learning environment that fosters a sense of belonging,
4. respect the rights of others in the school,
5. refrain from, report and not tolerate any bullying or bullying behaviour directed toward others in the school, whether or not it occurs within the school building, during the school day or by electronic means,
6. comply with the rules of the school and the policies of the board,
7. co-operate with everyone authorized by the board to provide education programs and other services,
8. be accountable to the student's teachers and other school staff for the student's conduct, and positively contribute to the student's school and community.

Students are prohibited from engaging in unacceptable behaviour within schools or on any school or Board-related trips or activities. Examples of such activities include but are not limited to those defined in federal or provincial legislation, Board policies, Administrative Procedures, and in School Codes of Conduct.

Policy 8: ᐅᓐᑫᑦᑯᒪᐊᑉ ᖃᓇ ᐅᓇᒃᑌᔾᒧᐁᐊᑉ ᐅᑕᑐᖅᑭᐃᓄᐊᑦᑉ onîkîhikomâwak mîna onâkatîyimowîwak otatoskîwinowâw **Parent/Guardians Rights and Responsibilities**

Parents are a key partner in education and have the responsibility to act as the primary guide and decision-maker with respect to their child's education. Parents have a responsibility to:

1. take an active role in the student educational success,
2. ensure that the student attends school regularly,
3. ensure that the parent's conduct contributes to a caring, respectful, and safe learning environment,
4. co-operate and collaborate with school staff to support the delivery of supports and services to the student,
5. foster collaborative, positive and respectful relationships with teachers, principals, other school staff and professionals providing supports and services in the school.

Parents are encouraged to be involved in educational decisions relating to their children, including the review of final course standings or program placements.

Parents are encouraged to address matters of concern with the teacher first. If the matter is unresolved, parents may bring the matter to the Principal. If the matter requires further resolution, it can be referred to the Superintendent. All parental concerns will be addressed in a timely manner.

To ensure fairness and justice, the student and the parent(s)/guardian(s) have the right to appeal decisions affecting the student. KTCEA holds that parents and students are entitled to an open and transparent appeal process in the event of a dispute regarding the student's final course standing or program placement, or in other instances where a decision of an employee of KTCEA, or in certain cases, a decision of KTCEA, significantly affects the education of the student.

Board members are to refer all matters brought to them from parents to the Superintendent.

The Board directs the Superintendent to develop and implement Administrative Procedures with respect to complaints, appeals, and hearings initiated by parents.

Policy 9: ᑭᐣᑭᓄᖅᐊᒫᕐᑯᐤ ᒪᓯᓇᖅᐃᑲᓇ ᖃᓇ ᑭᐣᑭᓄᖅᐊᒫᕐᑯᐃᑦ kiskinohamâkîw masinahikana mîna **Curriculum and Instruction**

Students will be prepared for their future and have pride in their identity through the highest quality curriculum and instruction. A primary attribute of the KTCEA commitment to students, parents, and the community is the growth and support of Nîhiyawîwin and the transmission of traditional knowledge through land-based learning and all education programs.

9-A: ᓇᖅᐃᔭᐅᐃᑦ ᖃᓇ ᓴᑲᐤ ᐱᒫᒋᖅᐅᐃᑦ ᑭᐣᑭᓄᖅᐊᒫᕐᑯᐃᑦ Nîhiyawîwin mîna sakâw pimâcihowin kiskinohamâkîwin **Nîhiyawîwin and Land-based learning**

KTCEA students will have access to Nîhiyawîwin instruction and land-based learning opportunities from K4 to Grade 12.

Nîhiyawîwin is centrally important for KTCEA. Knowledge systems and relations with the land, people, language, and everything in nature are expressed through Nîhiyawîwin. It is through teaching and learning that Nîhiyawîwin prospers and honours the past, present, and future.

KTCEA will endeavour to promote, preserve, and strengthen Nîhiyawîwin in its curriculum and instruction, and will strive to ensure the Cree language meaningfully lives and is embedded within our schools and in our everyday interactions.

KTCEA strives to be a world-class leader in land-based education. KTCEA will provide land-based learning programs and outdoor educational experiences that incorporate and transfer fundamental learnings of Nîhiyawîwin traditional language, beliefs, attitudes, and skills. It is through the cultivation and observation of the relationship between people and the land that knowing and learning occurs.

Administrative Procedures and Curriculum specific to Land-Based Learning will be developed and will outline learning streams, outcomes, and laddered learning methods that are grounded in Cree ways of knowing and being.

9-B: ᐅᓇᑲᓇᐸᐧ ᔭᐦᑯᐦᐃᐃᑦ ᐅᐦᐱᑯᐃᑦ onîkânîwak yahkohtîwin ohpikowin **Leadership Development**

KTCEA will provide students with leadership development opportunities. Leadership development experiences will be offered at all grade levels, including Student Leadership Councils and others, to empower students and enhance academic and social development.

9-C: ᐊᔭᒥᐦᒋᑭᐃᑦ ᖃᓇ ᐊᑭᐦᑖᓯᐃᑦ ayamihcikîwin mîna akihtâsowin **Literacy and Numeracy**

The academic success of all students will be supported through literacy and numeracy programs as outlined in strategic and operational plans. KTCEA will develop the ability, confidence, and willingness of our students to engage with language and numeracy skills to acquire, construct, and communicate in all aspects of daily living, including quantitative and spatial elements of life.

9-D: ᓂᖅᑖ ᑖᐸᓯᓇᖅᐃᕝᕕᐃᓐᓗ nihtâ tâpasinahikîwin **Fine Arts**

KTCEA supports students' access to a Fine Arts Program to develop artistic and academic skills. The intent is to explore and communicate thoughts and cultural identity using a variety of art forms. The Program may include expressions through an improved understanding of art, music, drama, and dance theory and technique subject to resource availability.

9-E: ᑭᕝᕕᔨᖅᑕᒧᐃᓐᓗ ᖃᓇ ᑲᖅᕿ ᒪᓯᓇᖅᐃᕿᖅᐃᑰᓯᐃᓐᓗ kiskîyihtamowin mîna kika masinahikîhikôsowin **Knowledge and Employability (K & E) Programs**

KTCEA will offer and support The Knowledge and Employability (K & E) curriculum to students in Grades 8 through 12 who meet the program student academic criteria. K&E courses will provide students with opportunities to experience success and become well prepared for graduation, employment, further studies, and lifelong learning. KTCEA schools will offer K & E programming at designated schools.

Policy 10: ᒫᒪᐃᓂᑐᐃᑦ ᑭᖅᑭᓄᐊᒫᕿᐃᓂᑉ ᖃᓇ ᑲ ᓴᑐᖅᑳᑦᑖᑉ ᐅ ᑭᖅᑭᓄᐊᒪᐊᑦᑲᓇᑦ mâmawinitowin kiskinohamâkîwinhk mîna kâ-sîtoskâhtwâw okiskinohamâwâkanak

Inclusive Education and Student Supports

KTCEA is committed to high quality supports for inclusive education programming to support all children and students. KTCEA acknowledges that children have a wide range of learning needs and recognizes the necessity of providing programs and support services for students with unique, diverse, and complex learning needs.

KTCEA holds that “inclusion” is a way of thinking and acting that demonstrates universal acceptance and promotes a sense of belonging for all learners.

KTCEA recognizes that all people are equal in dignity, rights, and responsibilities, regardless of race, religious beliefs, colour, gender, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status, or sexual orientation. KTCEA is committed to protecting students against discrimination in the provision of educational services pursuant to the Alberta Human Rights Act. Reasonable steps shall be taken to accommodate individual needs on the basis of protected grounds under human rights legislation. Individuals who require accommodation based on protected grounds have a responsibility to inform KTCEA of their needs.

KTCEA also holds that students:

1. Are not excluded from the general education system on the basis of disability.
2. Can access an inclusive, quality primary and secondary education on an equal basis with others in the communities in which they live.
3. Will receive the support required, within the general education system, to facilitate their education.
4. Are provided individualized support measures in environments that maximize academicand social development, consistent with the goal of full inclusion.

Educating students with diverse needs in regular classrooms in local community schools shall be the first placement option considered in consultation with students, parents/guardians, school and division staff.

10-A: ᑲᔭᕐᓵ ᑳ ᖃᒋᓱᑉ ᖃᓇ ᑲᔭᕐᓵ ᑳ ᐱᒫᒋᖅᐃᓱᑉ kwayask kâ-mîcisohk mîna kwayask kâ-pimâcihisohk Healthy Eating and Living

KTCEA recognizes its responsibility to ensure that all KTCEA schools encourage healthy lifestyles and relationships by providing and promoting nutritional and traditional foods to all students, staff, and guests. KTCEA will also provide recreational/sports programs that promote healthy living.

Miyo Mît’sôwin Student Nutrition:

1. KTCEA kitchen personnel will effectively and efficiently maintain the highest possible safety, service, and sanitation standards in accordance with KTCEA Nutrition

Procedures.

2. KTCEA school menus will consist of healthy foods by following Canada's Food Guide and adhering to the Alberta First Nations Food Sovereignty Declaration (2017), where possible.
3. KTCEA staff will promote, model, and create an environment for "nutrition education" and healthy eating.

Sports Programs:

KTCEA will offer, support, and encourage participation of students in sporting activities within the school and in sporting competitions with other schools regionally, nationally, or internationally. School sport strengthens the education of students and school athletics and are an extension of the classroom. Sports programs teach life lessons and values such as citizenship, sportsmanship, teamwork, hard work, and healthy lifestyles.

The emphasis on athletics in schools should be to empower students with the necessary skills that will allow them to be productive citizens. KTCEA endeavours to ensure that sports are a positive experience for all students.

The Superintendent is responsible for developing and implementing appropriate Administrative Procedures in support of this policy, including the creation of appropriate agreements and waivers.

10-B: ᐊᐱᖃᐊᓱᑦ ᓂᖅᑕᒥ ᑭᖅᑭᓄᖕᐊᒫᑯᓲᐃᓐᑐ apiscawâsis nistami kiskinohamâkosôwin Early Learning

KTCEA supports Early Learning by offering K4 and K5 school-based educational programming. Early Learning programs will meet the diverse needs of children and promote a positive attitude toward lifelong learning. Early Learning Programs will provide students with a community specific, culturally relevant curriculum. KTCEA will provide a curriculum that supports children in:

1. Forming relationships with one another as they develop physical, emotional, and social skills.
2. Reflecting and valuing their culture and individual abilities as they develop cognitive and language/communication skills.
3. Participating in high-quality programs and services that provide stimulating, healthy, and nurturing environments from the earliest stages in life.
4. Receiving timely access to other community programs and services.
5. Monitoring developmental progress and programs and adapting to meet needs.

10-C: ᑲ ᑭᔾᑖᑖ·°/ᑲ ᓵᐳᓇᖄᑲ·° ᑭᒋᑭᓄᖄᐊᒫᑯᓲᐃ·ᑦ ᒣᓇ ᑲ ᑭᒋᑭᓄᖄᑕᖄᐃᖄᑖ·° ᐆᑌ ᓂᑲᑦ ᐊᑐᒋᑭᐃ·ᑦ kâ-kîsîhtâtwâw/kâ-sâponahkwâw kiskinohamâkosôwin mîna kâ-kiskinohtahihtwâw ôtî nîkân atoskîwin **Graduation and Career Counselling**

KTCEA will provide Graduation and Career Counselling services that will support high school completion and prepare students for employment opportunities, post-secondary, trade programs, and lifelong learning. Career counselling and supports will enable students to make well-informed, considered decisions and choices that foster talents and abilities so that students can reach their full potential.

10-D: ᑎᐱᔭ° ᑲ ᓴᑐᒋᑲᖄᑖ·° ᐅᑭᒋᑭᓄᖄᐊᒪᐊᑲᓇᔅ tipiyaw kâ-sîtoskâhtwâw okiskinohamâwâkanak **Specialized Supports**

Students in need of specialized supports and services are included within one inclusive learning system that takes responsibility for all students.

The Superintendent or delegate will serve as a central point of contact for schools, for advice and assistance about KTCEA policies, administrative procedures, and program options for students in need of specialized supports and services. As required and when available, these services can include psychological, speech, auditory, occupational, and health.

Policy 11: ᐱᒧᖅᑕᖅᐊᐊᓱᐃᓐ pimohtahâwasowin Student Transportation

KTCEA recognizes its responsibility to provide safe, caring, and efficient transportation servicesfor all KTCEA students, staff, and guests.

Specifically:

1. Students will be safely transported in accordance with the KTCEA Student Transportation Procedures Manual which describes care/control and roles/responsibilitiesof riders, administration, bus drivers, and parents/caregivers.
2. School buses will be operated and maintained in accordance with the KTCEA SchoolBus Inspection/Maintenance Procedures Manual which outlines maintenance and inspection schedules and processes.
3. The KTCEA fleet vehicles will be operated and maintained in accordance with the KTCEA Fleet Vehicle Procedures Manual, which describes the roles and responsibilitiesof users.

Transport by Parent

Under special circumstances, KTCEA may enter into an agreement with the parent/guardian of the student under which the parent will:

1. convey the student to and from school or the bus route, and
2. receive payment, as determined by KTCEA, for providing that service.

KTCEA is not under any liability to the parent or guardian of a student or to a student for negligence arising out of the student being conveyed to and from school or the bus route, pursuant to an agreement made under this section.

Policy 12: ᓂᑕᔾᓴᒥᓈᓇᑊ ᐅᑕᑐᖅᑭᐊᑊ nitayisîyiminânak otatoskîwak **Human Resources**

KTCEA recognizes that a dynamic, well-trained, and effective staff, dedicated to working towards educational goals and objectives is necessary to promote and maintain nîhiyaw kiskinohamâkîwin nakacîwin (Excellence in Indigenous Education).

KTCEA affirms its responsibility and commitment to support each of its employees.

KTCEA is committed to employing highly trained and diversified staff to provide all school operations with the greatest degree of leadership. A key objective of KTCEA is the engagement of staff knowledgeable of First Nations culture and the Cree language, and who have the understanding and ability to provide a culturally appropriate educational environment.

KTCEA recognizes the systemic discrimination faced by Indigenous communities and individuals in accessing and participating in education services, the historical disadvantage experienced by the Indigenous workforce, and the under-representation of Indigenous individuals in the provision of education services. KTCEA is committed to implementing a policy that ameliorates the systemic discrimination and under-representation faced by Indigenous communities and individuals with respect to education services. Therefore, qualifications being equal, preference shall be given to candidates who are either KTC Nation Members or persons of Indigenous ancestry and secondly, to other applicants within the system for KTCEA positions (Reference: *Alberta Human Rights Act*, section 10.1).

KTCEA believes that staff, in cooperation with the community, play a vital role in accomplishing educational goals and objectives established for the betterment of KTCEA member First Nations.

Hearings on staff matters

On such occasions as a difference or dispute arises within the Authority, KTCEA supports a fair and transparent process as an avenue of reaching a resolution.

The Superintendent is responsible for the implementation of the appropriate Administrative Procedures and processes in support of this policy.

Policy 13: ᒪᒫᑖᑉ ᐊᐸᒋᑦᒋᒃᑲᐣ ᒥᓇ ᐅᑭᐟᑭᓄᑦᐊᒪᐊᑊᒃᑲᐣ nitayisîyinîminânak oskâkoyahkwâw Technology and Student Information

KTCEA is committed to enabling high quality learning, teaching, and working environments using technology. Technology supports quality learning and teaching that enables students to discover, develop, and apply competencies across subject and discipline areas for learning.

Technology can and will be used to advance and honour Cree language, land-based learning, andtraditional ways of knowing and being.

KTCEA supports the safe and appropriate use of technology that contributes to a productive learning environment and aligns with Division expectations for positive student and staff behaviour.

KTCEA will support students and staff in their educational journeys by striving to provide equitable access and connectivity to devices, information, and classroom technology.

KTCEA will maintain the safety, security, and privacy of students and staff and values transparency related to practices supporting the collection, management, and storage of data.

KTCEA will follow the intent of provincial legislation and regulations for student record collection, management, and storage.

The Superintendent is responsible for developing and implementing this policy through appropriate administrative procedures.

Policy 14: ᑲᓇᑉ ᑳ ᑭᐸᖕᐃᑳᑌᑳᐧᐤ ᑭᑦᑭᓄᖕᐊᒫᑑᐃᑳᒥᑲᐧ /ᑳ ᐁᓯ ᐊᐸᑕᖕᑳᐧᐤ ᑭᑦᑭᓄᖕᐊᒫᑑᐃᑳᒥᑲᐧ kanak kâ-kipahikâtîkwâw kiskinohamâtôwikamikwa

Temporary School Closures/Community Use of Schools

Temporary School Closures

KTCEA authorizes the Superintendent or Principal, in consultation with the Chairperson or one other KTCEA Board Member, to close the school in the event of hazardous weather or other emergencies that would make school operations dangerous or difficult. If the school is not closed but is rendered temporarily unusable and where students require shelter, students and staff shall be evacuated to other locations in the immediate areas. The Superintendent is responsible for developing administrative procedures identifying safe locations in the immediate area of each school within the Authority and establishing safe evacuation procedures.

In cases of closure, delays in opening, or early dismissal, the school principal has the responsibility to ensure as much as possible of the administrative, supervisory, and operational activity is continued. Where time and circumstances permit, parents are to be notified of any emergency closing. The principal will also ensure that the Superintendent is notified.

Community Use of Schools

The primary purpose of school facilities is to further the education of the children who reside within KTCEA communities.

KTCEA supports and encourages community use of its school facilities and will work in partnership with community partners to coordinate community use of facilities, provided it doesnot significantly interrupt instruction.

In the event that the community would like to use a school facility leading to school closure, sufficient advance notice and approval from the Superintendent is required.

The Superintendent is responsible for developing and implementing this policy through administrative procedures, including the creation of contracts and waivers to ensure the safe and efficient community use of facilities within the Authority.

Policy 15: ᑲ ᐊᑦᐁᑦᑕᒥˣ ᑭᑕᑦᑕᐁᑦ ᑭᑕ ᒫᔭᑦᑲᒥᑲˣ ᒣᓇ ᑲ ᐁᓯ ᐁᑦᒋ ᐃᔅᑦᒋᑫᒥᑦᑖᑦᑦ ᒫᒪᐃᑦ ᐊᔾᐃᑦᓂˣ

kâ-wawîstamihk kitahtawî kita mâyahkamikahk mîna kâ-îsi wîci-isîhcikîmihtwâw mâmawi-ayâwinihk **Emergency Preparedness and Business Continuity**

KTCEA is committed to ensuring the safety of students, staff, communities, and property while providing continuous, high-quality educational services. To this end, KTCEA must be prepared to respond to emergencies, and plan for business interruptions.

This shall be completed through the development and management of an Emergency Management and Business Continuity Plan(s). The purpose of the Plan(s) is to protect the safety of students, staff, communities, and property while enabling KTCEA to function effectively during any break in normal operations, ranging from temporary interruption to a severe disruption of activities, whether resulting from equipment failure, fire, natural disaster, malicious act, or any other cause.

The Plan(s) are specifically intended to provide direction for timely, organized, and effective action when emergencies or interruptions occur or are imminent.

Roles and Responsibilities

The Superintendent shall be responsible for ensuring that Emergency Management and Business Continuity Plans are created, implemented, and maintained. The Superintendent shall have general oversight of the Program and its effectiveness and will provide reports as needed to the Board.

The Board empowers the Superintendent to develop interim policies and/or procedures in the event of an emergency. The interim policy or procedure is to be reviewed and approved by the Board at the earliest convenience.

All staff have a responsibility to take reasonable care to protect themselves and to cooperate with KTCEA in protecting the health and safety of all members of the KTCEA community during an emergency or interruption. They should be knowledgeable about this policy and the emergency management and business continuity plans. All staff are to ensure their own awareness and knowledge of their role and responsibilities.

Policy 16: ᓱᓕᔾᐤ ᒃ ᐸᒥᓂᑊᐟ sônîyâw kâ-paminiht **Finance**

One of the foundations of a quality education system in sound fiscal management.

The Superintendent, through the Director of Finance, is responsible for fiscal management within KTCEA. The Superintendent shall ensure that the fiscal management of KTCEA will be in accordance with KTCEA's Finance Policy and Administrative Procedures and with the requirements of any Federal, Provincial or other laws and regulations, including the Articles of Association of Kee Tas Kee Now Tribal Council Education Authority Ltd.

16-A: ᓱᓕᔾᐤ ᓱᓕᔾᐃᑲᒥᑯˣ ᒃ ᐅᑊᑭ ᐸᒥᑊᐃᑊᐟ sônîyâw sônîyâwîkamikohk kâ-ohci paminiht **Bank Accounts**

The Board may authorize the use of any Branch of a Chartered Bank, Credit Union, or TrustCompany for KTCEA banking. Only the Board has the authority to open and close bank accounts with financial institutions upon recommendation by the Superintendent.

16-B: ᒃ ᑲᔭᐣᑊ ᐃᓴᑊᑭᑫˣ ᒃ ᐁ ᐁᓯ ᐊᐸᑭᓯᐟ ᓱᓕᔾᐤ kâ-kwayask isîhcikîhk kâ-wî îsi apacisit sônîyâw **Budgeting**

KTCEA prepares annual budgets (both operating and capital) to ensure resources are used in an open, transparent, and accountable manner that supports the continued achievement of its strategic goals and meets the needs of students and Member Nations over the long term.

Preparation of annual operating and capital budgets assist KTCEA in achieving its goals and objectives and ensure its expenditures and commitments do not exceed available funds.

KTCEA will operate within a framework that estimated expenses cannot exceed estimated revenues unless the anticipated deficit has been approved by the appropriate authority in accordance with the Delegation of Authority Policy.

The KTCEA fiscal year begins on September 1 and concludes on August 31 of the following year.

The Superintendent is responsible to the Board for the preparation and presentation of the budget and accountable to the Board for the management of KTCEA's financial resources. The Board will approve the budget in a duly convened meeting and record the approval in the official minutes of the meeting.

16-C: ᒃ ᒣᑦᑯᑕᓯᓇᑊᐊᒥˣ ᐃᓴᑊᑭᑫᐃᑦ ᒃ ᐁ ᐁᓯ ᐊᐸᑭᓯᐟ ᓱᓕᔾᐤ kâ-mîskotasinahamihk isîhcikîwin kâ-wî îsi apacisit sônîyâw **Budget Revisions**

Increases to KTCEA expenditure budgets require approval from the Board through Special Resolution.

Repurposing or changing the use of budgeted funds within a Department that are not subject to funding restrictions requires the approval of the Superintendent prior to the repurposing or change of use. If the repurposing or changing the use of budgeted funds results in an increase in

total budgeted expenditures for a Department or KTCEA as a whole, the request for repurposing or changing the use of funds also requires the approval of the Board.

The Superintendent will present requests for budget revisions to the Board for review and approval with along with the rationale for the revisions.

16-D: ᐁᑲ ᑳ ᑎᐱᔭᔨᕽ ᒣᓇ ᑳ ᐊᔨᐊᑉᑭᐸᔨᑊ ᓲᓐᔭᑉ îkâ kâ-tîpipayihk mîna kâ-ayiwâkipayihk sônîyâw **Deficits and Surpluses**

The Board has the authority to approve the carry forward of unused budgeted funds for KTCEA Departments to the following year as part of the budgeting process described in this policy. The use or carry forward of all budget surpluses for Departments receiving funding from funding or granting agencies are subject to approval by the respective agency.

16-E: ᑳ ᐊᐧᐃᐧᑊ ᓲᓐᔭᑉ ᐃᑕ ᑳ ᐁ ᐅᐧᐱᑭᑊ kâ-ahiht sônîyâw ita kâ-wî ohpikit **Investments**

It is the Board's policy that KTCEA's investments will be managed and administered to preserve capital and generate sufficient income and growth to meet operational or strategic objectives. The Board will establish and implement a documented investment strategy for KTCEA funds.

The investment management strategy will include both short and long-term strategies and will determine the allowable uses of available funds.

In developing its Investment Management Strategy, the Board must consider:

1. The need to maintain the real value of the capital or income of the board.
2. The need to maintain a balance that is appropriate to the circumstances of the board between:
    a. Risk,
    b. Expected total return from income and the appreciation of capital,
    c. Liquidity and,
    d. Regularity of income.
    e. The importance of diversifying the investments to an extent that is appropriate to the circumstances of the Board.
    f. The role of different investments or courses of action in the Board's portfolio.
    g. The costs, such as commissions and fees, of investment decisions or strategies.

The Board will select the investment manager and custodian. KTCEA will enter into agreements with the investment manager and custodian. The investments manager and custodian agreements must be consistent with this policy and procedure and must facilitate execution of the short-term and long-term investment strategies. KTCEA will enter into agreement with the investment manager and custodian prior to transferring funds into the investment account(s). The Board will communicate any rebalancing instructions to the investment manager. The investment manager must annually attend a Board meeting and discuss investment performance, changes in personnel, and investment strategy.

16-F: ᐊᔭᐅᑎᒫᔨᕽ ᐅᒃᑭ ᑳ ᐊᐸᒃᑕᒧᕽ ᑳ ᐅᓯ ᐯᑭ ᐊᐸᑭᒃᐃᒃ ᓲᓐᔭᑉ wayawîtimâyihk ohci kâ-wâpamiht kâ-îsi pîci apacihit sônîyâw **External Audit**

To demonstrate its commitment to financial accountability and transparency, the Board will engage an external auditor to carry out an audit of its financial statements on an annual basis.

The financial statements and the resulting Audit Report will be posted to the KTCEA website. The Board will appoint a qualified external auditor to render an audit opinion on the annual financial statements of KTCEA and special purpose reports, as applicable.

The Board will approve the remuneration of the external auditor in a duly convened meeting and note it in the official minutes of the meeting. The external auditor shall be accountable to the Board and continue to serve as auditor until notified otherwise.

The Board will conduct an annual assessment of the performance of the external auditor in a duly convened meeting and note it in the official minutes of the meeting.

The external auditor will provide audited financial statements for KTCEA consisting of:

1. Audit Report,
2. Statement of Financial Position,
3. Statement of Operations and Accumulated Surplus (Deficit),
4. Statement of Changes in Net Financial Assets (Net Debt),
5. Statement of Cash Flows,
6. Schedule of Tangible Capital Assets,
7. Schedule of Consolidated Expenses by Object,
8. Schedule of Program Outcomes,
9. Schedules of Revenue and Expenses by Segment, and
10. Unaudited Schedule of Differential Funding.

16-G: ᑳ ᑲᕝ ᑲᔪᓯᕽ ᒣᓇ ᑳ ᓈ ᓇᑦᐸᓱᐸᔨᐧ kâ-kakwî kayîsihk mîna kâ-nâ naspâcipayik **Fraud and Irregularities**

The Board is proactive and committed to protecting the revenue, property, information, and other assets of the Authority from fraud and any similar or related irregularity. Board Members, officers, and staff have a duty to report suspicion of fraud.

The Superintendent is responsible for developing administrative procedures necessary to implement a fraud prevention policy and provide a monitoring report to the Board on the status of the implementation of this policy.

KTCEA will not tolerate fraud or financial irregularities within its organization and will take action to investigate all suspicious activity.

For the purposes of this policy, fraud and financial regularities include, but are not limited to:

1. Misappropriation of KTCEA funds, supplies or other assets.
2. Impropriety in the handling or reporting of money or financial transactions.

3. Profiting as a result of insider knowledge of KTCEA activities or access to information.
4. Disclosing confidential and proprietary information to outside parties.
5. Falsification of time or payroll records.
6. Abuse of KTCEA credit cards.
7. Personal expenses paid for by KTCEA that do not have a business purpose.
8. Accepting or seeking anything of material value from contractors, vendors, or persons providing services/materials to KTCEA with the exception of gifts less than $500 in value.
9. Intentional abuse of KTCEA assets.
10. Destruction, removal, or inappropriate use of KTCEA records, furniture, fixtures, and equipment.
11. Any similar or related irregularity.

Policy 17: ᑭ ᑎᐯᔨᒦᑕᒧᐃᓂᓂᐊᐧ ki-tipîyihtamôwininawa apacihtâwina ikwa kâ-nîkân isîhcikîhk Capital Assets and Planning

KTCEA is responsible for ensuring effective and efficient stewardship and planning of its capital assets and all resources placed in its trust for the provision of K-12 education services.

The Authority recognizes that the management of its assets and finances is based on a foundation of integrity, prudent stewardship, public accountability, and full disclosure. Capital projects shall be funded and included in the annual budget for the year they are to be undertaken. Capital projects must be planned, budgeted for and authorized prior to the commencement of any work.

KTCEA is committed to a system-wide culture of collaboration and as such, Board Members, senior staff officials, and all staff share the responsibility for modelling effective and efficient stewardship of capital resources. It is expected that all staff will exercise their stewardship of capital and financial resources by knowing and understanding their respective managerial authority, responsibility, and accountability for decisions that have a financial impact on KTCEA.

KTCEA will enter into arrangements acknowledging the buildings are the property of each of the five Member Nations of the Kee Tas Kee Now Tribal Council to maintain the integrity of the buildings' ownership.

Superintendent Responsibilities

To safeguard and provide effective oversight and accountability for the use of KTCEA funds and assets and their management, the Superintendent shall implement this policy by developing and implementing administrative procedures, processes, and best practices aligned with provincially and federally legislated requirements, professional accounting standards, and the assignment of responsibilities and accountabilities; and a system of internal controls as recommended in Financial Management Plans.