

Centre for Christian Studies
Governance Structure
2010

This proposed structure intends to make the work of the Council and its Committees effective in governance by:

1. having representation of Committees on the Council so that the work done by Committees is faithfully reflected at meetings as decisions are being made.
2. having the Council and its Committees be involved in policy setting, strategic planning for the organization, and decision making in light of CCS's mission.
3. having Working Groups who are involved in the activities needed to keep the organization functioning but whose primary goal is to work rather than to be involved in meetings, governance and decision making. Working Groups will often liaise directly with staff and be responsible to staff while having links to Council for input, policy suggestions, and information through Committees.

Central Council

2 co-chairs, 1 Anglican and 1 United Church

1 secretary (non-elected and non-voting)

The Board may appoint a recording secretary who is an *ex officio* member of the Board, who shall attend meetings of the Board to record minutes; this person shall be responsible to the co-chairs.

Chairs (or designates from) Committees

1 Finance

1 Human Resources

1 Program

1 Communications and Promotions

1 Planning and Governance

1 Anglican person

1 United Church person

2 students

1 staff member (non-voting, appointed annually by the staff)

1 principal (non-voting)

Ex officio Secretary of Theological Education of the United Church of Canada

Ex officio Secretary of Theological Education of the Anglican Church of Canada

These latter two members may attend meetings should they choose and may be asked to come in to make a presentation; they are non-voting members; they receive minutes of Board meetings.

(11 voting members)

Executive

The Board shall appoint an Executive which shall deal with emergent issues between meetings of the Board.

- 2 co-chairs
- Secretary (non-voting)
- Treasurer
- 1 Anglican
- 1 United Church person
- Principal (non-voting)

Committees with their working groups

Finance Committee

- Development
- Property
- Bursary

Human Resources Committee

- Policy
- Harassment Advisory

Program Committee

- Awards
- Library

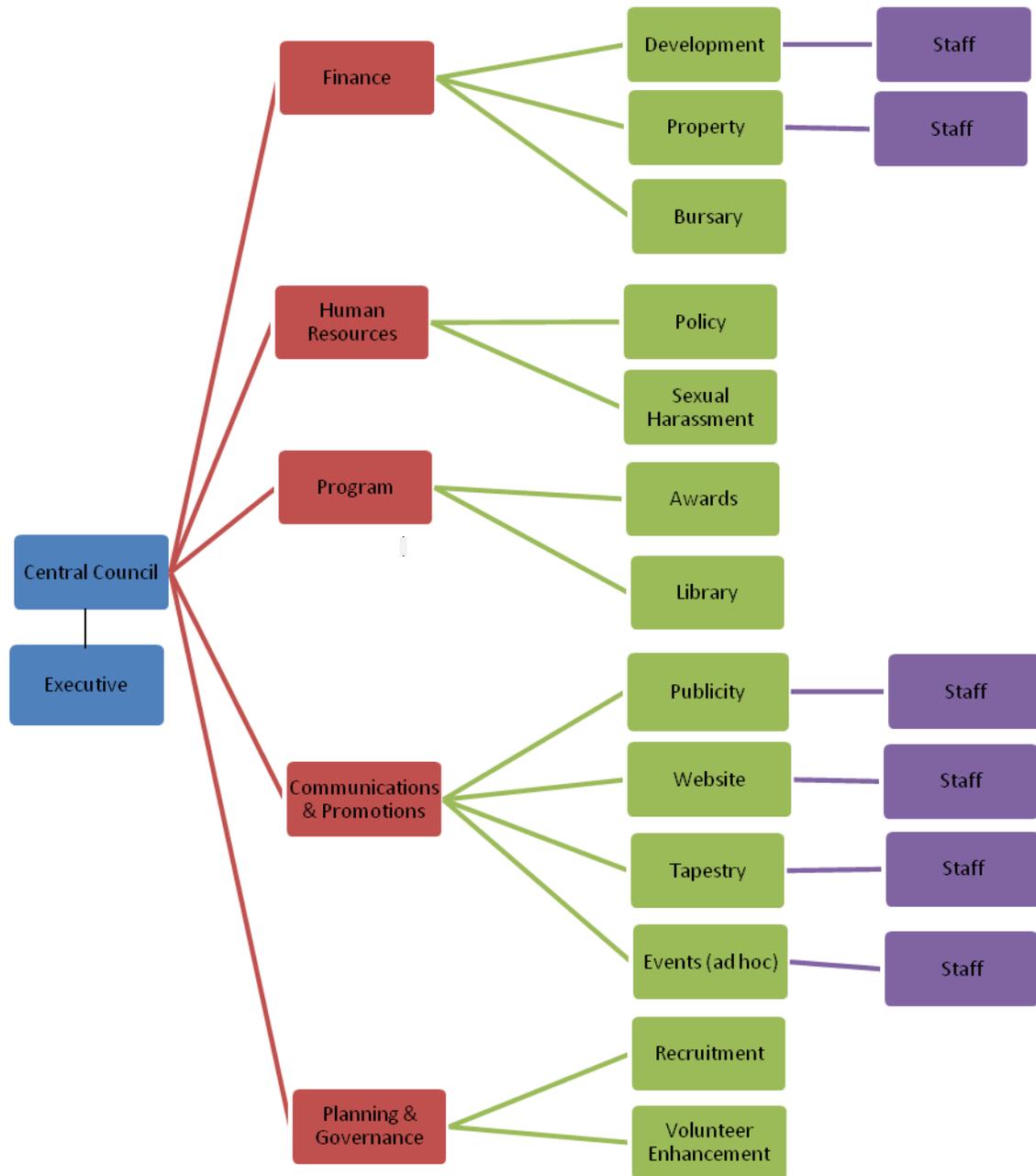
Communications and Promotions Committee

- Publicity
- Website
- Tapestry
- Adhoc Working Groups

Planning and Governance Committee

- Recruitment Working Group
- Volunteer Enhancement Working Group

Council Structure – Council Committees, Working Groups, and Accountability to Staff



TERMS OF REFERENCE

Terms of Reference Central Council

Purpose

The purpose of Central Council is to govern the work of The Centre for Christian Studies in fulfilling its educational mandate and to have legal and fiscal responsibility for ensuring CCS's effective management. The Central Council nurtures and sustains relationships with the United and Anglican Churches.

Duties and Responsibilities

1. Discern and articulate the vision for CCS and set priorities for the work of this Council and CCS through a strategic plan.
2. Establish policies that will ensure the effective governance and functioning of CCS.
3. Ensure that CCS operates within its By-laws and policies and in accordance with its legal responsibilities.
4. Confer diplomas, certificates, scholarships and other awards.
5. Ensure that CCS has the financial and human resources necessary to fulfill its mandate.
6. Approve and monitor the annual budget.
7. Appoint signing officers for CCS.
8. Oversee the work of the principal and ensure an annual performance review (through Human Resources Committee) for the principal occurs.
9. Ensure that the programs of CCS meet needs in the churches and society in the areas of leadership development, education, pastoral care and social ministry.
10. Monitor the overall health of CCS, its staff and volunteers; establish and review standing committees, and their terms of reference.
11. Establish annually the financial limitation for action of the Executive.
12. Establish and review committees, working groups and ad hoc task forces, including their terms of reference.
13. Receive minutes and reports for accountability and action from all standing committees and task forces.
14. Ensure that an Annual Meeting of the Friends (Corporation) is held.
15. Approve the appointment of permanent staff.
16. Approve staff sabbatical applications as recommended by the Human Resources Committee.
17. Act as ambassadors for CCS and its work in the constituency.
18. Consider all stakeholders and ensure a communication plan exists.
19. Minute all meetings, while ensuring confidential material is filed appropriately.
20. Evaluate the work and functioning of the Council annually.

Composition and Qualifications

The Council is composed of 16 members, 11 of whom are voting members. At least two members (one of whom is co-chair) must be Anglican. At least two members (one of whom is co-chair) must be United Church. Two must be diploma students in good standing. A secretary, the principal, a staff representative, and a staff member of each of the national Anglican and United Churches in the area of theological education are non-voting members. The other five members are chairs of (or representatives from) standing committees.

The collective skill set needed includes people with

- understanding of the programs and ethos of CCS
- experience in theological education at a graduate level
- knowledge of sound financial management and practices
- ability to read financial statements and budgets and understand their implications.
- knowledge of the constituency of CCS who know potential donors, potential students, and other potential supporters.
- creative problem solving skills
- capacity to write and monitor policies
- knowledge of employment standards and practices.
- communication skills to tell others about the work of CCS
- commitment to an exciting program
- capacity to participate in meetings using telephone and other technologies with people across the country.

Commitment

There is one annual 2-3 day “face to face” meeting in Winnipeg and approximately eight telephone conference calls, which are two hours in length. Occasionally a special meeting is conducted by email. Participation in meetings is expected.

Information is sent by email to Council members a few days prior to each meeting. At least 1-2 hours of preparation is required for most meetings.

Terms are three years, renewable once for Council members and Committee Chairs.

Committee Chairs (or their designates) are expected to attend both Council and their Committee and represent each to the other.

Expenses are paid for the face to face meeting (travel to Winnipeg, billets, and meals) and call-in numbers are provided for conference calls.

Six members shall form a quorum for the transaction of business, at least two of whom shall be Anglican representatives and two of whom shall be United representatives.

Authority/Decision Making

Central Council is accountable to the Corporation, The Anglican Church of Canada and The United Church of Canada through its annual report to the Annual Meeting.

According to the by-laws, the Central Council may consider or transact any business, either special or general, at any meeting of the Central Council. The Central Council shall have full power with respect to all affairs of the Corporation and no by-law or resolution passed or enacted by the Central Council or any other action taken by the Central Council requires confirmation or ratification by the Friends in order to become valid or to bind the Corporation, unless such confirmation or ratification is required by the Act.

The Council shall submit a copy of all minutes to Administrative Assistant for official records.

Benefits

- opportunity for service to a Christian organization that values justice
- interaction with creative people committed to progressive theological education
- sharing of the expertise that you bring to the table
- making a difference to the lives of students with diaconal vocations and visions
- an environment that encourages learning

Date approved: January 21, 2010

Job Descriptions

Co-Chairs

Leadership for the Central Council will be provided by the Co-Chairs, who are elected by the Corporation. If the Co-Chairs cannot carry out their responsibilities, they, or the Central Council shall appoint a designate. In the event that there is a vacancy in one of the positions, the one appointed Co-Chair shall act as Chair until the vacancy can be filled. Each Co-Chair is a full member of the Council and each has a vote, even when in the role of Chair. In the event of a tie, the Chair shall not have a second vote and the matter will be considered lost.

Responsibilities of the Co-Chairs

1. Provide leadership and have oversight for the work of the Central Council.
2. Call meetings of the Central Council.
3. Prepare an agenda in consultation with the Principal for each meeting.
4. Review all minutes of the Central Council and Corporation prior to signing them.
5. Sign any changes made by the Corporation to the By-laws.
6. Preside at all meetings of the Central Council and Corporation.
7. Be members of the Executive.
8. One or both of the Co-Chairs shall act as liaison to all committees of the Central Council and provide advice and counsel when requested.

Secretary

The Central Council shall appoint a volunteer Recording Secretary (non-voting).

Responsibilities

1. Give notice of all Central Council meetings to members.
2. Give notice of all Corporation meetings to Friends.

3. Collect and circulate documentation for all Central Council and Corporation meetings, including the Annual Report.
4. Record the minutes of all Central Council and Corporation meetings ensuring that confidential minutes and materials are filed appropriately.
5. Ensure minutes are signed and an official, consecutively numbered set of minutes is kept.
6. Circulate the minutes to all Council members and corresponding members.
7. Forward minutes and Annual Reports as required to denominational archives.

Staff

One staff member will be appointed by the staff annually to represent the staff. Any member of staff may attend meetings as a resource. All staff will be excused during discussion and decision making regarding sensitive human resources issues.

Responsibilities of Staff Representative on Central Council

1. Attend and participate in all Central Council meetings
2. Attend the Annual Meeting of the Corporation (conference call)
3. Support the work of the Council by providing resources and administrative support
4. Educate and inform the Council about the day-to-day work at CCS
5. Bring staff needs, opinions and ideas to the attention of Council
6. Share information about the Council's priorities and concerns with staff
7. Carry out tasks assigned by the Council that further its work.
8. Prepare a written staff report for Council meetings and the Annual Report
9. Communicate and interpret the work of Council to the staff.

Student Representatives on Central Council

Eligibility: The student representatives should be a diploma student who is in good standing.

Term of Appointment: Currently, Council appointments are for 3 years, unless the representative ceases to be a student prior to completing the term.

Responsibilities:

1. Attend and participate in all Central Council meetings
2. Attend the Annual Meeting of the Corporation (conference call)
3. Prepare a written student report for Council meetings and the Annual Report
4. Solicit student input for items on the Council agenda
5. Forward items for the Council agenda from the students
6. Communicate and interpret the work of Council to the students
7. Participate in task groups, committees and other Council work
8. Share in responsibility with other Council members for the oversight, policy design and direction setting for CCS

While staff and student representatives normally have the responsibility to interpret the ongoing work of Council to their constituencies, the Co-Chairs and Principal will communicate any significant changes to these and other constituencies.

Supporting Policies:

While all policies are under the jurisdiction of Central Council, the following are relevant to the day-to-day work of the Council:

- Conflict of Interest
- Media Policy
- Screening Policy
- Signing Authority
- Volunteer Travel Expense Policy

Other Documents for File:

- Mission and stance statements
- Bylaws
- Strategic Plan

COMMITTEE NAME

Executive

Purpose:

The Executive of Central Council shall act on behalf of the Central Council at its request and at those times when business emerges that requires immediate attention and action.

Duties and Responsibilities:

1. Deal with emergent issues between meetings of the Council, conducting business within the financial limits determined annually by the Council.
2. Act as required in a complaint of harassment.
3. Submit minutes to the Central Council for information.

Membership

- 2 co-chairs
- Secretary (non-voting)
- Treasurer
- 1 Anglican member of Council
- 1 United Church member of Council
- Principal (non-voting)

Commitment

Meetings

As needed

Terms of Appointment

Renewed annually. The Anglican and United church representatives may serve for up to three years.

Authority/Decision Making

Accountability

- to Central Council with minutes and a written report
- the Executive shall not appoint new Council members
- The committee shall submit a copy of all minutes to Administrative Assistant for official records

COMMITTEE NAME

Finance

Development
Property
Bursary

Purpose

To assist the Central Council in fulfilling its oversight responsibilities for financial reporting and audit processes by ensuring that the financial records are complete, accurate and timely and that they comply with all legal and accepted ethical principles, and to offer direction for the long term financial sustainability of the Centre for Christian Studies.

Duties and Responsibilities

1. Work with Central Council in setting annual priorities for the work of this committee and CCS.
2. Draft a budget in collaboration with the Principal, based on the strategic plan and priorities and present to the Council for approval. A draft will normally be presented to the Council for review in November with the finalized budget for approval in December.
3. Review financial statements monthly.
4. Submit a written report to each Central Council meeting, and provide representation to each Central Council meeting, reporting any major deviations from budget.
5. Recommend changes in program fees to Council.
6. Stay current on changes to financial reporting, taxation, etc. and ensure appropriate adjustments are made.
7. Ensure organization's legal compliance in financial matters.
8. Regular review and revision of accounting and financial policies and procedures.
9. Ensure audit is completed and results presented to the Council and Annual General Meeting.
10. Recommend to the Council the appointment of an external auditor.
11. Meet with the auditor annually and review the audit letter and management's response to any weaknesses identified.
12. Educate all board members about their financial responsibilities.
13. Select investment manager(s) and meet regularly for accountability of investment management in keeping with the investment policies of CCS
14. Review investments annually in light of ethical investment policies
15. Discuss future funding trends, assess organizational capacity to fundraise, determine role of Council and membership in revenue generation and develop a financial sustainability plan.

16. Liaise with the Development, Bursary and Property Working Groups ensuring membership in place (in consultation with the Recruitment Working Group), their effective functioning and providing a channel for any policy or other matters needing to go to Central Council.
17. The Finance Committee will work closely with the Development Working Group in any major fund raising initiatives.
18. Appoint one of its members to the Bursary Working Group
19. Determine the amount of money available for bursaries annually and inform the Bursary Working Group
20. Review major grants and ensure appropriate reporting to funders
21. Ensure that the assets of the organization are properly and adequately protected by insurance and that the Directors, Officers and staff are also protected from litigation.
22. Provide guidance and support to staff responsible for finances.
23. Send year-to-date expenditure sheet to all Committees and Working Groups in September to enable committees to send the next year's budget requests to Finance Committee in October.
24. Minute all meetings, while ensuring confidential material is filed appropriately
25. Review the committee membership, its skills and experience, and those required to fulfil the mandate of the committee, and report to the Recruitment Working Group in preparation for the Annual Meeting and as needed

Responsibilities of the Treasurer

1. Chair meetings of the Finance Committee
2. Work with the Administrative Assistant and Accountant to ensure that good bookkeeping and accounting practices and procedures are followed
3. Work with staff to prepare and submit the annual budget to the Finance Committee
4. Ensure there is adequate cash flow and short term investments in consultation with Finance Committee
5. Liaise with the convenors of the Development, Bursary and Property Working Groups.
6. Be a member of the Council and Executive

Staff Responsibilities

The Principal and Administrative Assistant work with the Treasurer and the Finance Committee to ensure that information and resources are available so that the Committee can fulfill its mandate, and provide assistance to the Bursary and Property Working Groups. The Community Relations Coordinator will work with the Development Working Group. Staff are full members of the Committees and Working Group entitled to vote unless otherwise indicated.

Composition and Qualifications

Membership

Treasurer who shall convene the committee and shall be a member of the Central Council and its Executive.

3 members

1 student representative

Principal who shall be a full voting member of the Committee
Administrative Assistant (non-voting resource)
Conveners of Development, Bursary and Property Working Groups shall be corresponding members of the Finance Committee, attending meetings only as required.

Qualifications:

- members shall be free of conflict of interest (e.g. CCS' Investment brokers, auditors, employee's family cannot be committee members)
- among the committee members there shall be expertise in financial management and accounting
- normally the committee is based in Winnipeg.

Commitment

Meetings

Regular meetings, once a month, at CCS

Terms of Appointment

2 years, renewable twice

Authority/Decision Making

Accountability

- To Central Council with a written report and representation to each Council Meeting.
- Copies of minutes to be sent electronically to Council members.
- To the Corporation annual meeting with a written annual report
- The committee shall submit a copy of all minutes to Administrative Assistant for official records
- Finance Committee will normally review the material submitted by its Working Groups. Normally if there are substantive changes, material will be returned to the Working Group with specific concerns or recommendations before being sent to Council.

Development Working Group

Purpose:

The Development Working Group will work with the Community Relations Coordinator to develop ways and means to enhance public awareness of CCS and to help raise funds essential for the CCS budget and enhance the financial sustainability of CCS.

Duties and Responsibilities:

1. Discuss future funding trends, organizational capacity to fundraise, explore role of Council and membership in revenue generation, develop a financial sustainability plan and provide oversight for the implementation of the plan.

2. Work with Planning and Governance Committee and Central Council in setting annual priorities and in long range planning, including initiatives related to funding of general operations, the endowment fund, bursary support and other special projects.
3. Provide guidance and support to staff responsible for development.
4. Establish and support a network of volunteers across the country for mutual support, who are committed to fulfilling the goals of communication and fundraising.
5. Advertise the Endowment, Bursary and Trust Funds, and other special foci for donations.
6. Review ethical guidelines for funds acquisition and gift acceptance.
7. Participate in recruitment and training of volunteers related to development.
8. Communicate and coordinate with Communication and Finance committees.
9. Propose policy related to Development to the Central Council through the Finance Committee.
10. Evaluate strategies and work carried out.
11. Prepare and submit an annual budget to the Finance Committee each October.
12. Minute all meetings, while ensuring confidential material is filed appropriately.

Staff Responsibilities:

This is a Working Group and much of its work will be in response to the direction of the Community Relations Coordinator and in support of her/his work in the areas of fund raising and development.

Membership

3 - 5 members, including 1 student and including at least one Anglican and one United Church representative

Staff: Community Relations Coordinator

The committee shall name its own convener.

Skills among the membership

- experience and ability in areas of fundraising, alumni support, development
- broad knowledge of various CCS networks
- representative of various regions of the country
- familiarity of the history of CCS
- have knowledge of or a willingness to learn about CCS
- be willing to promote CCS in the wider community
- be willing to share in the work of the committee between meetings

Accountability

- To Central Council through the Finance with a written report at least twice annually.
- The Development Working Group will submit a written report for the Annual Report
- The convener of the Development Working Group shall be a corresponding member of the Finance Committee, attending meetings only as needed.
- Either the convener of the Working Group or the Community Relations Coordinator may ask for time at Central Council meetings for the purposes of their development work.
- Submit a copy of all minutes to Administrative Assistant for official records

Meetings

- The working group will meet as needed up to 6 times a year as a full working group.

- Working Group members will also be asked to organize small task groups for specific pieces of work needed by the Working Group.
- The committee shall meet by telephone or email.

Terms of Appointment

Two years, renewable twice

Property Working Group

Purpose

The Property Working Group shall be responsible for the oversight of the safety, maintenance and repair of all CCS properties.

Responsibilities

1. Conduct an annual review of the facilities.
2. Develop a maintenance plan, for long and short term maintenance and a schedule for conducting the work.
3. Oversee day to day or emergent maintenance needs, working within budget.
4. Ensure contracts are arranged for maintenance such as snow removal and cleaning.
5. Consult with staff regarding tradespeople.
6. Ensure there is adequate insurance on building and contents.
7. Oversee relationship with tenants.
8. Submit a written report to Finance Committee quarterly, and provide representation to Finance Committee or Central Council meetings when necessary.
9. Submit a written annual report to Central Council including the current maintenance plan and assist Central Council in setting annual priorities for work related to CCS property.
10. Propose policy related to Property to the Central Council through the Finance Committee.
11. Prepare and submit an annual budget to the Finance Committee each October.
12. Minute all meetings

Membership

3 members to be from Winnipeg

1 Staff member

The committee shall name its own convener and the convener shall be a corresponding member of the Finance Council, attending only when necessary.

Skills among membership

- general knowledge of building systems
- connections to skilled labour pool and tradespeople
- familiarity with property insurance

Accountability

To Central Council through the Finance Committee for planning, budget and policy matters.

To the Principal for emergency repairs, routine maintenance and contract information.

The Property Working Group will submit a copy of minutes to Administrative Assistant for official records.

Limits of Authority

The Property Working Group has authority to arrange for work authorized by the budget or by motion of Council. Normally any repairs over \$5000 require a motion of the Executive or Council, but emergency repairs may be authorized by the convener of the Working Group or the Principal or their representatives.

Meetings

At the call of the Convener or Staff, normally once a month, at CCS for 1 to 1 ½ hours.

Terms of Appointment

2 years, renewable twice

Bursary Working Group

Purpose:

The Bursary Working Group distributes bursaries to CCS Diploma and certificate students needing financial aid.

Responsibilities

1. Be familiar with the bursaries available through CCS and their terms of reference.
2. Work with the Principal on the annual application to the United Church for bursary funds.
3. Establish and maintain clear criteria for distribution of all bursaries administered by CCS.
4. Be familiar with CCS bursary policies and recommend any policy changes needed to the Council through the Finance Committee.
5. Set a date in cooperation with the Principal by which applications are due.
6. Design an application form for students and ensure its distribution.
7. Receive applications and determine what student aid will be given to students based on the criteria for distribution.
8. Inform the students and the Administrative Assistant of amounts approved for each student. The Administrative Assistant will credit the tuition account of the student with the amount named by the Bursary Working Group.
9. Request all students receiving bursaries to write a letter of appreciation to a CCS contributor.
10. Distribute Emergency Bursaries to students who need them upon recommendation of the Principal.
11. Ensure that the Administrative Assistant has all needed information to prepare T4A slips for students.
12. Minute all meetings

Membership

1 member of the Finance Committee (appointed by the Committee)

1 person at arm's length from CCS who will convene the Working Group

The Bursary Working Group will keep the financial information shared by students confidential.

Accountability

To Central Council through the Finance Committee for planning, budget and policy matters.
To the Principal for administrative matters.
The Bursary Working Group will submit a copy of minutes to Administrative Assistant for official records.

Meetings

At the call of the Convener. A significant amount of work is needed for decision making following the deadline for applications, with lesser amounts at other points in the year.

Terms of Appointment

2 years, renewable twice

COMMITTEE NAME

Human Resources

Personnel Policy
Harassment Advisory
Volunteer Development

Purpose

The Human Resources Committee is to formulate and recommend policies and actions to the Central Council in the areas of personnel and to implement policy as mandated or directed by Central Council.

Duties and Responsibilities

1. Work with Central Council in setting annual priorities for the work of this committee and CCS.
2. Oversee the work of the Policy and Harassment Advisory Working Groups ensuring their membership is in place and that they are functioning effectively.
3. Provide a link to Central Council sending recommendations to Council from the Working Groups.
4. Consider changes in staff structure and make recommendations to the Council
5. Develop, review and revise position descriptions of all staff in consultation with Committees, Central Council and staff
6. Engage in Search Committees and hiring processes in cooperation with the Principal and Council
7. Carry out the Screening checks for all potential and continuing staff according to the policy.
8. Receive recommendations from the Principal regarding moving employees from Probationary Status to Continuing Employees and forward to Council.
9. The Principal will bring any situation related to staff performance or supervision to the Human Resources Committee that, in the discernment of the Principal, needs discussion or has reached an impasse.
10. Receive written documentation from the Principal about Corrective Action Plans and remedial processes.

11. Upon recommendation of termination of an employee, the Human Resources Committee will make all reasonable efforts to ensure that the Principal has taken all the appropriate supervisory steps leading to a decision to terminate an employee, including a corrective action plan or remedial process (unless termination is for cause.) The Human Resources Committee will prepare a recommendation for termination which shall be sent to the Central Council outlining the grounds for termination, proposed settlement (if any), and proposed date of termination.
12. In situations of termination, the Human Resources Committee will work with the Principal to ensure appropriate support is in place for the termination meeting and follow-up that is needed.
13. Recommend to Council approval of staff sabbaticals.
14. Hear and adjudicate requests for review if the Principal has refused to give a record of personal information to an individual associated with CCS according to the terms of the Privacy Policy.
15. Hear and adjudicate grievances brought forward under the Human Resources policy.
16. Review and recommend compensation packages for staff for the coming year to Central Council in October, informing the Finance Committee of their proposal.
17. Conduct the Principal's annual performance review and recommend salary increase and/or benefits and professional development opportunities.
18. Recommend to Council any changes to the Continuing Education budget line, informing the Finance Committee of their proposal.
19. Conduct Exit Interviews with departing staff.
20. Staff members always have direct access to the Human Resources Committee to discuss issues or concerns. The Human Resources Committee will follow proper protocols to deal with issues raised. The Human Resources Committee may on occasion invite staff (individually or collectively) to a meeting for purposes such as getting to know staff and consulting staff about Human Resources.
21. Review the committee membership, its skills and experience, and those required to fulfill the mandate of the committee, and report to the Recruitment Working Group in preparation for the Annual Meeting and as needed
22. Prepare and submit an annual budget to the Finance Committee in October.
23. Minute all meetings, while ensuring confidential material is filed appropriately

Composition and Qualifications

5 Members one of whom shall convene each of the Personnel Policy Working Groups.

Principal

The convener of the Harassment Advisory Group shall be a corresponding member receiving all minutes and attending meetings if needed.

The chair of the Human Resources Committee shall be a member of the Central Council.

Staff are full members of the Committees and Working Group entitled to vote unless otherwise indicated.

Skills among the membership

- interest in the program and values of CCS
- experience with personnel policy and the legal requirements of its implementation.

- appreciation of CCS's commitment to a staff model of shared accountability and leadership
- commitment to working to provide a fair working environment, just employment practices and strong staff and volunteer morale.

Commitment

Meetings

The committee will meet monthly. On occasion it may meet at short notice. Committee members may be required to carry out work between meetings and participate in working groups. The chair (or designate) will be a member of Central Council.

Terms of Appointment

2 year term, renewable twice

Authority/Decision Making

Accountability

- To Central Council with written reports and representation to each Council Meeting.
- Copies of non-confidential portions of the minutes to be sent electronically to Council members.
- To the Corporation annual meeting with a written annual report.
- Human Resources Committee will normally review the material submitted by its Working Groups. Normally if there are substantive changes, material will be returned to the Working Group with specific concerns or recommendations before being sent to Council.
- Submit a copy of minutes to Administrative Assistant for official records.

Personnel Policy Working Group

Purpose

To develop and monitor personnel policies for the well-being of CCS and its employees.

Duties and Responsibilities

1. Stay current on employment legislation and church policies impacting the workplace.
2. Regularly review, formulate and revise personnel policies and procedures for recommendation to the Central Council through the Human Resources Committee for approval.
3. Ensure that the Principal and members of Central Council have knowledge of the policies and procedures and monitor compliance with staff and Central Council.
4. Prepare and submit an annual budget to the Human Resources Committee.
5. Minute all meetings.

Composition and Qualifications

3 Members

One Staff representative

The convener shall represent the Working Group on the Human Resources Committee

Commitment

Meetings

The committee will meet regularly by email and up to twice a year by telephone. Committee members may be required to carry out work between meetings and will participate in task groups to develop specific policies.

Terms of Appointment

2 year term, renewable twice

Authority/Decision Making

Accountability

- to Human Resources Committee through its convener
- to the Corporation annual meeting with a written annual report
- submit a copy of minutes to Administrative Assistant for official records.

Harassment Advisory Group

Purpose

To educate the staff, students, and volunteers of the Centre for Christian Studies regarding harassment and its harassment policy and for receiving, processing, and acting on complaints under the policy.

Duties and Responsibilities

1. Ensure ongoing education for staff, students, and volunteers of CCS regarding harassment and the Harassment Statement of Policy and Procedures.
2. Ensure that staff, students and volunteers are aware of the names of the members of the Advisory Committee and how to contact them.
3. Advise Complainants about the Statement of Policy and Procedures.
4. Ensure that both the Complainant and the Respondent in any case have access to pastoral care.
5. Ensure that the written complaint is delivered to the Respondent and advise the Respondent about this Statement of Policy and Procedures.
6. Proceed with action on complaints.
7. Request the Central Council to set up a Formal Hearing Committee if needed to hear a complaint under this policy and to decide whether the complaint has been substantiated and to make recommendations as are appropriate.
8. Report annually to the Central Council.
9. Considering the circumstances involved and issues of expediency and cost, on a discretionary basis, appoint someone to act on its behalf in a situation where the location of the events in question or the parties may make it impractical to proceed with any part of its responsibilities personally.
10. Request from the Treasurer of the Central Council sufficient resources to enable it to act on a complaint. Upon receipt of such request, the Treasurer will act in a way that maintains as much confidentiality as possible and will only inform the Finance Committee of the expended amounts.
11. Prepare and submit an annual budget to the Human Resources Committee for the Advisory Group's needs.

12. Minute all meetings.

Composition and Qualifications

1. The Advisory Group shall include 3 members, at least one of whom shall be female and one of whom shall be male. The Committee members will be appointed by the Central Council, and will not include anyone who is either a student, staff member, Learning Facilitator, or Mentor of the Centre, or their immediate family. The members of the committee should be familiar with the issues related to harassment.
Upon appointment, all members of the Advisory Group are required to become familiar with the issues involved in harassment.
2. A member of the Advisory Group, including anyone co-opted to perform any of the tasks of the Advisory Group, shall, in all matters in which he or she is involved by virtue of this Statement of Policy and Procedure, maintain total and strict confidentiality, imparting any information gathered to no one other than the parties themselves and, where a Formal Hearing is recommended or requested, the Chair of the Formal Hearing Committee
3. Notwithstanding the need for confidentiality, each member of the Advisory Group shall be responsible to ensure their own needs for pastoral care and support are met.

Commitment

- (1) The term of office of Advisory Group members shall normally be two years, renewable twice.
- (2) The members of the Advisory Group shall be appointed by the time of the annual meeting each year when vacancies exist.
- (3) If it appears that a member of the Advisory Group, including anyone co-opted to perform any of the tasks of the Advisory Group, may have a conflict of interest in respect to the Complainant or Respondent, they shall be disqualified from involvement in the process related to this complaint.

Accountability

- to Human Resources Committee through its convener
- to the Corporation annual meeting with a written annual report
- to submit a copy of minutes to Administrative Assistant for official records.

COMMITTEE NAME

Program

Awards
Library

Purpose:

The Program Committee oversees and supports programs of studies devoted to the preparation for lay and diaconal ministries of education, social justice and pastoral care

Duties and Responsibilities

1. Listen to the needs of the United and Anglican Churches for an educated diaconal ministry.
2. Work with Central Council in setting annual priorities for the work of this committee and CCS.
3. Develop (in consultation with staff) and approve Curriculum Guidelines for diploma, certificate, joint diploma/degree and continuing education programs.
4. Ensure that the program design and content reflects the educational mandate, philosophy and theological stance of CCS.
5. Develop and propose policy related to these programs.
6. Oversee and conduct regular evaluation of programs.
7. Receive reports from the Library Working Group and ensure coordination of library issues with the curriculum of CCS.
8. Consider and respond to academic concerns expressed by students and Program Staff;
9. Handle student appeals as outlined in appeal policies.
10. Explore broad issues of academic concern.
11. Work with the Publicity Working Group to ensure Program Calendar (print and/or electronic) is produced on a regular basis.
12. Oversee the agreements for Joint Degree Programs with St. Stephen's College, and the Faculty of Theology, University of Winnipeg.
13. Ensure CCS requirements for the granting of testamur for the United Church of Canada are sustained.
14. Oversee the work of the Awards Working Group and Library Working Group and ensure their membership in consultation with the Recruitment Working Group.
15. Review staff sabbatical proposals and report to Human Resources Committee.
16. Work with the Human Resources Committee on any changes to the staff sabbatical policy.
17. Establish Working Groups and Task Groups as needed for specific programs or issues.
18. Review the committee membership, the ongoing skills and experience of members and other skills and experience required to fulfill the mandate of the committee, and report to the Recruitment Working Group in preparation for the Annual Meeting and as needed
19. Prepare and submit an annual budget to the Finance Committee in October.
20. Minute all meetings, while ensuring confidential material is filed appropriately

Composition and Qualifications

Responsibilities of Staff

Identify program initiatives, clarify matters related to the operation of the program, provide administrative support, and participate in the work of the committee. Staff are full members of the Committees and Working Groups entitled to vote unless otherwise indicated.

Membership

1 student representative

6 members

Staff: One Program staff member, Principal

Corresponding members: the Dean of St. Stephen's College, the dean of the Faculty of Theology, University of Winnipeg. These members do not normally attend

meetings but may be asked to make a presentation; they are non-voting members; they receive minutes of Program Committee meetings. Conveners of the Awards and Library Working Groups.

The Chair (or designate) will be a member of Central Council.

Skills among the membership

- the committee membership should reflect a diversity in areas such as: graduates, educators, continuing studies participants, ethnic and cultural minorities, members of the founding denominations, genders.
- have an appreciation for an action reflection model of education
- have knowledge of or a willingness to learn about CCS programs
- have knowledge of or experience in theological education and/or other institutions of post secondary education.
- be willing to promote the programs of CCS in the wider community
- be willing to share in the work of the committee between meetings

Commitment Meetings

The committee will meet 5 -6 times a year as a full committee, normally by telephone and email. Participation and leadership in task groups as required by the work of the committee is also expected. The meetings are 2 hours long. Preparation is required for all meetings.

Terms of Appointment

Two years, renewable twice

Authority/Decision Making Accountability

- to Central Council with a written report and representation to each Council Meeting
- Copies of minutes to be sent electronically to Council members.
- to the Corporation annual meeting with a written annual report
- Submit a copy of minutes to Administrative Assistant for official records.

Awards Working Group

Purpose

To be stewards of scholarships and awards that uphold CCS's commitment to life long learning, and to recommend Companions to the Central Council.

Responsibilities

1. Review and determine awards schedules.
2. Advertise the Scholarship and Trust Funds and Companions of the Centre for award.
3. Develop and periodically review an appropriate application form for Scholarship and

- Trust Funds, and Companion of the Centre.
4. Prepare a budget for advertising and administration within the terms defined in the funds.
 5. Remain current on the financial status of the funds.
 6. Accept applications for the Scholarship and Trust Funds, review the applications and make decisions about Scholarship and Trust awards, report decision to Central Council for information (Note: a separate process exists for the application and award of Bursary funds to CCS students)
 7. Notify recipients in writing and ensure they are provided with information about the history of the award.
 8. Notify unsuccessful applicants in writing.
 9. Ensure that staff properly process the awards and receipts.
 10. Accept applications for the Companion of the Centre and recommend recipient(s) to Central Council for approval.
 11. Minute the terms of reference of the Funds annually and prepare recommendations for any changes to the Annual Meeting.
 12. Minute all meetings, while ensuring confidential material is filed appropriately.
 13. Review the Working Group membership, its skills and experience, and those required to fulfill the mandate of the committee, and report to the Recruitment Working Group in preparation for the Annual Meeting and as needed.

Membership

- 2 Members
- 1 Student
- 1 Staff Member

The Working Group meets by telephone, so membership can be located throughout the country.

The Working Group shall name its own convener and the convener shall be a corresponding member of the Program Committee, reporting when necessary.

Skills among the membership

- interest in CCS
- appreciation of CCS's community
- careful decision makers

Accountability

- to Central Council through Program Committee providing a written report to Program Committee following meetings of the Working Group, and to Central Council when necessary
- to the Corporation annual meeting with a written annual report
- submit a copy of minutes to Administrative Assistant for official records.

Meetings

- two to three times a year by telephone

- time between meetings to review documentation

Terms of Appointment

2 year term, renewable twice

Library Working Group

Purpose

To maintain an overview of the library, its collection and set priorities.

Duties and Responsibilities:

Responsibilities

1. Working with Program Staff, determine priorities for the library collection at CCS.
2. Develop a plan for acquisitions and library maintenance, ensuring the work of data entry, cataloguing and culling of books happens in a timely manner.
3. Support and assist any volunteer or staff librarians/library assistants in their work.
4. Recommend policies related to the library to the Council through the Program Committee.
5. Develop an annual budget for the library, submitting it to the Program Committee in time for its budget submission to the Finance Committee.
6. Work with the University of Winnipeg, re-negotiating the contract as needed, keeping abreast of changes to the University system that will affect CCS students and resolving issues emerging from joint usage.
7. Ensure borrowing practices are clear and effective for students and other patrons.
8. Develop protocols for accepting donations of used books and assist in their integration into the library or their appropriate disposal.
9. Work with staff to keep the library in usable state, engaging in such tasks as shelving books, mailing out books, tidying and filing materials in the vertical files.
10. Submit a written report to Program Committee quarterly, and provide representation to Program Committee or Central Council meetings if necessary.
11. Submit a written annual report to Central Council and assist Central Council in setting priorities for work related to CCS library.
12. Minute all meetings.

Composition and Qualifications

Membership

2 members

1 student

1 staff person

1 library person (contract or volunteer if in place)

The Working Group shall appoint its own chair, who may be the staff person.

Responsibilities of Staff

The staff member will serve as a resource to the Working Group and assist it in knowing what work is needed at any given time. If a librarian is in place, she/he will provide primary staff support to the Working Group.

Commitment

Meetings

The committee will meet as often as needed, normally for 2 hours monthly.

Normally the membership will be based in Winnipeg in order to provide assistance in the library.

Terms of Appointment

- Two years, renewable twice

Authority/Decision Making

Accountability

- To Central Council through the Program Committee.
- To the Corporation annual meeting with a written annual report.
- Submit a copy of minutes to Administrative Assistant for official records.

Skills among the membership

- experience with library work
- understanding of the place of the library in the program of CCS
- willingness to assist in maintenance of the library.

COMMITTEE NAME

Communications and Promotions

Publicity

Website

Tapestry

Ad hoc Working Groups

Purpose

The Communications and Promotions Committee will work with the Community Relations Coordinator to develop ways and means to recruit students, to interpret CCS to its constituencies (church and other); and to enhance public awareness of CCS.

Duties and Responsibilities

1. Work with Central Council in setting annual priorities for the work of this committee and CCS.
2. Develop and propose policy related to communication and promotion.
3. Cooperate with staff in oversight of the work of the Publicity, Website, Tapestry, and any Ad Hoc Working Groups.
4. Nurture stakeholder connections.

5. Educate and motivate Central Council and all Committee members to be ambassadors for the organization.
6. In consultation with the Council and Development Committee, name and articulate CCS's image to aid in its public relations.
 - a. Ensure communication materials reflect CCS's image.
 - b. Build a network of regional communication representatives.
7. Develop and implement a communication and promotion strategy through print resources, audio visual resources, advertising, website, email to
 - a. Communicate externally CCS's program offerings and information about CCS's operation;
 - b. Communicate internally with students, friends, volunteers to keep them informed and connected.
8. Communicate news about CCS and other alumni/ae with alumni/ae of CCS.
9. Ensure displays are available for church meetings and gatherings.
10. Establish partnerships with community organizations with common interests and values.
11. Develop strategies for recruitment of students.
12. Review the committee membership, its skills and experience, and those required to fulfill the mandate of the committee, and report to the Council Recruitment and Development Committee in preparation for the Annual Meeting and as needed.
13. Working with staff and Working groups, prepare and submit an annual budget to the Finance Committee in October.
14. Ensure minutes taken of all meetings, while ensuring confidential material is filed appropriately.

Composition and Qualifications

Membership

4 members, at least one of whom shall be on the Tapestry Editorial Sub-Committee

1 student

Community Relations Coordinator

Conveners of the Publicity, Website and any Ad Hoc Working Groups will be Corresponding Members attending meetings only as required.

The convener or his/her representative shall attend each Central Council meeting.

Skills among the membership

- Experience and ability in areas of writing, advertising, layout, design, editing, photography, web and internet communication
- Broad knowledge of various CCS networks
- Familiarity of the history of CCS
- Have knowledge of or a willingness to learn about CCS
- Be willing to promote CCS in the wider community
- Be willing to share in the work of the committee between meetings

Responsibilities of Staff

Identify communication and promotion initiatives, provide administrative support, and participate and give leadership in the work of the committee. Staff are full members of the Committees and Working Group entitled to vote unless otherwise indicated.

Commitment

Meetings

- The committee will meet 5-6 times a year as a full committee and in working groups as often as determined by the task.
- The committee shall meet by telephone and email.

Terms of Appointment

- Two years, renewable twice

Authority/Decision Making

Accountability

- To Central Council with a written report and representation to each Council Meeting .
- Copies of minutes to be sent electronically to Council members.
- To The Corporation annual meeting with a written annual report.
- Submit a copy of minutes to Administrative Assistant for official records.

Publicity Working Group

Purpose:

To keep accurate and up-to-date information about CCS in the public sphere.

Duties and Responsibilities:

- In consultation with the Program Committee, ensure Program Calendar (print and electronic) is produced on a regular basis
- Annual Report production including accumulating reports from Central Council, its Committees and Working Groups.
- Production of marketing materials in consultation with the Community Relations Coordinator

Composition and Qualifications

Membership

3 members with power to add for specific projects.

Principal

Must have skills in layout and design.

Must be willing to work with Program Committee, Website manager, Program Staff and Principal in calendar production, and with the Principal and Administrative Assistant in production of the Annual Report.

Responsibilities of Staff

Much of the work of this Working Group will be at the initiative of staff and in response to assistance needed by staff.

Commitment

Meetings

- The committee will meet as often as determined by the task, primarily as a working group rather than being involved in decision making. A large amount of work is required.
- The committee shall meet by telephone and email. It may be helpful to have Winnipeg or other geographically based subgroups for specific tasks.

Terms of Appointment

- Two years, renewable twice

Authority/Decision Making

Accountability

- To the Principal for production of the calendar and Annual Report and Central Council through the Communications and Promotion Committee as needed.
- To the Corporation annual meeting with a written annual report.
- Submit a copy of minutes to Administrative Assistant for official records.

Website/Technologies Working Group

Purpose:

To maximize the impact of website and other technologies, serve as a resource and provide guidance on technological improvements and enhancements, support the needs of other committee's goals through technology.

Responsibilities:

1. Be sure CCS website is up to date and useful.
2. Develop a technology plan that addresses technology resource gaps.
3. Research and manage the implementation of new technology.
4. Facilitate development of content and ensure accurate updating of the website on a regular basis.
5. Support technology needs for standing committees.
6. Solicit recommendations for enhancements to the website.
7. Respond to questions regarding the website.
8. Upload calendar/program requirements/fees to website; email alert that now available
9. Make policy recommendations to the Council through the Communications and Promotions Committee.
10. Make recommendations on technology budget and resource requirements to the Communications and Promotions Committee for annual budget submission in October.

Committee Composition:

2 members with technology experience

Website manager
Program Administration staff person

The committee shall name its own convener who may be a staff person.

Authority & Accountability:

- To Central Council through the Communications and Promotions Committee
- To The Corporation annual meeting with a written annual report
- Submit a copy of minutes to Office administrator for official records.

Responsibilities of Staff

Much of the work of this Working Group will be at the initiative of staff and in response to assistance needed by staff.

Commitment

Meetings

- A minimum of 3 meetings a year, up to 2 hours each. Additional time required to complete responsibilities and priorities.
- The committee shall meet by telephone and email

Terms of Appointment

- Two years, renewable twice

Tapestry Editorial Working Group

Purpose

To take collective responsibility for content, production and quality of *Tapestry*.

Responsibilities for *Tapestry*

1. Develop long range plan.
2. Oversee the design and layout.
3. Solicit articles, photographs and graphics.
4. Ensure the diversity of CCS community is reflected in articles and authors.
5. Edit and proofread copy
6. Ensure layout and printing contracts are in place.
7. Ensure the distribution (including electronic.)
8. Evaluate design, layout, content and distribution.

Membership

- Editor appointed by Community Relations Coordinator
- 2 members
- Staff: Community Relations Coordinator

Relationship with Staff

The Community Relations Coordinator will be a full member of this sub-committee, taking the lead in its work and working closely with the editor.

Accountability

Shall work with the staff person on production of *Tapestry*, and relate to the Communication and Promotion Committee for matters of policy or that need decisions of Council. The Working Group is a working group, not a decision making group. They may choose to delegate the production of any edition of *Tapestry* to an ad hoc editorial group.

Meetings

- The committee will meet at the call of the Editor and will undertake work between meetings as needed.
- The committee shall meet by telephone and email.

Terms of Appointment

- Two years, renewable twice

Ad hoc Working Groups

Ad hoc working groups will be established from time to time by the Community Relations Coordinator to plan special events to raise the profile of CCS in churches and communities. This may include the Annual Service of Celebration.

Ad hoc working groups will also be established from time to time by the Community Relations Coordinator to assist in distribution of promotional material for CCS, including the mailing of *Tapestry* and the annual appeal letter; to give assistance with filing or other office tasks; to engage in phone contacts with supporters, etc.

These groups are accountable to the Community Relations Coordinator for their work but may direct budget requests or other matters through the Communications and Promotions Committee.

COMMITTEE NAME

Planning and Governance

Purpose

To assist the Council in setting and monitoring its mission and planning, and to provide oversight of its records.

Duties and Responsibilities

1. Keep Strategic Plan of the Central Council up-to-date monitoring how the Council's work is guided by the Plan, evaluating the Plan and its implementation for learning and celebrating successes.
2. Assist the Council in setting both long and short term priorities in light of the Mission and Stance Statements and Strategic Plan.
3. Planning and policy overview ensuring that:

Past achievements and accomplishments are reviewed

There is a comprehensive set of policies and procedures.

These are easy to access and there is a process for updating.

4. Responsible to see that all necessary books and records of the Corporation that are required by the by-laws of the Corporation or by any applicable statute or law are regularly and properly kept. Minutes of Central Council and all Committees will be reviewed annually to ensure proper records.
5. Provide education to all aspects of the organization regarding CCS's commitment to social justice within the organization, especially its commitments as an Affirming Community of the United Church and Proud Anglicans, and monitor CCS's effectiveness in maintaining its commitments.
6. Maintain relationships with Affirming Community program of the United Church and Proud Anglicans.
7. Be the custodian of the corporate seal of the Corporation and of all books, papers, records, correspondence and documents belonging to the Corporation.
8. Maintain a calendar of key dates
9. Ensure an Annual Report and audited financial statement are submitted annually to The United Church of Canada and the Primate of the Anglican Church of Canada or the delegate of the Primate for review.
10. Monitor bylaw adherence and prepare bylaw change proposals for Central Council and the Annual Meeting.
11. Ensure minutes taken of all meetings, while ensuring confidential material is filed appropriately.
12. Review the committee membership, its skills and experience, and those required to fulfill the mandate of the committee, and report to the Recruitment Working Group in preparation for the Annual Meeting and as needed.
13. Submit a written report to each Central Council meeting, and ensure Committee representation to each Central Council meeting.
14. Submit a written report for the Annual Report.
15. Working with staff and Working groups, prepare and submit an annual budget to the Finance Committee

Composition and Qualifications

3 members

Principal

The duties of the Committee may be undertaken by Working Groups established by and responsible to the Committee (e.g. Strategic Planning Working Group, Records Review Working Group, Social Justice/Affirming Working Group, etc.). Conveners of Working Groups will be corresponding members of the Committee.

Skills needed:

- capacity to see the organization as a whole and to understand its various parts
- imagination for the future of CCS
- awareness of the needs of church and society for diaconal ministries.

- Attention to detail in planning and records keeping
- Commitment to the perspectives on social justice of CCS

Commitment

4-6 meetings per year by telephone and work between telephone meetings by email. Those examining records will require a significant block of time once each year for this task. The Chair (or designate) will be a member of Council.

Terms of Appointment

2 year term, renewable twice

Authority/Decision Making

Staff are full members of the Committees and Working Group entitled to vote unless otherwise indicated.

Accountability

- to Central Council with a written report
- Copies of minutes to be sent electronically to Council members.
- to the Corporation annual meeting with a written annual report

Recruitment Working Group

Purpose:

To ensure effective governance and strong leadership for CCS through succession planning and volunteer recruitment.

Duties and Responsibilities

1. Review the terms of reference of Central Council, Committees and Working Groups annually.
2. Develop a succession plan for Council, Committee and Working Group members.
3. Develop Council member recruitment materials, including position descriptions and committee terms of reference.
4. Review Council members' eligibility for re-election and the Council composition to ensure diversity, skills and expertise required by the Council.
5. Develop and maintain broad networks within the churches and community.
6. Develop and maintain a list of potential volunteers and their skills.
7. Receive information about volunteer tasks needing to be done through the Principal or staff, work with the Principal or staff to create job descriptions, and advertise the jobs as appropriate.
8. Match people with jobs needing to be done in the organization on Council, Committees or Working Groups, or pass on names to staff if the person is to work in the administrative section of the organization.

9. Interview and screen volunteers as needed.
10. Receive, reflect and act on the committees' membership reports and requirements in order to prepare an appropriate slate of nominations.
11. Prepare a slate of candidates for Council and Committees at the Annual General Meeting. Membership will be staggered as much as possible to allow continuity.
12. Ensure that denominational appointees are approved by the Anglican/United Churches prior to names being presented to AGM.
13. Contact Council/committee members who are unable to complete their term to offer care and invite feedback.
14. Create and review policies as necessary to support the work of the committee and submit all policy recommendations to the Council for approval.
15. Prepare and submit an annual budget to the Planning and Governance Committee for the Working Group's needs.
16. Minute all meetings, while ensuring confidential material is filed appropriately.

Composition and Qualifications

Staff Responsibilities

Provide administrative support to the Working Group and participate in the work of the committee. Staff are full members of the Working Group entitled to vote unless otherwise indicated.

Membership

Convener of the Working Group who is a corresponding member of the Planning and Governance Committee.
 One of the co-chairs of Council
 2 members
 1 staff member

This Working Group is active year-round.

The Working Group should be as diverse as possible geographically and in terms of the constituency of CCS.

Commitment

Meetings

- Periodic meetings through out the year, with increased frequency for three months prior to Annual meeting.
- Work between meetings to recruit new members.
- Meetings will generally be by phone or email.

Terms of Appointment

2 years, renewable twice

Authority/Decision Making

Accountability

- to Central Council through the Planning and Governance Committee with a written report

- to the Corporation annual meeting with a written annual report and slate of nominations.
- submit a copy of minutes to Administrative Assistant for official records

Skills needed

- Ability to invite people (known and unknown) to give of their time and talent to needed work.
- Experience in volunteer coordination and management
- Knowledge of CCS constituency and church people in Winnipeg and across the country.
- Familiarity with volunteer sector risk management.

Volunteer Enhancement Working Group

Purpose:

To assist CCS in volunteer enhancement and volunteers active in the CCS organization to contribute effectively and meaningfully to the mission of CCS.

Duties and Responsibilities

1. Develop and recommend policies, practices and standards for volunteer enhancement to the Council through the Planning and Governance Committee.
2. Research trends, best practices and current resources to enhance volunteer recruitment, screening, orientation and training, evaluation and recognition.
3. Ensure risk management protocols are in place.
4. Prepare orientation pages or packets for volunteers that describe their jobs and accountability.
5. Ensure orientation to CCS and the work of the Council/Committee for new members.
6. Provide ongoing relevant Council enhancement education for council members.
7. Lead annual Council self-evaluation processes.
8. Monitor the work of volunteers giving support as needed.
9. Write thank you letters to volunteers and plan celebrations of their work. Ensure ongoing support and affirmation of governance volunteers (eg. cards of thanks) and provide recognition and celebration of outgoing Council and Committee members.
10. Prepare and submit an annual budget to the Planning and Governance Committee for the Working Group's needs.
11. Minute all meetings

Composition and Qualifications

2 Members

One Staff representative

The convener shall be a corresponding member of the Planning and Governance Committee.

Commitment

Meetings

The working group will meet 3-4 times per year or at the call of the convener, normally by email or telephone. Working Group members will be required to carry out work between meetings.

Terms of Appointment

2 year term, renewable twice

Authority/Decision Making

Accountability

- to Planning and Governance Committee through its convener
- to the Corporation annual meeting with a written annual report
- submit a copy of minutes to Administrative Assistant for official records

Skills among the membership

- ability to see tasks that need to be done and imagine how people can do them for the well-being of the organization, whether the task be large or small.
- Experience in volunteer coordination and management
- Attentiveness to volunteers and their need for support.
- Familiarity with volunteer sector risk management.