



**Kahnawà:ke Combined Schools  
Committee (KCSC)**

**CONSTITUTION  
&  
BY-LAWS**

**In Regards to the Kahnawà:ke  
Education System/Center**

**FINAL DRAFT**

**To Be Ratified on Monday, June 25, 2018**

## Table of Contents

ARTICLE 1: PHILOSOPHY FROM THE SPIRIT OF THE JOINT UNIFICATION AGREEMENT 1968.....	6
ARTICLE 2: MANDATE .....	7
ARTICLE 3: VISION & MISSION .....	7
ARTICLE 4: GOALS OF EDUCATION.....	8
ARTICLE 5: THE KAHNAWA:KE COMBINED SCHOOLS COMMITTEE KCSC).....	8
ARTICLE 6: OFFICERS.....	9
ARTICLE 7: SUB-COMMITTEES.....	9
ARTICLE 8: MEETINGS .....	9
ARTICLE 9: BY-LAWS.....	10
ARTICLE 10: AMENDMENTS.....	10
ARTICLE 11: KCSC GOVERNANCE MANUAL .....	10
ARTICLE 12: LIABILITY.....	10
BY-LAW 1: THE OPERATIONS OF THE KAHNAWA:KE COMBINED SCHOOLS COMMITTEE AS THE GOVERNING BODY OF THE KAHNAWA:KE EDUCATION SYSTEM.....	11
BY-LAW 2: OFFICERS .....	13
BY-LAW 3: THE DUTIES AND RESPONSIBILITIES OF DIRECTORS.....	14
BY-LAW 4: MEETINGS.....	14
BY-LAW 5: SUB COMMITTEES .....	15
BY-LAW 6: GRIEVANCE .....	15
BY-LAW 7: SIGNATURE OF DOCUMENTS .....	15
BY-LAW 8: AUDITOR .....	16
BY-LAW 9: FISCAL AND OPERATING YEAR .....	16
BY-LAW 10: CODE OF RESPECT .....	16

## GLOSSARY

The following table defines certain terms used in this document, and the meaning of the acronyms that are used.

<b>Term/Acronym</b>	<b>As Used in this Document</b>
<i>Act</i>	The formal product of a legislative body; a decision or determination;
<i>Ad Hoc Committee</i>	A group set up to consider a specific issue and generate recommendations;
<i>Community Governance</i>	Those institutions recognized by members or groups as possessing political authority within the Community of Kahnawà:ke. This would include elected and traditional forms of government, regardless of official or legal status within the framework of the Government of Canada;
<i>Consensus</i>	As a means of settling disputes, arriving at a decision, consensus is used to bring balance back to an organization, a community, a Nation or a group of Nations when a conflict exists.
<i>Constitution of Kahnawà:ke Combined Schools Committee</i>	The Constitution, based on the 1968 Joint Unification Agreement, outlines the duties and responsibilities of the Kahnawà:ke Combined Schools Committee;
<i>Director of Education</i>	The person responsible for the oversight of all education related affairs of the KEC;
<i>Director of Finance &amp; Administration</i>	The person responsible for the oversight of all finance, administration and Human Relations affairs of the KEC;
<i>Education-Related Acts, Legislation or Agreements</i>	Any act, agreement or sub-agreement negotiated or to be negotiated between Kahnawà:ke and the governments of Canada and/or Québec, related to the Mohawk jurisdiction and governance of the Territory of Kahnawà:ke;

<b>Term/Acronym</b>	<b>As Used in this Document</b>
<i>Governance Manual</i>	A set of guidelines that describes & outlines the day-to-day functions of the KCSC and helps to define the relationship with the Kahnawà:ke Education Center, students, parents/guardians and the community of Kahnawà:ke;
<i>Guardian/Legal Guardian</i>	A person who is legally responsible for a child.
<i>Independent Resolution Process</i>	An independent process used to assist in the resolution of issues that are related to the accountability of the KCSC, such as a violation of legislation/policy and or a grievance filed by either Director of the KEC;
<i>In-School Committee</i>	A committee comprised of parents who make up the majority and several staff of a community school that assists the principal in developing and implementing each respective school's policies, regulations and projects.
<i>Joint Unification Agreement</i>	The Joint Unification Agreement signed in 1968 amalgamated the formerly separate Catholic and Protestant children as well as traditional longhouse children into a single community school system; and established the Kahnawà:ke Combined Schools Committee
<i>KCSC</i>	The Kahnawà:ke Combined Schools Committee is a governing body selected by parents/guardians and Post-Secondary Students who have reached the age of majority who retain the responsibility to oversee the Kahnawà:ke Education Center;
<i>KEC</i>	The Kahnawà:ke Education Center is the administrative arm of the Kahnawà:ke Combined Schools Committee that manages and operates all aspects of the Kahnawà:ke Education Center.

<b>Term/Acronym</b>	<b>As Used in this Document</b>
<i>Onkwehón:we</i>	Indigenous person;
<i>Pre-School Services</i>	Educational and child care services for children 0 to 5 years of age;
<i>Professional Learning Communities</i>	An extended learning opportunity to foster collaborative learning among colleagues within a particular work environment or field. It is often used in schools as a way to organize teachers into working groups;
<i>Regulation</i>	An authoritative rule dealing with details or procedure; for example, Safety Regulation;
<i>Special Needs Services</i>	Prescribed educational curriculum, programs, services, equipment and facilities modified or adapted to the intellectual, physical, social, behavioral and emotional needs of students assessed to have special needs;
<i>Stakeholders</i>	Students, Parents/Guardians;
<i>Student</i>	All students who are funded through the Kahnawà:ke Education Center;
<i>Tsi Niionkwarihó:ten philosophies</i>	Our ways of knowing our traditional philosophies.
<i>Tuition</i>	The fee chargeable for each student enrolled in a school, the purpose of which is to cover the costs of instructional services provided by said school;
<i>Tuition Agreements</i>	Tuition agreements signed with a provincial school board for the payment of tuition to the Kahnawà:ke Education Center for a student who resides outside the community but attends a school in Kahnawà:ke;

Term/Acronym	As Used in this Document
<i>User Fee, Charge, Levy</i>	Any supplemental fee or charge to parents of students for any additional services, activities or accommodations beyond the regular instructional services normally provided by a school;

**RECOGNITION**

*All KCSC legislation, policies and procedures have been created to honor the work of parents and community members who have shown exceptional courage, dedication and leadership with respect to the education of the children of Kahnawà:ke.*

(See Appendix 1, History of Education in Kahnawà:ke)

**THE CONSTITUTION OF THE KAHNAWÀ:KE  
COMBINED SCHOOLS COMMITTEE**

**ARTICLE 1: PHILOSOPHY FROM THE SPIRIT OF THE JOINT UNIFICATION AGREEMENT 1968**

The Kahnawà:ke Combined Schools Committee shall be guided by the following principles as reflected in the Joint Unification Agreement (JUA) of 1968.

That control over education be by the parents/guardians of the community as represented through the KCSC; and the assurance of high quality curriculum and programs of study throughout the education system, established by the Joint Unification Agreement of 1968 are maintained and respected as basic rights in this constitution.

The Kahnawà:ke Combined Schools Committee shall uphold the fundamental obligations to give active expression to protect and promote the Kanien'kehá:ka community of Kahnawà:ke students' rights to educational success that underscores Kanien'keha language, culture, identity and academic achievement in keeping with Tsi Niionkwarihó:ten philosophies.

All children shall have the ability to develop aptitudes, skills and knowledge to best achieve personal excellence in the pursuit of their goals.

## **ARTICLE 2: MANDATE**

Stemming from the Joint Unification Agreement of 1968, the Kahnawà:ke Combined Schools Committee is the body established and mandated to govern the Kahnawà:ke Education Center under the authority of the parents, guardians and adult Post-Secondary students. The Kahnawà:ke Combined Schools Committee oversee both the Directors of Education and Finance & Administration to ensure the delivery of the highest quality of all education programs and services. The KCSC are responsible to maintain and uphold all legislation, all policies and procedures.

## **ARTICLE 3: VISION & MISSION**

### **Vision**

The vision statement of the Kahnawà:ke Combined Schools and the Kahnawà:ke Education Center is:

Nurtured by a strong, healthy circle of family and community, all of our students are empowered and proud Onkwehón:we, who are connected to the natural world. Our students are life-long learners who are wholistically well prepared to thrive on any life path they choose.

### **Mission**

The Mission of the Kahnawà:ke Combined Schools and the Kahnawà:ke Education Center is:

In lasting partnership with parents/legal guardians and the community, the Kahnawà:ke Education Center ensures that all Kahnawà:kehrónon students will be given well-balanced and superior learning opportunities.

Kahnawà:ke students will achieve pride and self-sufficiency through powerful curriculum based on Kanien'kehá:ka world-view, values, beliefs and traditions along with sound academic principles and content, guided by innovative teaching methods.

Kahnawà:ke students will apply their knowledge and skills to fulfill their life goals in the contemporary system while honoring our ancestors and building our future through seven generations thinking.

## **ARTICLE 4: GOALS OF EDUCATION**

The Kahnawà:ke Combined Schools Committee, in collaboration with administration, educators, parents and community ensures that the goals of education will be:

- Students will experience Tsi Niionkwarihó:ten curriculum which is the basis of developing our identity.
- Students will experience a safe and healthy environment conducive to learning.
- Students will apply their knowledge and skills as contributing members in contemporary society
- Students will receive an inclusive education designed to meet their individual capabilities.
- Students will acquire the skills and knowledge to develop self-sufficiency.
- Students will be provided the opportunity to communicate with proficiency in three (3) languages - Kanien'keha, French and English.

## **ARTICLE 5: THE KAHNAWÀ:KE COMBINED SCHOOLS COMMITTEE (KCSC)**

The KCSC is established, with the administrative assistance of the Kahnawà:ke Education Center, to oversee quality education services for all programs of the Kahnawà:ke Education Center on behalf of the community.

### **OVERALL DUTIES AND RESPONSIBILITIES:**

1. The Kahnawà:ke Combined Schools Committee, governed by a Code of Respect, delegated by the parents, and in the best interest of students and parents/legal guardians, governs the education system and oversees the Director of Education and the Director of Finance and Administration.
2. The Kahnawà:ke Combined Schools Committee is responsible to ensure programs and services are carried out through the Directors.
3. The Kahnawà:ke Combined Schools Committee is responsible to ensure and maintain all standing Ad hoc Committees.
4. The Kahnawà:ke Combined Schools Committee will hire, supervise and evaluate the Director of Education and Director of Finance and Administration based on strategic goals, annual work plan and job descriptions.
5. It is the responsibility of each KCSC member to regularly report to and consult



with their constituents on all education related issues.

6. The KCSC is responsible for setting goals and objectives with and for the Director of Education and the Director of Finance and Administration.
7. The KCSC is responsible for the oversight of the curriculum through the Standing Committee on Curriculum.
8. The KCSC is responsible for the financial management of the KEC through the Standing Committee on Finance. The KCSC approves and signs off on the yearly financial audit and budgets.
9. It is mandatory for the KCSC to participate in information and orientation sessions and relevant training programs to remain fully knowledgeable about the policies, procedures and programs of the Kahnawà:ke Education Center.
10. The KCSC is responsible for setting regular strategic goals and operational reviews in partnership with the Director of Education and Student Services and the Director of Finance and Administration.

Refer to the KCSC Governance Manual: See Responsibilities and Appendices.

## **ARTICLE 6: OFFICERS**

Officers shall be selected from the Kahnawà:ke Combined Schools Committee membership to carry out specific roles and responsibilities as defined by the KCSC for a defined term. The officers do not hold any collective authority, nor can they convene any meetings which are separate from those official meetings of the Committee.

## **ARTICLE 7: SUB-COMMITTEES**

The KCSC has the authority to establish Standing and Ad Hoc Committees as needed.

## **ARTICLE 8: MEETINGS**

**Section 8.1:** The Kahnawà:ke Combined Schools Committee meetings will be held on a regularly scheduled and on-going basis to assure effective governance as outlined in the KCSC Governance Manual.

**Section 8.2:** In-School Committee meetings will be held regularly to ensure proper reporting, effective consultation, and participation of the parents/guardians of students at each school; and in turn, to bring the voice of the school's parents to the Kahnawà:ke Combined Schools Committee meetings.

## **ARTICLE 9: BY-LAWS**

The Kahnawà:ke Combined School Committee will adopt By-Laws consistent with its History, KERA, and its Constitution. If the By-Laws have anything to do with that affects rights and responsibilities of individuals (parents, students, staff) then it needs to be amended by the parents.

## **ARTICLE 10: AMENDMENTS**

**Section 10.1:** The KCSC and or the KEC Parents/Guardians may propose amendments to Kahnawà:ke Responsibility Act (KERA), the Constitution and By-Laws, or the KCSC Governance Manual at a General Meeting and or in writing addressed to the KCSC.

**Section 10.2:** The Constitution may be amended by majority agreement of the parents/guardians in attendance at the Annual General Assembly, provided written notice of the said proposed amendment(s) has been distributed to all parents/guardians and posted publicly at least 2-weeks in advance of the date of the Meeting.

**Section 10.3:** Amendments to the Constitution and By-Laws shall be published and made accessible to all parents 2-weeks after being adopted.

## **ARTICLE 11: GOVERNANCE MANUAL**

The Governance Manual describes in detail the operation of the Kahnawà:ke Combined Schools Committee in accordance with the Kahnawà:ke Education Responsibility Act (KERA) and the Constitution & By-Laws.

## **ARTICLE 12: LIABILITY**

### **12.1 KCSC**

No Kahnawà:ke Combined Schools Committee Member will be held personally responsible for any costs, charges, damages, or expenses that may arise from any actions in rightfully performing their duties, unless these costs are brought about

through willful neglect or willful default.

## **12.2 Directors**

Neither the Director of Education nor the Director of Finance and Administration will be held personally responsible for any costs, charges, damages, or expenses that may arise from any actions in rightfully performing their duties, providing decisions and actions are within proper legal limits under Canadian Law.

Refer to the KCSC Governance Manual; See Responsibilities and Appendices.

# **KCSC BY-LAWS**

## **BY-LAW 1: THE OPERATIONS OF THE KAHNAWÀ:KE COMBINED SCHOOLS COMMITTEE AS THE GOVERNING BODY OF THE KAHNAWA:KE EDUCATION SYSTEM**

### **SECTION 1: DUTIES AND RESPONSIBILITIES**

- It is the responsibility of the Kahnawà:ke Combined Schools Committee to listen to the voice of the students, parents/guardians of the KEC.
- Through the Standing Committee on Director Supervision, using the Performance Appraisal Guide, the Kahnawà:ke Combined Schools Committee is responsible for the oversight of the Director of Education and Director of Finance & Administration. Supervision includes monitoring progress, the establishment of goals, objectives, work plans and an operational calendar.
- The KCSC is a governing body responsible to oversee the operations (not day-to-day) of the Kahnawà:ke Education Center in a manner that is consistent with the Kahnawà:ke Education Responsibility Act (KERA), the Constitution & By-Laws, the KCSC Governance Manual and all KEC Policies and procedures.
- It is the responsibility of each KCSC member to report to their constituents on all issues with the exception of confidential Human Resource issues.
- It is mandatory for the KCSC to participate in information and orientation sessions and relevant training programs to remain fully knowledgeable about the policies,

procedures and programs of the Kahnawà:ke Education Center.

- The KCSC, or a delegate, participates in the hiring process as part of a selection committee for all Kahnawà:ke Education Center employees. The KCSC is responsible for supervising and evaluating the Executive Director of Education as part of an ad hoc committee.
- The KCSC is responsible for the management of curriculum through the Standing Committee on Curriculum.
- The KCSC is responsible for the financial management of the KEC. The KCSC approves and signs off on the yearly financial audit and budgets.

## **SECTION 2: COMPOSITION**

The KCSC shall be composed of the following individuals:

- 2 representatives from Kateri;
- 2 representatives from KSS;
- 2 representatives from Karonhiànonhnha;
- 2 representatives of Kahnawà:ke students from outside schools; and,
- 2 general representatives – composed of 1 from Post-secondary students and 1 from the Community (a community representative cannot represent any organization at the committee table)
- 1 representative from the Longhouse on the Mohawk Trail; and
- 1 representative from the 207 Longhouse.

If there is no Post-secondary student representative, then the seat can be given to a community representative.

Refer to the KCSC Governance Manual, See Structure of Committee.

## **SECTION 3: TERM OF OFFICE**

The term of office for a KCSC Member shall be three (3) years from the date of appointment or election. A KCSC Member may be re-elected or re-appointed for all consecutive terms.

## **SECTION 4: ELECTION OR APPOINTMENT OF MEMBERS**

The election or appointment of members of the KCSC is elaborated in the KCSC Governance Manual.

## **SECTION 5: ELECTION AND APPOINTMENT ELIGIBILITY**

**Eligibility:** Only Onkwehón:we parents/legal guardians of students attending the schools listed for each group of parent representatives will represent that group on the Kahnawà:ke Combined Schools Committee.

**Ineligibility:** An employee of the Kahnawà:ke Education Center is not eligible to be a representative of any group on the Kahnawà:ke Combined School Committee.

Refer to the KCSC Governance Manual; See Replacement of Members.

## **SECTION 6: REMUNERATION**

No Member shall receive any payment for being a member of the KCSC.

## **SECTION 7: RESIGNATION**

KCSC Members may resign by submitting a letter of resignation addressed to the Committee.

Refer to the Replacement of Members section in the KCSC Governance Manual for details on the Resignation and Replacement of members.

## **SECTION 8: DISMISSAL**

A Committee Member may be removed for just reasons.

Refer to the Replacement of Members section in the KCSC Governance Manual for detailed procedures on the Dismissal and Replacement of members.

## **BY-LAW 2: OFFICERS**

### **Section 1: Composition**

The KCSC shall have officers who are selected among the Committee Members every two (2) years.

The Officers of the KCSC shall be:

- Chairperson
- Vice-Chairperson

- Treasurer
- Secretary/Communications Officer

### **Section 2: Term of Office**

Refer to the KCSC Governance Manual.

Details regarding the Selection and Duties of Officers of the KCSC are found in the KCSC Governance Manual.

### **Section 3: Election of Officers**

Refer to the KCSC Governance Manual.

### **Section 4: Duties and Responsibilities of the Officers**

Refer to the KCSC Governance Manual.

## **BY-LAW 3: THE DUTIES AND RESPONSIBILITIES OF DIRECTORS**

Refer to the KCSC Governance Manual.

## **BY-LAW 4: MEETINGS**

### **Section 1: Regular Meetings**

KCSC shall hold regular, special, consultative and general meetings.

Refer to the Meetings section of the KCSC Governance Manual for details on KCSC Meetings.

Meetings with Parents such as the Annual General Assembly are described in the KCSC Governance Manual.

### **Section 2: Annual General Assembly**

The duties and responsibilities of the Director of Education and the Director of Finance and Administration are provided in the KCSC Governance Manual, as well as in their job descriptions.

### **Section 3: Procedures for Regular Meetings**

Refer to the KCSC Governance Manual.

## **BY-LAW 5: SUB COMMITTEES**

Refer to the KCSC Governance Manual.

The Kahnawà:ke Combined School Committee may strike up Sub-Committees as needed which include both Standing and Ad-Hoc Committees.

## **BY-LAW 6: GRIEVANCE**

### **6.1 Standard Grievance**

The Grievance/Appeal Committees are responsible for resolving disputes, disagreements, or complaints not resolved through the regular policies and Human Resource procedures of the Kahnawà:ke Education Center but does not address Human Resource issues. These issues follow the Human Resource Protocol.

The work of the Grievance Ad-Hoc Committee is described in the Governance Manual. The Terms of Reference for the Grievance Ad-Hoc Committee is provided in appendix to the KCSC Governance Manual.

### **6.2 Staff**

Human Resource issues must first follow the Human Resource Protocol. If all efforts are exhausted without resolving the grievances at the level of the Director of Education and Student Services and Human Resources, individual cases may be submitted to the Kahnawà:ke Combined School Committee for a decision. See the KCSC Governance Manual.

### **6.3 Directors Grievance**

6.31 KCSC has violated their own legislation, policy and or procedures  
(See Independent Resolution Process Appeal Screening Assessment)

6.32 Any grievance filed by either the Director of Education and or the Director of Finance and Administration against the KCSC.

## **BY-LAW 7: SIGNATURE OF DOCUMENTS**

All Kahnawà:ke Combined Schools Committee written contracts, documents, agreements, correspondence, policies that are required to be signed on behalf of the

Kahnawà:ke Combined Schools Committee shall be signed by any combination of the Chairperson, the Vice-Chairperson, the Secretary; or, the KCSC may delegate signing authority to other members of the KCSC through an official KCSC decision.

### **BY-LAW 8: AUDITOR**

The Kahnawà:ke Combined Schools Committee, in partnership with the Directors of the Kahnawà:ke Education Center shall appoint/approve an auditor or auditors for the purpose of auditing and verifying the accounts of the Kahnawà:ke Education Center.

### **BY-LAW 9: FISCAL AND OPERATING YEAR**

The fiscal year of the organization shall end on the 31st day of March of each year. The school operating year shall run from July 1 to June 30.

### **BY-LAW 10: CODE OF RESPECT**

The Kahnawà:ke Combined Schools Committee will have a Code of Respect that is binding on all Committee Members.

Please see Code of Respect in the KCSC Governance Manual.