

Alberta Catholic School Trustees' Association (ACSTA) **Policy Handbook**

Last Updated:
January 2026

ORGANIZATION OF THE POLICY HANDBOOK

This Policy Handbook contains policies that have been adopted by the Board of Directors of the Alberta Catholic School Trustees' Association. The contents of the policy handbook are:

SECTION I. Goals (G)

SECTION II. Governance Process (GP)

SECTION III. Board-Staff Relationships (BSR)

SECTION IV. Executive Director Expectations (EDE)

SECTION V. Appendix

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SECTION I: GOALS (G)

Policy G-1: Mission Statement				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
I	G-1	September 9, 2016	September 15, 2017	March 12, 2025

Celebrate, preserve, promote and enhance Catholic education.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
N/A	Bi-annual	N/A

Policy G-2: Vision Commitment				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
I	G-2	September 9, 2016	September 15, 2017	March 12, 2025

“That all have access to a publicly funded Catholic education.”

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
N/A	Bi-annual	N/A

Policy G-3: Core Purpose				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
I	G-3	September 9, 2016	September 15, 2017	March 12, 2025

We are committed to a unified voice providing spiritual and political leadership for publicly funded Catholic education.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
N/A	Bi-annual	N/A

Policy G-4: Foundational Association Goals				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
I	G-4	September 9, 2016	September 15, 2017	March 12, 2025

Advocacy

Involving Members’ Catholic communities in Catholic education through regular dialogue and collective advocacy.

Communications

Communicating the value of a Catholic education system to the Catholic community and the community-at-large.

Governance

Empowering member board delegates to represent the views of their district, while collectively promoting the rights of Catholic school supporters in Alberta, Northwest Territories and Yukon to provide Catholic education.

Catholic Education Development

Facilitating and promoting faith development opportunities throughout the Catholic community.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
N/A	Bi-annual	N/A

Policy G-5: Hierarchy of Governing Documents				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
I	G-5	November 15, 2024	November 15, 2024	May 27, 2025

The following documents shall govern all Association activities:

1. All applicable federal, provincial and municipal statutes;
2. the Bylaws of the Association;
3. the Policy Handbook of the Association.

In the event of any inconsistency between their provisions, documents listed prior (in numerical sequence) shall be given precedence over those listed later.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
2.4	Biennial	N/A

SECTION II. GOVERNANCE PROCESS (GP)

Policy GP-1: Governance Commitment				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-1	September 9, 2016	May 27, 2025	May 27, 2025

The ACSTA Board of Directors is composed of one Member from every Member Board. It is left to the discretion of each Member Board as to how they determine their representative to the ACSTA Board of Directors.

The Board of Directors is accountable to the Member Boards of the Alberta Catholic School Trustees' Association.

The Board governs the Association in accordance with the Societies Act, Bylaws, Policies, and resolutions of the membership adopted at the Association's General Meetings.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
3.0	Bi-annual	N/A

Policy GP-2: Philosophical Governing Style				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-2	September 9, 2016		March 25, 2025

The Board will govern with an emphasis on:

1. Outward vision rather than an internal preoccupation,
2. Encouragement of diversity in viewpoints,
3. Strategic leadership more than administrative detail,
4. Clear distinction of Board and Executive Director roles,
5. Collective rather than individual Directors,
6. Future rather than past or present, and
7. Proactivity rather than reactivity.

The Board will:

1. Cultivate a sense of group responsibility.
2. Be responsible for excellence in governing.
3. Be an initiator of policy.
4. Use the expertise of individual directors to enhance the ability of the board as a body.
5. Direct, control and inspire the organization through the careful establishment of broad written policies reflecting the Board’s values, beliefs and perspectives.
6. Focus major policy on the intended long term impacts outside the operating organization, not on the administrative or programmatic means of attaining those effects.
7. Enforce upon itself whatever discipline is needed to govern with excellence and in accord with the teaching mission of the Church. Discipline will apply to matters such as attendance, preparation for meetings, policy making principles, respect of roles, and ensuring the continuity of governance capability.
8. Provide itself continual development that will include an orientation of new members in the Board’s governance process and periodic Board discussion of process improvement.

9. Allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
10. Monitor and discuss the board’s process and performance at each meeting. Self-monitoring will include comparison of board activity and discipline to policies in the Governance Process and Board-Staff Relationship categories.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
N/A	Bi-annual	N/A

Policy GP-3: Role of the Board of Directors				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-3	September 9, 2016		February 6, 2024

1. Purpose

The Board can only take action in a duly constituted meeting of the Board. The actions of the Board shall concentrate on the policies of the Board. These actions shall be expressed as policies of the Board. The Board defines “Policy” as the Board’s values, beliefs, vision and commitment to action. The collective philosophy of the Board is central to Board governance policy.

In order to distinguish the Board’s own unique job from the job of the Association’s staff, the Board shall focus its efforts on the link between the Board and its members, and on broad written policies that address:

2. Roles and Responsibilities

- a. **Goals**—The Board shall define and clarify which directions are to be achieved, for whom, and at what cost. These shall be the long-term perspectives that guide the Board’s long-range planning. Rigorously improving its capability to define values and vision on behalf of its Membership, the Board will achieve its goals for an appropriate cost, and avoid unacceptable activities, conditions and decisions.
- b. **Governance Process**—The Board shall determine its philosophy, its accountability, and specify its own job in accordance with its own policy.
- c. **Board-Staff Relationships**—The Board shall clarify the manner in which it delegates authority to the Executive Director, as well as how it will evaluate the performance of the Executive Director in achieving the Association’s Goals within the parameters the Board has provided in the Executive Limitations.
- d. **Executive Director Expectations**—The Board shall establish the boundaries of acceptability within which staff methods and activities will occur. The Executive Limitations apply to the means that the staff use rather than to the Goals that staff are expected to pursue. They shall be the statements of what the Board finds unacceptable in order to achieve the Goals that the Board has set.

3. Strategic Leadership

The Board shall develop Strategic Plans and shall monitor the achievement of those plans according to criteria and measurable statements of outcomes developed by the Board. The agreed upon plans of the Board shall be articulated in the Strategic Plan. The Board shall establish a schedule by which it expects reports from the Executive Director on the achievement of expected outcomes.

4. Board Decisions

The Board shall speak with one voice based upon the policies developed by the Board. The Board shall debate each policy decision thoroughly in an atmosphere that encourages Directors to express the diversity of their viewpoints. A decision of the Board may only be changed by the Board in a duly constituted meeting of the Board.

5. Delegation of Authority

The Board, through the establishment of policies and the Board's Strategic Plan, will direct the Executive Director to achieve specific results for stakeholders.

The Board shall delegate the authority for the execution of its Strategic Plan to the Executive Director within the Executive Limitations established by the Board.

6. Appointment of Auditor

The Board will annually appoint the Association auditor. In addition, the Board will review proposals for audit services every five years, or at the Board's discretion.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
4.0,4.1, 5.0,5.1(a-e)	Bi-annual	N/A

Policy GP-4: Duties and Powers of the Board of Directors

Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-4	September 9, 2016	May 27, 2025	May 27, 2025

1. The Board of Directors shall collectively:

- a. Recommend parameters for Catholic education in Alberta, Northwest Territories and Yukon, subject to consultation with the local Ordinary;
- b. Promote an improved understanding and appreciation of Catholic education among the Association Membership, Catholic school staff and families, the Catholic community, and the broader public;
- c. Provide guidance to the Membership regarding the long-term and short-term objectives of the Association, policy development, and the sharing of services and personnel;
- d. Serve as a vehicle of communication to Members, Catholic Church authorities, Catholic school superintendents, and other groups who are dedicated to education generally, and Catholic education specifically;
- e. Nurture and encourage the growth and strength of Catholic education in Alberta, Northwest Territories and Yukon;
- f. Ensure the Association continues as a viable and vibrant organization;
- g. Support and participate in the preparation, presentation, and subsequent actions of any presentations to elected officials or the Catholic Bishops of Alberta, Northwest Territories and Yukon, to ensure that the viewpoints expressed are truly representative of the Association membership;
- h. Collaborate with Member Boards to ensure their policies and priorities are compatible with the goals and objectives of Catholic education in Alberta, Northwest Territories and Yukon more generally;
- i. Examine government initiatives to ensure they do not prejudicially affect the objectives of Catholic education in Alberta, Northwest Territories and Yukon;
- j. Contribute to the sound financial management of the Association to ensure that membership assessment is examined annually in relation to long-range goals, and that all planned Board of Directors' activities or projects are

appropriately researched prior to presentation at the Annual General Meeting; and

- k. Provide a positive influence to support Catholic teachers in their efforts to integrate the aims and objectives of Catholic education in the lives of their students.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
4.0	Bi-annual	N/A

Policy GP-5: Director Commitment & Responsibility				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-5	September 9, 2016	May 27, 2025	May 27, 2025

1. Policy Statement:

The Alberta Catholic School Trustees’ Association Board of Directors believes Directors will conduct themselves in an ethical and professional manner. Board members will carry out their duties in good faith with diligence, respect, care and skill. Directors shall not cause or allow any practice, activity, decision or organizational circumstance which is unlawful, or imprudent or in violation of:

- a. Commonly accepted business and professional ethics.
- b. ACSTA Board Policy.
- c. ACSTA Bylaws
- d. ACSTA Director Code of Conduct

2. Participation of Directors

The Board expects each Director to:

- a. participate responsibly in Board meetings;
- b. assume responsibility for ensuring that the decisions that are made are policy decisions;
- c. respect divergent opinions and encourage expression of opinions by other Directors;
- d. use their own special expertise and knowledge to inform other Directors;
- e. maintain their focus on the work of the Board which is to respond to the membership as opposed to focusing on the means by which the staff accomplish the outcomes established by the Board; and
- f. focus on the measurable outcomes articulated by the Board when monitoring the work of the Executive Director and when evaluating the performance of the Board.

3. Responsibility of Directors

A Director's individual responsibility shall be to:

- a. represent all Members rather than a single constituency;
- b. report on and promote support for the activities of the Association at the local board level;
- c. attend all Board of Directors' meetings and Association seminars and workshops, or arrange for an alternate representative;
- d. familiarize oneself with the details of the annual budget and ensure that the proposed budget is communicated fully to Members and;
- e. promote the attendance and participation of trustees from the local board level at the Annual General Meeting.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
4.0	Bi-annual	Appendix 1: Code of Conduct Appendix 2: Complaint process

Policy GP-6: Elected Officers' Role				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-6	September 9, 2016	May 27, 2025	May 27, 2025

The Executive Officers of the ACSTA shall consist of the President, Vice-President, and Past President.

1. President's Role

The responsibilities of the President are defined in the Association Bylaws.

Additionally, the President shall:

- 1.1. serve as the spokesperson for the Board, other than in rare and specifically authorized instances;
- 1.2. represent the Board to outside contacts
- 1.3. assure the integrity of the Board's processes
- 1.4. make decisions that fall within the topics covered by Board policies on Governance Process and policies which address the Board-Executive Director Relationship pursuant to Policy. The President is authorized to use any reasonable interpretation of the provisions in these policies.

2. Vice-President's Role

The responsibilities of the Vice-President are defined in the Association Bylaws.

Additionally, the Vice-President shall:

- 2.1. chair the Association Finance Committee with all the commonly accepted authority and responsibility of that position;
- 2.2. be accountable to oversee and monitor the Association's financial matters by ensuring integrity of the necessary Association financial audits and financial records;
- 2.3. support the President in the execution of their duties and responsibilities by providing knowledge, perspective, and relevant information;
- 2.4. work collaboratively and respectfully with the President and Executive Director for the mission, vision, and goals of the Association;

- 2.5. perform other duties as assigned from time to time by the President;
- 2.6. be able and prepared to accept the role of President if required and consequently should be apprised and knowledgeable of relevant Association business and issues.

3. Past-President’s Role

The responsibilities of the Vice-President are defined in the Association Bylaws.

Additionally, the Past-President shall:

- 3.1 support the President and Vice-President in the execution of their duties and responsibilities by providing knowledge, perspective, and relevant information;
- 3.2 work collaboratively and respectfully with the President, Vice-President and Executive Director for the mission, vision, and goals of the Association;
- 3.3 perform other duties as assigned from time to time by the President.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
4.1,6.1,6.2,6.3,6.4, 7.1(a)	Bi-annual	N/A

Policy GP-7: Advocacy				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-7	November 2024	September 12, 2025	September 12, 2025

1. Purpose:

The realization of ACSTA’s mission and vision is dependent on strong advocacy positions and actions.

The ACSTA will be a liaison between the membership through the Board of Directors and all levels of government and stakeholders on related issues regarding Catholic education.

The ACSTA will participate in consultation processes, monitor government policy and legislation, and engage its members on topics that may affect their local boards and provincially.

The ACSTA will endeavour to represent the views of members and member boards, where/when appropriate through direction of its members or the Board of Directors or through resolutions brought forward by its members.

2. Process:

- 2.1 The board of directors and/or the membership can create/decide on advocacy positions of the association.
- 2.3 The Board of Directors may take recommendations from the Advocacy Committee as actionable advocacy items.
- 2.3 Suggestions for possible advocacy positions can come from and should be solicited from the board, the membership, staff, partners and stakeholders.
- 2.4 All suggestions from outside of the association must go through the board of directors through the president.
- 2.5 Considerations for position statements/resolutions:
 - 2.5.1 Does the issue directly affect our membership?
 - 2.5.2 Is it within our area of expertise and knowledge as an organization?

- 2.5.3 Will taking a stance on the issue jeopardize our reputation?
- 2.5.4 Does the stance/position statement conflict with any by-law of the association, provincial or federal legislation, or conflict with the Societies Act?
- 2.6 Once a position statement has been accepted by the membership and/or the board of directors, the association will develop a plan to enact the statement with every best effort to see it to fruition and include a timeline and budget where possible.
 - 2.6.1 Every advocacy effort will be carried out in a non-partisan way, unless otherwise directed by the board and/or membership.
 - 2.6.2 All policy statements will be available to our membership through the members only portion of the association website.
- 2.7 All resolutions and position statements will be reviewed by a committee of the board every four years for relevance, compliance, completion, extension or deletion. All statements that are deemed to be irrelevant, be removed, be updated or time extended shall be brought before the membership at the annual AGM for ratification.
- 2.8 An action/progress report shall be provided to the membership at the annual AGM regarding the previous years' position statements.

Responsibility:		
<ul style="list-style-type: none"> • Membership • Advocacy Committee • Board of Directors 		
Relevant By-law:	Review Frequency:	Other relevant documents:
5.1,7.0, 9.1	Bi-annually	Strategic Plan

Policy GP-8: Committees				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-8	November 2024	September 12, 2025	September 12, 2025

1. Purpose

Committees support the Board by considering and advising on specific topics as outlined concerning the affairs of the Board. Committees of the Board may be established to assist the board to carry out its work as per Bylaw 9, 10 & 11.

2. General Committees Procedure

All standing committees are constituted on an annual basis, and shall adhere to the following:

2.1 Structure

- 2.1.1. A minimum of three (3) members shall constitute a committee.
- 2.1.2. The President shall act as ex-officio in all committees of the Association, except for the Appeals committee.
- 2.1.3. Committee members are appointed by the Board (see Procedure in the Appendix).
- 2.1.4. The Committee Chairs may be selected at the organizational meeting of the Board.
- 2.1.5. Committee Member Selection Process:
 - 2.1.5.1. The agenda package, which will contain information on all the current, active committees of the ACSTA, and each committee’s Terms of Reference.
 - 2.1.5.2. If there are more Directors than required by the terms of reference for the committee who are seeking to serve on the committee the following process will be used to appoint Directors to the Committee.
 - 2.1.5.2.1 Each Director seeking to serve on the committee (candidate) will be provided with 2 minutes to speak.
 - 2.1.5.2.2 Each Director will be provided a ballot on which they will write the names of

their selections; one name for each of the available spots on the committee.

2.1.5.2.3 Ballots will be counted by the Executive Director and Staff.

2.1.5.2.4 The Candidates that receive the highest number of votes will be appointed to the committee in descending order of votes until all of the spots on the committee are filled.

2.1.5.2.5 In the event of a tie vote for the least amount of votes, a second vote will be held for only those candidates

2.1.5.2.6 If a tie still remains the remaining spots will be filled with a random draw.

2.2 Term

2.2.1 Under normal circumstances, a committee member may serve up to two consecutive years on a Standing or Ad Hoc Committee; exceptions to this will be at the discretion of the Executive Committee.

2.2.2 Committee member terms are for one (1) calendar year (Nov - Nov)

2.3 Vacancies

2.3.1 In the event that a vacancy arises on a committee as a result of the resignation, death, incapacity or conflict of interest of a member, the Board of Directors shall appoint an individual to fill such vacancy.

2.3.2 Any Director who ceases for any reason to be a Director shall, immediately upon ceasing to be a Director, also cease to be a member of all committees of the Board.

2.4 Decision making

2.4.1 All committees, except for the Appeals and Executive Committee, are advisory to the Board.

2.5 Voting and Quorum

2.5.1 Committees shall have the power to fix its quorum at not less than the majority of its members.

2.6 Meetings

- 2.6.1 Wherever possible, committee meetings will be held in conjunction with a Board of Directors' meeting, by telephone or video conference. In some instances, subsequent communication is by email.
- 2.6.2 No committee meeting shall be held without the presence of the Executive Director, or their alternate.

2.7 Duties and Responsibilities

- 2.7.1 Committee Chairs shall report to the Board in writing at Board meetings as required.
- 2.7.2 Committees are to make recommendations to the Board for consideration, where required, and as needed.
- 2.7.3 The committee's purpose is to fulfil its duties and responsibilities as stated in the policy, or through the terms of reference, as approved by the board.

2.8 Budget

- 2.8.1 The Board shall determine and allocate the budget of all standing and ad hoc committees through its budget and financial processes.

2.9 Staff Support

- 2.9.1 All Committees shall have Association staff support as directed by the Executive Director.

3. Standing Committees of the ACSTA

3.1 Advocacy Committee

3.1.1 Purpose

To identify potentially contentious issues related to Catholic education and bring to the Board of Directors for consideration of advancement or action.

3.1.2 Duties/Responsibilities

- 3.1.2.1 To craft Association position statements for the Board's consideration.
- 3.1.2.2 To develop Resolutions from Alberta for the CCSTA AGM.
- 3.1.2.3 To review draft messaging from staff for pre-approval from the Board of Directors.

3.1.3 Structure

- 3.1.3.1 The committee will consist of up to five (5) committee members.
- 3.1.3.2 A maximum of two external Trustee members may be added to the Committee at the Board of Directors' discretion.

3.1.4 Meetings

- 3.1.4.1 The committee meets as determined by Board initiatives.
- 3.1.4.2 The Chair may call committee meetings when necessary.

3.1.5 Budget

- 3.1.5.1 The costs associated with the work of the committee are borne by the Association's advocacy budget.

3.2 Faith Formation Committee

3.2.1 Purpose

- 3.2.1.1 To develop annual and long term plans around faith formation for Members, directors, administrators and educators.

3.2.2 Duties/Responsibilities

- 3.2.2.1 To communicate and present for consideration to the Board, any faith formation plans created by the committee.

3.2.3 Structure

- 3.2.3.1 At least three (3) members of the Board of Directors.
- 3.2.3.2 The Liaison Bishop.

3.2.4 Meetings

- 3.2.4.1 The committee shall meet at least once a year for the initial planning meeting.

3.3. Finance Committee

3.3.1 Purpose

- 3.3.1.1 The purpose of the Finance Committee is to ensure that the annual budget is prepared in accordance with the vision, mission and strategic plan of the Association, and in compliance with the Board's policies and procedures.

3.3.2 Duties/Responsibilities

- 3.3.2.1 The Finance Committee has the responsibility to provide reports to the Board regarding the manner in which the budget reflects the direction set by the Board as expressed through its Strategic Plan and Policy.
- 3.3.2.2 The duties and responsibilities of the Finance Committee are subject to the limitations imposed by Policy EL #6 Budgeting.
- 3.3.2.3 Prior to May 15th of each year, the Executive Director will present to the Committee for review a report outlining the budget assumptions which will direct the preparation of the budget for the following year.
- 3.3.2.4 The Committee will present this report and its recommendations to the Board of Directors at the May Board meeting.
- 3.3.2.5 The Executive Director will proceed to prepare the draft budget based on the directions of the Board following that meeting.
- 3.3.2.6 The Executive Director will present the draft budget to the Committee for consideration in a timely manner, but in any event, no later than August 31st.
- 3.3.2.7 The Committee will present the draft budget and its recommendations to the Board of Directors at the next available opportunity.
- 3.3.2.8 The Vice-President may present the budget at the Annual General Meeting.

3.3.3 Structure

- 3.3.3.1 The Committee shall consist of up to seven (7) members.
- 3.3.3.2 The ACSTA Vice-President will serve as the Chair of the Committee.
- 3.3.3.3 Four (4) members of the committee must be from the Board of Directors, of which two (2) shall be Directors from both the Calgary and Edmonton Catholic School Divisions. If the Vice-President is the Director from either Calgary or Edmonton, an alternate will be named from Calgary or Edmonton; and

- 3.3.3.4 Two (2) external ACSTA Trustee members, appointed annually by the Board of Directors.
- 3.3.3.5 Vacancies left by Directors from the Calgary and Edmonton Catholic School Districts must not be left vacant, and must be filled by the alternate Directors from those same boards. Such appointments must be ratified by the Board of Directors at the next possible Board of Directors meeting.

3.3.4 Meetings

- 3.3.4.1 The number of meetings of the committee will be determined by Board initiatives, procedures and the described timeline above.
- 3.3.4.2 The meetings will be called by the Chair as required.

3.4 Governance Committee

3.4.1 Purpose

- 3.4.1.1 The Governance Committee is responsible for ensuring that all Association governance documents, policies, procedures and bylaws are relevant, reflect the evolving needs of the Board and the ACSTA, comply with applicable legislation and regulations and effectively support the Association's mission.

3.4.2 Duties/ Responsibilities

- 3.4.2.1 Communicate to the Board of Directors regarding policy/governance initiatives and work conducted by the Committee to date.
- 3.4.2.2 Review and recommend amendments to the ACSTA Bylaws, as required.
- 3.4.2.3 Carry out any other governance-related work, as directed by the Board of Directors.
- 3.4.2.4 Review the entire ACSTA Policy Handbook on a biennial basis, recommending to the Board of Directors policy additions, amendments, and/or deletions and ensuring that it is aligned with common practices and current needs.

3.4.3 Structure

- 3.4.3.1 At least three (3) members of the Board of Directors.

3.4.4 Meetings

- 3.4.4.1 Committee meetings are called at the discretion of the Chair in order to fulfil the committee's purpose and duties.
- 3.4.4.2 The Governance Committee shall meet a minimum of four (4) times per year.

3.5 AGM & Convention Planning Committee

3.5.1 Purpose

- 3.5.1.1 To ensure the AGM of the Association and all of its components deliver a succinct program that meets the membership's needs and association requirements.

3.5.2 Duties/Responsibilities

- 3.5.2.1 To set the convention theme, approve the overall program, determine convention activities, recommend fees, evaluate the conference.
- 3.5.2.2 Receive the names of candidates for the positions of President and Vice- President.
- 3.5.2.3 In an election year, to ensure the name of at least one (1) candidate is presented to the Annual General Meeting (AGM) for each of the positions of President and Vice-President.

3.5.3 Structure

- 3.5.3.1. At least three (3) members of the Board of Directors.

3.5.4 Meetings

- 3.5.4.1 The committee meets at least once a year for the initial planning meeting.

3.6. Resolutions Committee

3.6.1 Purpose

- 3.6.1.1 The purpose of the Resolutions committee is to ensure that a fair and reasonable process is fulfilled for members of the association to submit possible resolutions that direct the Association's work.

3.6.2 Duties/Responsibilities

- 3.6.2.1 To ensure that a call for resolutions is sent to each member board before June 30th each year.
- 3.6.2.2 To review resolutions and combine them, if appropriate, with the agreement of the sponsoring Board(s).
- 3.6.2.3 To ensure that proposed resolutions are not contrary to the goals or foundational documents of the Association.
- 3.6.2.4 To ensure that the resolutions package is sent to member boards 30 days prior to the AGM.
- 3.6.2.5 To review any emergent resolutions and determine if they should proceed to the AGM for consideration.
- 3.6.2.6 The Chair of the committee may chair the resolutions portion of the AGM.

3.6.3 Structure

- 3.6.3.1 At least four (4) members of the Board of Directors.

3.6.4 Meetings

- 3.6.4.1 The first meeting of the committee will occur before June 30th of each year.
- 3.6.4.2 Committee meetings are called at the discretion of the Chair in order to fulfil the committee's purpose and duties.

3.7 Appeals Committee

3.7.1 Purpose

- 3.7.1.1 To carry out an appeals hearing and process as per Bylaw 11.

3.7.2 Duties/Responsibilities

- 3.7.2.1 To consider the appeal of a decision to terminate or suspend a Member Board's membership; or to consider the appeal of a removed or suspended Director or Executive Officer from office.
- 3.7.2.2 To regulate its own process in a fair and reasonable manner.
- 3.7.2.3 To render a decision in any particular appeal process within thirty (30) days of such appeal having been requisitioned.

- 3.7.2.4 To notify the President of any decision of the Appeals Committee.

3.7.3 Structure

- 3.7.3.1 One (1) director of the board, one (1) trustee member and one (1) other individual.
- 3.7.3.2 The quorum of the committee shall be two (2) members at any time.
- 3.7.3.3 The committee shall elect its own Chair from its three (3) members.
- 3.7.3.4. A member of the Appeals Committee may be removed from the Appeals Committee by a Special Resolution of the Board of Directors, and the Board of Directors may then fill the vacancy which is so created.

3.7.4 Meetings:

- 3.7.4.1 The meetings of this committee will be called as required in order to fulfil the committee's purpose and duties.

3.7.5 Staff Support

- 3.7.5.1 Staff may perform administrative duties, but no staff is to participate in the appeal and decision making process.

3.7.6 Other:

- 3.7.6.1 Binding Nature of Decisions: Any decision of the Appeals Committee shall be final and binding upon the parties to such appeal and there shall be no further appeal therefrom.

3.8 Executive Committee

3.8.1 Authority

- 3.8.1.1 The Executive Committee is established under section 10 ('Executive Committee') of the Bylaws.

3.8.2 Purpose

- 3.8.2.1 As per section 10 of the Bylaws, the purpose of the Committee is to carry out the business of the Association between board meetings.

3.8.3 Structure

- 3.8.3.1 The structure of the Committee is defined in section 10.2 of the Bylaws.

3.8.4 Term

- 3.8.4.1 This is a standing committee, and is established at the conclusion of an Annual General Meeting in which an election is held until the conclusion of the following Annual General Meeting in which an election is held.

3.8.5 Compensation

- 3.8.5.1 There shall be no per-diems claimed for participation in the Executive Committee.

3.8.6 Meetings, Quorum & Frequency

- 3.8.6.1 The President will serve as Chair of the committee, unless otherwise delegated to another member of the Executive Committee.
- 3.8.6.2 Meetings of the Executive Committee shall be called by the President as needed in order for the committee to fulfil its duties and responsibilities.
- 3.8.6.3 The Executive Committee may meet electronically or in person.
- 3.8.6.4 A properly constituted committee meeting for quorum shall include the Executive Director, and the majority of the committee members.
- 3.8.6.5 Minutes are to be taken at all Executive committee meetings.

3.8.7 Budget

- 3.8.7.1 There is no budget required or set out by the board of directors for the Executive Committee.

3.8.8 Duties & Responsibilities

- 3.8.8.1 In addition to those duties prescribed in section 10.3 of the Bylaws, the Executive Committee shall carry out the following:
 - 3.8.8.1.1 The powers of the Executive Committee shall be exercised by a resolution of the Executive Committee passed at a committee meeting, or by resolution in writing signed by all the members of the Executive Committee

3.8.8.1.2 A decision of the Executive Committee shall be presented to the Board of Directors, in writing, for ratification at the next regularly scheduled Board of Directors meeting.

4. Ad Hoc Committees

4.1 Purpose

Ad Hoc committees may be created or initiated in order to fulfil a specific task or project identified by the Board as required.

4.2 Duties & Responsibilities

A Terms of Reference will be approved by the Board, and attached to this Handbook as an addendum, that will describe the committee’s term, structure, purpose, duties and responsibilities, budget and staff support requirements.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
5.1(d),9.0-9.5,10.0-10.5, 11.0-11.6	Bi-annually	N/A

Policy GP-9: External Board Representation				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-9	September 9, 2016	May 27, 2025	May 27, 2025

The ACSTA Board of Directors may hold representative seats on external boards and committees.

Official ACSTA representation on any external board requires formal approval by the Board of Directors, which shall be expressed as an Appendix to this policy.

Prior to approving any such external board representation, the Board of Directors shall consider:

- a. whether the external board is sensitive to and respectful of the Catholic faith and the teachings of the Catholic Church;
- b. how ACSTA’s representation on the external board will advance the mission, vision and core purpose statements of the Association;
- c. any possible costs to the Association (membership fees, staff time, etc); and
- d. what other organizations are represented on or by this organization.

Appendix 3 outlines the ACSTA Board terms and expectations of approved assignments.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
5.1(a), 9.0	Bi-annually	Appendix 3

Policy GP-10: Meetings of the Board of Directors				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-10	September 9, 2016	September 12, 2025	September 12, 2025

1. Purpose

The purpose of the Board meetings shall be to conduct the business of the Association, and to provide oversight, ensure accountability, and make decisions that clearly and directly relate to the following:

- a. Goals
- b. Governance Process
- c. Board-Staff Relationships
- d. Executive Director Performance
- e. Executive Limitations
- f. Monitoring and Evaluation of Board Objectives

2. The Meeting Agenda

- a. The agenda of the meeting shall establish the issues that are to be discussed as outlined in the six (6) categories of the business of the Board.
- b. The President shall identify the required information and propose the agenda for each meeting, along with the support of the Executive Director.
- c. The Board meeting agenda shall be circulated seven (7) days in advance of the Board meeting.
- d. Submission of Agenda Items:
 - i. Regular Items:
Directors must notify the President-in writing at least 15 days prior to a Board of Directors' meeting of a proposed agenda item. All necessary documentation must accompany the proposed agenda item.
 - ii. Emergent Items:
If the President is notified in writing of a significant and consequential issue emerging after the deadline for submission of

Regular Agenda Items the Board may consider adding the item to the agenda by a simple majority vote (50% + 1).

iii. Arising Items:

Items that have arisen during the business of a Board meeting may be considered with a simple majority (50% +1).

4. Discussion of Agenda Items

- a. The Board shall determine whether a given agenda item belongs to:
 - i. the Board (i.e. a governance matter), or
 - ii. the Executive Director (i.e. an operations matter).
- b. If the Board determines that the agenda item belongs to the Board, the Board shall determine whether a given agenda item:
 - i. can be addressed under current policy, or
 - ii. requires amendments or additions to current policy.

5. Organizational Meeting

- a. At a Board Meeting taking place no more than 45 days after an AGM, the Board shall determine:
 - i. the members of each Committee; and
 - ii. Committee Chairs.

6. Strategic Planning Meeting

- a. The Board shall create a Strategic Plan that spans over three (3) years.
- b. Prior to the expiry of the current Strategic Plan, the Board shall engage in a process of creating a new Strategic Plan.
- c. The Board shall consider amendments to its Strategic Plan on an annual basis.

7. Observers, Guests and Participation

- a. The Board of Directors acknowledges that observers and guests may be invited or entitled to attend Board of Director meetings in order to foster collaboration, strengthen relationships, and promote an improved

understanding of Catholic education among Members, within the Catholic community, and the wider community.

Therefore, observers shall:

- i. Respect the confidentiality of all Board proceedings;
 - ii. Participate only at the invitation of the Chair;
 - iii. Conduct themselves in a manner consistent with the mission, vision, and Catholic values of the Association.
- b. Observers may:
- i. be asked to provide information for the benefit of the Directors in carrying out their duties;
- c. Rights of Observers
- i. Observers and guests may receive all materials and information provided to the Board of Directors, where appropriate
 - ii. Observers may stay for in-camera sessions only through board motion.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
4.3, 8.0-8.8	Bi-annually	Appendix 4

Policy GP-11: Policy Development, Amendment and Deletion				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-11	September 9, 2016	March 12, 2025	March 12, 2025

1. Purpose

The Board sees the development of policy as providing effective parameters and broad guidelines for the action of the Board and the Executive Director.

2. Considerations

In fulfilling its responsibility for policy-making, the Board shall be directed by the following considerations:

- a. the mission, vision and core purpose of the Association;
- b. that policies are in compliance with:
 - i. relevant legislation and statutory regulations;
 - ii. the Association's bylaws; and
 - iii. the Association's Goals Statements.
- c. when setting policy, the Board will always work from the broadest, most general statement of policy and proceed to develop progressively more specific policies until it is satisfied that it has achieved the degree of definition necessary in that area, providing, however, that the Board shall confine itself to the responsibility and jurisdiction for setting board policy as compared to the responsibility and jurisdiction for setting administrative operations; and
- d. the Executive Director is responsible for the implementation of policy, with the exception of policies governing the Board itself.

3. Process

Policy developments, amendments and deletions will be proposed in the following manner:

- a. At any time (but no less than 15 days prior to the next Regular Board of Directors Meeting), any Director, Committee of the Board, Executive Officer,

or the Executive Director may propose a topic for new policy development, or an area of current policy for amendment or deletion.

- b. A proposed topic for new policy development, amendment or deletion of current policy must be submitted in writing to the President and Executive Director, accompanied by the reasons for the proposed addition, change or deletion.
- c. The Board shall express whether the proposal is of interest to the Board by way of a motion.
- d. The Governance Committee with the Executive Director shall prepare recommendations for action regarding the proposal, along with a draft policy or statement (if appropriate), as well as background for the consideration of the Board of Directors outlining any implications for the current policy and bylaws of the Association.
- e. The Board shall give any proposal for new policy, policy amendment, or policy deletion two 'readings'. A reading is defined as a vote with respect to adoption of a proposed policy development, amendment, or deletion. A maximum of two readings may be given at any one meeting of the Board, but only upon unanimous vote of participants to proceed with the second reading at that meeting.
- f. Amendments to the contents of an 'Appendix' to a policy, as indicated within the ACSTA Policy Handbook, may be amended by a single reading of the Board.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
4.0,4.1, 5.1(a)	Bi-annually	

Policy GP-12: Awards				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-12	September 9, 2016	September 12, 2025	September 12, 2025

Purpose

The ACSTA Board of Directors celebrates those who promote, preserve and enhance publicly funded Catholic education in Alberta, Yukon and the Northwest Territories through awards.

The Board of Directors shall consider eligible recommended candidates for all current ACSTA Awards (see Appendix)

ACSTA Awards

The Board of Directors may confer the following awards consistent with their respective terms of reference, below:

1. Life Membership

The Life Membership Award shall be granted to an ACSTA Past President in recognition of their dedicated service to the Association. The Life Membership shall be given to a Past President within the year they take that office.

2. Honorary Life Membership

The Honorary Life Membership Award recognizes an individual other than a trustee, for their outstanding support for Catholic education in Alberta, Northwest Territories and/or Yukon. This award shall be presented to an individual on completion of that contributory office or when deemed appropriate. One Honorary Life Membership Award is granted each year.

a. Nomination Process

- i. The nomination must be made by four ACSTA members.
- ii. The Awards Selection Committee will review all nominations and select one recipient to recommend to the ACSTA Board of Directors.
- iii. The Board of Directors will consider the recipient prior to the Annual General Meeting.
- iv. The recipient and the nominators will be notified in writing.

- v. The recipient may be presented with their award during the Annual Awards Banquet.
- b. Entitlement
- i. Two complimentary tickets to attend the ACSTA Convention Awards Banquet.
 - ii. An annual invitation to ACSTA Convention Awards Banquet.
 - iii. Will be added to the ACSTA mailing list to receive notice of special events and publications.
- c. Eligibility and Evaluation Criteria
- i. The nominee may be any individual other than a Catholic School Trustee (e.g. Alberta Learning official, school district superintendent, school-based personnel, and others) who has contributed to or provided support to Catholic Education in Alberta, NWT and/or Yukon in a significant way.
 - ii. The nominee has demonstrated outstanding kinship and support for Catholic education in Alberta, Northwest Territories, and/or Yukon.
 - iii. The nominee has demonstrated exceptional leadership, commitment and/or contribution to Catholic education.
 - iv. The nominee will be recognized for their contributions made over a period of time rather than for an exceptional contribution on a single occasion.
 - v. The nominee's leadership and contribution should be recognized as having significance at the provincial level.

3. Long Service Award

This award honors trustees of member boards who have served for extended periods, acknowledging their dedication and longevity in Catholic education. It recognizes every 5 year service increment starting at (and including) 10 years.

- a. Nomination Process
- i. The trustee must be nominated by an ACSTA Member Board.
 - ii. The ACSTA member board submits their nomination to the ACSTA.
 - iii. The recipient of the award will be notified in writing by ACSTA.
 - iv. The recipient may be presented with their award during the Annual Awards Banquet.

- b. Entitlement
 - i. A memento from ACSTA acknowledging their years of service.
- c. Eligibility and Evaluation Criteria
 - i. Awards will be granted for 10, 15, 20, 25, 30, 35 and every five(5) years thereafter of service deemed recognizable by the Member Board.

4. Meritorious Service

The Meritorious Service Award recognizes a Catholic school trustee for their outstanding service and dedication to Catholic education. One Meritorious Service Award is granted each year.

- a. Nomination Process
 - i. ACSTA Member Boards and/or the ACSTA Board of Directors may submit nominations to the ACSTA Awards Committee.
 - ii. The Awards Selection Committee will review all nominations and select one recipient to recommend to the ACSTA Board of Directors.
 - iii. The Board of Directors will consider the recipient prior to the Annual General Meeting.
 - iv. The recipient and Chair of the nominating board will be notified in writing.
 - v. The recipient is presented with their award during the Annual Awards Banquet.
- b. Entitlement
 - i. Two banquet tickets will be provided to the recipient.
- c. Eligibility and Evaluation Criteria
 - i. The nominee must be a Catholic school trustee serving on a member board of the Association.
 - ii. The nominee has made a significant contribution to the Catholic education community while serving as a Catholic trustee.
 - iii. The nominee has strong Catholic leadership qualities and gives witness to their faith commitment.
 - iv. The nominee has served as a Catholic trustee for a significant period of time. Although this award is not a reward for long-term service, length of service will be taken into account.

5. **Appreciation**

The Appreciation Award recognizes an individual, group or organization in appreciation of commitment and contribution to Catholic education in Alberta, Northwest Territories and/or Yukon. Three (3) Appreciation Awards are granted each year.

a. Nomination Process

- i. ACSTA Member Board and/or the ACSTA Board of Directors may submit nominations to the ACSTA Awards Selection Committee.
- ii. The Awards Selection Committee will review all nominations and select up to three (3) recipients to be recommended to the ACSTA Board of Directors.
- iii. The Board of Directors will consider the recommendations of the recipients prior to the Annual General Meeting.
- iv. The recipient and Chair of the nominating board will be notified in writing.

b. Entitlement

- i. The recipient may be presented with their award during the Annual Awards Banquet.
- ii. Two (2) complimentary banquet tickets will be provided to the recipient for the year in which the award is presented.

c. Eligibility and Evaluation Criteria

- i. The nominee may be an individual (other than a sitting trustee), group or organization.
- ii. The nominee has demonstrated exceptional dedication and contribution to the Catholic educational community in Alberta, Northwest Territories and/or Yukon.
- iii. The nominee has strong Catholic leadership qualities and gives witness to their faith commitment.

6. **President's Award**

Awarded at the President's discretion to an individual or organization that has significantly contributed to the success of ACSTA.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
4.0, 5.1(a)	Bi-annually	N/A

Policy GP-13: In-Camera				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-13	May 26, 2023	September 12, 2025	September 12, 2025

1. Purpose:

In-Camera means a part of a board or committee meeting that is held in confidence and out of the public eye, and any record or minutes from this part of the meeting are to be held in confidence.

To clarify the process for in-camera sessions of the Board and committee meetings of the Alberta Catholic School Trustee Association (ACSTA). In-camera meetings have a legitimate purpose but they should be used judiciously and sparingly for the right reasons. In-camera sessions are designed for and intended to help the Board and committees work toward the best interests of the ACSTA.

2. Responsibilities:

- a. The President or Committee Chair is responsible for managing the meeting process and for calling and ensuring the proper use of in-camera meetings.
- b. All persons attending an in-camera session will treat all matters and discussions with the utmost confidentiality, and be held liable for any breach of confidentiality or responsible for a breach of the code of conduct.

3. Appropriate Subject Matter for In-Camera Sessions:

The Board and Committees may meet in-camera to address matters that relate to:

- a. Land,
- b. Labour;
- c. Legal, or items that may become subject to litigation; and
- d. Other matters deemed sensitive that deal with Board operations and management.

4. Procedures:

- a. The board or committee may go in-camera by presenting a motion that is passed by a simple majority.
- b. Where possible and appropriate, an agenda is provided to the board for in-camera items.
- c. The Chair must ensure that the Board/Committee discuss only those items that have been identified as being required to be held in-camera, and do not hold discussions on new issues that are not properly identified in #3
- d. A motion must be made to determine who will remain in attendance for the in-camera session.
- e. Board motions shall not be made during in-camera sessions.
- f. Minutes shall be taken for the in-camera portion of the meeting. These minutes will be recorded separately by the Executive Director or by another individual appointed for this purpose. These minutes will:
 - i. include a list of participants.
 - ii. be approved immediately before the end of the in-camera session and shall then be sealed and retained in accordance with the Association’s record retention policy.
- g. The Executive Director shall be present at all in-camera sessions with two exceptions:
 - i. Executive Director Evaluation and Remuneration and;
 - ii. any Executive Director Disciplinary discussions and/or actions.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
4.0, 5.1(a)		

Policy GP-14: Access to Information				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-14	November 15, 2024	September 12, 2025	September 12, 2025

1. Purpose

The Board of Directors may from time to time require access to records of the Association in order to carry out their duties. All records including account records, electronic and written correspondences, notes, books, and other documents belonging to the Association shall therefore be made available to Board Directors upon request.

Administrative personnel files, which are exclusively accessible to the particular staff member and the Executive Director are excluded from Director requests and access.

2. Request for Information:

2.1 A Director may, at any time, submit a written request for Association information and or documentation to the President and the request will be added to the next available regularly scheduled Board meeting following the policy process herein.

3. Access to Information for Members

3.1 ACSTA strives to provide a high degree of transparency to the Association membership boards. The following Association documents shall be made available to the membership vis-a-vis the members' section of the Association website:

- a. Approved minutes of all General Meetings of the Association membership;
- b. The Policies of the Board of Directors;
- c. The Association Bylaws; and
- d. The Strategic Plan of the Board of Directors.

3.2 Association records obtained by an ACSTA Director may be shared by that Director with their respective Member Board.

4. External, Partner and Stakeholder Requests for Information

As a society, ACSTA records are not public information, and shall not be shared publicly beyond the Association membership unless otherwise determined and explicitly stated by the Board of Directors or required by law.

4.1 A request for information or documentation by an external party will be addressed to the President and the Executive Director, brought to the Board’s attention, and shall follow legislative requirements and processes.

Responsibility: Executive Director, President, Directors.		
Relevant By-law:	Review Frequency:	Other relevant documents:
3.2,4.0,5.1(a) 6.5, 13.2	Biennial	N/A

Policy GP-15: Remuneration and Expenses				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-15	November 15, 2024	September 12, 2025	September 12, 2025

These guidelines are established in respect of travel and expenses incurred while conducting Association business. In all cases, individuals shall exercise prudence when fulfilling duties on behalf of the Association and while incurring expenses to be reimbursed.

Expenses incurred must support Association mission and business objectives, and must be necessary, legitimate, and economical.

1. Application

- 1.1. Subject to limitations noted, these guidelines are applicable to Directors, Elected Officers, individuals serving on ACSTA committees who are seeking payment of a per diem or reimbursement of an expense incurred while conducting Association business.
- 1.2 Subject to the limitations noted, these guidelines are applicable to the Executive Director when seeking reimbursement for an expense incurred while conducting Association business.

2. Per Diems

- 2.1. A per diem may be claimed by the President, Vice President and Past President, for activities in fulfillment of Association business and mission which include travel reimbursement and attendance at meetings, conferences or events while serving as a representative of the Alberta Catholic School Trustees' Association
 - 2.1.1. The President, Vice President and Past President shall not claim a per diem for time spent as part of an Executive Committee meeting.
- 2.2. A per diem may be claimed by Directors serving as external representatives in accordance with External Board Representation policy.
- 2.3. Per diems are claimable in half-day (four hour) increments. Portions of a half day will be rounded up.

- 2.4. The per diem rate is confirmed by the Membership when the annual budget is approved.

3. Travel

3.1 Air Travel

- 3.1.1. Air travel is reimbursed when a practical and economical mode of transportation.
- 3.1.2. Economy class shall be used for all flights unless a medical condition necessitates an upgraded travel class and a physician's note is provided prior to booking.
- 3.1.3. Air travel will be reimbursed at the actual cost for an amount not exceeding full fare economy rates traveling by the most direct route.
- 3.1.4. Fees for checked baggage and advance seat selection may be claimed.

3.2. Private Vehicle

- 3.2.1. When road transportation is a practical and economical mode of transportation, the Association will provide an automobile allowance for the use of a personal vehicle for business purposes. The mileage rate will be reviewed each year and the CRA rate will be used as a benchmark in considering the mileage rate.
- 3.2.2. Claimable kilometers will be the shortest distance as determined by entering the start and end addresses into an online mapping system.

3.3. Third Party Vehicle

- 3.3.1. Ground transportation may be hired or rented.
- 3.3.2. Rental vehicles
 - 3.3.2.1. The cost of renting a vehicle, including gasoline charges, may be claimed.
 - 3.3.2.2. Size and class of the rental vehicle shall be economical while appropriate for the business task, number of occupants and road/weather conditions.
- 3.3.3. Hired transportation
 - 3.3.3.1. The cost of a ride hailing service may be claimed.

3.3.3.2. The cost of a limousine, town car or similar vehicle may be claimed if there is a valid business purpose or if it is cheaper than a ride hailing service.

3.3.4. Bus transportation

3.3.4.1. The cost of bus transportation may be claimed.

3.4. Parking

3.4.1. Expenses incurred for parking may be claimed.

3.5. Out of Province Travel

3.5.1. With the exception of conference and meeting attendance noted in these governance policies, all out-of-province travel of Directors on behalf of ACSTA shall receive prior approval by the Board of Directors.

3.5.2. All out-of-province travel for the Executive Director shall be approved by the Executive Committee and reported at the next regular Board of Directors meeting.

4. Meals

4.1. When conducting Association business, a claim for the actual meal expense or the meal allowance may be claimed, subject to the following:

4.1.1. Claimable amounts

4.1.1.1. Without receipt, to a daily maximum of \$50

Breakfast	\$10
Lunch	\$15
Dinner	\$25

4.1.1.2. With itemized receipt, to a daily maximum of \$120

Breakfast	\$30
Lunch	\$40
Dinner	\$50

- 4.1.2. A claim for reimbursement for alcoholic beverages must be approved by the Executive or Executive Director.

5. Accommodations

- 5.1. If overnight accommodation is required when conducting Association business:
 - 5.1.1. Hotel: the rate for single occupancy in a standard room may be claimed.
 - 5.1.2. Conference: the rate negotiated at approved conference hotels may be claimed. If the stay is at a hotel other than the approved conference hotels and the rate exceeds the conference rate, the Association will reimburse the approved conference rate.
- 5.2. Accommodations arranged by the Association
 - 5.2.1. Accommodations for Board of Director meetings may be made by the Association.
 - 5.2.2. If cancellation is necessary, Association staff must be contacted in advance to ensure the Association is not billed for the room charge. In the event that advance notice of a cancellation is not provided, the room will be charged to the Director's zone or board.
- 5.3. Accommodations for the Executive officers are determined by business need.
- 5.4. A claim for overnight accommodation within the municipality an individual resides may only be made if a valid business purpose is demonstrated.

6. Gratuity

- 6.1. Reasonable (i.e. up to 20%) gratuity for services received, including those in relation to meals, hotel services and transportation may be claimed.

7. Hospitality

- 7.1. Reasonable costs of meals or hospitality (including alcohol), when providing for a specific business purpose, may be claimed or approved by the President or the Executive Director.
- 7.2. Documentation of the business purpose of the hospitality which notes the names of the individuals or the group involved shall accompany the claim.

8. Claim Submission

8.1. Timelines

- 8.1.1. Claims for reimbursement shall be submitted on a timely basis, generally within 30 days of incurring the expense or per diem.
- 8.1.2. Approved claims will be processed for payment within 30 days of approval.
- 8.1.3. In all circumstances, claims for expenses and per diems within a fiscal period (January 1 – December 31) must be submitted no later than the 15th of January in the following fiscal period.

8.2. Receipts

- 8.2.1. Unless specifically noted in this document, all claims for reimbursement shall be supported by a detailed itemized receipt (original or copy).
- 8.2.2. When the receipt is for a group of people (e.g. a meal), the names of all individuals for whom expenses were incurred must be noted.

9. Claim Approval

For approval and payment of Claims, this policy shall be taken into consideration and;

- 9.1. The Association shall have three(3) signing authorities, the President, the Vice-President and the Executive Director.
- 9.2. All Association expenditures must be reviewed and receive written approval by two(2) of the three (3) signatories.
- 9.3. No signing authority shall authorize their own expenditure or claim(s).

10. Review Schedule

- 10.1. Policy including amounts for honorariums and per diems are to be reviewed during the calendar year of an election of the President and Vice President. Any changes to the amounts are to be instituted on January 1st following this election at the Annual General Meeting.
- 10.2. The Executive Director is to annually review the amount for mileage, include it in the budget and implement it on January 1st of each year. The Executive Director is to include the following in the review:
 - a) Alberta Consumer Price Index

b) Amount approved by the Canada Revenue Agency

10.3. The Executive Director is to annually review the amount for travel, accommodation and meal allowance, include it in the budget and implement it on January 1st of each year. The Executive Director is to include the following in the review:

a) Alberta Consumer Price Index

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
5.0, 5.1(a)(b)(c), 14.1, 14.2	Bi-annual	Appendix 6

Policy GP-16: Reserve Funds				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-16	May 26, 2023	September 12, 2025	September 12, 2025

Costs associated with legislative challenges, advocacy, capital equipment acquisition and replacement, special activities (conferences, professional development or meetings) and general activities (budget shortfall, short-term deficits or an emergent situation) can place a substantial financial burden on the ACSTA. Accordingly, a reserves plan is required whereby the ACSTA can allocate funds each year into reserves to distribute these costs more evenly over several budget years. The Board has endorsed the creation of reserves through the regular budget process for these contingencies.

Procedures:

1. The following type of reserve funds may be established for the ACSTA:

Restricted Reserves

Restricted Reserves are funds dedicated for a specific purpose and cannot be used for additional expenses or costs of doing business.

1.1 Legislative Challenges

1.2 Capital Reserve

Unrestricted Reserve

Unrestricted Reserves are funds received or saved which are not held for any particular purpose. These funds can be spent as deemed fit by the Board of Directors.

1.3 Special Activities

1.4 General Activities

1.5 Capital Asset Investment

2. In establishing reserves, the following factors will be considered:

2.1 Current value of assets;

2.2 Life expectancy of these assets and estimated replacement value;

2.4 Debt—both interest and principle and, specifically, any unsupported amounts.

- 2.5 Current Association budget plans, and
 - 2.6 Anticipated activities of the Association.
3. The Executive Director, in consultation with the Finance Committee, will make recommendations to the Board with regard to reserve funds.
 4. The Board may, by resolution, approve transfers to and from the reserves. The resolution will state clearly the purpose for the transfer.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
4.0, 5.1(a)		

Policy GP-17: Legal Costs Guidelines				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
II	GP-17	November 15, 2024		

1. Purpose:

This policy ensures equitable financial responsibility among member boards for legal matters with significant constitutional ramifications, thereby fostering consistent and sustainable financial practices within ACSTA. ACSTA, operating under a balanced budget, requires that all member boards provide reasonable financial support for legal actions involving provincial constitutional implications that affect member boards. This support shall be gathered through the implementation of a special levy, and include consideration of the Association’s financial reserves.

2. Procedures:

If ACSTA or a member board is considering legal action or obtaining a legal opinion in a matter with provincial implications of a constitutional nature or is a Defendant or Respondent in such a matter, and intends to request payment of legal fees from ACSTA, the below procedure is to be followed:

- a) The Member Board shall advise the President and Executive Director in writing of any action that is likely to address the constitutional rights of Catholic education, in advance of initiating legal action.
- b) In the event that a member board is a defendant or a respondent in a legal action, the member board will advise the President and Executive Director as soon as reasonably possible;
- c) Copies of legal invoices paid by member boards, prior to approval of the request by the Board of Directors, shall be included in a written accounting accompanying the request for reimbursement of legal fees from the member board;
- d) The Executive Committee shall determine if the legal action impacts Member Boards on the basis that the matter has provincial implications of a constitutional nature, and shall advise the Board of Directors regarding the request and financial implications.

- e) The Board of Directors shall defer any vote regarding a request for support until determination of the financial impact on Member Boards so that member boards have sufficient opportunity to consider the implications of the issue and the extent of the special levy that will be required;
- f) A special levy applicable to all member boards will be determined based on the estimate of costs calculated on a per student basis, and invoiced as funds are required;
- g) Once a motion has been duly passed in support of a request under these guidelines, ACSTA shall take over as sole client of the legal action on behalf of all member boards and only ACSTA legal counsel shall be used;
- h) When ACSTA has adopted a legal position on behalf of its members and a Member Board does not follow through with ACSTA’s acceptance of the legal position, the Member Board will be disqualified from seeking any financial support in defending its actions related to that legal position.
- i) These guidelines shall be provided to legal counsel retained by ACSTA for any legal action.

Responsibility: The Executive Committee is required to provide oversight of requests for legal actions or obtaining a legal opinion.		
Relevant By-law:	Review Frequency:	Other relevant documents:
4.0	Biennial	N/A

SECTION III. BOARD-STAFF RELATIONSHIPS (BSR)

Policy BSR-1: Role of the Executive Director				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
III	BSR-1	September 19, 2016	September 12, 2025	September 12, 2025

1. Purpose

The Executive Director, appointed by the Board, functions within given authority expectation as provided for in Board policy, and is accountable to the Board.

2. Role

The role/responsibilities of the Executive Director shall include, but shall not be restricted to the following:

- a. Serve as a primary team leader and administrative officer for the Association’s staff.
- b. Exercise sound management of the Association’s human, fiscal, capital and material resources as well as its day-to-day operations.
- c. Serve as the leader of the staff in all efforts to achieve the Association’s mission and the goals of the organization.
- d. Implement a strategic planning process that will engage the Board in positioning the Association for success in ensuing years.
- e. Maintain an issues management process that effectively enhances the Association’s involvement in the public policy process.
- f. Offer a relevant program of services to Members.
- g. Provide for effective liaison with both elected members and appointed officials of the Provincial Government, and related associations and institutions.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
2.1(g), 4.1, 6.5	Bi-annual	N/A

Policy BSR-2: Delegation to the Executive Director				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
III	BSR-2	September 19, 2016	September 12, 2025	September 12, 2025

Purpose

All board authority delegated to staff is delegated through the Executive Director, so that all authority and accountability of staff is considered to be the authority and accountability of the Executive Director.

1. The Board will direct the Executive Director to achieve the Boards’ goals, Strategic Plan outcomes, and policies, guided through the establishment of Goals policies. The Board will limit the latitude the Executive Director may exercise in practices, methods, conduct and other “means” to the goals through establishment of Executive Expectations policies.
2. As long as the Executive Director uses any reasonable interpretation of the Board’s Goals and Executive Expectations policies, the Executive Director is authorized to make recommendations on all further policies, make all decisions, take all actions, establish all practices and develop all activities.
3. The Board may change its Goals and Executive Expectations policies, thereby shifting the boundary between Board and Executive Director domains. By doing so, the Board changes the latitude of choice given to the Executive Director. So long as any particular delegation is in place, the Board will respect and support the Executive Director’s choices. This does not prevent the Board from obtaining information in the delegated areas.
4. Only decisions of the Board of Directors acting as a body are binding upon the Executive Director.
5. The Executive Director approaches the Board through the President.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
2.1(g), 4.1, 5.1(e)	Bi-annual	N/A

Policy BSR-3: Monitoring the Executive Director Performance				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
III	BSR-3	September 19, 2016		May 24, 2024

Purpose

The Board of Directors is committed to ensuring effective governance through consistent and objective monitoring of the Executive Director’s performance. The Board shall monitor the Executive Director to ensure alignment with policies, foundational documents, and fulfillment of organizational goals.

1. Monitoring Executive Director performance is synonymous with monitoring organizational performance against Board policies on Goals and on Executive Expectations. Therefore, any evaluation of the Executive Director performance, formal or informal, may be derived from the following:
 - a. the Policy Handbook, specifically the BSR’s and Executive Expectations; and
 - b. the Strategic Plan.
2. Upon the choice of the Board, any implementation of a policy can be monitored by any method at any time.
 - a. For regular monitoring, each Goals and Executive Expectations policy will be classified by the Board according to frequency and method; for example, quarterly internal reports, annual external reports, and semi-annual direct inspection.
 - b. For monitoring not defined on a regular basis, the Board shall define the monitoring items and frequency requirements through a duly constituted motion.
3. Each year the Board shall formally evaluate the Executive Director. This may include but is not limited to:
 - a. the implementation of the Board’s policies;
 - b. the implementation and outcomes of the Strategic Plan;
 - c. compliance with the Executive Director Expectations ;
 - d. other evaluation criteria the Board feels necessary or has identified to evaluate the Executive Director, and that are within the Executive

Director’s Expectations, Board Policy, or any other items the Board has directed the Executive Director to accomplish through a duly constituted motion.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
2.1(g), 4.1	Bi-annual	N/A

SECTION IV. EXECUTIVE DIRECTOR EXPECTATIONS (EDE)

Policy EDE-1: General Executive Director Expectation				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
IV	EDE-1	September 19, 2016	October 8, 2025	September 12, 2025

Purpose:

The Board of Directors expects the Executive Director to uphold the mission, values and integrity of the Association through providing clear expectations while also ensuring operational autonomy.

1. The Executive Director shall ensure that all practices, activities, decisions, and organizational circumstances:
 - 1.1. Support and uphold the mission and vision of the Association;
 - 1.2. Adhere to Association foundational and governance documents;
 - 1.3. Align with the teachings of the Catholic Church;
 - 1.4. Demonstrate prudence, responsibility, and sound judgement;
 - 1.5. Reflect commonly accepted professional and business ethics;
 - 1.6. Comply with the Association bylaws;
 - 1.7. Adhere to all relevant legislation; and
 - 1.8. Protect and enhance the Association’s public image, credibility, and ability to fulfill its mission.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
2.1(g), 4.1, 6.5	Bi-annually	N/A

Policy EDE-2: Emergency Executive Succession				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
IV	EDE-2	September 19, 2016	October 8, 2025	September 12, 2025

Purpose:

The Board of Directors believes the operation of the association benefits through continuing and consistent service provided by the Executive Director.

1. In order to protect the Board from the consequences of a planned exit, short term leave or sudden loss of Executive Director services, the Executive Director shall ensure:
 - a. That one other senior staff person familiar with the Board and Executive Director issues and processes is identified by the Executive Director and formally communicated to the President.
 - b. The Association is not to be without administrative leadership at the Executive Director level in his/her absence.
 - c. His/her replacement is familiar with Association issues, including but not limited to, Board and Executive Director issues and processes.
 - d. The Board and employees are aware of arrangements to replace the Executive Director for an interim period, or in an unexpected absence of the Executive Director.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
2.1(g), 4.1, 6.5	Bi-annually	N/A

Policy EDE-3: Communication and Counsel to the Board				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
IV	EDE-3	September 19, 2016	October 8, 2025	September 12, 2025

1. Purpose:

The Executive Director shall keep the Board informed of activities, progress, opportunities, relevant communications, compliance reports and risk management strategies in order for the Board to fulfill its purpose and duties.

1.1 Communication Expectations

All communication, reports and information provided to the Board shall be:

- a. Timely;
- b. Accurate;
- c. Relevant;
- d. Clear and concise; and
- e. Where appropriate, provide recommendations for action for the Board's consideration.

1.2 Accordingly, the Executive Director shall:

- 1.2.1 Demonstrate compliance with governing documents through reports addressing requirements of the Executive Director Expectations policies.
- 1.2.2 Ensure the Board is made aware of assumptions upon which any board policy has previously been established through awareness of relevant trends, anticipated adverse media coverage, and material external and internal changes;
- 1.2.3 Provide the Board with an actual or anticipated noncompliance report regarding any policy of the Board;
- 1.2.4 Inform the Board of relevant events, as well as their possible implications, along with relevant recommendations;
- 1.2.5 Advise the Board if, in the Executive Director's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Staff Relationship, particularly in the case of

- Board behavior which may be detrimental to the work relationship between the Board and the Executive Director;
- 1.2.6 Gather for the Board as many points of view and options on issues as needed for fully informed Board decisions;
 - 1.2.7 Provide mechanisms for official communications;
 - 1.2.8 Deal with the Board as a whole, except when responding to Executive Officers, Committee Chairs, or others as duly charged by the Board;
 - 1.2.9 Inform the Board of any legislative changes that may impact either the Association or Catholic Education; and
 - 1.2.10 Correspond with the appropriate governments, stakeholders and partners under the scope of the Board’s Goals.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
2.1(g), 6.5	Bi-annually	N/A

Policy EDE-4: Treatment of Staff and Volunteers				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
IV	EDE-4	September 19, 2016	October 8, 2025	September 12, 2025

Purpose:

Using principles and practices that reflect a Catholic worldview and Catholic Social Teachings, the Executive Director shall create workplace conditions which are fair, respectful, dignified and provide just treatment with appropriate confidentiality and privacy.

Accordingly, the Executive Director shall:

1. Create, maintain and operate with personnel procedures which clarify personnel rules and rights for staff, provide for effective handling of grievances, and protect against wrongful conditions;
2. Ensure a process for staff to be able to apprise the Board when an employee has exhausted the internal processes and alleges either :
 - a. that Board policy has been violated, or
 - b. that Board policy does not adequately protect their human rights.
3. Inform staff with their rights under this policy;
4. Not allow conflict of interest in the employer-employee relationship; and
5. Celebrate staff and volunteers in their roles and responsibilities within the organization.
6. Ensure that Employees receive fair and just wages that recognize the work required.
7. Ensure that safe, healthy and supportive working environments are maintained and adhere to legislative and WCB standards.
8. Ensure that adequate resources are allocated to support staff in their work.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
2.1(g), 6.5	Bi-annually	EDE-5

Policy EDE-5: Employment, Compensation and Benefits

Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
IV	EDE-5	September 19, 2016	October 8, 2025	September 12, 2025

1. Purpose:

Rooted in Catholic Social Teaching, the Executive Director shall foster a workplace that upholds human dignity and the dignity of work, promotes justice, and supports the common good.

2. With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Executive Director shall not cause or allow jeopardy to fiscal integrity or public image of the Association.

Accordingly, the Executive Director shall:

- 2.1 not adjust their own compensation and benefits without approval from the Board;
- 2.2 ensure that a formal agreement is entered into with every employee which establishes the terms and conditions of employment, including salary, benefits, vacation, and duties to be performed;
- 2.3 establish current compensation and benefits which:
 - a. adhere to collective agreements, where required;
 - b. do not create obligations for contract employees over a term beyond the annual budget and that revenues can be safely projected for a contract.
 - c. does not deviate significantly from the comparable employers for similar work, or give rise to a claim for wrongful dismissal or constructive dismissal of current employees; or
 - d. are compliant with relevant legislation.
- 2.4 ensure that increments for an employee, due on the employment anniversary date, are not withheld, unless the employee requires an improvement in performance, and has been advised in writing of the need for improvement;

2.5 employ staff who:

- a. possess the training and expertise required in order to carry out the duties for the position;
- b. are of such character to have a positive impact on the operations and public image of the Association, its administration, membership, and Directors;
- c. actively support and contribute to the Association's mission, vision and goals;
- d. demonstrate a clear and consistent alignment with the Association's foundational values through their actions, attitudes and professional conduct.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
2.1(g), 6.5	Bi-annually	N/A

Policy EDE-6: Budgeting				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
IV	EDEL-6	September 19, 2016	October 8, 2025	September 12, 2025

Purpose

To define the expectations related to the Executive Director’s responsibility for preparing, managing and monitoring the Association’s Operating Budget. This policy ensures alignment with the Association's Mission, Vision, Goals and fiduciary obligations to the Board and the Members.

Budgeting for any fiscal year (or the remaining part of any fiscal year) shall not deviate materially from Board priorities, risk fiscal jeopardy, or fail to be in compliance with the Board’s Strategic Plan.

1. Accordingly, the Executive Director shall prepare a budget which:
 - 1.1. Aligns with the strategic and operational priorities as articulated by the Strategic Plan;
 - 1.2. Contains sufficient information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions;
 - 1.3. Reflects the prudent use of Member contributions and other revenue sources for annual and long-term use.
 - 1.4. Ensures the fiscal soundness of future years and builds organizational capability required to achieve its goals in future years.
 - 1.5. Is developed through engagement with the Finance Committee, Executive Officers, and staff.
 - 1.6. Complies with all legal, financial reporting, and regulatory requirements.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
2.1(g), 6.5	Bi-annually	N/A

Policy EDE-7: Fiscal Responsibility				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
IV	EDE-7	September 19, 2016	October 8, 2025	September 12, 2025

Purpose:

The Executive Director shall not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities provided for in the budget.

The Executive Director shall:

- a. Only borrow money as approved by the Members through a special resolution;
- b. Use designated reserves for purposes established by the Board;
- c. Settle debts and payroll in a timely manner and in accordance with applicable legislation and contractual obligations;
- d. file tax payments or other government required in a timely and accurate manner;
- e. invest only in capital guaranteed investments; or
- f. only allow bonded personnel access to material amounts of funds.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
2.1(g),6.5, 13.4	Bi-annually	N/A

Policy EDE-8: Asset Protection				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
IV	EDE-8	September 19, 2016		September 13, 2024

Purpose:

The Executive Director shall protect, adequately maintain and mitigate risk to Associations assets.

Therefore, the Executive Director shall:

1. Ensure sufficient insurance, to at least a generally accepted level, against fraud and casualty losses to 100 percent replacement value;
2. Review and report on insurance related premiums and coverage annually;
3. Comply with the Policies and Bylaws so as to avoid exposure of the Association, its Board and staff to claims of liability;
4. Ensure proper use and recording of assets and ensure that property is inventoried and security systems are in place to provide safeguards to prevent loss, damage or theft of property;
5. Only acquire, encumber or dispose of real property with specific prior authorization of the Board;
6. Protect intellectual property, information and files from loss or significant damage; and
7. Receive, process, disburse, and invest funds under controls sufficient to meet the Board-appointed auditor’s standards.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
2.1(g), 12.3	Bi-annually	N/A

Policy EDE-9: Staff Whistleblower				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
IV	EDE-9	November 15, 2024	October 8, 2025	September 12, 2025

1. Overview

ACSTA is committed to maintaining the highest standards of conduct. Our commitment to a transparent, accountable, and sanctifying workplace is fundamental to our operations, and we rely on our employees to uphold these values by coming forward with any concerns they may have. Employees of ACSTA are expected to report concerns regarding illegal, illicit, and unsafe conduct, or behaviour that is otherwise unbecoming of a Christian.

2. Purpose

The purpose of this policy is to provide a clear process for reporting any credible suspected violations of Association policies, ethical standards, or legal requirements. ACSTA is dedicated to investigating all reports thoroughly and taking appropriate action to address any issues identified. In doing so, we strive not only to enhance the confidence of our membership in the Association’s operations, but to serve as a model of Catholic organizational integrity.

3. Whistleblower Protection

Staff who raise serious concerns in good faith through the appropriate channels must be able to do so without fear of retaliation and with the assurance that they will be handled appropriately. ACSTA prohibits any form of retaliation against individuals who report concerns. All reports will be treated with the utmost confidentiality and will be investigated promptly and fairly.

4. Definitions:

- 4.1 ‘Illegal’ - Contrary to the laws of Canada, Alberta or the local jurisdiction.
- 4.2 ‘Illicit’ - Contrary to the bylaws and policies of the Association.
- 4.3 ‘Unsafe’ - Contrary to Alberta’s Occupational Health and Safety Act, Regulations, Code.
- 4.4 ‘Unbecoming of a Christian’ - Contrary to the teachings of the Catholic Church, as conveyed through Scripture, Tradition, and the Magisterium.

5. Procedures:

- 5.1 When an ACSTA employee has identified behaviour constituting grounds for complaint they are first to report the incident directly to the Executive Director.
- 5.2 If the Executive Director inadequately addresses or is the object of the complaint, the staff member is then to approach the President regarding their concerns.
- 5.3 In the event that neither the President nor the Executive Director are able to address the complaint, the employee may approach the Chair of the ACSTA Appeals Committee. The complaint shall then be addressed in accordance with the Terms of Reference defined for that Committee.

Responsibility: ACSTA Employees, Executive Director, President, Appeals Committee Chair		
Relevant By-law:	Review Frequency:	Other relevant documents:
2.1(g), 4.1, 6.5	Biennial	- a copy of this policy or a sister policy should be available in the HR policies, accessible to all staff.

SECTION V: APPENDIX

Appendix 1: Director Code of Conduct				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
V	Appendix 1	February 2025	February 2025	

**THE ALBERTA CATHOLIC SCHOOL TRUSTEES’ ASSOCIATION (“ACSTA”)
DIRECTOR CODE OF CONDUCT (the “Code”)
EFFECTIVE AS OF 2025**

1. Alberta Catholic School Trustees’ Association (“**ACSTA**”) requires the highest standards of professional and ethical conduct from its Directors. In accordance with the ACSTA Board of Directors’ Policy Handbook (the “**Policy Handbook**”) - Goals Policy #3, ACSTA is committed to acting as a unified voice, providing spiritual and political leadership for publicly funded Catholic education.
2. This Code reflects ACSTA’s commitment to achieving a culture of honesty, integrity and accountability, and outlines the basic principles and policies for business conduct and ethical behavior to which all Directors are expected to comply. Directors must always adhere to this Code while executing their duties and responsibilities as outlined in the Policy Handbook - Governance Process Policies GP #4 and #5.
3. Directors shall undertake to follow a lifestyle and deportment in harmony with Catholic Church practices and beliefs which include, among other things, participating in the sacraments of the Catholic Church and living in harmony with the principles of the gospel and teachings of the Catholic Church. Each Director acknowledges and agrees that the Board of Directors and each Director may seek the interpretation and assistance of the Bishop Liaison in order to clarify what are the principles of the gospel and teachings of the Catholic Church.
4. Directors are free to support community, charity, social, and political organizations and causes of their choice, provided that their participation in such activities is not contrary to this Code, and as long as it is made clear that their individual views and actions are not those of ACSTA. A Director’s outside personal activities must not interfere with the performance of the Director’s duties and responsibilities as a director of ACSTA.

5. The Code is not to be interpreted as a comprehensive list of all legal obligations and ethical issues which may confront a Director. It is essential that Directors employ good judgment in the application of the principles contained in this Code.
6. It is the responsibility of each Director to read the Code, become familiar with the principles set out in the Code, and integrate these principles into every aspect of the activities of ACSTA.
7. In carrying out their duties as Directors, Directors must comply, at all times and in all material respects, with all applicable laws, rules and regulations applicable to the activities of ACSTA, including the *Societies Act* (Alberta), the Bylaws, the Policy Handbook and this Code.
8. Directors shall at all times maintain the confidentiality of all explicit confidential information of ACSTA. Directors must not make use of or reveal such information or records except in the course of the performance of the Director’s duties or unless the documents or information become part of the public domain. Similarly, Directors may not use confidential information obtained through their position as a Director to further their own private interests or the private interests of their family members.
9. Directors are to ensure professionalism in all forms of communication, including e-mail and “informal” notes or memos. Records should always be retained and destroyed according to any record retention policies of ACSTA.
10. Directors are prohibited from participating in any Internet chat rooms, social networks, or news group discussions on matters pertaining to the activities of ACSTA. Directors who encounter any negative discussions pertaining to ACSTA should immediately advise the President.
11. To help ensure compliance with this Code, ACSTA requires that all Directors and Alternate Directors review the Code and acknowledge their understanding and adherence to the Code by signing, on an annual basis, a certificate of compliance in a form approved by the Board of Directors.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
4.0	Bienniel	GP-5

Appendix 2: Complaint Process				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
V	Appendix 2	February 2025	February 2025	

COMPLAINTS PROCESS

Any complaints made by one Director against another Director must be made in writing to the President, other than where a complaint is made by a Director against the President in his or her capacity as a Director, in which case such complaint must be made to the Vice-President. Within five (5) business days of receipt, the President (or Vice-President, if applicable) shall acknowledge receipt of the complaint to the Director who submitted it.

The President (or Vice-President, if applicable) shall conduct a preliminary informal inquiry of each complaint in order to determine, in his or her judgment, whether a reasonable basis exists for pursuing a formal investigation of the complaint. The purpose of the preliminary informal inquiry is to screen complaints for immaterial, frivolous, or spurious reports of wrongdoing or made maliciously or knowingly to be false.

After completing a preliminary informal inquiry, the President (or Vice-President, if applicable) shall promptly disclose to the Board of Directors the complaint, along with the President’s (or Vice-President’s, if applicable) conclusion about the merit of the complaint and whether a reasonable basis exists for pursuing a formal investigation. Following receipt of the President’s (or Vice-President’s, if applicable) disclosure regarding a complaint, the Board of Directors shall determine, notwithstanding the President’s (or Vice-President’s, if applicable) recommendation, whether to:

- I. Dismiss the complaint; or
- II. Proceed with a formal investigation and/or consider disciplinary action in accordance with section 6.7 of the Bylaws.

The President (or Vice-President, if applicable) and/or the Board of Directors, in their sole discretion, may enlist outside legal, accounting or other advisors to assist with any investigation or further review of complaints involving a Director.

During any meeting of the Board of Directors under section 6.7 of the Bylaws which considers a complaint made against a Director, the portion of such meeting dealing with

or discussing the complaint shall be held in-camera in accordance with the Policy Handbook - Governance Process Policy #11. During the in-camera portion of such meeting, the Director who filed the complaint in question and the Director who is the subject of the complaint shall not attend such portion of the meeting.

In accordance with section 6.7 of the Bylaws, a Director may be suspended for up to six (6) months or removed from the Board of Directors before the expiration of their term of service. If suspended, a Director may be present at all meetings of the Board of Directors as a non-voting observer, under the terms outlined in section 4.3 of the Bylaws. If removed from the Board of Directors, the Director shall cease to hold office as a Director, but will remain a trustee of his or her Member Board.

In accordance with section 12.2 of the Bylaws, a Director subject to a complaint may, to the extent applicable, seek indemnification from ACSTA.

Any Director filing a complaint against another Director must act in good faith and have reasonable grounds for believing the Director subject to the complaint has violated the Societies Act (Alberta), the Bylaws, the Policy Handbook, any other ACSTA policy applicable to Directors, this Code, or any relevant applicable law. Any allegations in a complaint made against a Director that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offence.

No Director who in good faith makes a complaint pursuant to this Code shall suffer harassment, retaliation or adverse consequences as a direct or indirect result of their complaint. Any Director that retaliates against another Director who has made a complaint pursuant to this Code in good faith shall be subject to discipline up to and including removal from the Board of Directors in accordance with section 6.7 of the Bylaws.

All complaints that fall within the provisions of this Code shall be considered confidential information and subject to the confidentiality provisions in this Code.

Complaints made against a Director by a person who is not a Director shall be subject to the process outlined in section 6.7 of the Bylaws.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
4.0	Biennial	GP-5

Appendix 3: Approved External Board Representation				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
V	Appendix 3	September 9, 2016	May 27, 2025	May 27, 2025

1. Canadian Catholic School Trustees Association (CCSTA)

The CCSTA Director shall:

- a. normally be the President, however the President may also delegate this assignment to another Executive Officer or Director of the Board;
- b. represent the needs, concerns, and interests of the ACSTA;
- c. regularly report to the ACSTA Board of Directors on initiatives, programs, advocacy, and work of the CCSTA;
- d. maintain and communicate a working, relevant knowledge of national issues relating to Catholic Education, and
- e. perform the roles and duties of the position formally ascribed to it by the CCSTA.

2. Grateful Advocates for Catholic Education (GrACE) – 2 positions

The GrACE Representatives shall:

- a. be Directors of the ACSTA Board chosen by nomination and election at the first Board meeting following the Annual General Meeting;
- b. serve as Directors on the GrACE Partnership Board in accordance with its Covenant;
- c. provide official liaisons between GrACE and ACSTA;
- d. provide the GrACE Partnership Board with the viewpoints of ACSTA; and
- e. Report in writing to the ACSTA Board of Directors each regular meeting;

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
5.1(a), 9.0	Biennial	GP-9

Appendix 4: Board Meeting Rules of Order				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
V	Appendix 4	September 9, 2016	September 12, 2025	September 12, 2025

ACSTA Board of Directors’ Meetings use Robert’s Rules of Order for parliamentary procedure, except for:

1. Directors may raise a hand when seeking to obtain the floor, and may remain seated while making motions or speaking.
2. Motions do not need to be seconded, except where noted through specific written process.
3. There is no limit to the number of times a member can speak to a debatable question.
4. The Chair will ensure fairness in the speaking order.
5. Informal discussion of a subject is permitted prior to the introduction of a motion.
6. Personal remarks and sidebar conversations during debate are out of order.
7. The use of calling for unanimous consent may be used, at the discretion of the Chair.
8. The Chair may call the vote in the negative by asking if there is anyone opposed to a motion on the floor in order to reach a decision.
9. In the case of a Special Board of Directors Meeting, there is no need to approve the agenda, as the meeting is called for a specific reason outlined in the notice of the meeting, and all agenda items must directly relate to the items outlined in the notice.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
4.3, 8.0-8.8	Biennial	GP-10

Appendix 5: Approved Observers and Guests to Board meetings				
Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
V	Appendix 5	September 9, 2016	September 12, 2025	September 12, 2025

Approved Observers and guests to the ACSTA Board of Directors Meetings:

1. Executive Director of Grateful Advocates for Catholic Education(G.r.A.C.E.),
2. The ACSTA Auditor,
3. Legal Counsel of the ACSTA,
4. CCSSA Executive Director and President or delegates.

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents:
4.3, 8.0-8.8	Biennial	GP-10

Appendix 6: Supplemental Remuneration and Per-Diem Chart

Section:	Sub-Section:	Adopted:	Last Revised:	Last Reviewed:
V	Appendix 6	May 26, 2024	September 12,2025	September 12,2025

Legend:

√ (per diem columns) = the individual identified is eligible to claim for the activity

x (per diem columns) = the individual identified is not eligible to claim for the activity

Activity	President or designate	Vice President	Director
MEETINGS			
Annual or Special General Meeting			
Preparation	x	x	x
Attendance	√	√	x
Board of Director Meetings Includes regular and special meetings, strategic planning, and Board and Executive Director evaluations			
Preparation	x	x	x
Attendance	√	√	x
Executive Committee Meetings Includes agenda and calendar review and work with the Executive Director			
Attendance	x	x	x
ACSTA-provided Professional Development			
Preparation	x	x	x
Attendance	√	√	x
BOARD OF DIRECTORS COMMITTEES			
President serves as Ex-Officio on all Board Committees and Ad Hoc Committees			
Preparation	x	x	x
Attendance	√	√	√
CONFERENCES (Not Provided by ACSTA)			
Association approved faith development and professional development attendance	x	x	x
PARTNERS			

Generally, engagement with partners will be compensated by per diem only if such engagement is resultant from formal invitation, by virtue of position, directly related to role at ACSTA.			
Formal meetings with Ministers or other Government Officials	✓	✓	As requested by the Executive
Event attendance at Partner Conferences and Events as designated ACSTA representative	✓	✓	x
Canadian Catholic School Trustees' Association Meetings			
Meeting Preparation	x	x	x
Attendance	✓	x	x
Fostering relationships with partners	x	x	x
EXTERNAL REPRESENTATIVES			
The Board may appoint a Director(s) to represent ACSTA on an external Board.			
Meeting Preparation	x	x	x
Attendance	x	x	✓
GENERAL ACTIVITIES			
Interviews or Discussions with media	x	x	x
Communication with Board of Directors, school board and trustees (conversations, emails, telephone calls)	x	x	x
TRAVEL			
Reasonable travel associated with performance of per diem-claimable covered duties will be compensated by per diem as well as travel expenses	✓	✓	✓

Responsibility:		
Relevant By-law:	Review Frequency:	Other relevant documents: