



East Preston Islamic College

B O A R D

G O V E R N A N C E

C H A R T E R

EAST PRESTON ISLAMIC COLLEGE

BOARD GOVERNANCE CHARTER

The College is a company limited by guarantee formed by a Memorandum and Articles of Association under the Corporations Act. This is the "Founding Document" as referred to within. East Preston Islamic College was incorporated on 28th September 2005.

Its registered address is at 55-57 Tyler Street, East Preston, Victoria 3072

Our Mission

Our mission is to provide a positive learning environment where staff and students work cooperatively to achieve their best, developing a commitment to continuous learning. The core values of the school are learning, achievement, respect, commitment and fairness.

Our Key Values

The School has determined that its key values are:

- Learning;
- Achievement;
- Respect;
- Safety;
- Commitment;
- Fairness;
- Communication and;
- Relationship.

Our Philosophy

The school ethos can best be summarised as follows: **EPIC** is an independent school offering the Victorian Curriculum from foundation to year 12 and operates in an Islamic cultural and religious tradition, under the direction of the EPIC School Council. The School is open to boys and girls and coeducational to Year 6 after which, for cultural reason, classes for boys and girls are separate. While the vast majority of students are of the Islamic faith, the School is open to students and staff of all faiths. EPIC is an equal opportunity employer and has a low fee structure so that it is possible for all interested families to attend. The School, while still in its developmental years, is determined to establish an educational environment based on excellence and the development of sound character so that its graduates will exemplify the School motto -

'Success Here and Hereafter'.

The Board

The Board is established pursuant to the School constitution of East Preston Islamic College Limited (the "Founding Document"). The Principal is an ex officio (non-voting) member of the Board.

The Role of the Board

The first and primary duty of the Board is to ensure that the School's fundamental principles embodied in its Key Values and Ethos are carried out and implemented. The Founding Document clearly states that the ("Board of Directors") of the School have delegated the powers of the management to a **School Council**. The Board has established the School Council and delegates to it many of the powers for the general management of the College.

The Council

The Council is constituted by the Board. Under section 59-10 subsection (ii) states that the School Council consists of directors of ICCV Pty Ltd, the Principal, two (2) parent representatives, two (2) teacher representatives. It is resolved by the Board as is to be chaired by a retired senior academic with teaching and administration experience. The Council may add up to two (2) additional members whose expertise may be required.

The Role of the Council

The Council's role is to govern the School and not to be involved in its day-to-day management. It is senior management's role to manage the School in accordance with the strategic goals set by the Council and under its direction. The Council does not have a management function.

The Council is responsible for and would determine all matters relating to policy and practice. It has overall responsibility to ensure that the School is well-managed and that its operations are successful. It will do all things necessary to ensure that the School meets its objects as set out in the School's Founding Document (*see appendix "A" attached*).

Without limiting the generality of the Council's role, its principal functions in relation to the School are to:

- Set goals and provide strategic direction;
- Act as an interface between the College and various members of the School's constituency, namely the parents, the staff and the students;
- Appoint and review the performance of the Principal;
- Determine policies governing the college's operations;
- Approve the annual budget, including significant capital expenditure, and any long-term budget;
- Approve material expenditure outside the budget;
- Conduct an annual review of the Council's own performance;
- Conduct an annual review of the College in meeting its objectives.

Council Structure

Size

The college's Founding Document requires that at all times the School Council shall consist of directors of Islamic Coordination Council of Victoria Pty Ltd, the Principal of the School and four(4) further persons appointed by the Islamic Coordinating Council of Victoria Pty Ltd who have an academic or business background.

Skills

The skills and experience required by the Council are in the areas of:

- Education;
- Finance and Business;
- Community Interest;
- Parental and;
- Islamic faith.

Term of Office

Under the College's Founding Document Council Members are appointed for a maximum term of two (2) years (each year commencing on 1st July). Council Members may be eligible for reappointment subject to performance review.

Casual Vacancies

If a casual vacancy occurs during the year, the Council in filling that casual vacancy should endeavour to ensure that the current skills represented on the Council are assessed so that the new appointee has the same skills and experience as the departed Council Member.

Council Members' Appointment

Each Council Member will receive a letter of appointment which will include matters of importance to the School.

Council Members' Code of Conduct

Council Members are expected to comply with the spirit, as well as the letter, of the law and with the principles of this Charter.

Council Members will ensure that in fulfilling their duties they:

- act for the benefit of the School;
- act with skill, care and diligence;
- demonstrate commercial reasonableness in their decisions;
- discharge their duties in good faith and honestly;
- do not allow personal interests to conflict with those of the School;
- do not allow the interests of their associates to conflict with those of the School;
- do not engage in conduct likely to discredit the School;
- do not make improper use of information gained as a Council Member;
- fulfil their fiduciary duty to the School;
- give of their expertise generously to the School;
- make appropriate enquiries to ensure the School is operating efficiently and legally to achieve its goals;
- undertake diligent analysis of all proposals placed before the Council; and
- use the powers of their office for a proper purpose.

The role of the Council Chair

The Chair plays a key role in the School. The Chair is considered the captain of the team and should use skills and leadership abilities to ensure that the Council is an effective Council observing sound governance principles. *(See appendix "B" for the fuller statement of the Chair Person.)*

The Principal

The Principal is appointed by the Board on recommendation from the Council. The Principal is responsible for the ongoing management of the School in accordance with the strategy, policies and programs approved by the Council. He/she shall manage the School to achieve the goals agreed and endorsed by the Council at all times having regard to the Key Values and School ethos. *(See appendix "C" for the following role of the Principal.)*

Council Meetings

The Council meetings and agenda are fundamental to good governance. The Principal must attend all Council meetings except where as part of its role, the Council meets to discuss the performance of the Principal. The meeting is critical as it is the main opportunity for Council Members to:

- obtain and exchange information with the Principal and other management personal who may be present;
- obtain and exchange information with each other; and
- make decisions.

The Agenda

The agenda is important as it shapes the information flow and subsequent discussion. Council papers should be presented to the Council Members in good time and contain all relevant information in an easy to read and understandable form to enable the Council to make informed decisions.

Council Process

Council Members will act in a manner to enable the conduct of meetings to be informed, productive and result-oriented. To this end they will:

- accord other Council Members and their views respect;
- act in a business-like manner;
- act in accordance with the Founding Document;
- raise and address issues in a confident and firm, yet friendly manner;
- minimise chatter and irrelevant remarks;
- refrain from interruption or interjection; and
- use good judgment, common sense and tact when discussing issues.

Meeting frequency and time

The Council will meet at least eight (8) times in a calendar year. The Chair and Principal should present a calendar of Council meeting dates for each year in February of each year. In so far as possible all meetings should be physical meetings. It may, however, be necessary to meet electronically or pass resolutions by circular resolution.

Reports

If any of the sub-Committees have met since the last Council meeting, the minutes of such Committee meeting should be presented at the subsequent Council meeting. If there are any matters or recommendations which such Committee wishes the Council to consider these should be contained in a Report for consideration by the Council.

Minutes

Minutes should be circulated within five days of the Council meeting for consideration by the Council Members and must be approved at the next Council meeting.

Council Members' Protection

As a general rule, a Council Member is entitled to information relevant to the School and is to be protected against the specific risks of being a Council Member.

Protocol for seeking information

When seeking information a Council Member should follow this protocol:

1. In the first instance request the Principal to provide the information;
2. If the information is not forthcoming, approach the Chair;
3. If it is still not forthcoming write a letter to all Council Members and the Principal detailing the information required and the purpose for seeking the information.

Access to Council papers

The complete set of Council papers of the College is held by the Business Manager on behalf of each Council Member (individually) for a period of at least seven years from the time that member ceases to serve on the Council. In the event of any legal action, investigation or enquiry by a

regulatory authority, each Council Member is entitled to access the papers and any other relevant records of the College for the period during which they were Council Member even if they have ceased to be a Council Member.

This policy has been adopted as a formal Council resolution.

If the School is an incorporated entity the School:

- will execute a Deed of Access, Indemnity and Insurance in favour of each Council Member individually;
- will indemnify the Council Members to the full extent permitted by law and, in particular, subject to the Corporations Act;
- will maintain Directors' and Officers' Liability Insurance and provide each Director with a copy of the policy. It will maintain each Director's insurance for a period of seven years from the date on which each Director ceases to be a Director.

Specialist advice

The College will reimburse a Council Member for independent specialist advice which the Council Member obtains relating to his/her duties and obligations as a Council Member on the following basis:

- The College has not already received specialist advice on the point on which the Council Member wishes to seek advice or has not made such advice available to the Council Member or advised the Council Member accordingly;
- The College Member first obtains the Chair's approval to seek such advice or, failing receipt of the Chair's approval, the approval of the Council;
- This policy has been adopted as a formal Council resolution.

Council and Principal Evaluation

It is the College's policy to foster the development of each Council Member and the Council as a whole. Each year the Council will conduct an evaluation of its performance with a view to providing best practice governance and delivering the performance of an effective Council.

The review should be conducted once per year and the findings tabled at the first Council meeting after the review.

It is also the College's policy to measure the Principal's performance against Key Performance Indicators agreed between the Principal and the Council each year.

The performance management criteria for the Council and the Principal are set out in *Appendix C*.

Compliance

The Council must ensure compliance with:

- Risk Management covering all areas of operation, including Occupational Health and Safety, privacy, physical risk, security etc.;
- Delegations to the Chair, Council Members, Principal or senior School team;
- Insurance;
- Performance management for the Council and Principal.

Changes or New Policies and Processes

Any changes to or introduction of new policies or processes of the Council shall be incorporated into this Governance Charter.

Appendix "A" The Founding Document.

Extract of Board Minutes dated 29th day of November 2007

Present: Mr. Esad Alagic, Mr. Ekrem Ozyurek, Mr. Sidki Guzel, Mr. Samir El' Mohandis, Mr. Abdulwaheed Khan and Mr. Peter Guy (Solicitor)

1. In accordance with the constitution of East Preston Islamic College Limited. Section 59-10 , the Board resolves to set up a School Council. The Council is being given a charter delegating to it many of the powers of the Board for the general management and oversight of the College.
2. The School Council is to consist of directors of ICCV Pty Ltd, the principal, 2 parent representatives, 2 teacher representatives and an educationist.
3. Mr. Ekrem Ozyurek is appointed as full time principal commencing with effect from 14/1/08.
4. The Principal will be responsible for:
 - i) Overall management and development of the College within the guidelines of government policies.
 - ii) to lead and manage the daily planning, delivery, evaluation and improvement of the operations at the College.
 - iii) The Principal will be provided with a detailed job description.

Appendix "B"

JOB TITLE: Chair of the School Council.

The Chair is responsible for leadership of the Council and for the efficient organisation and conduct of the Council functioning.

It is the responsibility of the Chair to:

- Effectively lead the Council and Chair all Council Meetings;
- Recruit the right people to the Council ensuring they have a mix of skills, knowledge and experience to do their job;
- Manage the Council in the discharge of its duties;
- Manage the frequency and agenda of Board Meetings;
- Act as a facilitator of relationships within the Council;
- Create an appropriate environment for robust Council discussion and facilitate constructive debate by effectively managing different views;
- Ensure that the Council is kept properly informed about the College's financial affairs;
- Ensure that the management of the College is running effectively and act as the Council's primary channel of communication with the College Principal;
- Ensure that the balance of responsibilities and duties between the Council and the Principal is appropriate;
- Provide ongoing support and mentoring to the Principal;
- Ensure that adequate committees are in place to assess the general standards of performance of both management and finances;
- Respond promptly and comprehensively to concerns raised by other Council Members;
- Define the role of the Principal in a job description and;
- Ensure the key performance indicators are in place to measure the Principal's performance.

Appendix "C"

JOB TITLE: Principal

REPORTS TO: The School Council

SUPERVISES: Students and all staff members of the school

NATURE AND SCOPE OF JOB:

1. The College Principal serves as the educational leader, responsible for managing the policies, regulations, and procedures to ensure that all students are supervised in a safe and Islamic learning environment that meets the approved curricula and mission of the College.
2. The Principal is responsible for developing and determining the curriculum of the College, using the best advice available in the College and outside.
3. Achieving academic excellence requires that the College Principal work collaboratively to direct and nurture all members of the College staff hired by the Council and to communicate effectively with parents. Inherent in the position are the responsibilities for scheduling, curriculum development, extracurricular activities, personnel management, emergency procedures, and facility operations.

JOB FUNCTIONS AND RESPONSIBILITIES:

The College Principal shall:

1. Establish and promote high standards and expectations for all students and staff for academic performance and responsibility for behavior.
2. Manage, evaluate and supervise effective and clear procedures for the operation and functioning of the College consistent with the philosophy, mission, values and goals of the College including instructional programs, extracurricular activities, discipline systems to ensure a safe and orderly climate, building maintenance, program evaluation, personnel management, office operations, and emergency procedures. Ensure compliance with all laws, Council policies and civil regulations.
3. Establish the annual master schedule for instructional programs, ensuring sequential learning experiences for students consistent with the College's philosophy, mission statement and instructional goals.
4. Supervise the instructional programs of the College, evaluating lesson plans and observing classes (teaching, as duties allow) on a regular basis to encourage the use of a variety of instructional strategies and materials consistent with research on learning and child growth and development.
5. Establish procedures for evaluation and selection of instructional materials and equipment, approving all recommendations.
6. Supervise in a fair and consistent manner effective discipline and attendance systems with high standards, consistent with the philosophy and values, of the College. Ensure a safe, orderly environment that encourages students to take responsibility for behavior and creates high morale among staff and students. File all required reports regarding violence, vandalism, attendance and discipline matters.

7. Establish a professional rapport with students and with staff that has their respect. Display the highest ethical and professional behavior and standards when working with students, parents and College personnel. Serve as a role model for students, dressing professionally, demonstrating the importance and relevance of learning, accepting responsibility, and demonstrating pride in the education profession. Encourage all teachers to do the same.
8. Notify immediately the Council, and appropriate personnel and agencies when there is evidence of substance abuse, child abuse, child neglect, severe medical or social conditions, potential suicide or students appearing to be under the influence of alcohol or controlled substances.
9. Keep the Council advised of employees not meeting their contractual agreement.
10. Keep the staff informed and seek ideas for the improvement of the College. Conduct meetings, as necessary, for the proper functioning of the College: weekly meetings for full-time staff; monthly staff meetings.
11. Establish and maintain an effective inventory system for all College supplies, materials and equipment.
12. Assume responsibility for the health, safety, and welfare of students, employees and visitors.
13. Maintain a master schedule to be posted for all teachers.
14. Establish schedules and procedures for the supervision of students in non-classroom areas (including before and after College).
15. Maintain visibility with students, teachers, parents and the Council.
16. Communicate regularly with parents, seeking their support and advice, so as to create a cooperative relationship to support the student in the College. The Principal may not interfere with anyone's freedom to speak directly to the Chairperson of the Council.
17. Complete in a timely fashion all records and reports as requested by the Council. Maintain accurate attendance records.
18. Communicate with the Council regularly about the needs, successes and general operation of the College.
19. Establish procedures for safe storing and integrity of all public and confidential College records. Ensure that student records are complete and current.
20. Organize and supervise procedures for identifying and addressing special needs of students including health-related concerns, and physical, emotional and spiritual needs.
21. Supervise the exclusion from College of any pupil who shows departure from normal health, who has been exposed to a communicable disease, or whose presence may be detrimental to the health and cleanliness of other pupils. Assure that excluded pupil's parents or guardians are apprised of the reasons for exclusion.
22. Attend required committee meetings (e.g.: fund-raising, curriculum, etc.) and extra College sponsored functions and religious events.
23. Ensure that schedule allows for regular prayers and prayer attendance.

24. Oversee the development of Curriculum Committee and keep the Council apprised.
25. Provide quarterly student grade and behavior reports to parents.
26. To provide for spiritual and moral atmosphere inherent in an Islamic educational environment.
27. Nurture both students and teachers to achieve their greatest potential academically, instructionally and spiritually.
28. Enforce uniform and discipline policy so as to assure a College environment that is focused on fostering spiritual and academic environment.

Appendix "D"

JOB TITLE: Chairman and Managing Director

The Chairman and Managing Director is responsible for leadership of the Board and for the efficient organisation and conduct of the Board's functioning. The Chairman and Managing Director should facilitate the effective contribution of all directors and promote constructive and respectful relations between Board Members and between Board and Management.

It is the responsibility of the Chairman and Managing Director to:

- Effectively lead the Board and Chair all Board Meetings;
- Manage the Board in the discharge of its duties;
- Manage the frequency and agenda of Board Meetings;
- Act as a facilitator of relationships within the Board;
- Create an appropriate environment for robust Board discussion and facilitate constructive debate by effectively managing different views;
- Act as motivator and energise the Board when necessary;
- Ensure a comprehensive flow of relevant information to the Board – this should be achieved by implementing and overseeing efficient reporting systems;
- Ensure that the Board is kept properly informed about the school's financial affairs;
- Provide stakeholders with sufficient information to allow them to make informed decisions about issues;
- Ensure that the Council and the management of the College is running effectively and act as the Board's primary channel of communication with the Council's Chairperson;
- Lead the Board in creating the governance structure for the company and take a leadership role on corporate governance issues;
- The Chairman has an obligation to oversee the College is running smoothly and precisely and should be informed about the activities and affairs of the College;
- The Chairman shall attend all meetings of the Board and shall advise and assist the Board and all committees of the board;
- The Chairman will regularly report to the Board on the progress toward implementation of its policies;
- The Chairman will keep a full and accurate record of every meeting of the Board in the minute book and ensure that the minutes, when confirmed, are signed by the Chairman.

Appendix "E"

JOB TITLE: Vice Principal

REPORTS TO: The Principal

SUPERVISES: Students and staff of the College.

NATURE AND SCOPE OF JOB:

The Vice Principal is an integral part of the College's administrative team and shares the duties of and expectations from the Principal as described in the job description of the Principal. The Vice Principal is expected to plan, create and implement a positive learning environment for staff and students. The Principal will delegate responsibilities in any of those categories of College administration to the Vice Principal.

JOB FUNCTIONS AND RESPONSIBILITIES:

1. Manage the implementation of College policy;
2. Supervise and coordinate the work of senior curriculum and level coordinators;
3. Develop and maintain an educational environment which initiates, plans. Implements and evaluates teaching and learning programs of excellence, resulting in high level of student's achievement. Review the curriculum in line with VELs and Victorian Curriculum Authority;
4. Supervise the delivery of teaching programs;
5. Ensure the provision of effective professional development of staff that promotes useful learning culture and results in quality teaching practice, improved student learning outcomes and positive career development for staff;
6. Ensure collaborative decision making occurs through formal and informal structures;
7. Recommend the selection / assigning of staff to position of responsibility;
8. Ensure an effective, safe and supportive environment for student, staff and parents;
9. Effectively implement the student welfare and discipline policy;
10. Be responsible for decisions relating to employment of short-term replacement Teachers;
11. Reports:
 - Ensure that students' academic reports for parents are prepared in line with Victorian Essential learning Standards (VELS) and VCCA. Assist with parent teacher interviews;
12. Conduct: Staff appraisal reports;
13. Resource:
 - Ensure that all staff has adequate supply of resources;
14. Curriculum
 - Supervise and review of all educational programs.;
 - Arrange external support for students if required;
 - Organize the ESL, LOTE and Numeracy programs;

15. Student Supervision/ Yard Duties

- Ensure that all the play areas are adequately supervised by qualified teachers during all playtime i.e. lunch and morning recess;

16. Timetable

- To ensure that the subject-time allocation is done in accordance with the requirements;
- To provide the timetable for teachers;
- To organize the Exam timetable with the relevant coordinators;

17. Examinations

- To organise the preparation of the internal examinations;
- To organise the supervision of the external examinations;

18. Generally

- The Vice Principal is responsible to ensure that the school has a non-threatening and supportive environment in which children learn comfortably;

19. Manage and integrate the resources available to College;

20. Appropriately involve staff, students and the community in the development, implementation and review of the College policies, program and operations.