

Vision

Every child is valued and reaches their full potential.

Mission

Provide nurturing, play-based early learning to support each child in realizing their potential while giving families peace of mind.

Purpose

Following are the agreed upon Board Norms that support the RisingOaks Early Learning board of directors to self-govern. A healthy board is not necessarily conflict-free. However, a healthy board does have a shared understanding of (a) board members' shared responsibility in self-governing and (b) what the group's operating norms are.

Preparation Norms

We promise to	We promise not to	If we see a problem, we will
<ul style="list-style-type: none"> Honour commitments including: <ul style="list-style-type: none"> being responsive to communication and requests follow up on assigned tasks and deadlines be prepared, attend meetings complete your board term. 	<ul style="list-style-type: none"> Require last minute actions without sufficient notice. Disconnect without identifying extenuating circumstances 	<ul style="list-style-type: none"> Identify scheduling/commitment issues as soon as possible after identification Board chair to follow up after missed meetings – see Appendix A.
<ul style="list-style-type: none"> Review the board meeting package and post any questions by midnight the night before a meeting. 	<ul style="list-style-type: none"> Delay the board meeting package without prior to communication and agreement. Be unprepared for important discussion. Request last minute agenda items without consent of the board 	<ul style="list-style-type: none"> Identify timing issues with the CEO and work towards a solution. Identify any specific concerns and highlight to the board and CEO to attain additional information or discuss alternate timing for the discussion.
<ul style="list-style-type: none"> Whenever possible, post clarifying questions and comments, especially on Consent Agenda Items, or to highlight information gaps PRIOR to the board meeting. 	<ul style="list-style-type: none"> Raise or request operational details at the meeting. 	<ul style="list-style-type: none"> Encourage triad discussion and follow up with CEO ahead of the meeting for clarification.
<ul style="list-style-type: none"> Identify any real or perceived conflict of interest prior to the board meeting or affected decision. 	<ul style="list-style-type: none"> Stay silent if we think we MAY have a conflict of interest, intentionally not disclose conflicts of interest 	<ul style="list-style-type: none"> Identify any real or perceived conflict of interest during discussions, regardless of timing
<ul style="list-style-type: none"> Come prepared to all board meetings; having read the full board package and be prepared for discussion. 	<ul style="list-style-type: none"> Be unprepared for important discussion. 	<ul style="list-style-type: none"> Such issues will be identified on the bi-annual director performance check-in and/or individually with the director as needed.

In-Meeting Norms

We promise to	We promise not to	If we see a problem, we will
<ul style="list-style-type: none"> Present thoughts in an inclusive manner that supports, promotes and protects a leadership culture that celebrates the value of diversity in perspectives 	<ul style="list-style-type: none"> Initiate, participate in, or tacitly accept by not challenging conversation focused on the qualities, lifestyle, or interests of any individual Pass judgement on differing view points. 	<ul style="list-style-type: none"> Directors will identify any concern to the Chair during the meeting or through the meeting evaluation.
<ul style="list-style-type: none"> Treat Board members, staff and invited guests as equal partners in discussions, while recognizing the Board's ultimate authority to determine policy and strategic direction 	<ul style="list-style-type: none"> Disregard or discourage board members, staff, or invited guests from contributing their perspective on agenda items. Neglect our responsibility to ensure fulsome discussion that contributes to making board related decisions. 	<ul style="list-style-type: none"> Directors will identify any concern to the Chair during the meeting or through the meeting evaluation.
<ul style="list-style-type: none"> Contribute information, solutions and ideas in some way (triad discussion, comments/chat, raise hand) 	<ul style="list-style-type: none"> Withhold our perspective, whether it is favour or against, on the item being discussed. Come to meetings ill prepared, which may be an impediment to thoughtful, reasoned participation 	<ul style="list-style-type: none"> Directors will express concerns and offer feedback for improvements to discussion format through the meeting evaluation, or once the meeting is over, to the Chair of the Board or the Chair of the Nominating Committee.
<ul style="list-style-type: none"> To be present and engaged at board and committee meetings (in person and virtual). <ul style="list-style-type: none"> Make best efforts to have camera on when meeting virtually alerting the chair or CEO to technical difficulties or the need to go off-camera. Minimize distractions Raise hand to speak 	<ul style="list-style-type: none"> Multi-task during the meeting. Not to speak over top of each other. 	<ul style="list-style-type: none"> Chair or meeting host can "ask to turn video on" via Zoom; or chair to follow up with director after meeting to provide feedback. Chair to notify directors that a speaker's list will be used and remind all to raise hand (in person or virtually) to be added to list.
<ul style="list-style-type: none"> Signify whether a statement is fact or opinion by: <ul style="list-style-type: none"> Using "We know" when stating a fact and include the evidence Using "I think" or "I believe" when stating an opinion Using "I feel" to indicate personal discomfort, satisfaction or pride in how the discussion is proceeding. 	<ul style="list-style-type: none"> Make opinion-rich, information-poor decisions. Make personal attacks on another member Dismiss relevant information 	<ul style="list-style-type: none"> Every director shares responsibility to call "Point of Order" or ask the Chair to "pause" discussion to reflect on process if the discussion is in appropriate, heated or going in circles.
<ul style="list-style-type: none"> Stay focused on setting strategy, and our responsibilities under direct and protect. 	<ul style="list-style-type: none"> Get involved in the operations or how we will achieve our objectives 	<ul style="list-style-type: none"> Flag it using our governance monitor cards; identify on our board meeting evaluation and discuss as a group as needed.
<ul style="list-style-type: none"> Make decisions by consensus after considering various options. 	<ul style="list-style-type: none"> Stay silent if we cannot support a decision 	<ul style="list-style-type: none"> If you disagree, at least register unease and request time to reflect and assess other facts.

In-Meeting Norms

We promise to	We promise not to	If we see a problem, we will
<ul style="list-style-type: none"> Briefing Note that clearly defines options in advance along with risks and opportunities Evaluate options in a fact-based manner Test for consensus, giving everyone a voice 	<ul style="list-style-type: none"> Judge decisions or options based solely on opinions. 	<ul style="list-style-type: none"> The Chair may use a 5-point consensus scale to assist in confirming support, as needed, with the final decision confirmed by motion.
<ul style="list-style-type: none"> Once a decision is made, the board speaks with one voice in support of the decision. 	<ul style="list-style-type: none"> Express dissent and/or breach confidentiality regarding a board decision when speaking to members, parents and staff. Rubber stamp decisions without considering all perspectives; not to pass judgement on differing view points. 	<ul style="list-style-type: none"> Directors will notify the chair of any concerns. Chair will speak directly to the director to provide feedback and discuss next steps
<ul style="list-style-type: none"> Only revisit decisions if NEW information is discovered. 	<ul style="list-style-type: none"> Request discussion on items that have already been passed by the board unless new information has been presented Withhold perspective the first time the item is discussed 	<ul style="list-style-type: none"> Ensure that any request to revisit a decision is accompanied by an updated Briefing Note with new information.

Post-Meeting Norms

We promise to	We promise not to	If we see a problem, we will
<ul style="list-style-type: none"> Prepare and post minutes within 2 weeks of meeting date. Minutes will include high-level overview of considerations, motions and any abstentions or opposed votes. 	<ul style="list-style-type: none"> To include director names and verbatim comments in the minutes (to minimize legal liability) Delay review of the posted board minutes and identification of any errors or omissions beyond one week of receipt. 	<ul style="list-style-type: none"> Directors will identify any concerns to the Secretary, cc to the Chair and CEO.
<ul style="list-style-type: none"> Raise any concerns (e.g., somewhat agree or disagree from meeting evaluation) by sharing examples (during or after the meeting) so the board can discuss and improve. 	<ul style="list-style-type: none"> Don't let issues fester or assume you're the only one feeling that way. 	<ul style="list-style-type: none"> If there are somewhat agree or disagree responses and no discussion, the Chair commits to following up to seek further understanding where possible.

Appendix A:

Follow up due to missed meetings:

1 st missed meeting	<ul style="list-style-type: none"> • If you did not send regrets, someone will contact you to check in and find out why you missed the meeting. • If you sent regrets, but not comments, you will receive an email reminding you that comments are welcome in the future and to provide an update on the meeting. .
2 nd missed meeting	<ul style="list-style-type: none"> • If the reason for missing a 2nd meeting was not identified and/or is not considered to be extenuating circumstances, you will be contacted to discuss your commitment to the Board/committee(s) and work-life balance. • If you had extenuating circumstances, you will receive the minutes of the meeting and a suggestion to follow up with your mentoring partner.
3 rd missed meeting	<ul style="list-style-type: none"> • If a director misses 3 board meetings, they will be contacted and reminded about the By-law 7.05 Discretionary Termination that indicates that if a director misses 3 meetings in a rolling 12-month period, they may be deemed to have resigned. • Whether a director or committee member, a discussion will take place about work-life balance and whether you can commit going forward.
4 th missed meeting	<ul style="list-style-type: none"> • Missing a 4th meeting in a 12-month period without extenuating circumstances approved by the Board or Committee Chair, will result in deemed resignation from the Board or committee. The Chair and/or Secretary will confirm this deemed resignation in writing with you.

Acknowledgement of Commitment by Directors/Committee Members

I will do my best to perform up to these expectations during my term(s) as Director and/or committee member.

Signature of Director

Date