



# Damascus College School Advisory Council Terms of Reference

## Purpose of the Council

Damascus College is governed by the Company named the Diocese of Ballarat Catholic Education Limited (DOBCEL). The school is operationally managed by the College Principal, who acts under a set of delegations determined by the DOBCEL Board and executive function. Damascus College is one of 58 schools that the DOBCEL Board governs.

DOBCEL is committed to working with school leaders and school communities to build thriving Catholic schools. A key dimension of this collaborative work is the establishment and effective operation of advisory councils to support the work of the Principal and the College.

These advisory councils are not part of the governance structure as such - they sit separately from the delegation and reporting lines to the DOBCEL Board. They are formed and created at a school level to provide informed advice to the Principal of the school and to support the Principal in the chief leadership responsibility for the educational community. The role of the Advisory Council is to support the overall governance of the system and give consideration to and advice on important school matters to support the Principal and the strategic interest of the school.

## Guiding Principles

The School Advisory Council is committed to democratic principles, dialogue and co-responsibility and the fundamental principles of Catholic school governance, which can be articulated as follows:

**The Love of Christ:** We are animated by and based upon the love of Christ for all people

**Educational Quality:** To provide the best possible quality of education for all students

**The Role of Parents:** The primary educators of their children with whom we work in partnership

**Faithfulness to the Mission of the Church:** To bring the Good News and be faithful to Church teaching

**Inclusivity and Social Justice:** To include and empower the most disadvantaged, vulnerable and marginalised

**Subsidiarity:** Ensuring decisions are made where appropriate by those closest to and most accountable to those affected

**Solidarity:** Recognition that we are all gifted in different ways but called to work together for the one purpose

**Stewardship of Resources:** We are entrusted to use financial and other resources responsibly, ensuring sustainability for future generations

**Canon Law:** As part of the Church, we are constituted and operate in accordance with Canon Law.

## Advisory in nature

The School Advisory Council provides a forum for discussion and discernment, where the parent/guardian voice and perspective are available to inform and support the decisions made by the Principal and parish priest for the good of school and parish, where the wellbeing and outcomes for students are paramount.

It is important that Advisory Council members understand that their primary role is to provide support and advise on important school matters to support the Principal in the context of



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the DOBCEL governance arrangements. School Advisory Councils do not have a legal identity and do not become involved in the day-to-day management of the school. The School Advisory Council must act within the parameters of these Terms of Reference.

DOBCEL provides support to the School Advisory Council, such as policy guidance and templates for the work of the Council. While not immediately responsible for the activities of the Council, utilising the principle of subsidiarity, the principle of solidarity acknowledges that DOBCEL Board, as the governing body of Damascus College, is responsible for the common good of Catholic education in DOBCEL schools in the diocese and thus is ultimately responsible for making any decision about the establishment of a council and its arrangements.

The following are some ways the Advisory Council supports the school and the Principal:

- Articulating and enacting the school's vision and mission
- Endorsing the school's Catholic ethos and culture
- Providing input into and support for strategic plan development and delivery
- Actively supporting and promoting child safety practices, including the National Safeguarding Principles for Child Safe Organisations within the College
- Supporting the processes of school improvement and school review
- Supporting the Principal in meeting their responsibilities and accountabilities for educational outcomes, effective stewardship of resources, and annual reporting
- Supporting the Principal in the encouragement of family engagement
- Supporting the ongoing sustainability of the Advisory Council and its membership in its succession and learning
- Endorsing faith formation and development
- Implementing school policies as required
- Giving advice to the Principal on issues such as enrolments, school improvement plans and enrolment trends
- Engaging in discussion with the Principal about the annual school budget and other financial matters
- Giving advice to the Principal about the College's Master Plan, capital resource planning and maintenance

The School Advisory Council is not the governing body of a school and, as such, does not have a decision-making authority due to it not having a legal identity. While a vital forum for parent and community voice, it is not a forum for individual parent advocacy or special interest representation and does not become involved in the day-to-day management of the school. It does not take on the role of a parent and friends group, a fundraising forum or a fete organising committee.

All management and operational matters such as the delivery of curriculum, human resource matters, parent complaints, programs and policies are the responsibility of the Principal, who may seek the advice of SAC members around these matters from time to time.

The Principal is the spokesperson for the College for initiatives, announcements and issues raised in the local media. No Advisory Council member has authority to speak on behalf of the School or the Advisory Council unless explicitly delegated and authorised by the Principal.



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Issues of a personal nature or issues involving individuals of the school community will not be raised at Advisory Council meetings.

Members of the Advisory Council do not have any authority to expend or commit School funds.

## Prerequisites

In keeping with Child Safe Standards and the school's obligation and commitment to ensure the safety of all children in the care of the school, the DOBCEL Board requires all School Advisory Council members to:

- provide the school with proof of identity – photo identity (e.g. licence, passport)
- hold and present an up to date *Working With Children Check* (WWCC)
- abide by the school's ChildSafe Policies and Child Safe Code of Conduct
- comply with the school's Volunteer requirements
- provide a '*Fit and Proper Person Statutory Declaration*' witnessed by a duly authorised person.

## Responsibilities

### Diocese of Ballarat Catholic Education Limited (DOBCEL)

DOBCEL is the responsible entity for the governance and management of all DOBCEL schools, including their legal, regulatory and educational obligations. DOBCEL is the employer of all staff within the DOBCEL schools and directly delegates to the Principal significant educational, administrative and operational responsibilities and accountabilities.

### Parish Priest/Administrator

Parish Priests are appointed by the Bishop of Ballarat and are responsible for the pastoral care and canonical responsibilities of their parish. The priests from parishes that have students enrolled at the College within the Diocese of Ballarat have a key role in providing pastoral and spiritual support and guidance to the school.

## Members of the School Advisory Council

Serving on the School Advisory Council of a Catholic school is a form of Church lay ministry. It is a response to the call to support the Damascus Catholic community in a particular way. It is also a means for members of our community to share their skills and talents for the common good. A well-functioning council provides rich sources of wisdom and insight as well as a means of strengthening community links and potential for partnerships.

Damascus College's Advisory Council is to be comprised of a minimum of six (6) and a maximum of 10 (ten) council members who value and share the educational mission and ethos of the Catholic Church, comprising of at least:

- a) the Principal (ex officio)
- b) the Deputy Principal
- c) two (2) parents, guardians, carers of children attending the school



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- d) other persons who, in the opinion of the Principal, have the relevant knowledge, skills, expertise or interest and commitment to the mission of the school to serve a particular need on the Council.

It is desirable and should be reflected in the membership that a number of members have familiarity with parish life and/or the Mercy charism.

The Executive Assistant to the Principal will be ex officio and serve as administrative support to the Advisory Council.

A person that is a member of the Council under either category (a) to (d) may satisfy the eligibility criteria under more than one category. A single parish representative may be sufficient for a council fulfilling its function in dealing with education matters relating to the school.

At the Principal's discretion, members of the school staff or students may be invited from time to time to attend meetings, depending on the content of the agenda.

### **Process of appointment of council members**

The Principal has the power to appoint, re-appoint and remove members of the School Advisory Council. The Educational Consultant should endorse appointments and removals.

In appointing Council members, the Principal will consult with the Education Consultant following a process of discernment. The Principal may choose to be supported by others in the appointment process. When appointments are being made, it is important to keep in mind the need for a balance of gender, cultural diversity, catholicity and skillsets in forming the Council.

The Principal may remove a council member if the Principal is of the view that a council member is not complying with the expectations of the role of a council member or is engaged in conduct unbecoming of a council member or prejudicial to the interests of the College. A council member may appeal their removal to the Executive Director of DOBCEL for review. The decision of the DOBCEL Executive Director will be final.

The Principal of Damascus College acts on delegation by the DOBCEL Executive Director, who in turn acts on delegations from the DOBCEL Board. No delegation of power prevents the exercise of a power directly by the DOBCEL Executive Director or the DOBCEL Board, as relevant. For the avoidance of doubt, the DOBCEL Executive Director and/or the DOBCEL Board reserve the power to remove a council member from office if they are of the opinion that the circumstances are deserving of such action.

Council members are appointed annually at a set time devised by the Council. The Principal may at any time make an additional appointment to the Council in the event of a vacancy in the minimum prescribed positions or to otherwise fulfil a need on the Council; however, any council member so appointed will only hold office until the next set annual appointment round devised by the Council following the appointment, and at this time may apply for membership of the Council in the ordinary manner.





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## Child Safe Standards

Adherence to the school's child safe standards must be at the forefront of any appointment process. Council members must have both a current National Police Check and a current Working With Children Check and must sign the school child safe standard agreement. Once appointed, it is a requirement that all council members sign and comply with the school's *Child Safety Code of Conduct*.

## Conflict of Interest

DOBCEL is committed to building School Advisory Councils that are free from fraud or corruption or the perception of fraud or corruption. Conflict of interest arises when a member's duty to the school is affected by a personal (actual, potential or perceived) interest. In such cases, the line between personal and professional conduct may become blurred and interfere with a member's capacity to provide advice and fulfil their responsibilities on the Council. Conflicts of interest may arise and do not need to present a problem to any Advisory Council or DOBCEL if they are openly and effectively managed.

The DOBCEL *Conflict of Interest Policy* addresses the requirements for disclosure and management of conflict of interest and extends to council members. It is a requirement of the role that council members abide by and comply with this policy.

## Expressions of Interest

Generally, expressions of interest to become an advisory council member are made in advance of the set annual appointment round devised by the Council. The process of applying for membership of the Damascus College Advisory Council is made available through the College newsletter and website. Anyone interested in becoming a member of the Damascus College Advisory Council may seek advice from the Principal or Chair on the process of appointment. Consideration will also be given to succession planning through the staggered renewal of members to ensure continuing institutional memory.

## Diversity

The School Advisory Council seeks to be inclusive of all community members and will demonstrate a genuine commitment to gender equity, cultural diversity and requisite skill sets.

Collectively, council members should bring a range of personal skills and experience to add value to the Damascus College Advisory Council in accordance with the requirements under clause 5, 'The role of individual council members' in these Terms of Reference.

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## 1. Appointment and induction of members

### A process of discernment

As being a member of a School Advisory Council of a Catholic school is a form of Church lay ministry, the process of appointment is preceded by discernment to assist potential new council members to understand:

- the mission and vision of DOBCEL and the College
- the roles, responsibilities and processes of DOBCEL and the Damascus College Advisory Council
- how council members can support the Principal
- the appropriateness of their personal readiness to serve.

This discernment process commences when expressions of interest are sought for new council members, beginning with the provision of an information pack to those interested in nominating for a council position and/or a chance for potential nominees to discuss the role of the Council and the expectations of a council member with the Principal, or Advisory Council Chair.

In keeping with what it means to be and to build Church, the discernment process seeks to arrive at a decision about an appointment that all can accept gracefully and support wholeheartedly (even if some wish the decision had been different) because they know the group honestly searched together for the Spirit of God in and for the life of the community.

The discernment process ensures that those who have expressed an interest have had an opportunity to discern their readiness to serve.

Such a process will typically include:

- Reflecting on the mission of DOBCEL and Damascus College
- Exploring the shared understanding that serving on the Advisory Council is a means for members of our community to share their skills and talents for the common good
- Interviewing those who submitted an Expression of Interest
- Sharing known background information about the potential members - with observance of privacy laws and confidentiality,
- Considering the good character of the person and their disposition
- Guaranteeing a balance of gender, diversity and skillsets on the SAC.

### Induction

The induction process continues after an appointment and is a continuing process rather than an event.

New council members will be provided with:

- foundational DOBCEL documents (e.g. Vision and Mission, Strategic Plan, etc.)
- foundational Damascus College documents (e.g. Vision Statement, Strategic Plan, etc.)
- *the Damascus College Child Safety Code of Conduct, DOBCEL Conflict of Interest Policy and other relevant School governance policies*
- a tour of the school facilities.





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## Terms and conditions of appointment

The period of appointment for council members, excepting *ex officio* appointments, is generally a term of three years ending on the conclusion of the third year following their appointment, with the option of being re-appointed for a total of three consecutive terms.

The Principal and the Executive Assistant to the Principal hold office on the School Advisory Council *ex officio*, meaning that their term continues for so long as they occupy that office, following which they cease to be a member of the Council. Their successor in that office then becomes automatically appointed to the Council.

Any other council members who are appointed on the council *ex officio* due to a specific position in the school (for example, Business Manager) will also have a term of office on the Council for so long as they occupy that office, following which they cease to be a member of the Council. The successor in that office will be eligible to be appointed to the Council, as determined by the Principal in consultation with the Chair.

The other terms and conditions of appointment of council members are contained in a letter of appointment from the Principal, which sets out, amongst other things:

- the terms and conditions in the letter of appointment that must be agreed to by the proposed council member
- details of expectations of council members and a copy of these Terms of Reference
- reference to the availability of applicable DOBCEL school governance policies and the Damascus College *Child Safety Code of Conduct, Conflict Resolution Policy, Conflict of Interest Policy and Child Safety Policy*.

The office of a council member will become vacant if the council member:

- is absent without the consent of the Council from three (3) successive meetings of the Council unless the Principal determines otherwise;
- resigns by notice in writing;
- is removed from office by the Principal (or DOBCEL Executive Director or DOBCEL Board, as applicable);
- in the case of the Principal or any other *ex officio* appointment to the Council ceases to occupy the relevant office;
- becomes of unsound mind or a person whose person or estate is liable to be dealt with in any way under the law relating to mental health;
- dies.

Any period of office of a council member held during a casual vacancy appointment by the Principal (that is, a period of less than one year between annual appointment rounds) is disregarded in counting the maximum permitted tenure of office of a council member of three consecutive terms.



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## 2. The role of individual council members

### Qualities and skills of a council member

Each Catholic school is different, but all schools share the mission of the Church. The Council should be composed of people who appreciate, value and share the educational mission and ethos of the Catholic Church. When seeking council members, it is important to reflect on the qualities and skills of benefit to the Council in carrying out its functions. Their capacity to contribute, their shared understanding and their positivity is essential.

The following is a list of some of the key qualities and skills for members of the School Advisory Council:

- commitment to Catholic education in the school
- commitment to the vision and mission of the school and DOBCEL
- an understanding of the role of Catholic Religious, Principal and council members
- willingness to ask questions and seek clarification
- ability to think strategically
- willingness to support the contributions of other council members
- capacity to listen in an active and meaningful way
- willingness to work cooperatively with others
- commitment to maintaining confidentiality at all times.

### Expectations of the council member

Each council member is required to commit to the following:

- understanding the Council's role
- having a positive and constructive attitude
- elevating any appropriate issues for consideration by the Council
- declaring and not allowing any personal interests to conflict with the interests of the school and properly managing any conflict of interest in accordance with the *Conflict of Interest Policy*.
- preparing for council meetings
- attending each council meeting, unless there are extenuating circumstances
- bringing expertise and views to discussions on behalf of the whole community
- participating actively and responsibly
- acting honestly and fairly, in good faith and in the best interests of the school
- acting ethically and with a high level of integrity
- conducting themselves professionally and treating other council members fairly, sensitively, consistently and with respect
- undertaking council work with reasonable care and diligence
- participating in council formation activities
- keeping confidential the information received in the course of service as a council member
- not taking improper advantage of their position as a council member
- abiding by the applicable DOBCEL school governance policies and key documents, including the Damascus College *Child Safety Code of Conduct*, *Conflict Resolution Policy*, *Conflict of Interest Policy* and *Child Safety Policy*.





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### 3. Key roles

There are three key roles on a School Advisory Council. The Chair, the Principal, and the Executive Assistant to the Principal each have a significant role on the Council, and each of these roles carries specific responsibilities.

#### **The Chair**

The role of the Chair is to:

- chair council meetings
- in conjunction with the Principal and the Executive Assistant to the Principal, oversee the development of meeting agendas, check papers for meetings and the draft minutes
- ensure the meetings are focused on the agenda
- encourage participation by all council members in meetings and at council events
- act as a spokesperson for the Council when authorised to do so by the Principal
- attend important parish and school events as appropriate
- participate as a member of the Council.

#### **Appointment**

The Chair is elected by the council members from amongst their number at the first meeting of the Council after the end of the term of the previous Chair.

The Chair will normally be an independent member who is not employed by DOBCEL at Damascus College or otherwise and is selected on the basis of the person's capability, experience and demonstration of leadership skills.

The term of the Chair aligns with their term of office as a council member. The office of the Chair will terminate if they cease to be a council member, whether by way of expiry of their term, resignation or removal. The Chair does not have a casting vote in addition to their ordinary vote as a council member.

#### **The Principal**

Key responsibilities of the Principal's role include development of the faith community, particular focus on the safety and wellbeing of students, formulation of a vision and strategic plan for the whole school, attention to contemporary teaching and learning in order to engage all students, and stewardship of the people and resources with particular outreach to the parent community.

The Principal works in collaboration with the Advisory Council, staff and members of the school community, and DOBCEL management to achieve the mission of the school.

As such, the Principal's role on the Council as an ex officio member is to:

- play a key role in developing the overall goals and priorities of the Council
  - play a key role in developing the agenda for meetings and the preparation of papers before meetings
  - ensure follow-up of actions arising from council meetings
  - act as the chief education advisor to the Council
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- make arrangements to maintain an archive of relevant council documentation in accordance with this Terms of Reference, including minutes from previous meetings
- make arrangements to distribute the papers before meetings after the preparation of the papers by the Executive Assistant to the Principal.
- make arrangements to distribute draft minutes to the council members after preparation by the Executive Assistant to the Principal
- ensure that council members are kept informed between meetings
- make arrangements to maintain a register and record of Council, committee and working groups and all applicable documentation and records, including minutes, agendas and correspondence.

## ***Appointment***

The Principal is an ex officio member of the Advisory Council by virtue of holding the role of a Principal of the School. The Principal has full voting rights and is counted in the usual way for quorum purposes.

## **The Executive Assistant to the Principal**

The role of the Executive Assistant to the Principal is to:

- take the minutes of council meetings
- oversee that the agenda and papers are confirmed in sufficient time to allow for their distribution at least a week prior to the meeting
- oversee the management of all council correspondence
- oversee the provision of adequate notice of the annual appointment round and of any intention to call for nominations for council positions that become vacant.

The Executive Assistant to the Principal does not vote on council matters.

## **Advisory Council Meetings**

The Advisory Council will meet according to a schedule developed at the commencement of each school year, at a time and place convenient to members. The Advisory Council is required to meet at least once per term.

Meetings should not ordinarily exceed a maximum time duration that is agreed by the Advisory Council (advisably 2 hours).

The agenda will be developed by the Principal in consultation with the Chair as needed.

The agenda should be provided to members seven days prior to the meeting. The agenda will include the meeting time, date, location and all items for discussion. Where possible, supporting documentation will be forwarded with the agenda.

Agendas should always include the following items:

- Acknowledgement of Country
  - Prayer
  - Declaration of any Conflict of Interest
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- Principal's Report (including an update on the School Improvement Plan and a Financial report)
- Child Safety and Child Safe Standards
- Risk Management and Compliance

Meetings will be conducted at a time mutually agreeable to members, but consideration should be given for this time to be sufficient to allow appropriate time for discussion.

Whenever possible, recommendations of the Advisory Council are to be reached by consensus. Though full consensus may not always be possible, members are encouraged to reflect, consult, generate ideas, consider the best interests of the College, and trust in the collective wisdom of the group.

### Quorum

A quorum must be present at all times at each council meeting for the meeting to be validly constituted and all decisions made at the meeting valid. The quorum for meetings is two-thirds of the total number of council members at any given time. The Principal or their delegate should always be part of the quorum.

### Conduct of council meetings

Council confidentiality and solidarity are key ingredients in building trust at council meetings. As a general rule, all council meeting proceedings are confidential. At times, there may be occasion to formally declare an issue, a paper and/or a discussion as particularly sensitive and confidential. This should be done by the Chair prior to a council meeting and confirmed before the close of the meeting.

Council members must respect the right of individuals to express their views freely at council meetings without fear of their being named outside the council meetings as taking particular positions. As in all similar groups, a sense of trust among council members is vital for the wellbeing of the Council.

A meeting should close by reviewing actions and deadlines set and noting the details of the next meeting.

The Executive Assistant to the Principal is responsible for taking minutes of council meetings. A record of all meetings of the Council must be maintained by the Principal.

### Record keeping

As a minimum, the Principal must ensure the maintenance of the following council documents and records:

- the Advisory Council Terms of Reference (this document) and the terms of reference of any committee or working group established by the Council
  - agenda and minutes of Advisory Council, committee and working group meetings
  - a register of the current members of the Council, committees and working groups and any council members holding key roles
  - a register of interests disclosed by Council, committee and working group members
  - the Advisory Council correspondence file
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## Agenda and minutes

The minutes of council meetings must be recorded in a consistent format and maintained in an appropriate archive system at the school.

Minutes of meetings should be distributed as soon as possible after the meeting (ideally within a week) to allow sufficient time for action items to be followed up between meetings.

The minutes should be approved by the Council at its next meeting as an accurate record of the meeting.

Council minutes are not public documents.

An up-to-date version of these Terms of Reference must be available on the school's website at all times.

## Subcommittees and working parties

To share and support the work of the Advisory Council in delivering the strategic priorities of the College and to fulfil the purpose of the Advisory Council, subcommittees play an important role. The purpose of each committee is to advise the Advisory Council on specific matters in line with the Strategic Plan of the College.

Subcommittees provide recommendations to the full Council, which retains collective responsibility for the advice provided to the Principal.

Involvement in subcommittees allows members to deepen their knowledge of the school, become more actively engaged and fully utilise their experience. Additionally, the existence of committees can indicate to the community that the Council is giving voice to particular issues, especially those pertaining to school improvement through the Strategic Plan.

From time to time, the Council may also wish to establish a committee or working party for a specific purpose or to undertake a particular task, for example, a centenary celebration.

The Council may appoint additional members of a council committee or working group to assist with deliberations in the manner determined by the Council in each instance.

The following Damascus College subcommittees will exist:

- Faith and Catholic Identity
- Learning and Leading
- Wellbeing in Action
- Community Connection
- Future and Stewardship

Each subcommittee will operate under a Terms of Reference document. The following structures need to be adopted:

Each subcommittee or working party must contain a council member who is responsible for reporting to the Council on the activities of the committee/working party.

Council subcommittees/working parties are directly responsible to the Council.

It is important that any subcommittee or working party members understand that it or they may not speak publicly for the Council.



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The appropriate member of the Damascus College Leadership team with responsibility for the portfolio attributed to the subcommittee will fill the executive function of the particular subcommittee.

The Chair of the subcommittee will be determined by and from the members, and decisions should be reached by consensus or referred back to the Advisory Council where decisions cannot be reached.

Appropriate records of each meeting must be maintained by the relevant member of the College Leadership Team and provided to the Executive Assistant to the Principal in preparation for the next Advisory Council meeting.



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## Terms of Reference for Damascus College Advisory Council Subcommittees

The Damascus College Advisory Council provides all subcommittees with the following Terms of Reference format. The subcommittees are not constitutional and are designed to provide advice and support to the Leadership Team representative and the College Advisory Council. The subcommittee expands the opportunity for the Advisory Council to be informed by the voice of staff and the broader Damascus community on key decisions affecting the College.

1. The Advisory Council/Principal appoints all members of a subcommittee generally for a minimum of a three-year commitment with allowance for an extension for a further three-year term or for a period as determined by the Advisory Council. It is recommended that the Principal seek possible recommendations from the Advisory Council or the subcommittee as to possible candidates. Appointments are executed by the Principal's office.
2. Membership of a subcommittee will optimally be a maximum of ten members and will comprise;
  - a. At least one Advisory Council Member;
  - b. At least one member of the Damascus College Leadership Team;
  - c. At least two staff members;
  - d. Up to five others as appointed by the Advisory Council and drawn from the Damascus College, parish and broader communities;
  - e. The subcommittees can identify potential subcommittee candidates. Names of candidates will be submitted to the Advisory Council through the Advisory Council member on the subcommittee. A list of potential candidates will be kept by the Principal for discernment and possible invitation;
  - f. Casual or temporary vacancies for subcommittee members can be by recommendation and discernment from current subcommittee members. Following approval from the Principal, the initial approach of a candidate can be made by the Advisory Council. Formal appointment to fill casual vacancies will follow 2e above.
3. The subcommittee chair will be determined by and from among the subcommittee members.
4. The Principal and the Chair of the Advisory Council may attend any of the subcommittees at any time.
5. The purpose of the subcommittee is to support the Principal and the Leadership Team in the delivery of the Strategic Plan for the College and the development of future strategic opportunities through;
  - a. Discussion of issues pertinent to the specific subcommittee and to explore creative opportunities in line with the College's strategic plan
  - b. Seeking information and advice from people or representatives who can



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offer expertise conversant with themes relevant to the Advisory Council, Leadership Team and the subcommittee needs. Sharing of information from invited persons may be through attendance at a subcommittee meeting and/or provision of written material for consideration. Such people may be outside of the subcommittee within the College community or even external to the College.

- c. Provision of advice and recommendations regarding strategic plan delivery for the Advisory Council, the Leadership Team and the Principal.
  - d. Reviewing and endorsing processes to ensure policies are appropriately actioned across the College community.
6. Operations:
- a. Subcommittees will meet at least quarterly.
  - b. A meeting is to be held at least one week prior to the Damascus College Advisory Council meeting;
  - c. The subcommittees will follow standard meeting procedures and conventions relevant to the tasks;
  - d. A staff member will act as administrative support and record the minutes of each meeting;
  - e. The recorded minutes are provided to the subcommittee Chair within one week after the subcommittee meeting and are disseminated to subcommittee members. The subcommittee Leadership representative shall ensure the minutes are forwarded to the Executive Assistant to the Principal one week prior to the next scheduled Damascus College Advisory Council meeting;
  - f. The subcommittees will regularly report to the Advisory Council and table their minutes. The Advisory Council member representative will present and highlight the subcommittee discussions, recommendations, or challenges to the Advisory Council. Subcommittee matters requiring Advisory Council attention can still be discussed as often as required by requesting the subcommittee minutes/report to be starred for discussion at any Advisory Council meeting.
7. A quorum for meetings will be a majority based upon membership numbers at that point in time. The Chair of the subcommittee has discretion and decision making of proceedings with any meeting.
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