

TERMS OF REFERENCE for Director of Gift Planning and Investments

Purpose

- 1.0** The purpose of this policy is to set out the responsibilities, duties, authority, and limitations of the Director of Gift Planning and Investments of the Christian School Foundation. In this way, this document clarifies the role of the Director *vis a vis* the role of the CEO and by extension the Board of Directors and its Committees. It also helps establish the performance standards for this position.

Preamble

- 2.0** The Director of Gift Planning and Investments is responsible to, reports to, and is accountable to the President & CEO. The Director of Gift Planning and Investments is responsible to lead in such a way that the Foundation achieves its mission and strategic goals. While the President & CEO is ultimately responsible for all the Foundation's activities, operations, services, financial affairs and results, and ensures that the Foundation operates in accordance with the goals and governance processes established by the Board, the Director of Gift Planning and Investments will lead, direct and manage the staff and volunteers in the areas of the Foundation's operations that are linked to Finance. The Director will do so in such a way that fosters the values of the Foundation and nurtures its positive culture.

Role Expectations

3.0 Relationship with the President & CEO

The high level of cooperation between the President & CEO and the Director of Gift Planning and Investments ensures that the Foundation flourishes as it accomplishes its mission and strategic goals. Together, they share the task of visioning and establishing strategic plans designed to make that vision a reality. With respect to interactions with the President & CEO, the Director of Gift Planning and Investments will create conditions, procedures, and decisions that strengthen and support the direction and protection of the Foundation, and that respect appropriate confidentiality and privacy around all activities.

The Director of Gift Planning and Investments will:

- a. facilitate the work of the President & CEO in developing the Foundation, in the designated areas;
- b. foster and maintain a constructive and harmonious relationship with other staff members based on mutual trust, respect, honesty and openness;
- c. manage their affairs in such a way that the Foundation's culture of integrity, professionalism, openness, collaboration and innovation prevails;
- d. interact regularly with the President & CEO, as well as other staff members, to maintain a high level of engagement within their appropriate roles;

- e. provide the President & CEO with timely, accurate, and relevant information related to:
 - i. the Foundation's Risk Management framework
 - ii. the Foundation's overall financial performance
 - iii. any areas that might challenge assumptions and require adaptations to the Foundation's policies or procedures.
- f. publicly express only those opinions and positions regarding Foundation affairs that are in keeping with the priorities and policies of the Board of Directors, in accordance with the applicable Confidentiality and Communication Policy (Policy 1.8).
- g. lead the work of the Investment Committee and the Finance-Audit Committee in the fulfillment of the Terms of Reference applicable to each committee.

4.0 Relationships with Board Members, Committee Members, School-Foundation Liaisons and Volunteers

With respect to interactions with Board Members, the Director of Gift Planning and Investments will do so primarily through the President & CEO. Should there be special reports or initiatives to share with the Board, the Director would be invited to attend Board meetings but would not be expected to attend all Board meetings.

With respect to interactions with Committee Members, School-Foundation Liaisons and Volunteers, the Director of Gift Planning and Investments - Finance will create or foster conditions, procedures, and decisions that enable the successful completion of each group's tasks.

a. The Investment Committee:

- i. Oversee investment portfolio and assets management.
- ii. Serve on the Investment Committee with key responsibilities that include the development of each meeting Agenda together with the Committee Chair; compiling and distributing the agenda and accompanying materials for each meeting.
- iii. Assist the Investment Committee as it fulfills its Terms of Reference, including ensuring that the Investment Policy undergoes its required annual review.
- iv. Maintain regular contact with all Fund Managers (currently Jarislowsky-Fraser and Christian Stewardship Services).
- v. Research additional and prospective Fund Managers or placements as directed by the Committee.
- vi. Utilize Foundation software to prepare and distribute Quarterly and Annual Fund Statements for member schools or ensure access to these reports is available to member schools.
- vii. Respond to inquiries from school financial administrators and school auditors related to financial interactions with the Foundation, including providing proactive advice regarding best practices and applicable regulations.
- viii. Ensure any Investment Committee recommendations are presented to the Board and, upon approval, implemented.

b. Finance-Audit Committee:

- i. Serve on the Finance-Audit Committee with key responsibilities that include the development of each meeting Agenda together with the Committee Chair; compiling and distributing the corresponding agenda and accompanying materials for each meeting.

- ii. Assist the Finance-Audit Committee as it fulfills its Terms of Reference, including ensuring that the committee's Terms of Reference undergoes its required annual review.
- iii. In coordination with the President & CEO and the Chair of the Finance-Audit Committee, prepare the annual Operations budget.
- iv. Liaison with the Bookkeeper on transfers, the establishment of Funds, and any matters related to the annual audit.
- v. Provide oversight to the work of the bookkeeper.

5.0 Relationship with Donors and Potential Donors

With respect to interactions with donors and potential donors, the Director of Gift Planning and Investments shall pursue conditions, procedures, and decisions that foster their participation in achieving the Foundation's mission, while ensuring appropriate confidentiality and privacy.

- a. In coordination with the President & CEO, the Director of Gift Planning and Investments will pursue regular contact with existing and potential donors, including corporations and public bodies, according to the Annual Staff Work Plan.
- b. The Director of Gift Planning and Investments will lead Donor Stewardship efforts, with a focus on growing small and medium level donors.
- c. The Director of Gift Planning and Investments will respond to supporter inquiries about estate/Will & gift planning.
- d. In coordination with the President & CEO, the Director of Gift Planning and Investments will seek out donors whose philanthropic priorities align with the Foundation's goals and provide means by which donors can accomplish these priorities.
- e. The Director of Gift Planning and Investments will take the lead in facilitating gifts of securities, property and any other type of gift that may be offered.

6.0 Relationship with Member Christian Schools

With respect to interactions with member and potential member schools, the Director of Gift Planning and Investments will pursue conditions, procedures, and decisions that foster their participation in achieving the Foundation's mission, while ensuring appropriate confidentiality and privacy.

- a. In coordination with the President & CEO and the Manager of Schools and Grants, the Director of Gift Planning and Investments will keep member and potential member schools informed of Foundation activities. This will include some level of regular connection with the financial staff and/or volunteers at member schools.

7.0 Relationships with Other Organizations & Allied Professionals

With respect to relationships with any organization or allied professional that could advance the mission of the Foundation, the Director of Gift Planning and Investments will represent the Foundation with clarity and integrity in its relationships with such organizations that fall within this role's purview.

- a. The Director of Gift Planning and Investments will identify such professionals and organizations, whether provincial, national or international, and pursue these relationships.
- b. Create means for engaging with professional advisors.

8.0 Relationships with Staff

The Director of Gift Planning and Investments will ensure that communication and information that will benefit other staff members is shared regularly in a transparent manner. They will ensure there are effective practices in place to provide a progressive and supportive relationship with staff.

9.0 Financial Condition & Asset Development

The Director of Gift Planning and Investments will pursue actions and practices that will foster healthy and sustainable finances that will adequately support the mission of the Foundation.

- a. The Director of Gift Planning and Investments will provide oversight to the timely and efficient financial administration of the Foundation.
- b. The Director of Gift Planning and Investments will ensure there is an internal audit process that ensures that transactions with member schools are handled as they were intended, and in line with the Foundation's Charitable Purposes.
- c. The Director of Gift Planning and Investments will ensure there is an independent audit by a qualified public accounting firm of the Foundation's annual financial statements.
- d. The Director of Gift Planning and Investments, in partnership with the President & CEO, will ensure that the operations of the Foundation conform to CRA and other government regulations.

10.0 Temporary Director of Gift Planning and Investments - Finance Succession

To protect the Foundation from a sudden loss of the President & CEO's services, the Director of Gift Planning and Investments will remain aware of the priorities, issues, processes, and activities of the President & CEO. In addition, the President & CEO will be made aware of the activities of the Director of Gift Planning and Investments, ensuring that the sudden loss of the Director of Gift Planning and Investments' services will not create undue hardship for the Foundation.

Amendment:

These Terms of Reference may be amended from time-to-time by the President & CEO, in full and transparent cooperation with the Director of Gift Planning and Investments.