



ONTARIO FEDERATION OF INDEPENDENT SCHOOLS SCHOOL MANAGEMENT REVIEW

Overview – As one part of its accountability system keeping the value of standard-setting leadership and to assist schools in their goals for positive growth, OFIS conducts school management reviews which assess independent schools in the areas of governance, human resources, policy development, financial wellness and communications. Each school completing this review and subsequent recommendations will receive OFIS certification in management. This certification enables independent schools to be recognized for their achievements, successful and innovative programs and management. This period of review also provides an opportunity to identify areas where change is required to improve upon services to families. OFIS believes that this review process is a positive experience and that the Final Report is seen as a helpful planning document for the continuing development of high quality programs and services in independent schools.

Team – Depending upon the size of a school and the number of programs operated by the school, a 2-5 member OFIS team will conduct an assessment of submitted documentation, parent, staff & board interviews, and a full-day onsite program review.

Report – Once the documentation assessment, survey results and on-site visitation have been completed, a report will be issued to the school and kept on file at OFIS. The report will note necessary recommendations as well as suggested changes (with timelines) to the school for the school to complete. The school will then be issued OFIS management certification. Schools that fail to implement necessary recommendations will not receive certification

Response – Schools that are in dispute with the findings of the OFIS management team may appeal those decisions with the OFIS board by filing the dispute in writing 30 days prior to the next OFIS board meeting (meeting dates on website)

School Management Review Process -

1. Contact OFIS to request a school management review.
2. OFIS will give schools a date for the on-site visit, a list of documentation to supply, and surveys to have completed (these materials should be returned to OFIS 30 days prior to the on-site visit)
3. Schools appoint a point person to assist the OFIS management review team during the on-site visit.
4. During the on-site visit, the management review team will meet with the leadership team (to go over the submitted documents & surveys), perform classroom observations, view student and personnel records, tour facilities, and ask questions. All school personnel should be advised of the on-site visit and encouraged to speak freely to the review team.
5. OFIS management review team will collate the data from the documentation, on-site visit, surveys and interviews and provide a report to the OFIS board and the school within 30 days following the site visit. The report will give any necessary recommendations and/or suggestions for improvement (with timelines).
6. The school will complete the necessary recommendations (if any) within the suggested timeline.
7. OFIS review management certification will be issued to the school.

*It is recommended that schools be reviewed every 5 years.

Documentation Required – Schools being reviewed are asked to collect the following documentation (using these headings and order), file it in a binder and mail it to the OFIS office 30 days prior to the on-site visit date. If these materials already appear in parent, staff or other handbooks at your school, please enclose those materials and mark them clearly

School Organization -

1. Description of School Leadership Structure (including board handbook if applicable)
2. Position Descriptions – Principal, Vice-principals, Owner, Administrator, Board Members, Other Administrative Staff (Non-Teaching, Non-Custodial)
3. Tuition structure and application forms (include policies and procedures surrounding financial aid, bursaries, bursaries, scholarships, payment options, charitable benefits)
4. Samples of short term and long term budgets, profit/loss statement, cash-flow statement, engagement of review, signing authorities
5. Copy of School Liability Insurance Certification (including crime, directors & officers, errors & omissions, tuition protection) if applicable
6. Health and Safety Plan (including details of a Health and Safety Committee) – fire/extreme weather drills, lock-down procedures, incident recording and reporting procedures, medication policies & procedures (including epi-pens), first aid policies (including staff designates), off-site field trips policies & procedure
7. Samples of waiver forms – school trips, photography, medical

Academic Programme -

1. Curriculum Overview (Scope & Sequence)

Mission, Values & Extra Curriculum

1. A brief (up to one page) history of the school
2. Mission/Vision/Core Values Statements
3. Educational Philosophy and Objectives

Personnel

1. Staff Handbook – includes hiring & dismissal policies, qualifications of staff, orientation practices, classroom/lesson planning expectations, conduct, dress code, performance reviews, professional development
2. Sample Employment Contract – includes salary, payment schedules, benefits, holidays, sick &

personal leave, redundancy terms

3. Teaching Staff Position Descriptions -

4. Grievance policies and procedures -

School Community

1. Student Admissions Policies & Procedures – includes parent/student contracts, withdrawal/refund agreements, reference forms, criteria for admissions, student code of conduct, dress code)

2. Sample Information/Admission Package

3. Disciplinary Procedures & Policies – includes samples of disciplinary reporting

4. Suspension/Expulsion Policies – includes signed agreements by families

5. Child Protection Policies – includes allegations of abuse, reporting & recording, child security)

6. Policies for Inclusivity & Tolerance – student and staff

7. Samples of School Communications – includes notices to parents, newsletters,

8. Brief description of communication process with stakeholders (who? How often?)

9. Samples - School Promotional Material –

10. Volunteer Expectations, policies & procedures – include sample volunteer handbook

Learning Environment

1. Procedure on assessment and evaluation of students – includes homework policies, record keeping practices, promotion policies

2. Sample report card (or other measure of student progress)

Strategic Planning/Succession Planning

1. Sample – Strategic Plan

2. Sample – Succession Plan

3. List of community partners and opportunities for interaction with other independent, public or catholic schools - sports, arts, chamber of commerce, business, donors, etc.