

## MANAGEMENT CHARTER OF THE FOUNDATION 'HET RIJNLANDS LYCEUM'

### Article 1. Definitions.

- 1.1 This management charter uses the following definitions:
- (a) the **'Executive Board'**:  
the Executive Board of the Foundation, as referred to in article 6 of the Articles of Association;
  - (b) **'educational institution'** or **'school'**:  
an educational institution or school that comes under the Foundation as referred to in education legislation;
  - (c) the **'Supervisory Board'**:  
the Supervisory Board of the Foundation, as referred to in article 10 of the Articles of Association;
  - (d) a **'Principal'**:  
a rector, principal/director of an educational institution/secondary school with a department for (VMBO)/HAVO/VWO or international/European secondary education;
  - (e) a **'Director/principal'**:  
a director/principal of an educational institution/school for primary education, or international / European primary education;
  - (f) **'Articles of Association'**:  
the articles of association of the Foundation;
  - (g) the **'Foundation'**:  
Foundation 'Het Rijnlands Lyceum', with registered office in Wassenaar.
  - (h) **'BRIN'**  
Registration number for institutions. Is allocated to all educational institutions by the Ministry of Education, Culture and Science.
- 1.2 References to articles refer to articles in this management charter, unless stated otherwise.

### Article 2. Status and term.

- 2.1 The management charter regulates the relationship between the Executive Board, the Principals and the Directors. It contains stipulations regarding the duties and powers for which a Principal or Director has been given a mandate by the Executive Board;
- 2.2 A Principal has the authority to delegate the duties and powers under the mandate that has been given to him to another person who has a management position at the educational institution in question, but in any case with the exception of decisions regarding the nomination, remuneration, extension of the appointment, dismissal and formal disciplinary measures in respect of all staff members of the school in question, and in any case with the exception of incurring expenses and/or entering into obligations on behalf of the school in

- question that amount to more than €1,000.00 per item of expenditure/obligation.
- 2.3 The Principal can give an instruction to a facilities or administrative staff member to make a purchase on his/her behalf up to an amount of € 1,000.00. The Principal may authorise members of the teaching staff, subject to a predetermined budget (as part of the regular budget) and subsequent accounting, to incur expenses and/or enter into obligations in the area of teaching materials and educational activities, with due regard to the mandate granted by the Executive Board to the Principal.
- 2.4 The Principal must inform the Executive Board of the names of the persons to whom the above-mentioned mandate, as intended in Article 2.3 and instruction and authorisation, as intended in Article 2.4, was provided, such for processing in the appropriate authorisation tables.
- 2.5 The management charter is laid down on each occasion for a period of four calendar years.

### **Article 3. Competent authority.**

The Executive Board manages the Foundation and, as representative of the Foundation, holds the competent authority over the education institutions, under observance of the law, the Articles of Association and schemes that are established on the basis thereof.

### **Article 4. Duties and responsibilities of the Executive Board.**

- 4.1 Barring any limitations in the Articles of Association and the law, the Executive Board is in charge of the management of the Foundation and the educational institutions, which entails, among other things, responsibility for the realisation of the Foundation's objectives, strategy and policy, and for the financial position of the Foundation.
- 4.2 Without prejudice to the statutory provisions, the Articles of Association and the Rules of Procedure of the Executive Board and the Supervisory Board, the Executive Board has the following duties.
- establishing and amending this management charter and other rules of procedure and instructions regarding management;
  - establishing and managing the annual operations plan, the Foundation's budget and the annual (financial) report, including the annual accounts of the Foundation;
  - establishing the strategic policy and the long-range budget;
  - making decisions regarding mergers, close collaboration, spin-offs, reorganisations and changes to the denomination and objective of an educational institution;
  - appointing, suspending and dismissing a Principal and the establishing of his/her terms of employment;
  - establishing the organisational model and the job organisation structure of an educational institution;
  - ensuring compliance with collective labour agreements and staff policy at Foundation level;

- management of buildings and infrastructure at Foundation level.
- and is, apart from that, also responsible for:
- the Central Office;
  - consulting with the participation councils at Foundation level (Joint Participation Councils for primary and secondary education).
- 4.3 The Executive Board integrates the different school budgets into one Foundation budget, and can, wherever necessary, modify the budgets of the schools and the Foundation.
- 4.4 The Executive Board can only give a mandate to others for its management duties and powers that ensue from the law, the Articles of Association and the Rules of Procedure of the Executive Board and Supervisory Board.

**Article 5. Duties and responsibilities of the Principals.**

- 5.1 A Principal/Director is, within the area of responsibility of the Executive Board, in charge of an educational institution, exercises the management duties and powers for which he/she was given a mandate. A Principal is in charge of the drawing up and realisation of the policy of the educational institution in question and the coordination of daily operations, including the compliance with regulations as these were laid down to ensure good educational practice.
- 5.2 A Principal/Director is in charge of, alongside and in conjunction with the Executive Board, the monitoring and realisation of the denomination and objectives of the educational institution in question.
- 5.3 A Principal/Director manages the correspondence in relation to school matters, and has the authority to sign for matters and affairs for which he has been granted an executive mandate by the Executive Board.
- 5.4 A Principal/Director is responsible for:
- developing and executing the school policy;
  - managing daily operations;
  - managing the school;
  - drawing up the school's annual budget;
  - managing and allocating funds and school budget;
  - taking care of the quality of the education;
  - dealing with staff and parent participation at school level;
  - pursuing the staff policy at school level within the frameworks applied by the Executive Board;
  - taking care of the school's positioning in the market;
  - establishing the services that are to be provided by the Services Office within the frameworks applied by the Executive Board;
  - the school policy plan.
- 5.5 Each Principal/Director makes a contribution to the drawing up and execution of the long-term policy and the annual policy of the Foundation.
- 5.6 At the beginning of each school year the executive director, the Principals and Directors discuss the individual management objectives for the school year in question, after which they are decided upon by the Executive Board.

- 5.7 If the Principal/Director receives a request to perform additional paid and unpaid activities, and he/she wishes to accept this request, the Principal/Director submits this request to the Executive Board.

**Article 6. Consultations between Executive Board and Principals/Directors**

- 6.1 The Executive Board conducts structured consultation with the Principals and Directors.
- 6.2 Any decisions by the Executive Board are recorded in a list of resolutions.

**Article 7. General duties and powers of a Principal/Director.**

- 7.1 The implementation of the policy set by a Principal/Director at school level will take place on the basis of a school plan, which is drawn up every four years by a Principal/Director and decided upon by the Executive Board, and the year plan, which is drawn up annually as part of the budget for the following policy areas:
- education;
  - students;
  - staff;
  - quality and innovation;
  - organisation;
  - accommodation and facilities management;
  - finances.
- 7.2 This budget will define how human and material resources will be deployed to attain the set objectives.
- 7.3 The Principals/Directors are obliged to maintain an organisational chart and job descriptions within the policy frameworks established by the Executive Board.
- 7.4 The Principals/Directors conduct structured consultation with the management of their school.

**Article 8. Reporting.**

- 8.1 A Principal/Director will, once per quarter, provide the Executive Board with a summary of receipts and expenditure regarding the budget of the school in question, and the expected developments in relation thereto. The details for this summary will be provided by the Central Office (Finances and HR).
- 8.2 A Principal/Director will report to the Executive Board once every quarter regarding the events at the school in question with respect to finances, staffing levels, staff, accommodation, ICT and education and otherwise in exceptional cases when required by urgent interests of the school or the Foundation.
- 8.3 A Principal/Director is responsible for the realisation of the annual school report of the school in question.
- 8.4 The annual school report will in any case report on the subjects listed under Article 7.1.

### **Article 9. General duties of the Central Office.**

9.1 The Central Office provides the following services to the Principals/Directors:

- managing the staff administration
- administering the salary accounts
- providing staff advice
- performing the financial administration;
- providing financial advice
- central purchasing of goods and services whose nature and volume are subject to European procurement or whose volume and price can produce benefits of scale for the (majority of the) schools.
- advice in the field of accommodation
- management and advice in the field of ICT at Foundation level.

9.2 The Principal/Director discusses a service level agreement concerning the nature and quality of services to be purchased within the policy frameworks established by the Executive Board.

### **Article 10. Promotion of interests and representation.**

10.1 The Executive Board will represent the Foundation in legal and extra-legal matters and will maintain the ensuing external contacts at Foundation level.

10.2 Consultation with unions of civil servants and education staff and with the Joint Participation Council (for secondary and primary education), which is required by virtue of the law and further regulations, will be conducted by the Executive Board. Consultations with the Participation Council at school level will be conducted by the Principal/Director of the school in question.

10.3 A Principal/Director will, in consultation with the Executive Board, promote the interests of the school in question at third parties.

10.4 As the occasion arises, a Principal/Director can appoint another person that is active at his educational institution to stand in for him in the representation of the educational institution in question in extrajudicial matters.

10.5 A Principal/Director can represent the educational institution before a legal institution, if and insofar as he has been legally authorised by the Executive Board.

### **Article 11. Educational policy.**

11.1 A Principal/Director will pursue the educational policy of the school in question, within the framework of the strategic policy plan and the activity plans established by the Executive Board, and will to this aim evaluate the results, and report to the Executive Board on an annual basis.

11.2 A Principal/Director can establish and cancel projects within the set policy frameworks at the school in question.

**Article 12. Student policy.**

- 12.1 A Principal/Director will make a proposal on the policy regarding admission and removal of students at the school in question, which policy will subsequently be laid down by the Executive Board. This policy can differ from school to school.
- 12.2 A Principal/Director is in charge of the execution of the set policy regarding admission and removal of students at the school in question, and will make decisions to that effect.
- 12.3 A Principal/Director will establish the rules of procedure for the school in question (including the exam regulations) and will notify the Executive Board of this.
- 12.4 A Principal/Director can decide to set up, maintain or cancel facilities for the students of the school in question, within the bounds of the set policy.

**Article 13. Staff policy.**

- 13.1 A Principal/Director is responsible for the integrated human resources policy of the school in question within the frameworks established by the Executive Board.
- 13.2 A Principal/Director will promote the expertise of the staff of the school in question.
- 13.3 A Principal/Director makes decisions, in the area of responsibility of the Executive Board, and within the frameworks established by the Executive Board, regarding the appointment, remuneration, dismissal and formal disciplinary measures in respect of all staff members of the school in question.

**Article 14. Quality policy and innovation.**

- 14.1 A Principal/Director will pursue the quality policy of the school in question, within the framework of the strategic policy plan established by the Executive Board, and to this end will evaluate the results, and report to the Executive Board on an annual basis.
- 14.2 A Principal/Director will stimulate modernisation of content and organisation of the education for the school in question, takes initiatives to that effect, and to this end will maintain contacts with other education organisations.

**Article 15. Accommodation and management.**

- 15.1 A Principal/Director will bear responsibility for the buildings and movable property of the school in question, under observance of the mandate granted to him and established policy frameworks, and will prepare a long-term maintenance plan for this purpose. He will be assisted in this by the Central Services Office, for example.

**Article 16. Organisation.**

- 16.1 The Principal/Director prepares the annual staffing plan within the established financial policy frameworks.
- 16.2 The Director of a primary school formulates his/her staffing plan for at least the next four years on the basis of a long-term staffing policy that is based on the

long-range budget and is updated annually. After obtaining the consent of the staff section of the Joint Participation Council for primary education, the Executive Board establishes the Primary Education management staffing plan on the basis of this before 1 May.

- 16.3 In the case of a reorganisation at a school, the Principal/Director of that school will, together with others or alone, draw up a reorganisation plan. This proposal will be submitted to the Executive Board for assessment and final approval. The Principal/Director in question is in charge of the implementation of the reorganisation plan.

#### **Article 17. Finances.**

- 17.1 The Executive Board will, in consultation with the Principals and the Directors, draw up a Budget policy document including the timeline for the budget talks. A Principal/Director will be responsible for the drawing up of a draft of the school budget, and will submit this draft to the relevant Participation Council for advice. The parents' section of the Participation Council has right of consent regarding the amount and the spending of the voluntary parent contributions.  
The Executive Board will subsequently draw up a budget at Foundation level. After consultation with the Principals and Directors, the Executive Board establishes the budget after it has been submitted for advice to the Joint Participation Councils (for secondary and primary education) and after approval has been obtained from the Supervisory Board.
- 17.2 The Principal/Director is authorised to incur expenses and/or enter into obligations for the relevant school up to the amounts in the approved budget subject to a maximum of € 10,000.00 per item of expenditure/obligation, with the exception of any structural expenses/obligations arising from the adopted budget.
- 17.3 The Principal/Director may make use of a corporate credit card in order to incur expenses on behalf of the school. With due observance of the mandate granted to the Principal/Director, the credit card has a maximum spending limit of € 15,000.00. The Principal/Director who makes use of a credit card will, within two weeks after the start of the next month, account for the expenses incurred by submitting the original proofs of payment or receipts together with explanations for expenses incurred.
- 17.4 The Principal/director may make use of a bank card for making payments (e.g. Ideal Payments) with due observance of the mandate granted to the principal/director, not being payments for expenses incurred by the principal/director himself/herself (e.g. representation). These payments too shall be accounted for within two weeks after the start of the next month. The bank card can also be used to replenish the "petty cash".
- 17.5 The principal/director is bound by the guidelines from the Executive Board for cash withdrawals for the use of petty cash and replenishing petty cash.
- 17.6 Long-term obligations may only be entered into, even if resources have already been reserved for this within the budget, after the Executive Board has determined that the Foundation is not subject to European/national

- procurement for the contract. All contracts are centrally managed in an obligations administration.
- 17.7 Registration for personal participation by the Principal/Director at international conferences, personal training in the Netherlands and abroad, visits to a foreign institution only take place after approval of the Executive Board. Business trips abroad without prior written consent fall outside the insurance coverage of the Foundation and any travel and accommodation costs will not be reimbursed.
- 17.8 The Principal/Director will, in turn, authorise employees to participate in international conferences and visit a foreign institution. Business trips abroad without prior written consent from the Principal/Director fall outside the insurance coverage of the Foundation and any travel and accommodation costs will not be reimbursed.
- 17.9 The Executive Board is responsible for preparing the annual accounts and the annual financial report of the Foundation, and will submit these to the Supervisory Board for approval, and to the Joint Participation Councils (for secondary and primary education) for advice. The Principal/Director is obliged to provide the information that is required for the preparation of the annual accounts.
- 17.10 Government funding (related to Brin number), school fees (including European contributions) and parental contributions are included in the school budget without re-allocation.

#### **Article 18. Information and communication technology**

- 18.1 The purchase of hardware for an amount in excess of € 10,000.00 only takes place on the basis of investment plans and replacement schedules approved in advance in writing by the Executive Board and within the established life-cycle policy.
- 18.2 For the purchase of ICT hardware, system software, entering contractual obligations with regard to ICT services and the providing of ICT appliances and mobile phones on loan to staff the principal/director is bound by the guidelines set by the Executive Board.

#### **Article 19. Suspension and annulment of decisions.**

- 19.1 Decisions of a Principal/Director that are not subject to the approval of the Executive Board may, due to contravention of any valid regulations and/or due to possible harm to the interests of the educational institution, be fully or partially annulled by the Executive Board by way of a well-reasoned resolution.
- 19.2 The Executive Board may fully or partially suspend a decision of a Principal/Director that it deems eligible for annulment.

#### **Article 20. Amendments, other stipulations.**

- 20.1 The management charter is established by the Executive Board, after consultation with the Principals/Directors and after having obtained advice from the Joint Participation Council. The resolution to lay down the

management charter requires the prior approval of the Supervisory Board. The management charter will become effective on the day following the day on which the Executive Board has passed that resolution.

20.2 Three months prior to the date of expiration of this management charter, the Executive Board and the Principals/Directors will consider whether amendment to the management charter is required and/or desirable. If the management charter is not amended, it will be laid down for another period of four calendar years by the Executive Board, following advice from the Joint Participation Councils (for secondary and primary education).

20.3 Interim amendments to this management charter, or its withdrawal, will be drafted by the Executive Board in consultation with the Principals and Directors. The Joint Participation Council will give advice on the intended amendments/withdrawal.

A decision to amend and/or withdraw requires the prior approval of the Supervisory Board, and will become effective on the day following the day on which the Executive Board has passed the resolution to do so.

20.4 The Executive Board will decide in cases not covered by this management charter after prior consultation with the Principals and Directors.

As established after consultation with the Principals and Directors, and after having obtained advice from the Joint Participation Councils (for secondary and primary education), by the Executive Board and the Supervisory Board on 20 December 2016 in Wassenaar, the Netherlands.

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M.W. Knoester  
Executive Director

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F.W. Weisglas  
Chairman of the Supervisory Board