

ILE-A-LA CROSSE SCHOOL DIVISION #112

BOARD OF GOVERNANCE POLICY



1.0 GOVERNANCE POLICIES

POLICY 1.0 DIVISION FOUNDATION STATEMENTS
POLICY TYPE: BOARD GOVERNANCE

POLICY 1.0 DIVISION FOUNDATIONS STATEMENTS 2

POLICY 1.1 ROLE OF THE BOARD..... 5

POLICY 1.2 ROLE OF THE TRUSTEE..... 8

POLICY 1.3 TRUSTEE CODE OF CONDUCT13

POLICY 1.4 ROLE OF THE BOARD CHAIR.....19

POLICY 1.5 ROLE OF THE VICE-CHAIR.....21

POLICY 1.6 COMMITTEES OF THE BOARD.....22

POLICY 1.7 COMMITTEES OF THE BOARD.....36

POLICY 1.8 BOARD REPRESENTATIONS39

POLICY 1.9 POLICY DEVELOPMENT41

POLICY 1.10 DELEGATION OF AUTHORITY.....43

POLICY 1.11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES44

POLICY 1.12 RECRUITMENT AND SELECTION OF PERSONNEL63

POLICY 1.13 STUDENT TRANSPORTATION65

POLICY 1.14 SCHOOL COMMUNITY COUNCILS.....66

POLICY 1.15 APPEALS AND HEARINGS REGARDING STUDENT MATTERS67

POLICY 1.16 RESPECT FOR HUMAN DIVERSITY.....70

POLICY 1.0 DIVISION FOUNDATION STATEMENTS

POLICY TYPE: BOARD GOVERNANCE

Policy 1.0 Division Foundations Statements

MANDATE

The Minister of Education has vested in the Board of Education the power and authority to administer and manage the educational affairs of the school division in accordance with the intent of the Education Act, 1995 and Regulations. The Act and Regulations are published here: [Publications Centre \(saskatchewan.ca\)](http://Publications Centre (saskatchewan.ca))

VISION

To ensure that students are empowered to reach their full learning potential.

MISSION

To enhance pride and connection to cultural identity through education, in a safe, inclusive and welcoming learning environment.

GUIDING PRINCIPLES

The Board adopts the following principles to guide its activities, its mandate, mission and vision.

Ile-a-la Crosse is a historical Métis community that is rich with culture. Situated on the pristine peninsula on the Churchill River system, the Métis culture has been linked to the Fur Trade in Ile-a-la Crosse extending back to the 1770's. It is with pride and connection to our cultural identity that the Division is:

1. Committed to diverse learning environments that include land-based and outdoor settings.
2. Focused on providing students with a holistic education that ensures connections to the local community and the surrounding environment.
3. Learner-focused and student first.
4. Outcome-oriented.
5. Committed to accountability, and transparency.
6. Focused on all students reaching their full learning potential.
7. Committed to open and honest communications.
8. Committed to inclusive, safe, and welcoming learning environments where diversity is celebrated and respected.
9. Ensuring that all activities are governed by professional and ethical conduct.
10. Making decisions based upon leading practices and evidence-based research.

POLICY 1.0 DIVISION FOUNDATION STATEMENTS

POLICY TYPE: BOARD GOVERNANCE

Board Goals

1. LEADERSHIP

To maintain a unified Board which leads with a proactive approach, innovative thinking, is accountable for its actions, and is knowledgeable about educational issues.

2. EDUCATION FUNDING

To achieve fair and equitable funding for education

3. GOVERNANCE

To govern through strategic Board governance which includes alignment the Division's needs with the outcomes of the Education Sector Strategic Plan (ESSP).

4. PARTNERSHIP

To continue to seek partnerships that enhance educational opportunities for students.

5. COMMUNICATIONS

To implement the Board communications strategy to effectively inform and engage staff, the School Community Councils (SCCs) and the public, and promote the Division through effective public relations.

System Goals

Our shared Board and system goals are aligned with the Ministry of Education's priorities as identified in the ESSP including:

1. Higher Literacy and Achievement, Equitable Opportunities and Smooth Transitions for Students

To provide programming which meets the diverse needs of our student learners; and provide the support for staff that is needed to create a positive learning environment.

2. Governance and Accountability

To provide support for the SCCs and provide the support needed to comply with all Public Sector Accounting Board (PSAB) practices for the management of fiscal resources.

3. Facilities

To provide and maintain safe and pleasing facilities and grounds in the Division.

4. Communications

To practice good communication processes as an integral part of all Division matters.

5. Transportation

To ensure students and families receive safe and appropriate transportation services.

POLICY 1.0 DIVISION FOUNDATION STATEMENTS

POLICY TYPE: BOARD GOVERNANCE

6. Technology

To have a secure network and access to technological communication supports to enhance learning and the functioning of the Division.

7. Human Resources

To ensure the recruitment and the retention of staff, administration of collective bargaining agreements and the mentoring of all staff follows best personal practices.



POLICY 1.1 ROLE OF THE BOARD

POLICY TYPE: BOARD GOVERNANCE

Policy 1.1 Role of The Board

In 1974 the citizens of the Métis community of Ile-a-la Crosse, in the tradition of the Métis ancestors, took decisive action to secure autonomy of the education of their children by appropriating control of the administration of the Ile-a-la Crosse school. They have maintained entire control over the administration of education in Ile- a- la Crosse since 1974.

This action in 1974 is an exercise of Métis self-government that is now supported by the Government of Canada as shown by its commitment to enter into and maintain a nation-to-nation relationship with the Métis Nation through actions such as the signing of the Métis Nation Accord.

The Métis Nation supports the control of Métis education and the Métis citizens of Ile-a-la Crosse, by exercising its nation relationship with Canada, doing all it can to ensure that the control of the administration of the Ile-a-la Crosse School Division remains with the Métis citizens of Ile-a-la Crosse; acting as a model for Métis Nations control of Métis Pre-K to Grade 12 education across the Métis Nation.

Having said the above, the Board of Education of the Ile-a-la Crosse School Division #112 is a body created by provincial legislation and it exercises its authority within *The Education Act, 1995 and The Education Regulations, 2015*. The Ile-a-la Crosse Board of Education is elected by the voters within the Ile-a-la Crosse School Division No. 112. The Board of Education is responsible for the following:

1. Accountability to Provincial Government

- 1.1 Act in accordance with all statutory requirements to implement provincial education standards and policies.
- 1.2 Perform Board functions required by governing legislation and existing Board policy.

2. Accountability to Community

- 2.1 Make decisions that reflect the Division's mission, vision, and guiding principles.
- 2.2 As part of the Annual Board Work Plan, develop and approve an annual communication and advocacy plan that includes ongoing communication strategies to provide opportunities for input and reporting.
- 2.3 Establish processes and provide opportunities for community input and engagement.
- 2.4 Communicate Division results at least annually.
- 2.5 Develop procedures for and hear appeals as required by statute and/or Board policy.
- 2.6 Model a culture that reflects the Board's shared values and *Code of Conduct*.
- 2.7 Provide for two-way communication between the Board and SCCs, between the Board and the students and staff, as well as between the Board and the community.

3. Strategic Planning and Reporting

- 3.1 Provide overall direction for the Division by establishing mission, vision, core, beliefs, strategic priorities, and key results.

POLICY 1.1 ROLE OF THE BOARD

POLICY TYPE: BOARD GOVERNANCE

- 3.2 Review the Division strategic plan's relevance every four (4) years and if required engage in a comprehensive stakeholder engagement process to ensure its alignment with division and provincial priorities. Annually evaluate the effectiveness of the Division in achieving strategic plan goals and submit to the Ministry of Education.
- 3.3 Regularly monitor student achievement and other goals as identified in the strategic plan.
- 3.4 Approve the Annual Report for distribution to the public.

4. Enterprise Risk Management

- 4.1 Ranking of risks to the school division.
- 4.2 Establish processes to mitigate risk to the school division.
- 4.3 Conduct an annual review of risks and actions taken to address the risks.

5. Policy

- 5.1 Identify the purpose to be achieved before creating a new policy or operational procedures that identifies how the board is to function.
- 5.2 Approve policy statements that achieve the purposes identified by the Board.
- 5.3 Annually review Board policies to determine if the policy is producing the desired outcomes.
- 5.4 Delegate authority to the Director and define commensurate responsibilities.

6. Director/Board Relations

- 6.1 Select the Director of Education.
- 6.2 Provide the Director with clear corporate direction.
- 6.3 Delegate, in writing, administrative authority and identify responsibility subject to provisions and restrictions in Education Act.
- 6.4 Respect the authority of the Director to carry out executive action and support the Director's actions which are exercised within the delegated discretionary powers of the position.
- 6.5 Interact with the Director in an open, honest respectful and professional manner.
- 6.6 Annually evaluate the Director in regard to the Director's job description and additional Board direction.
- 6.7 Review Director's compensations as per contract.

7. Board Development

- 7.1 Develop a yearly plan for Board/Trustee development including increased knowledge of role, processes, issues, and cultural awareness to further effective implementation of the Strategic Plan.
- 7.2 Annually evaluate Board effectiveness.
- 7.3 Prepare a New Board member orientation package.

8. Fiscal Accountability

- 8.1 Annually approve the budget and ensure resources are allocated to achieve desired results and submit the annual budget to the Saskatchewan Ministry of Education by the due date.

POLICY 1.1 ROLE OF THE BOARD

POLICY TYPE: BOARD GOVERNANCE

- 8.2 Approve the submission of emergency and capital funding requests to the Saskatchewan Ministry of Education.
- 8.3 Appoint an auditor and set the terms of engagement.
- 8.4 Approve the audit report and management letter and ensure quality indicators are met.
- 8.5 Monitor revenues and expenditures on a quarterly basis.
- 8.6 Set the mandate for employee group negotiations.
- 8.7 Ratify memoranda of agreement with bargaining units.
- 8.8 Review compensation for out-of-scope staff as per contracts.

Selected Responsibilities

1. Acquisition and disposal of land and buildings, including expropriation proceedings.
2. Naming of schools and other Board-owned facilities.
3. Maintaining membership in the Saskatchewan School Boards Association.
4. Approval of the purchase of Board memberships in non-educational associations.
5. Recognition of students, staff, and community.
6. Approval of the School Year Calendar in accordance with the Board's interests subject to the conditions set by the Ministry of Education
7. Approval of the Division and school partnerships.

POLICY 1.2 ROLE OF THE TRUSTEE

POLICY TYPE: BOARD GOVERNANCE

Policy 1.2 Role of The Trustee

Trustees are elected in accordance with The Local Government Elections Act.

The role of the Trustee is to contribute to the Board as it carries out its mandate in order to achieve its mission and goals. The Board believes that its ability to fulfill its obligations is enhanced when leadership and guidance are forthcoming from within its membership.

The Board is a corporate entity. The divisions of the Board in a properly constituted meeting are those of the corporation. A Trustee who is given corporate authority to act on behalf of the Board may carry out duties individually but only as an agent of the Board. In such cases, the actions of the Trustee are those of the Board, which is then responsible for them. A Trustee acting individually has only the authority and status of any other citizen of the Division.

As a result of elections, that Board may experience changes in membership. To ensure continuity and facilitate smooth transition from one Board to the next following an election, Trustees must be adequately briefed concerning existing Board policy and practice, statutory requirements, initiatives, and long-range plans. The Board believes an orientation program is necessary for effective Trusteeship.

1. The division will offer an orientation program for all newly elected Trustees that provide information on:
 - 1.1 Board of Governance;
 - 1.2 Role of the Trustee of the Board and the Director;
 - 1.3 Delegation of authority to the Director and related accountability mechanisms including Director evaluation process criteria and timelines;
 - 1.4 Board organizational structures; meeting agendas and minutes;
 - 1.5 Board policy and operational procedures;
 - 1.6 Existing Division initiatives, strategic plan, annual reports, budgets, financial statements and the Board's annual work plan;
 - 1.7 Division programs and services;
 - 1.8 The Board's function as an appeal body;
 - 1.9 Statutory and regulatory requirements, including responsibilities with regard to conflict of interest.
2. New Trustees are required to attend the orientation session(s).
3. The Board Vice Chair in consultation with the Director/CEO will ensure the development and implementation of the Division's orientation program for newly elected Trustees.
4. The Division will provide financial support for Trustees to attend Saskatchewan School Boards Association sponsored orientation seminars.

POLICY 1.2 ROLE OF THE TRUSTEE

POLICY TYPE: BOARD GOVERNANCE

5. The Board Chair and Directors are responsible for developing and implementing the Division's orientation program for newly elected Trustees. The Director shall provide each Trustee with access to the Board Policy Handbook and the Administrative Procedures Manual at the organizational meeting following a general election or at the first regular meeting of the Board following the by-election.
6. Incumbent Trustees are encouraged to help newly elected Trustees become informed about the history, functions, policies, procedures, and issues.

Specific Responsibilities of Individual Trustees

The Trustee shall:

1. Become familiar with Division policies and procedures, meeting agendas, and reports in order to participate in Board business.
2. Prepare for and attend meetings of the Board; participate in, and contribute to, the decisions of the Board in order to provide the best solutions possible for the education of students within the Division.
3. Refer to governance queries, issues and problems not covered by Board policy to the Board for corporate discussion and decision.
4. Refer administrative matters to the Director. The Trustee, upon receiving a complaint from a parent or community member about school operations, will refer the parent or community member back to the school and will inform the Director of this action.
5. Keep the Board and the Director informed in a timely manner of all matters coming to his/her (their) attention that might affect the Division.
6. Provide the Director with counsel and advice, giving the benefit of the Trustee's judgement, experience, and familiarity with the community.
7. Accurately communicate the decisions of the Board and refrain from making any statements that may give the impression that such a statement reflects the majority decision of the Board when it does not.
8. When delegated responsibility, exercise such authority within the defined limits in a responsible and effective way.
9. Participate in Board/Trustee development sessions so that the quality of leadership and service in the Division can be enhanced.
10. Share materials and ideas gained from a Trustee development activity with fellow Trustees at the next available opportunity.

POLICY 1.2 ROLE OF THE TRUSTEE

POLICY TYPE: BOARD GOVERNANCE

11. Stay current with respect to provincial, national, and international educational issues and trends.
12. Strive to develop a positive learning and working culture both within the Board and the Division.
13. Attend significant Division or school functions when possible and/or invited.
14. Become familiar with, and adhere to, the Trustee Code of Conduct.
15. Report any violation of the Trustee Code of Conduct to the Board by observing BP-4 Appendix A.
16. On-going Professional Development – Trustees shall have ongoing opportunity for continued training, and education to enhance their governance capabilities. The Board will set their professional development budget annually.

POLICY 1.2 ROLE OF THE TRUSTEE

POLICY TYPE: BOARD GOVERNANCE

Appendix A

Services, Materials and Equipment Provided to Trustees

Trustees shall be provided with the following services, materials and equipment while in office:

1. Access to the following:
 - The Education Act, 1995 and The Education Regulations, 2015 and related documents.
 - Board Policy Handbook and Administrative Procedures Manual.
 - Current Division reports and resource binders.
 - School Year and meeting calendars.
 - Staff Directories and current telephone listings of schools, principals, vice principals and school secretarial staff.
 - List of School Community Council (SCC) officials.
 - Saskatchewan School Board Association (SSBA) and Canadian School Board Association (CSBA) membership services.
 - Robert's Rules of Order (Chair and Vice-Chair).
2. Communications/Public Relations:
 - Pertinent Division Communications.
 - Notification of significant media events, reminders of special meetings.
 - Access to school newsletters via website.
 - Individual and Board photographs.
 - SSBA Trustee's date book.
3. Administrative/Secretarial Services:
 - Conference registration, travel and accommodation arrangements – CFO.
 - Information Technology service support – Technology Coordinator.
 - Document management, photocopying and related secretarial services when available from the assistant secretary-treasurer.

APPENDIX B

The role of an individual Trustee is to contribute to the Board as it carries out its role in order to achieve the school division's mission, vision, values and goals. The Board believes that its ability to fulfill its obligations is enhanced when leadership and guidance are forthcoming from within its membership. Paramount in the achievement of this role is communication.

1. Communication
 - 1.1 Trustees shall speak with deliberation and care, understanding that when they speak, the perception often is that the Board is speaking.
 - 1.2 When speaking, Trustees will communicate as accurately as possible at all times.

POLICY 1.2 ROLE OF THE TRUSTEE

POLICY TYPE: BOARD GOVERNANCE

- 1.3 Trustees may speak about a motion they put forward prior to the debate and Board decision. Once a decision is made, all Trustees are expected to publicly respect the Board decision.
2. Communication Etiquette Trustees will maintain the highest standards of civility and respect, and abstain from criticism of fellow Board members, the Board, employees, students, and parents.
 - 2.1 Trustees will be respectful of others in the volume of electronic communications sent to colleagues, will read information received from colleagues, will avoid debate by email and will avoid compromising the public nature of debate in sharing information.
 - 2.2 Public statements will avoid criticism of the intentions or actions of other Board members, the Board, employees, students, and parents.
 - 2.3 Recognizing that electronic communications is not a secure communication; Trustees will note use email to pass along sensitive or confidential information.
 - 2.4 Trustees shall endeavor to work with fellow Board members in a spirit of harmony and cooperation in spite of differences of opinion that may arise during debate.
3. Communication with Stakeholders the Board Chair will act as the chief spokesperson for the Board, as referenced in Policy 6 – Role of the Board Chair, except for those instances where the Board has delegated this role to the Director or designate.
 - 3.1 The Board Chair will respond promptly to emails addressed to all Trustees. The return email will indicate that all Trustees are aware that the Board Chair is responding on behalf of the Board. Trustees will not respond if they are copied in an email.
 - 3.2 If a Trustee receives a request or complaint from a stakeholder or the general public, the request shall be forwarded to the Board Chair, who will consult with the Director if the request or complaint is operational in nature.
 - 3.2.1 The Board Chair and the Director will establish who should be providing the response to a request or complaint from a stakeholder or the general public.
4. Social Media Etiquette Trustees must be aware of social media etiquette when inviting feedback on Board proposals, including policy, and in modeling the principles of open and transparent governance and inclusiveness in public education. The expression of personal opinion may impact the range of feedback received or the perception that the Trustee is not free from bias.
 - 4.1 Trustee personal blogs, websites, and social media groups will be respectful of Board values, priorities, policies and resolutions and respect confidentiality. Trustees will also consider any possibility of the perception of conflict of interest.
 - 4.2 Trustees will consider the accuracy and potential legal liabilities of all posts before posting.

POLICY 1.3 TRUSTEE CODE OF CONDUCT

POLICY TYPE: BOARD GOVERNANCE

Policy 1.3 Trustee Code of Conduct

The Board commits itself and its members to ethical and appropriate conduct. This includes proper use of authority, appropriate decorum and mutual respect when acting as members of the Board.

Specifically,

1. Trustees shall serve the Ile-a-la Crosse School Division to the best of their abilities, and shall be accountable for making decisions in an effort to meet the educational needs of all students. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards. It also supersedes the personal interest of any member of the Board.
2. Devote time, thought and study to the duties of a Trustee so that they may render effective and creditable service.
3. Work with their fellow Trustees in a spirit of harmony and cooperation in spite of differences of opinion that arise during vigorous debate.
4. Work together with fellow Trustees to communicate to the electorate all the facts about our schools.
5. Provide leadership to the community through setting goals and policies for educational programs and by regularly evaluating these in the light of the wishes and expectations of the Division's stakeholders.
6. Support the provincial and national school board association for the future of Trusteeship in Saskatchewan and Canada.
7. Represent the Board responsibly in all Board-related matters with proper decorum and respect for others.
8. Act as a Trustee for the Division to ensure that it is well maintained, fiscally secure, and operating in the best interest of those served.
9. Trustees shall abide by the [Code of Ethics for Trustees](#) established by the Saskatchewan School Boards Association.
10. Trustees shall respect the confidentiality appropriate to issues of a sensitive nature.
11. Trustees shall avoid conflict of interest with respect to their Trusteeship responsibility.

POLICY 1.3 TRUSTEE CODE OF CONDUCT

POLICY TYPE: BOARD GOVERNANCE

- 11.1 Trustees shall not conduct private business with or provide any personal services to the Board except as procedurally controlled to assure openness, competitive opportunity and equal access to information.
 - 11.2 When the Board is to decide upon an issue about which a member has an avoidable conflict of interest, that member shall absent himself without comment from not only the vote, but also from the deliberation period.
 - 11.3 Trustees shall not use their positions to obtain employment in the organization for themselves, family members or close associates. Should a Trustee desire employment in the organization, the Trustee shall first resign.
 - 11.4 Trustees shall disclose their involvement with other organizations, with vendors, or any other associations which might produce a conflict.
 - 11.5 Trustees who receive a benefit for gift exceeding (\$100) in value, from any person or group having an association with the Board, shall disclose the matter at a closed meeting of the Board.
12. Trustees shall not attempt to exercise individual authority over the organization except as explicitly set forth in policies of the Board:
- 12.1 Trustees' interaction with the Director or with staff shall recognize the lack of authority vested in individuals except when explicitly authorized by the Board.
 - 12.2 Trustees' interactions with the public, media, or other entities shall recognize the same limitation and the inability of any member of the Board, except for the Chair, to speak for the Board. Trustees may speak about what the Board has decided, and individuals may state the reason for their vote.
13. Trustees absent from the Division for an extended period shall, for emergency contact purposes, ensure that the office of the Director is made aware of their whereabouts.
14. Consequences for the failure of individual Trustees to adhere to the Trustee Code of Conduct are specified in Appendix A.

POLICY 1.3 TRUSTEE CODE OF CONDUCT

POLICY TYPE: BOARD GOVERNANCE

Appendix A

TRUSTEE CODE OF CONDUCT SANCTIONS

1. In many instances, inappropriate conduct on the part of a Trustee can be effectively addressed by the offended Trustee meeting privately with the Trustee whose conduct was deemed to contravene the Code of Conduct. If satisfactory resolution is not achieved, the Chair may be asked to assist in dealing with the Trustee whose conduct has been deemed to contravene the code. Such a meeting shall be in private, and the Chair may choose to seek the assistance of the Vice Chair in such a meeting. If resolution is not found, the entire Board shall address the alleged contravention in closed session. Should the conduct be of a more serious nature, the initial steps may be omitted, and the matter brought directly to the Board.
2. Trustees shall conduct themselves in an ethical and prudent manner in compliance with the Policy 4 Trustee Code of Conduct. The failure by Trustees to conduct themselves in compliance with this policy may result in the Board instituting sanctions and the SSBA Code of Ethics.
3. Trustees shall conduct themselves in an ethical and prudent manner in compliance with the Policy 4 Trustee Code of Conduct. The failure by Trustees to conduct themselves in compliance with this policy may result in the Board instituting sanctions.
4. In particular, the Trustee Code of Conduct requires that Trustees shall respect the confidentiality appropriate to issues of a sensitive nature, as determined by the Board.
5. Failure to comply with this requirement constitutes a failure of security. An individual Trustee may bring a suspected breach of security to the attention of the Board, at a closed meeting of the Board. If by majority vote the Board agrees that a failure has occurred, the failure shall be recorded by the Board and the following procedures shall be invoked:
 - 5.1 The Board Chair shall request that the Director or designate for the Ile-a-la Crosse School Division (as head of the Ile-a-la Crosse School Division under the Local Authority Freedom of Information and Protection Privacy Act), appoint an independent investigator to review this matter.
 - 5.2 The independent investigator shall conduct an investigation and submit a report of findings and recommendations to the Board Chair and to the Director.
 - 5.3 The Board Chair shall present at a closed meeting of the board, the report of the independent investigator. At this time, the Trustee in question shall have an opportunity to present any additional, relevant information.
 - 5.4 If it is determined by a majority vote of the Board that a willful violation of security has occurred, for a first occurrence, a motion to write a letter of censure marked “Personal and Confidential” is required to be discussed and agreed upon by a majority of Trustees present at a closed meeting of the Board. This decision requires immediate approval by a majority vote of Trustees at a public meeting of the Board.

POLICY 1.3 TRUSTEE CODE OF CONDUCT

POLICY TYPE: BOARD GOVERNANCE

- 5.5 For subsequent occurrences, a motion of censure against the Trustee in question may be brought directly to a public meeting of the Board. This motion shall be approved by a majority vote of Trustees present at such a meeting.
6. A violation of all other sections of the Trustee Code of Ethics shall result in:
 - 6.1 The Board Chair writing a letter of censure marked “Personal and Confidential” to the Trustee in question. This occurs only after having such action discussed and agreed upon by a majority vote of Trustees at a public meeting of the Board shall immediately approve this decision.
 - 6.2 For subsequent occurrence, at a public meeting of the Board, a motion of censure shall be presented against the Trustee in question; and/or
 - 6.3 For a third and subsequent occurrences, at a public meeting of the Board, a motion to remove the Trustee in question from one, or more, of all Board appointments may be presented.
7. Should the Chair be the subject of a Code of Conduct sanctions process the Vice-Chair shall act in place of the Chair.

POLICY 1.3 TRUSTEE CODE OF CONDUCT

POLICY TYPE: BOARD GOVERNANCE

Appendix B

Saskatchewan School Boards Association Code of Ethics

1. I will be motivated by an earnest desire to serve my school division to the best of my ability to meet the educational needs of all students.
2. I will recognize that the expenditure of school funds is public trust, and I will endeavor to see that the funds are expended efficiently, in the best interests of the students.
3. I will not use my position for personal advantage or to the advantage of any other individual apart from the total interest of the school division, and I will resist outside pressure to so use my position.
4. I will act with integrity and do everything possible to maintain the dignity of the office of a school board member.
5. I will carry out my duties objectively, and I will consider all information and opinions presented to the board in making my decisions, without bias.
6. I will work with other board members in a spirit of respect, openness, cooperation and proper decorum, in spite of differences of opinion that arise during debate.
7. I will accept that authority rests with the board and that I have no individual authority outside the board, and I will abide by the majority decisions of the board once they are made, but I shall be free to repeat the opinion that I upheld when the decision was made.
8. I will express any contrary opinion respectfully and honestly, and without making disparaging remarks, in or outside board meetings, about other board members or their opinions.
9. I will communicate, and conduct my relationship with staff, the community, other school boards and the media in a manner that focuses on facts.
10. I will not divulge confidential information, which I obtain in my capacity as a board member, and I will not discuss those matters outside the meetings of the board or the boards committees.
11. I will endeavor to participate in Trustee development opportunities to enhance my ability to fulfill my obligations as a school board member.
12. I will not conduct myself in a manner which is intended to be to the detriment of another school board.

POLICY 1.3 TRUSTEE CODE OF CONDUCT

POLICY TYPE: BOARD GOVERNANCE

13. I will support the value of public education, and will endeavor to participate, and encourage my board to participate, in activities that support or promote public education in Saskatchewan.

POLICY 1.4 ROLE OF THE BOARD CHAIR

POLICY TYPE: BOARD GOVERNANCE

Policy 1.4 Role of The Board Chair

The Board believes that its ability to discharge its obligation is enhanced when leadership and guidance are forthcoming from its membership.

The Board Chair shall hold office at the pleasure of a majority of the Board until the next organizational meeting and shall be eligible for re-election. In the event of the office becoming vacant during the year, a new Board Chair shall be elected in a manner similar to that followed in the election of the Board Chair at the organizational meetings.

The Board delegates to the Chair the following power and duties:

1. Preside over all Board meetings and ensure that such meetings are conducted in accordance with the Education Act, and the policies as established by the Board and where those are silent, Robert's Rules of Order.
2. Prior to each Board meeting, confer with the Director on the items to be included on the agenda, the order of these items and become thoroughly familiar with them.
3. Perform the following duties during Board meetings:
 - 3.1 Maintain the order and proper conduct and decorum of the meeting so that motions may be formally debated.
 - 3.2 Ensure that all issues before the Board are well-stated and clearly expressed.
 - 3.3 Display firmness, courtesy, tact, impartiality, and willingness to give everyone an opportunity to speak on the subject under consideration in order that collective opinion can be developed, and a corporate decision reached.
 - 3.4 Ensure that debate is relevant. The Chair, in keeping with their responsibility to ensure that debate must be relevant to the question, shall, when s/he is of the opinion that the discussion is not relevant to the question, remind members that they must speak to the question.
 - 3.5 Decide questions of order and procedure, subject to an appeal to the rest of the Board. The Chair may speak to points of order in preference to other members.
 - 3.6 Submit motions or other proposals to the final decision of the meeting by a formal show of hands.
 - 3.7 Extend hospitality to other Trustees, officials of the Board, the press, and members of the public.
 - 3.8 Act as a voting member at Board meetings.
4. Keep informed of significant developments within the Division and ensure the Board and Director are kept informed when appropriate.
5. Be in regular contact with the Director to maintain a working knowledge of current issues and events.

POLICY 1.4 ROLE OF THE BOARD CHAIR

POLICY TYPE: BOARD GOVERNANCE

6. Convey directly to the Director such concerns as are related to him/her(them) by Trustees, parents, students or employees which may affect the administration of the Division. Board Policy 5 Role of the Board Chair page 2.
7. Provide counsel to the Director, when requested to do so.
8. Bring to the Board all matters requiring a decision of the Board.
9. Act as the chief spokesperson for the Board except for those instances where the Board has delegated this role to another individual or group.
10. Represent the Board, or arrange alternative representation, at official meetings or other public functions.
11. Represent the Board to outside parties by stating positions consistent with its policies, resolutions and bylaws.
12. Act as an ex-officio member of all committees appointed by the Board.
13. Act as a signing office for the Division.
 - 13.1 Approving all Trustee expense accounts.
 - 13.2 Approving monthly Director expense accounts and leave benefit entitlement form.
 - 13.3 Countersigning through electronic means or the cheque writer imprinted signature all cheques issued by the Division.
14. Respectfully address inappropriate behaviour on the part of a Trustee.
15. Ensure that the Board engages in regular assessments of its effectiveness as a Board.
16. Receive any harassment complaints that involve the Director of Education.

POLICY 1.5 ROLE OF THE VICE-CHAIR

POLICY TYPE: BOARD GOVERNANCE

Policy 1.5 Role of The Vice-Chair

The Vice-Chair shall be elected at the organizational meeting of the Board each year and shall take office immediately. The Vice-Chair shall hold office at the pleasure of the majority of the Board until the next organizational meeting and shall be eligible for re-election.

Specific Responsibilities

1. The Vice-Chair shall act on behalf of the Board Chair, in the latter's absence or at the Chair's request and shall have all the duties and responsibilities of the Board Chair.
2. The Vice-Chair shall assist the Board Chair in ensuring that the Board operates in accordance with its own policies and procedures and in providing leadership and guidance to the Board.
3. The Vice-Chairs shall assist the Board Chair in addressing inappropriate behavior on the part of a Trustee, when necessary.
4. In consultation with the Chair ensure the Board develops and implements an orientation program for newly elected Trustees.
5. Ensure that the Board engages in assessments in its effectiveness as a Board and that annual assessments of the Chair are conducted as part of Board assessment.
6. Review and sign off on expense claims of the Chair and review and sign off on Trustee expense claims in the absence of the Chair.
7. The Vice-Chair may be assigned other duties and responsibilities by the Board Chair.

POLICY 1.6 COMMITTEES OF THE BOARD

POLICY TYPE: BOARD GOVERNANCE

Policy 1.6 Committees of The Board

The Board believes that its ability to discharge its obligations in an efficient and effective manner is dependent upon the development and implementation of a sound organization design. In order to discharge its responsibilities to the electorate of the Division, the Board shall hold meetings as often as is necessary. A quorum, which is a simple majority of the number of Trustees, must be present for every duly constituted meeting. No act, proceeding or policy of the Board shall be deemed valid unless adopted at a duly constituted meeting. The Board has adopted policies so that the business of the Board can be conducted in an orderly and efficient manner.

The Board believes that the fundamental obligation is to preserve and enhance the public trust in education, generally, and in the affairs of its operations in particular. Consistent with its objection to encourage the general public to contribute to the educational process, Board meetings will be open to the public. Towards this end, the Board believes its affairs should be conducted in public to the greatest extent possible.

The Board believes there are times when public interest is best served by private discussion of specific issues in closed sessions. The Board believes it is necessary to protect individual privacy and the Board's own position in negotiating either collective agreements or contracts and therefore expects to go into closed session for issues dealing with individual students, individual employees, land, labor, litigation or negotiation.

The Board further believes public interest can be enhanced by having members of the public make presentations at Board meetings.

The Board also believes that public forums dealing with specific educational topics enhance communications and effectiveness of the Board.

1. Organizational Meeting

- 1.1 The Organizational Meeting of the Board in each calendar year shall be held in the Division Office Board Room not late than November 30th in accordance with Section 72 of *The Education Act, 1995*.
- 1.2 The Director or designate will give notice of the organizational meeting to each Trustee as if it were a special meeting.
- 1.3 The Director or designate shall call the meeting to order, and in an election year, read the return from the Village Clerk certifying the election of members.
- 1.4 In an election year, the Director or designate shall call for and receive the duly signed Declarations of Office and corresponding Endorsement Certificates by Commissioners for Oats from each Trustee, in accordance with Section 71 of *The Education Act, 1995*.
- 1.5 The Director or designate shall request each member of the Board present to indicate verbally if they are willing to serve as Board Chair for the ensuing year, and prepare a

POLICY 1.6 BOARD OPERATIONS

POLICY TYPE: BOARD GOVERNANCE

list indicating the name(s) of those members willing to serve as Board Chair. Those names appearing on the list shall be made known to the members of the Board, after which a vote or votes shall take place by secret ballot to determine which member has the support of the majority of members.

1.5.1 Procedure for voting:

1.5.1.1 Each member of the Board shall have one vote as to each vote, and sub vote.

1.5.1.2 All voting shall be done by secret ballot, with the surname of the member of the Board for whom the vote is cast being used.

1.5.1.3 The vote shall proceed as follows:

- A vote shall be taken as to all members on the list referred to in this policy.
- The member polling a majority of votes cast shall be declared elected; if this does not occur on the first ballot, the member polling the lowest number of votes shall be dropped and eliminated from the list. If there is a tie for low, a sub-vote or sub-votes shall be conducted to determine the survivor of the tie, with the member polling the lowest number of votes on each sub-vote being dropped and eliminated from the list.
- A vote shall then be taken as to the members remaining on the list.
- If necessary, the last two steps shall be repeated until one member shall have received a majority of votes (on a vote other than the sub-vote), whereupon such member of the Board shall be declared elected.

1.5.1.4 Forthwith, after each vote or sub-vote, the ballots shall be counted by the Director and designate, and immediately thereafter a report of the results shall be given to the members of the Board, whereupon the ballots as to such vote or sub-vote shall be destroyed.

1.6 The member who receives the majority of votes shall be declared elected as Board Chair by the Director or designate. In the event that only one member has indicated willingness to serve as Board Chair, that member shall be declared elected by acclamation.

1.7 The Board Chair shall assume office and shall immediately proceed with the election of the Vice-Chair following the procedure noted above.

1.8 The newly elected Board Chair shall then proceed with the agenda as presented by the Director or designate and adopted by the Board.

1.9 The organizational meeting shall, in addition include, but not be restricted to, the following:

1.9.1 Establish a schedule (date, time, and place) for regular meetings, and any additional required meetings;

1.9.2 Review Trustee conflict of interest stipulations and determine any disclosure of information requirements;

1.9.3 Appoint an auditor; and

1.9.4 Other organizational items as required.

POLICY 1.6 BOARD OPERATIONS

POLICY TYPE: BOARD GOVERNANCE

- 1.9.5 Create such standing committees of the Board as are deemed appropriate and appoint members.
- 1.9.6 Appoint Board representatives to the various Boards or committees of organizations or agencies where the Board has regular representations, as appropriate.

2. Regular Meetings

- 2.1 Regular Board meetings shall be established at the annual organizational meeting.
 - 2.1.1 All meetings will ordinarily be held at the Division Office Board Room on the second and fourth Tuesdays falling on a school day, beginning at 6:00 P.M.
 - 2.1.2 Notwithstanding the schedule noted above, the Board may, by resolution, alter the schedule in such manner, as it deems appropriate.
- 2.2 All Trustees shall notify the Board Chair or the Director or designate if they are unable to attend a Board Meeting.
- 2.3 All Trustees who are absent from three consecutive regular meetings shall:
 - 2.3.1 Obtain authorization by resolution of the Board to do so; or
 - 2.3.2 Provide to the Board Chair evidence of illness in the form of a medical certificate respecting the period of absence.Failure to attend may result in disqualification.
- 2.4 If both the Chair or Vice-Chair through illness or other cause are unable to perform the duties of the office or are absent, the Board shall appoint from among its members an acting Chair, who on being so appointed has all the powers and shall perform all the duties of the Chair during the Chair's and Vice-Chair's inability to act or absence.
- 2.5 Public meetings of the Board will not be held without the Director and/or designate(s) in attendance, unless the Director's contract is being discussed, the Board is dealing with a Trustee or Director disciplinary issue.

3. Special Meetings

- 3.1 Occasionally, unanticipated or emergent issues require immediate Board attention and/or action. A special meeting may be scheduled by:
 - 3.1.1 The Board passing a motion at a legally constituted meeting of the Board
 - 3.1.2 The Chairpersons or any three members of the Board giving at least six clear days' notice to each member by registered, certified, special delivery, or electronic mail, or by delivering a written notice to each member in person at least three days before the meeting, or by leaving the notice with an adult person at each member's place of residence who shall state explicitly the reason therefore.
 - 3.1.3 The Board by unanimous consent waiving notice in accordance with Section 16 of The Education Administration Regulations, 2017. Such consent is to be subscribed to in writing by each member of the Board and recorded in the minutes of the meeting and shall be recorded in the minutes of the meeting in the form required by that section.
- 3.2 If an additional meeting of the Board is to be held, The Director of Education shall send a written notice of such a meeting as prescribed by the Education Act and shall

POLICY 1.6 BOARD OPERATIONS

POLICY TYPE: BOARD GOVERNANCE

set forth therein the business to be transacted or to be considered thereat, and no other business shall be considered unless all members of the Board are present and there is unanimous agreement that the agenda previously arranged shall be changed. Special meetings of the Board will not be held without the Director of Education in attendance, unless the Director of Education's contract is being discussed or the board is dealing with a Trustee or Director of Education disciplinary issue.

3.3 Procedures regarding quorum, voting, and attendance by the public apply as for regular meetings of the Board.

4. Closed Sessions

The board may, by resolution, schedule a closed meeting at a time or place agreeable to the Board or recess a meeting in progress for the purpose of meeting in closed session. Such resolutions shall be recorded in the minutes of the Board and shall specify those individuals eligible to attend in addition to the Trustees and the Director. The reason for the closed session shall be stated prior to its approval and shall be limited to discussion pertaining to the following stated reasons:

4.1 The Liability of the Board involving legal implications.

4.2 Personnel matters.

4.3 Negotiations for the purchase, lease or other acquisition of property.

4.4 Matter related either directly or indirectly to negotiations of salary and wage schedules of employees.

4.5 Matters concerning individual staff members and students.

4.6 Other topics that a majority of the Trustees feel should be held in private, in the public interest.

Such sessions shall be closed to the public. The Board shall only discuss the matter(s) which gave rise to the closed meeting. Trustees and other persons attending the session shall maintain confidentiality and not disclose the substance of deliberations at such sessions.

All rules of the Board shall be observed in closed session as far as applicable. The number of times a member may speak on any question shall be determined at the discretion of the Board Chair.

The Board shall, during the closed session, adopt only a resolution to rise and report to the open public Board meeting.

5. Agenda for Regular Meetings

The Board believes that a properly prepared agenda creates a meeting atmosphere formal enough for orderly procedure, but informal enough to encourage free discussion, problem solving and the generation of ideas.

POLICY 1.6 BOARD OPERATIONS

POLICY TYPE: BOARD GOVERNANCE

The Board Chair is responsible for establishing the agenda for Board Meetings in consultation with the Vice-Chair and/or the Director or designate, in accordance with Board policy and legislation.

Agendas shall include all the data and back-up information so that the Board is able to make sound and objective decisions consistent with established goals.

5.1 The Board agenda will be as follows:

- 1.0 Interviews/delegations/correspondence
- 2.0 Call to Order/Opening Prayer
- 3.0 Approval of Agenda
- 4.0 Conflict of Interest
- 5.0 Reading/Adoption of Minutes
 - 5.1 Approval of Board Meeting Minutes (from previous meeting)
 - 5.2 Business arising (from previous meeting)
- 6.0 Reports
 - 6.1 CFO
 - 6.2 Director of Education
 - 6.3 Board Committee Reports
- 7.0 Personnel (In-Camera)
- 8.0 Decision
- 9.0 Approvals
- 10.0 Correspondence
- 11.0 Board Comments/Roundtable
- 12.0 Next meeting
- 13.0 Adjourn

5.2 Agenda items will be supported by a memorandum with copies of letters, reports, contracts and other materials as are pertinent to the business which will come before the Board and will be of value to the Board in the performance of its duties. Each action item will include a clear recommendation.

5.3 Items may be placed on the agenda in one of the following ways:

- 5.3.1 By notifying the Board Chair or Director on or before the Wednesday prior to the regular meeting.
- 5.3.2 By notice of motion at a previous meeting of the Board.
- 5.3.3 As a request from a committee of the Board.
- 5.3.4 Issues the require Board action may arise after the agenda has been prepared. The Board Chair, at the beginning of the meeting, shall ask for additions to and/or deletions from the agenda prior to agenda approval. Changes to the agenda may be made by a majority of those present.

5.4 Materials for Board meeting will be distributed electronically to each Trustee and the Director and designates at least three calendar days prior to the meeting. Agenda packages, minus any confidential materials, will be provided to members of the press and the general public attending the meeting. The Director or designate is responsible for distribution and posting.

5.5 The list of agenda items shall be available in the Division Office. Any elector may inspect the agenda and request a copy.

POLICY 1.6 BOARD OPERATIONS

POLICY TYPE: BOARD GOVERNANCE

5.6 The Board will follow the order of business set by the agenda unless the order is altered or new items are added by agreement of the Board.

6. Minutes for Regular or Special Meetings

The Board shall maintain and preserve by means of minutes a record its proceedings and resolutions.

6.1 The minutes shall record:

- 6.1.1 Date, time, and place of meeting;
- 6.1.2 Type of meeting;
- 6.1.3 Name of presiding officer;
- 6.1.4 Names of those Trustees and administration in attendance;
- 6.1.5 Approval of preceding minutes;
- 6.1.6 A brief summary of the circumstances which gave arise to the matter of being debated by the Board;
- 6.1.7 All resolutions, including the Board's disposition of the same, placed before the Board, should be entered in full;
- 6.1.8 Names of Trustees making the motion;
- 6.1.9 Points of order and appeals;
- 6.1.10 Appointments;
- 6.1.11 Summarized reports of committees;
- 6.1.12 Recording of the vote on a motion (when requested pursuant to *The Education Act, 1995*); and
- 6.1.13 Trustee declaration of conflict of interest pursuant to *The Education Act, 1995*.

6.2 The minutes shall:

- 6.2.1 Be prepared as directed by the Director;
- 6.2.2 Be reviewed by the Director prior to submission to the Board;
- 6.2.3 Be considered an unofficial record of proceedings until such time as adopted by a resolution of the Board; and
- 6.2.4 Upon adoption by the Board, be deemed to be the official and sole record of the Board's business.

6.3 The Director or designate shall ensure that appropriate signatures of the Division are affixed to the concluding page of the minutes.

6.4 The Director or designate shall establish a codification system for resolutions determined by the Board.

6.5 As part of its ongoing effort to keep staff and the public fully informed concerning its affairs and actions, the Board expects the Director to institute and maintain effective and appropriate procedures for the prompt dissemination of information about decisions made at all Board meetings.

6.6 The approved minutes of a regular or special meeting shall be posted to the website as soon as possible following approval. The Director or designate is responsible to distribute and post the approved minutes.

6.7 Each standing or special committee will appoint a recording secretary to take and distribute the record of the proceedings that will be presented for approval at their next meeting.

POLICY 1.6 BOARD OPERATIONS

POLICY TYPE: BOARD GOVERNANCE

6.8 All committees of the Board, unless otherwise directed, shall prepare and submit minutes or a report to the Board.

7. Motions

Motions do not require a seconder.

7.1 Notice of Motion

The notice of motion serves the purpose of officially putting an item on the agenda of the next or future regular meeting and gives notice to all Trustees of the items to be discussed. A notice of motion is not debatable and may not be voted on.

7.2 Discussion of Motions

The custom of addressing comments to the Board Chair is to be followed by all persons in attendance.

A Board motion or a recommendation from administration is normally placed before the Board and until it is passed or defeated, all speakers shall confine their remarks to the motion or to the information pertinent to the motion. Motions may be submitted by the Board Chair or any Trustee.

7.3 Speaking to the Motion

The mover of the motion (first) and every Trustee shall have an opportunity to speak to the motion before any Trustee is allowed to speak a second time.

A Trustee may speak to a motion only twice, unless replying to a question, in which case the Trustee may speak a third time. The mover of a motion may speak a third time and thereby close the debate on the question. The Board may, by majority vote, approve extended discussion of any subject.

As a general guide, a Trustee should not speak longer than five minutes on any motion. The Board Chair has the responsibility to limit the discussion by a Trustee when such a discussion is repetitive or digresses from the topic at hand, or where discussion takes place prior to the acceptance of a motion.

No one shall interrupt a speaker, unless it is to ask for important clarification of the speaker's remarks, and any such interruption shall not be permitted without permission of the Board Chair.

Amendments to the motion may be proposed at any time during discussion. No more than two amendments may be before the meeting at one time. Discussion and voting on motions and amendments takes place in reverse order of their proposal.

Motions or amendments may be withdrawn only with the unanimous consent of the Trustees present.

Should a Trustee arrive at the meeting after a motion has made and prior to taking a vote, the Trustees may request further discussion prior to the vote. The Board Chair shall rule on further discussion.

POLICY 1.6 BOARD OPERATIONS

POLICY TYPE: BOARD GOVERNANCE

A member may speak in debate, and while no motion is pending, informed discussion on a subject is permitted and clear agreement on matters can be achieved without requirement for a vote.

7.4 Reading of the Motion

A Trustee may require the motion under discussion to be read at any time during the debate, except when a Trustee is speaking.

7.5 Entitled Vote

All members, including the Board Chair, are entitled to vote on all motions, except in the case of a conflict of interest, a member has the right to abstain from voting. An abstention shall not be considered a vote for or against.

7.6 Recorded Vote

Whenever a Trustee requests a recorded vote before the vote is taken, the minutes shall record the names of the Trustees who voted for or against the matter. Recorded notes may not be called on personnel matters.

7.7 Required Vote

Each question shall be decided by a majority of the votes of those Trustees present. A simple majority of a quorum of the Board will decide in favor of the question. In the case of an equality of votes, the question is defeated. The Board Chair announces the result of the vote.

A vote on a question shall be taken by open vote, expressed by show of hands, except the vote to elect Board Chair or Vice-Chair, which is by secret ballot, unless all Trustees agree to a show of hands open vote.

7.8 Debate

In all debate, any matter of procedure in dispute shall be settled, if possible, by reference to Robert's Rule of order. If this reference is inadequate, procedure may be determined by motion supported by the majority of Trustees in attendance.

Any Trustee may call 'point of order' at any time. The 'point of order' must be stated definitively and conclusively. The Board Chair decides, without debate, whether the 'point' is well taken.

Any Trustee may appeal a ruling of the Chair. The Trustee states the reasons for the appeal; the Board Chair states the reason for the ruling. There is no debate. The Board Chair then asks, "Shall the decision of the Chair be sustained?" A simple majority decides the issue.

A rejection motion is not to be re-introduced during the same meeting unless at least a majority of the Trustees present approve a motion "That the question be reconsidered". This motion is not debatable and call for an immediate vote.

A motion to lay a question on the table shall not be subject to debate. But the question may be debated when it is lifted from the table.

Unless authorized by a majority of Trustees present, the Board Chair shall not keep the Board in session for more than two and a half continuous hours.

POLICY 1.6 BOARD OPERATIONS

POLICY TYPE: BOARD GOVERNANCE

8. Delegations to Board Meetings

The Board may make provision for a delegation to make a presentation at a Board meeting in the interest of improving the education provided in Division schools.

Individuals or organizations may make requests for meetings with the Board.

8.1 All delegations wishing to appear before the Board may be required to give notice thereof, in writing, to the Board; and further, in giving such notice, the delegations, shall state the nature of the subject matter they intend to bring before the Board.

8.2 The Board Chair and Vice-Chair will determine if the subject matter is pertinent to the business of the Board, rule on the request, and in consultation with the Director, determine the placement of the item on a Board agenda. The Director or designate shall notify the individual or organization.

8.3 In recognition of the governance model of the Board and Good Practice and Dispute Resolution principles, in the case of presentations by employee groups, a request to present will only be received after the subject matter(s) have been discussed with the Administration at the established discussion tables.

8.4 Delegations may be required to submit their presentation in writing for inclusion in the Board agenda package.

8.5 Matters deemed to be of a sensitive and/or confidential nature shall be heard at a closed session of the Board.

8.6 Normally, fifteen (15) minutes is allowed for the presentation by the delegation. The Board Chair will introduce the individual(s) or group(s) and reserves the right to limit and control the discussion.

8.7 Delegations will be given a copy of this section of Policy prior to their presentation. Delegations may be asked to leave if they do not abide by the procedures as set out.

8.8 At the time of presentation, the delegation shall confine its discussion to the purpose stated in the notice. It is understood that the delegation shall have a spokesperson.

8.9 In discussing matters with a delegation, the Board Chair shall act as spokesperson for the Board. It must be remembered that delegations come to express problems, make suggestions and requests, and give information thereon. For this reason, individual Trustees may seek only clarification of items presented by the delegation. At no time during the presentation shall any Trustee voice his/her(their) opinion thereon; nor shall he/she (the Trustee), by any statement, commit the Board to any specific course of action.

8.10 Except in an emergency or with the approval of the majority of the Board, the Board shall refer any action relative to the delegation's presentation until the next regular Board meeting. Such tabling shall be used to give individual Trustees sufficient time to consider the information supplied by the delegation. If the time between the delegation's presentation and the next Board meeting is deemed insufficient for the Trustees to gain the necessary information to make informed decision, the Board may respond by delaying the decision until another specified, appropriate time.

8.11 Upon completion of the presentation, the Board Chair shall inform the delegation when the decision will be made. When a decision is reached, it will be communicated in writing to the spokesperson.

8.12 Individuals or groups who appear at a meeting of the Board without making prior arrangements and who wish to speak may do so at the discretion of the Board.

POLICY 1.6 BOARD OPERATIONS

POLICY TYPE: BOARD GOVERNANCE

8.13 The Board reserves the right to invite delegations to appear before the Board.

9. Audio/Video Recording Devices

The Board expects that anyone wanting to use an audio and/or video recording device at a public Board meeting shall obtain prior approval of the Chair.

10. Trustee Compensation

10.1 Remuneration shall be paid according to the Trustee Schedule of Remuneration, Allowances, and Expenditures. Based on the duties outlined in Policy: *Role of the Board Chair*, a differential rate shall be established for that position. Such remuneration shall be for attendance at regular Board meetings and performance of the duties and responsibilities associated therewith and attendance at any and all other meetings. Regular attendance by Trustees at Board meetings and Board-related functions is expected.

11. Trustee Conflict of Interest

The Board is of the firm conviction that its ability to discharge its obligations is dependent upon the confidence the residents of the Division place in the Board and in its Trustee members.

11.1 The Trustee is expected to be conversant with Sections 11, 12 and 27 of The School Division Administration Regulations, 2017 and with Policy 1.2: *Trustee Code of Conduct*.

11.2 Trustees are responsible for declaring when they are in possible conflict of interest.

11.2.1 The Trustee shall make such declaration in open meeting prior to Board or Committee discussion of the subject matter that may place the Trustee in conflict of interest.

11.3 It shall be the responsibility of the Trustee in conflict to absent himself/herself (themselves) from the meeting in accordance with the requirements of *The Education Act, 1995*, and ensure that the declaration and absence is properly recorded within minutes.

12. Board Self-Evaluation

12.1 The annual Board self-evaluation process will complement the Director evaluation process described in the document entitled Director Evaluation Process, Criteria and Timeliness. –

12.2 The purpose of the Board self-evaluation is to answer the following questions:

12.2.1 How well have we fulfilled each of our defined roles in relation to our mission, goals, and objectives as a Board this past year?

12.2.2 How do we perceive our interpersonal working relationships?

12.2.3 How well do we receive input and how well do we communicate?

POLICY 1.6 BOARD OPERATIONS

POLICY TYPE: BOARD GOVERNANCE

- 12.2.4 How well have we adhered to our annual work plan?
- 12.2.5 How would we rate our Board-Director relationship?
- 12.2.6 How well have we adhered to our governance policies?
- 12.2.7 What have we accomplished this past year? How do we know?
- 12.3 The principles upon which the Board self-evaluation is based are as follows:
 - 12.3.1 A learning organization or a professional learning community is focused on the improvement of practice.
 - 12.3.2 A pre-determined process of evaluation strengthens the governance functions and builds credibility for the Board.
 - 12.3.3 An evidence-based approach provides objectivity.

13. Saskatchewan School Boards Association

- 13.1 Membership and Participation
 - 13.1.1 Endorses full active membership in the Association through its payment of annual fee to the SSBA
 - 13.1.2 Supports active participation of its Trustee membership in the Association at the section, constituency and provincial levels.
 - 13.1.3 Establishes a remuneration and expense schedule at its Organizational Meeting, to recognize expenses incurred by Trustee attending SSBA sponsored meetings, seminars, workshops and conventions.
- 13.2 SSBA Voting Delegates
 - 13.2.1 The Board is to determine on or before November of each year, which of the Trustees delegated to Convention are voting delegates.
 - 13.2.2 The Board is to apportion in whole numbers, its number of votes among those voting delegates in accordance with SSBA Bylaw.
 - 13.2.3 Each Trustee attending as a voting delegate is apportioned at least one (1) vote.
 - 13.2.4 Any votes remaining un-apportioned are to be divided equally as possible in whole numbers among Trustees attending Convention.
 - 13.2.5 When registering delegates, the SSBA is to be informed of the voting delegate and the number of votes apportioned to each.

POLICY 1.6 BOARD OPERATIONS

POLICY TYPE: BOARD GOVERNANCE

Appendix A

Board Member Per Diem, Expense and Professional Development

Board members shall not claim indemnity, mileage or expenses from the school division where payment for such is being provided by another organization.

Reimbursement for meals shall not be claimed for any meals provided by another organization.

Questions and concerns regarding board of education member claims for payment of indemnity and expenses shall be directed to the board Chair or vice-Chair.

1. Per diem honorariums may be claimed for the following activities:
 - 1.1 Attendance at Board-determined meetings;
 - 1.2 Attendance as an official representative of the Board or in an official capacity at meetings, graduations and other proceedings;
 - 1.3 Attendance at SCC meetings; and,
 - 1.4 Attendance at seminars, conventions, in-services and meetings held for the purpose of board member professional development.
2. A Board member shall be deemed to be attending in an official capacity when that member:
 - 2.1 Has been specifically appointed by the Board to act as its representative.
3. Board members are not entitled to claim per diem honorariums:
 - 3.1 For attending events or activities such as sports events, school concerts and plays, or for school visits unless said attendance is in an official capacity as outlined above.
 - 3.2 For meeting preparation time as this is deemed to be included in the honorarium.
4. Travel and other Expenses
The following expenses may be claimed at the Board approved rates when the cost is incurred as a result of attendance at approved activities as outlined above:
 - 7.1 Mileage;
 - 7.2 Meals;
 - 7.3 Accommodations; and
 - 7.4 Other expenses such as parking fees.
8. Professional Development
 - 8.1 Funds for Board member professional development may be included in the operating budget each fiscal year. When applicable, the following decisions shall be made as part of the budget process:
 - 8.1.1 The amount of money to be designated, keeping in mind the provincial Board Governance expenditure restrictions.
 - 8.1.2 Whether a specific amount shall be assigned to each Board member or the whole amount held in a pool to be accessed by Board members.
 - 8.2 Access to professional development funds shall require Board approval.

POLICY 1.6 BOARD OPERATIONS

POLICY TYPE: BOARD GOVERNANCE

- 8.3 Attendance at the following conferences shall not be charged to the professional development Board Governance expenditures.
 - 8.3.1 Saskatchewan School Boards Association Fall and/or Spring General Assemblies, meeting, and events such as the Trustee Academy.
 - 8.3.2 Other events where the Board approves a representative to attend on behalf of the whole Board.
- 8.4 Where approval for attendance at a conference or event as a professional development activity has been granted, the following costs will be charged to the professional development fund:
 - 8.4.1 Registration;
 - 8.4.2 Travel (mileage, air fare);
 - 8.4.3 Accommodations
 - 8.4.4 Indemnities; and
 - 8.4.5 Meals and Other expenses.

Following attendance at a professional development activity, the Board member shall be expected to provide a written or oral report to the Board.

POLICY 1.6 BOARD OPERATIONS

POLICY TYPE: BOARD GOVERNANCE

Appendix B

Board Members Compensation Rates

Effective Date: November 22nd, 2016

MEALS	\$15 breakfast, \$25 lunch, \$35 dinner – in province \$15 breakfast, \$25 lunch, \$35 dinner – out of province
HOTEL	Actual to a maximum of \$200/night plus tax
Non-HOTEL	\$50 per night
TRAVEL	\$0.65 per km single \$0.65 per km double \$0.65 per km triple and more
MEETINGS	Regular: \$250 per meeting (including prep) Special: \$250 per meeting (including prep) Convention: \$250 per day Chair: \$350 per meeting (including prep) Vice Chair: \$300 per meeting (including prep)
TRAVEL	Trustee: \$200 per day Vice Chair: \$250 per day Chair: \$300 per day

POLICY 1.7 COMMITTEES OF THE BOARD

POLICY TYPE: BOARD GOVERNANCE

Policy 1.7 Committees of The Board

The Board may establish committees to assist with its work. Committees may be standing or special in nature.

At its annual organizational meeting, the Board shall establish such standing committees, and terms of reference for each, as it deems necessary. At any duly constituted meeting, the Board may establish additional standing or special committees, and terms of reference for each.

General Requirements

Trustee representation for the standing committees will be determined at the Organizational meeting.

Normally Trustees serve on a maximum of two standing committees. The Board Chair may sit as an assigned member of any committee; however, s/he shall be an ex-officio member of all Board committees.

** Make it fair so not just one board member is on every committee.

Committee Chairs will be determined by the Committee.

The Board Chair and the Director are ex-officio members of each committee unless otherwise stated.

All committees of the Board, shall report to the board, the report may be verbal or written unless otherwise directed, shall prepare and submit minutes or a report to the Board. It is expected that reports will be included in the agenda package.

1. Standing Committees

Standing committees are established to assist the Board with work of an on-going or recurring nature.

1.1 Policy Review Committee

1.1.1 Terms of Reference

- Annually review policies contained in the Board Policy Handbook and make recommendations regarding edits, deletions and additions during the Board self-evaluation process.

1.1.2 Membership

- Three Trustees
- Director and/or designates

1.2 Facilitates Planning Committee – Teacherages and school division buildings

- Two Trustees

POLICY 1.7 COMMITTEES OF THE BOARD

POLICY TYPE: BOARD GOVERNANCE

- Teacher representatives
- Director and/or designate

1.3 Bargaining Committee

1.3.1 Membership

- 2 Trustees
- Director
- CFO

2. Standing Committee

Standing committees are established to assist the Board with work of an on-going or recurring nature. Committee work will be presented to the Board by minutes/written report for decision, discussion, or information. Board Policy 8 Appendix A – Board Committees and Terms of Reference 2.

3. Ad Hoc Committees

Ad Hoc committees are established to assist the Board on a specific project for a specific period of time. The terms of reference for each ad hoc committee will be established at the time of formation. Each ad hoc committee, at the conclusion of its work, shall present a written report to the Board. Unless otherwise directed by the Board, ad hoc committees are dissolved as soon as they have reported to the Board. The Director or designate shall attend meetings of ad hoc committees.

4. Terms of Reference

Terms of Reference for each Board committee are reference in Appendix A – Board Committees and Terms of Reference.

POLICY 1.7 COMMITTEES OF THE BOARD

POLICY TYPE: BOARD GOVERNANCE

Standing Committee	Meetings Per Year	Terms of Reference	Trustees	Composition Staff and Other
Finance and Risk	2	The purpose of finance and Risk Committee (the “Committee”) shall be to: <ul style="list-style-type: none"> - Oversee enterprise risk - Monitor and review financial performance - Annually review Board indemnity rates - Annually review Board travel rates - Interacts with independent Auditor 	3	Director, Secretary Treasurer
Governance	2	The purpose of the Governance Committee (the “Committee”) shall to be: <ul style="list-style-type: none"> - Ensuring appropriate accountability through annual policy review - Lead advocacy efforts - Provide guidance for Trustee professional development 	3 Board Chair, Vice Chair, a trustee	Director
Human Resources	2	The purpose of the Human Resources Committee (the “Committee”) shall be to: <ul style="list-style-type: none"> - Provide guidance to the board on the selection, evaluation, compensation, and development of the Director - Participate in LINC/CUPE negotiations 	3	Director
Discipline	When necessary	The purpose of the Discipline Committee (the “committee”) shall be to: <ul style="list-style-type: none"> - To carry out duties per section 154 of the Education Act - Refer to Board Policy 13 Appeals and Hearings Regarding Students Matters 	3 Board Chair, Vice Chair, a Trustee	Director
Ad Hoc Committees		Terms of reference	Trustees	Staff and other

POLICY 1.8 BOARD REPRESENTATIONS

POLICY TYPE: BOARD GOVERNANCE

Policy 1.8 Board Representations

The Board will give consideration to naming representatives to various external committees, agencies and organizations. Such representation is established at the discretion of the Board to facilitate the exchange of information on matters of mutual concern and/or to discuss possible agreements between the Division and other organizations. The Board shall consider the merits of membership in other organizations annually.

The following guidelines shall apply to such representation:

- Where appropriate, the Trustee shall reflect the current formal position of the Board.
- On other issues of significant importance, the Trustee is to make it clear that their opinion does not represent the formal view of the Board.
- The Trustee may give a personal opinion as long as the Trustee makes it clear that the opinion does not represent the formal view of the Board.
- The Board expects that important issues shall be brought to its attention. Therefore, if an issue has policy implications it shall be verbally reported at meetings of the Board and may be supplemented by a written report as part of the meeting agenda.
- All expenses of this activity shall be covered in accordance with Policy 1.6 Appendix B.

The Board of Education will have Board representation on external committees as identified each year at the first regular meeting after the annual organization meeting. They will function as described below:

1. Name of External Committee, Organization or Agency

1.1 Purpose

- Attend Committee meetings
- Represent the Board's positions and interest at the committee
- Communicate to the Board the work of the Committee at the next regular meeting

1.2 Membership

- As appointed by the Board

POLICY 1.8 BOARD REPRESENTATIONS

POLICY TYPE: BOARD GOVERNANCE

Appendix A External Committees and Board Representation

1. Northern Labor Market Committee

The Northern Labor Market Committee (NLMC) meets quarterly to discuss training, employment, as well as labor market and economic development issues that affect the people of Northern Saskatchewan.

The meeting minutes provide synopsis of current labor market activities in Northern Saskatchewan. They will be valuable to program and career planners for assessing activities in industrial sectors and occupations.

2. Pahkisimon Nuyeah Library System (PNLS)

The Mission of the Pahkisimon Nuyeah Library System is to provide library services and education and cultural resources to the people in Northern Saskatchewan in cooperation with the existing library and educational structures and to communicate with uniqueness of the north and to other regions of the world.

POLICY 1.9 POLICY DEVELOPMENT

POLICY TYPE: BOARD GOVERNANCE

Policy 1.9 Policy Development

Policy development is a key responsibility of the Board. Policies constitute the will of the Board in determining how the Division will be operated. Policies provide effective direction and guidelines for the action of the Board, Director, staff, students, electors, and other agencies. Policies also serve as sources of information and guidelines to all who may be interested in or connected with the operation of the Division. Adoption of new Board policies or revision of existing policies is solely the responsibility of the Board.

The Board shall be guided in its approach of policy making by ensuring adherence to the requirements necessary to provide public education and compliance with The Education Act, 1995 and other provincial as well as federal legislation. Further, the Board believes that the development and review of policies are enhanced when the process allows for the meaningful involvement of staff and other interested groups and persons.

Board policies shall provide an appropriate balance between the responsibility of the Board to develop the broad guidelines to guide the Division and the opportunity for the Director to exercise professional judgement in the administration of the Division.

The Board shall adhere to the following stages in its approach to policy making:

1. Planning

The Board, in cooperation with the Director, shall assess the need for a policy, as a result of its own monitoring activities or on the suggestion of others, and identify the critical attributes of each policy to be developed.

2. Development

The Board may develop the policy itself or delegate the responsibility for development to the Director.

3. Implementation

The Board is responsible for the implementation of policies governing its own processes. The Board and Director share the responsibility for implementation of policies relating to the Board-Director relationship. The Director is responsible for the implementation of the other policies.

4. Evaluation

The Board, in cooperation with the Director, shall evaluate each policy in a timely manner in order to determine if it is meeting its intended purpose.

Specifically,

1. If the Board requests that new policy be drafted or an existing policy be reviewed for possible amendment, the Director/CEO shall develop a draft policy review process.
2. When appropriate, the Director/CEO or Board shall seek legal advice.

POLICY 1.9 POLICY DEVELOPMENT

POLICY TYPE: BOARD GOVERNANCE

3. The Board may seek additional input into proposed changes in policy, or drafts, whenever it is deemed appropriate.
4. The final draft of the policy or amendments shall be presented to the Board for its consideration and approval.
5. Only those policies which are adopted and recorded in the minutes constitute the official policies of the Board.
6. In the absence of existing policy, the Board may make decisions, by resolution, on matters affecting the administration, management and operation of the Division. Such decisions carry the weight of policy until such time as specific written policy is developed.
7. The Board may request the Director/CEO to change an administrative procedure to a draft Board policy. In doing so, the Board will provide rationale.
8. The Director/CEO must develop administrative procedures as specified in Policy 1.10– Board Delegation of Authority and may develop such other procedures as deemed necessary for the effective operation of the Division. These must be in accordance with Board policies.
9. The Board may also delete a policy and subsequently delegate the Director/CEO authority over this area. The Director/CEO may choose to then develop an administrative procedure relative to this matter.
10. The Director/CEO must inform the Board in a timely manner of any changes to administrative procedures.
11. The Director/CEO shall arrange for all Board policies and administrative procedures and subsequent revisions to be posted on the Division’s website, in a timely manner, for staff and public access.
12. The Board shall routinely review their policies.

POLICY 1.10 DELEGATION OF AUTHORITY

POLICY TYPE: BOARD GOVERNANCE

Policy 1.10 Delegation of Authority

The Board authorizes the Director to do any act or thing or exercise any power that the Board may do, or is required to do, or may exercise, except those matters which, in accordance with provincial legislation, cannot be delegated. This delegation of authority to the Director specifically includes:

- Any authority or responsibility set out in *The Education Act*, and *The Education Regulations*, as well as authority or responsibility set out in other legislation or regulations.
- The ability to enact Administrative Procedures, practices or regulations required to carry out this authority.
- The ability to sub-delegate this authority and responsibility as required.

Notwithstanding the above, the Board reserves to itself the authority to make decisions on specific matters requiring Board approval. This reserved authority of the Board is set out in Board policy for discussion and determination of decision-making authority.

Further, the Board requires that any significant new provincial, regional or local obligations must be initially brought to the Board for discussion and determination of decision-making authority.

In addition to the above, specifically the Director shall:

1. Develop an Administrative Procedure to fulfill Board obligations created by any federal, provincial or local legislation which are not covered through Board policy.
2. The Board authorizes the payment of accounts for expenditures incurred within the approved Budget or specific Board decisions and in accordance with Board policy and generally accepted accounting principles, and delegates to the Director/CEO responsibility for certification of such payments.

POLICY 1.11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

Policy 1.11 Director/CEO Roles and Responsibilities

The Director is the Chief Executive Officer of the Board and the Division. The Director reports directly to the corporate Board, and is accountable to the Board for the overall conduct and operation of the Division. All Board authority delegated to the staff in the Division is delegated through the Director.

Specific areas of responsibility are:

1. Student Well-Being
 - 1.1 Ensure that each student is provided with a safe and caring environment that fosters and maintains respectful and responsible behaviors.
 - 1.2 Ensures the facilities adequately accommodate Division students.
 - 1.3 Ensures the safety and welfare of students while participating in school programs or while being transported to or from school programs on transportation provided by the Division.
 - 1.4 Acts as, or designates, the local attendance counsellor(s) for the Division.
2. Educational Leadership
 - 2.1 Provides leadership in all matters relating to education in the Division which results in improved student learning outcomes.
 - 2.2 Ensures students in the Division have the opportunity to successfully complete the prescribed curricula.
 - 2.3 Implements education policies established by the Minister and the Board.
3. Fiscal Responsibility
 - 3.1 Ensures the fiscal management of the Division is in accordance with the terms or conditions of any funding received by the Board.
 - 3.2 Ensures the Division operates in a fiscally responsible manner, including adherence to generally accepted accounting procedures.
 - 3.3 Ensures financial resources are expended in accordance with the annual budget approved by the Board.
 - 3.4 Ensures that procurement procedures are in place to minimize Division expense, consider local vendors, and to obtain comparative prices and quality.
 - 3.5 Ensure that insurance coverage is in place to adequately protect assets, indemnify liabilities and provide for reasonable risk management.
4. Risk Management

The Director is responsible for Enterprise Risk Management and will:

 - 4.1 Ensure processes are followed to mitigate risks to the school division.
 - 4.2 Review risks with the Board and actions taken to address risks in a timely and efficient manner.
 - 4.3 Inform the Board of any and all emergent issues and risks.

POLICY 1. 11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

5. Personnel Management
 - 5.1 Has overall authority and responsibility for all personnel-related matters, save and except: the development of mandates for collective bargaining and those personnel matters precluded by Board policy, legislation or collective agreements.
 - 5.2 Ensures a performance management system for the evaluation and improvement of all staff is in place.
 - 5.3 Ensures sound personnel management practices are in place to recruit, retain, advance and manage personnel in accordance with legislation or Board policy.

6. Policy and Admin Procedures
 - 6.1 Provides leadership in the planning, development, implementation and evaluation of Board policies and administrative procedures.
 - 6.2 Develops and keeps current an Administrative Procedures Manual that is consistent with Board policy and provincial/federal legislation and policies.

7. Director/Board Relations
 - 7.1 Establishes and maintains positive, professional working relations with the Board
 - 7.2 Implements the expressed will of the Board in a manner consistent with the spirit and intent underlying each of the Board's decisions.
 - 7.3 Keeps the Board informed through the provision of required accountability reports.
 - 7.4 Provides the information which the Board requires to perform its role.

8. Strategic Planning & Reporting
 - 8.1 Leads the Strategic Planning process including the development of Division goals, budget, facilities and transportation plans and implements plans as approved.
 - 8.2 Involves the Board in the identification of priorities and outcomes. Ensures opportunity for Board input early in the process. Provides for final Board approval.
 - 8.3 Ensure staff actions are aligned with and support the Strategic Plan.
 - 8.4 Reports regularly on results achieved.

9. Organizational Management
 - 9.1 Ensures Division compliance with all legal, Ministerial and Board mandates and timelines.
 - 9.2 Reports to the Minister with respect to matters identified in and required by *The Education Act, 1995* and *The Education Regulations, 2015*.

10. Communications and Community Relations
 - 10.1 Takes appropriate actions to ensure positive internal and external communications are developed and maintained.
 - 10.2 Participate actively in community/northern affairs in order to enhance and support the Division's vision, mission and goals.

POLICY 1. 11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

- 10.3 Facilitates the establishment and effective operation of SCC in accordance with Board policy. Develops means to assess and promotes a high level of parent satisfaction with the services provided and the responsiveness of the Division.
- 10.4 Ensures that records and artifacts of the past, present and future are centrally located and displayed.
- 10.5 Acts as, or designates, the head of the organization for the purposes of the Local Authority Freedom of information and Protection of Privacy (LAFOIP) Act.

11. Leadership Practices

- 11.1 Practices leadership in a manner that is viewed positively and has the support of those with whom the Director works most closely with in carrying out the will of the Board and the requirements of the Ministry of Education.
- 11.2 Develops and maintains positive and effective relations with provincial and regional government departments and agencies.

POLICY 1.11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

APPENDIX A

Director Evaluation Process, Criteria and Timelines

The Evaluation Process:

1. Provides for both accountability and growth, and the strengthening of the relationship between the Board and the Director. The written report will affirm specific accomplishments and will identify growth areas. Some growth goals may address areas of weakness while others will identify areas where greater emphasis is required due to changes in the environment.
2. Provides for an annual written evaluation of the Director's performance.
3. Highlights the key role of the Director as the Chief Education Officer of the Division which is to enhance student achievement and success for all children.
4. Recognizes that the Director is the Chief Executive Officer. The Director is held accountable for work performed by other senior administrators.
5. Emphasizes the need for and requires the use of evidence for evaluation purposes. The Performance Assessment Guide identifies the source of the evidence in advance, while the quality indicators describe expectations in regard to the evidence.
6. Is aligned with and based upon the Director's roles and responsibilities. Board policy is consistent with this evaluation document.
7. Is linked to the Division's goals. The Continuous Improvement Planning Section directly links Director's performance to the continuous improvement planning process which includes the Division's goals.
8. Sets out standards of performance. The quality indicators in the Performance Assessment Guide set out initial standards. When growth goals are identified, additional standards will need to be set to provide clarity of expectations and a means of assessing performance.
9. Is also performance-based assessment system. Such an evaluation focuses on improvement over time. The second and subsequent evaluations take into consideration the previous evaluation, and an assessment of the Director's success in addressing identified growth areas.
10. Uses multiple data sources. Objective data such as audit reports, monitoring reports, and student achievement data are augmented with subjective data provided in surveys.

POLICY 1. 11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

11. Elicits evidence to support subjective assessments. This must be the case when the Board provides feedback regarding Board agendas, committee and Board meetings, etc.

12. Ensures Board feedback is provided regularly. Such as feedback will be timely, provided annually, supported by specific examples and will focus on areas over which the Director has authority.

Evaluation Criteria

The criteria for the first evaluation will be those set out in Appendix B: The Performance Assessment Guide as listed or revises after each evaluations, the criteria will be those defined by the Performance Assessment Guide as listed or revised after each evaluation, plus any growth goals provided by the Board in previous written evaluation report(s). Such growth goals may be areas requiring remediation or actions which must be taken to address trends, issues, or external realities. Leadership practices, will be included in the second and fourth evaluations and/or as mutually agreed. An external consultant will collect data relative to leadership practices by interviewing one half of the principals and all “direct CFO reports”. “Direct CFO reports” are defined to be those individuals who report directly to the Director on the Division’s organizational chart.

Appendix B is the Performance Assessment Guide, which is intended to clarify for the Director, performance expectations help by the corporate Board. This guide is also intended to be used by the Board to evaluate the performance of the Director in regard to each job expectation. The Board will review the indicated evidence and will determine whether, or to what extent, the quality indicators have been achieved.

The Director will maintain an evidence binder which will be provided to the Board approximately one (1) week prior to evaluation day. The purpose of the evidence binder is to provide proof that the quality indicators identified in Appendix B have been achieved. Therefore, evidence will be organized under each quality indicator.

The Board and the Director will be present during the facilitated evaluation session. The Director will be invited to ensure the Board has full information and may choose to enter into discussion to ensure the evidence provided has been understood.

POLICY 1.11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

The Board may request the Director to leave the room when the Board develops the growth goals/areas for emphasis and the conclusion section. The evaluation report will reflect the corporate Board position.

Timelines for Evaluation

Evaluations will be conducted in accordance with this document accord to the following schedule:

<u>EVALUATION BASED ON PERIOD</u>	<u>REPORT DELIVERED TO DIRECTOR</u>
Annually on start date	
First year	
Second year	
Third year	
Fourth year	

POLICY 1.11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

APPENDIX B Performance Assessment Guide

Role Expectations: Student Welfare	Director Evaluation Evidence	Quality Indicators
1.1 Ensures that each student is provided with a safe and caring environment that fosters and maintains respectful behaviors.	<ul style="list-style-type: none"> • Administrative Procedures 	<ul style="list-style-type: none"> • Develops measurements and monitors progress relative to providing a safe and caring environment.
1.2 Ensures that Division facilities adequately accommodate students.	<ul style="list-style-type: none"> • Facilitates Reports 	<ul style="list-style-type: none"> • Provides analysis of incident reports.
1.3 Ensures the safety and welfare of students while participating in school programs or while being transported to or from school programs on transportation provided by the Division.	<ul style="list-style-type: none"> • Student transportation reports 	<ul style="list-style-type: none"> • Implements the requirements of Occupational Health and Safety legislation, including required staff professional development.
1.4 Acts as, or designates, the local attendance officer(s) for the Division.		<ul style="list-style-type: none"> • Complies with legislative requirements to appoint attendance counsellor(s) for the Division.

POLICY 1.11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

<u>Role Expectation:</u> <u>Educational Leadership</u>	<u>Director Evaluation</u> <u>Evidence</u>	<u>Quality Indicators</u>
2.1 Provides leadership in all matters relation to education in the Division.	<ul style="list-style-type: none"> • Student achievement data 	<ul style="list-style-type: none"> • Conducts an analysis of student success and ensures development of action plans to address concerns
2.2 Ensures students in the Division have the opportunity to meet standards of education set by the Minister.	<ul style="list-style-type: none"> • Continuous Improvement Framework Plan 	<ul style="list-style-type: none"> • Identifies trends and issues related to student achievement to inform the setting of yearly priorities and outcomes.
2.3 Implements education policies established by the Minister and the Board.	<ul style="list-style-type: none"> • Continuous Improvement Framework Report 	<ul style="list-style-type: none"> • Meets all timelines with provisions for appropriate Board input relative to the annual review of priorities and outcomes.
	<ul style="list-style-type: none"> • Monitoring reports 	<ul style="list-style-type: none"> • Ensures the Annual Report is published
	<ul style="list-style-type: none"> • Annual report 	<ul style="list-style-type: none"> • Achieves the outcomes of the Interim Plans approved by the Board.
	<ul style="list-style-type: none"> • Enrolment projections 	<ul style="list-style-type: none"> • Provides timely enrolment projection reports.

POLICY 1.11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

Role Expectations: Educational Leadership	Director Evaluation Evidence	Quality Indicators
3.1 Ensure the fiscal management of the Division is in accordance with the terms or conditions of any funding received by the Board.	<ul style="list-style-type: none"> Auditor's report 	<ul style="list-style-type: none"> Ensures accounting practices which are in accordance with the Education Act are being followed, using accounting principles generally accepted for school divisions as prescribed by the Ministry of Education.
3.2 Ensures the Division operated in a fiscally responsible manner, including adherence to recognized accounting procedures.	<ul style="list-style-type: none"> Auditor's Management Letter 	<ul style="list-style-type: none"> Ensures adequate internal financial controls exist and are being followed
3.3 Ensures financial resources are expended in accordance with the annual budget approved by the Board.	<ul style="list-style-type: none"> Monitoring reports 	<ul style="list-style-type: none"> Ensures all collective agreements and contracts are being administered and interpreted so staff and contracted personnel are being paid appropriately and appropriate deductions are being made.
3.4 Ensures that procurement procedures are in place to adequately protect assets, indemnify liabilities and provide for reasonable risk management.	<ul style="list-style-type: none"> Quarterly financial reports 	<ul style="list-style-type: none"> Ensures school-based funds are properly accounted for.
3.5 Ensures insurance coverage is in place to adequately protect assets, indemnify liabilities and provide for reasonable risk management.		<ul style="list-style-type: none"> Informs the Board annually about liabilities.

POLICY 1.11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

		<ul style="list-style-type: none"> • Informs the Board immediately regarding litigation initiated by or against the Board.
		<ul style="list-style-type: none"> • Conducts internal audits of school accounts and takes remedial actions when deemed warranted.
		<ul style="list-style-type: none"> • Ensures limits on emergency expenditures and change orders are followed.
		<ul style="list-style-type: none"> • Ensures insurance coverage reasonably mitigates risk.

POLICY 1. 11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

<u>Role Expectation:</u> <u>Educational Leadership</u>	<u>Director Evaluation</u> <u>Evidence</u>	<u>Quality Indicators</u>
4.1 Ensure processes are followed to mitigate risks to the school division.	<ul style="list-style-type: none"> • Risk management policy 	<ul style="list-style-type: none"> • Follows board policy
4.2 Review risks with the Board and actions taken to address risks in a timely and efficient manner.	<ul style="list-style-type: none"> • Risk Management Policy 	<ul style="list-style-type: none"> • Integrates risk management into development of strategic, business and operational plans and operational decisions.
4.3 Inform the Board of any and all emergent issues and risks..	<ul style="list-style-type: none"> • Risk Management update reported at meetings by CFO and Director 	<ul style="list-style-type: none"> • Ensures effective risk identification, assessment, management and monitoring processes are followed in division.

POLICY 1. 11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

Role Expectation: Personnel Management	Director Evaluation Evidence	Quality Indicators
5.1 Has overall authority and responsibility for all personnel-related issues except the development of bargaining and those personnel matters precluded by legislation, collective agreements or Board policy.	<ul style="list-style-type: none"> • Director’s reports • Orientation • Professional development • Leadership development • Recognition 	<ul style="list-style-type: none"> • Develops and effectively implements high-quality recruitment, orientation, staff development, supervisory and evaluation processes.
5.2 Monitors and improves the performance of all staff.	<ul style="list-style-type: none"> • Organizational chart 	<ul style="list-style-type: none"> • Follows Board personnel policies.
5.3 Ensures sound personnel management practices are in place to recruit, retain, advance and manage personnel in accordance with legislation or Board policy.	<ul style="list-style-type: none"> • Job descriptions 	<ul style="list-style-type: none"> • Models a commitment to personal and professional growth.
	<ul style="list-style-type: none"> • Administrative procedures 	<ul style="list-style-type: none"> • Fosters high standards of instruction and professional improvement.
	<ul style="list-style-type: none"> • Director’s communication on potential litigation 	<ul style="list-style-type: none"> • Provides for training of administrators and the development of leadership capacity within the Division
	<ul style="list-style-type: none"> • Appointment updates 	<ul style="list-style-type: none"> • Models high ethical standards of conduct

POLICY 1.11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

Role Expectation: Policy/Procedures	Director Evaluation Evidence	Quality Indicators
6.1 Provides leadership in the planning, development, implementation and evaluation of Board policies and administrative procedures.	<ul style="list-style-type: none"> • Policies on website 	<ul style="list-style-type: none"> • Appropriately involves individuals and groups in the policy development process.
6.2 Supervises and keeps Board Policy and Administrative Procedures up to date.	<ul style="list-style-type: none"> • Policy revisions 	<ul style="list-style-type: none"> • Ensures policy and administrative procedure adherence
6.3 Implements Board policy with integrity.	<ul style="list-style-type: none"> • Updates on administrative procedures 	<ul style="list-style-type: none"> • Ensures timeliness of policy revision.
	<ul style="list-style-type: none"> • Monitoring reports 	<ul style="list-style-type: none"> • Takes leadership in bringing policies to the Board for review.
		<ul style="list-style-type: none"> • Demonstrates a knowledge of and respect for the role of the Board in policy processes.

POLICY 1.11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

Role Expectations: Director/Board Relations	Director Evaluation Evidence	Quality Indicators
7.1 Establishes and maintains positive professional working relations with the Board.	<ul style="list-style-type: none"> Engagement in Board meetings 	<ul style="list-style-type: none"> Prepares and distributes Board agendas to Trustees in sufficient time to allow for appropriate Trustee preparation for the meeting.
7.2 Honors and facilitates the implementation of the Board's roles and responsibilities as defined in Board policy.	<ul style="list-style-type: none"> Oral Reports 	<ul style="list-style-type: none"> Keeps the Board informed about Division operations.
7.3 Keeps the Board informed through the provision of required accountability reports.	<ul style="list-style-type: none"> Board agendas 	<ul style="list-style-type: none"> Provides the Board with balanced, sufficient, concise information and clear recommendations when requested.
7.4 Provides the information which the Board requires to perform its role.	<ul style="list-style-type: none"> Board meetings 	<ul style="list-style-type: none"> Interacts with the Board in an open, honest, proactive and professional manner.
	<ul style="list-style-type: none"> Listing of issues and background information 	<ul style="list-style-type: none"> Provides support to the Board re: advocacy efforts on behalf of the Division.
	<ul style="list-style-type: none"> Director's communications with the Board 	<ul style="list-style-type: none"> Ensures high-quality management services are provided to the Board.
	<ul style="list-style-type: none"> Director's emails and phone calls to Trustees 	<ul style="list-style-type: none"> Provides the Board with correspondence directed to the Board or Trustees.

POLICY 1. 11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

Role Expectations: Continuous Improvement Planning and Reporting	Director Evaluation Evidence	Quality Indicators
8.1 Leads the Continuous Improvement Planning process including the development of Division goals, budget and transportation plans as approved.	<ul style="list-style-type: none"> Level 1 & Level 2 ESSP plan development, monitoring & reporting 	<ul style="list-style-type: none"> Develops budget and priorities and key results according to a timeline which ensures the Board's ability to provide direction and revise priorities.
8.2 Involves the Board appropriately (Board identification of priorities and outcomes, opportunity for Board input early in the process, final Board approval.)	<ul style="list-style-type: none"> Continuous Improvement Framework Plan 	<ul style="list-style-type: none"> Develops short and long-range plans to meet the needs of the Division and provide for continuous improvement.
8.3 Reports regularly on results achieved.	<ul style="list-style-type: none"> Annual Report 	<ul style="list-style-type: none"> Completion of annual report
	<ul style="list-style-type: none"> Monitoring reports 	<ul style="list-style-type: none"> Ensures facility project budgets and construction schedules are followed or timely variance reports are provided to the Board.
	<ul style="list-style-type: none"> Transportation reports 	<ul style="list-style-type: none"> Ensures transportation services are provided with due consideration for efficiency, safety and length or ride.
	<ul style="list-style-type: none"> Facilities reports 	<ul style="list-style-type: none"> Provides monitoring reports as directed by the Board.

POLICY 1.11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

Role Expectations: Organizational Management	Director Evaluation Evidence	Quality Indicators
9.1 Ensures Division compliance with all legal, Ministerial and Board mandates and timelines.	<ul style="list-style-type: none"> Organizational charts 	<ul style="list-style-type: none"> Ensures Division compliance with all Ministry of Education and Board mandates (timelines and quality).
9.2 Reports to the Minister with respect to matters identified in and required by the Education Act.	<ul style="list-style-type: none"> Technology plan 	<ul style="list-style-type: none"> Ensures use of technology is efficient and effective.
	<ul style="list-style-type: none"> Emergency plan 	<ul style="list-style-type: none"> Ensure that appropriate procedures are in place for the management of critical events and emergencies.
	<ul style="list-style-type: none"> Monitoring reports 	<ul style="list-style-type: none"> Effectively manages time and resources

POLICY 1.11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

Role Expectation: Communications and Community Relations	Director Evaluation Evidence	Quality Indicators
10.1 Takes appropriate actions to ensure positive internal and external communications are developed and maintained.	<ul style="list-style-type: none"> • Community engagement plan 	<ul style="list-style-type: none"> • Represents the Division in a positive, professional manner.
10.2 Develops means to assess and promote a high level of parent satisfaction with the services provided and the responsiveness of the Division.	<ul style="list-style-type: none"> • Website 	<ul style="list-style-type: none"> • Manages conflict effectively.
10.3 Represents the Division positively to the public.	<ul style="list-style-type: none"> • Division publications 	<ul style="list-style-type: none"> • Ensures information is disseminated to inform appropriate publics.
10.4 Ensures that records and artifacts of the past, present and future are centrally located and displayed.		<ul style="list-style-type: none"> • Works cooperatively with the media to represent the Board's view/positions.
10.5 Acts as the Head of the organization for the purposes of the Local Authority Freedom of Information and Protection of Privacy (LAFOIP) Act.		

POLICY 1.11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

Role Expectations: Leadership Practices	Director Evaluations Evidence	Quality Indicators
11.1 Practices leadership in a manner that is viewed positively and has the support of those with whom the Director works most closely with in carrying out the will of the Board and the requirements of the Ministry of Education.	<ul style="list-style-type: none"> • Report of interviews with administrators 	<ul style="list-style-type: none"> • Provides clear direction.
11.2 Develops and maintains positive and effective relations with provincial and regional government.	<ul style="list-style-type: none"> • Report of interviews with Director’s “direct reports” 	<ul style="list-style-type: none"> • Provides effective educational leadership.
		<ul style="list-style-type: none"> • Establishes and maintains positive, professional working relationships with staff.
		<ul style="list-style-type: none"> • Unites people toward common goals.
		<ul style="list-style-type: none"> • Demonstrates a high commitment to the needs of students.
		<ul style="list-style-type: none"> • Has a well-established value system based on integrity.
		<ul style="list-style-type: none"> • Empowers others.
		<ul style="list-style-type: none"> • Effectively solves problems.

POLICY 1.11 DIRECTOR/CEO ROLES AND RESPONSIBILITIES

POLICY TYPE: BOARD GOVERNANCE

APPENDIX C

Leadership Guide Director Leadership Practices

1. What evidence can you cite to support or refute the following:
 - a.) The Director provides clear direction?
 - b.) The Director provides effective educational leadership?
 - c.) The Director establishes and maintains positive, professional working relationships with staff?
 - d.) The Director unites people toward common goals?
 - e.) The Director demonstrates a high commitment to the needs of students?
 - f.) The Director has a well-established value system based on integrity?
 - g.) The Director empowers others?
 - h.) The Director effectively solves problems?
2. What does the Director do, if anything, that helps you do your job?
3. What does the Director do, if anything, that makes doing your job more difficult?
4. Other comment(s)?

POLICY 1.12 RECRUITMENT AND SELECTION OF PERSONNEL

POLICY TYPE: BOARD GOVERNANCE

Policy 1.12 Recruitment and Selection of Personnel

The Board believes that the recruitment and selection of Division personnel is shared responsibility between the Board and the Director.

The Board further believes strong central leadership and administration at the Division level is essential to the effective and efficient operation of the school system.

Specifically

1. The Board has the sole authority to recruit and select an individual for the position of the Director.
2. The Board, in the case of the Director, or the Director of designate, in all other instances, will assume the sole responsibility for initiating the advertising process and will make every reasonable effort to ensure that all current Division employees are made aware of staff vacancies.
3. The following process will be followed in selecting a Secretary-Treasurer /CFO:
 - 3.1 The Board and the Director shall constitute the selection committee.
 - 3.2 The selection committee shall be responsible for the creation of a short list of candidates and a selection process for these positions.
 - 3.3 The selection committee will attempt to achieve consensus. In the event this is not possible, the successful candidate must be supported by a majority of the Trustees in attendance and the Director. The Director must be one of the votes in the majority.
 - 3.4 This position shall have a role description and the person occupying the position shall have a written continuous contract of employment.
4. The following process will be followed by other Supervisor positions.
 - 4.1 The Board Chair or Vice-Chair and one (1) other Trustee, the Director and a Director's designate shall constitute the selection committee.
 - 4.2 The selection committee shall be responsible for the creation of a short list of candidates and a selection process for these positions.
 - 4.3 The selection committee will attempt to achieve consensus. In the event this is not possible, the successful candidate must be supported by a majority of the Trustees in attendance and the Director. The Director must be one of the votes in the majority.
 - 4.4 These positions shall have a roll description and the person occupying the position shall have a written continuous contract of employment.
5. The Director is delegated full authority to recruit and select staff for all Division Office positions other than those outlined.

POLICY 1.12 RECRUITMENT AND SELECTION OF PERSONNEL

POLICY TYPE: BOARD GOVERNANCE

6. The following process will be followed for Principal positions:
 - 6.1 A Trustee and the Director shall constitute the selection committee.
 - 6.2 The Director shall be responsible for the creation of a short list of candidates and a selection process for these positions.
 - 6.3 The selection committee will attempt to achieve consensus.
 - 6.4 These positions shall have a role description and the person occupying the position shall have a written continuous contract of employment.
7. The Director is delegated full authority to recruit and select staff for all school-based positions, including that of Vice Principal. (The designated committee member will be notified prior to hiring)
8. All vacant positions must be advertised and filled through an open competition.
9. In the event of an unexpected or short-term vacancy, the Director may appoint an “Acting Principal” or “Acting Vice-Principal” without going through a formal selection process. The position, if still vacant, must be advertised prior to the commencement of the subsequent school year.
10. All offers of employment shall be conditional on the successful applicant providing the Director or designate may require documentation certifying that the candidate is medically fit for the position.

POLICY 1.13 STUDENT TRANSPORTATION

POLICY TYPE: BOARD GOVERNANCE

Policy 1.13 Student Transportation

The Division provides transportation for students requiring access to school in accordance with Education Act, the Highway Traffic Act, and the Vehicle Administration Act. In addition, provisions are made for special use of buses to enable students to participate in education and education-related activities.

Specifically

1. Safety shall be the over-riding consideration in transporting students.
2. The Board shall provide transportation only within the designated area for their school.
3. The Board does not provide transportation to students who reside outside of transportation boundaries unless approved in collaboration with the Chief Financial Office (CFO) and the school Director.
4. The Board will determine by motion the attendee areas and transportation boundaries for each school.
5. The Board will retain authority for hearing transportation appeals.
6. The Board will review and approve new transportation initiatives as they arise.

POLICY 1.14 SCHOOL COMMUNITY COUNCILS

POLICY TYPE: BOARD GOVERNANCE

Policy 1.14 School Community Councils

The function of SCCs is, through an advisory and practical manner, to assist the administration of the school and the Board in delivering educational and extra-curricular programs; to develop shared responsibility for the learning success and well-being of all children and youth; and to encourage and facilitate parent, community and youth engagement in school planning and improvement processes. The SCC provides the school and division with a critical link to facilitate understanding of the community.

1. SCC
 - 1.1 The Board shall establish a SCC for each school in its Division.
 - 1.2 The Board will establish a yearly grant to support the operation of SCCs, and may budget for additional funding for SCC initiatives.
 - 1.3 SCCs constitution revisions must be approved by the Board.
 - 1.4 The Director or designate will be the senior administrative employee responsible for SCCs. The Board will receive a monitoring report related to SCC activities and effectiveness in June annually and will arrange for one meeting a year with SCC.
 - 1.5 The Board shall review the duties of SCCs annually.
 - 1.6 The Principal is a permanent member of the SCC.

2. School Community Council Professional Development and Self-Assessment
 - 2.1 A yearly professional development opportunity for SCCs shall be provided in May.
 - 2.2 From time to time, the Board may host additional training or networking opportunities for SCCs.
 - 2.3 SCCs are expected to engage in an ongoing process of self-assessment in order to ensure their effectiveness.

POLICY 1.15 APPEALS AND HEARINGS REGARDING STUDENTS MATTERS

POLICY TYPE: BOARD GOVERNANCE

Policy 1.15 Appeals and Hearings Regarding Student Matters

The Board recognizes the rights of a student with intensive needs or the parents/guardians of that student to request a review of a decision related to designation, placement and program in accordance with provisions outline in The Education Act, 1995, and The Education Regulations, 2019, 50.1. In the event of a request to review student placement and programs, administration is required to follow Administrative Applications.

Student Matters Aside from Suspensions and Expulsions.

The Board will hear appeals on the following administrative decisions that significantly affect the education of a student. The principles of natural justice shall apply to the entire appeal process.

1. Prior to a decisions being appealed to the Board, it must be appealed to the Director.
2. Parents/guardians of students, and students 18 years of age or over, have the right to appeal to the Board a decision of the Director. The Director must advise parents/guardians and students of this right of appeal.
3. The appeal to the Board must be made within five (5) days from the date that the individual was informed of the Director's decision. The appeal must be filed in writing and must contain the name of the party filling the appeal, the date, the matter at hand, and the reason for the appeal.
4. Parents/guardians, or students as above, when appealing a decision to the Board, have the right to be assisted by a resource person(s) of their choosing. The responsibility for engaging and paying for such assistance rests with the parents/guardians or students.
5. The hearing of the appeal must be scheduled so as to ensure that the person making the appeal and the Director, or designate, whose decision is being appealed, has sufficient notice and time to prepare for the presentation.
6. The appeal will be heard in Closed session, with specified individuals in attendance.
7. The appeal hearing will be conducted in accordance with the following guidelines:
 - 7.1 The Board Chair will outline the purpose of the hearing.
 - 7.1.1 An opportunity for the parties to make representation in support of their respective positions to the Board. This information may include expert medical, psychological and educational data and may be presented by witnesses;
 - 7.1.2 The Board with the means to receive information and to review the facts of the dispute;
 - 7.1.3 A process through which the Board can reach a fair and impartial decision.

POLICY 1.15 APPEALS AND HEARINGS REGARDING STUDENTS MATTERS

POLICY TYPE: BOARD GOVERNANCE

- 7.2 Notes of proceedings will be recorded for the purpose of the Board's records.
- 7.3 The Director and/or staff will explain the decision and give reasons for the decision.
- 7.4 The appellant will present the appeal and the reasons for the appeal and will have an opportunity to respond to information provided by the Director and/or staff.
- 7.5 The Director and/or staff will have an opportunity to respond to information presented by the appellant.
- 7.6 Trustees will have the opportunity to ask questions or clarification from both parties.
- 7.7 No cross-examination of the parties shall be allowed unless the Board Chair deems it advisable under the circumstances.
- 7.8 The Board will meet without the respective parties to the appeal in attendance to arrive at a decision regarding the appeal. The recording secretary will remain in attendance. The Board may have legal counsel in attendance.
- 7.9 If the Board requires additional information or clarification in order to make its decision, both parties to the appeal will be requested to return to the hearing for the required additional information.
- 7.10 The Board decision and the rationale for that decision will be communicated to the appellant by telephone and by double-registered letter within three days of the hearing. Suspension, Expulsion, and/or Violence Threat Risk Assessment (VTRA) of a student. The Board makes provisions under which disciplinary actions to ensure expeditious investigation and treatment of problems.

Specifically,

1. Where the Director or designate confirms or modifies a student suspension, the Direction shall forthwith report such suspensions to the Board in writing.
2. The Board may investigate the circumstances of the suspension submitted to it and, where it does investigate, it shall conclude the investigation before the end of the period of suspension ordered.
3. Where the Director recommends an extension of the suspension beyond ten (10) days, the Director will refer the matter to the Board.
4. The Board shall:
 - 4.1 Investigate the suspension
 - 4.2 Be authorized to suspend a student for up to one (1) year;
 - 4.3 Give notice of every investigation to the student and their parent or guardian;
 - 4.4 Provide an opportunity for the student and their parent or guardian to appear and make representations before the Board.
5. Where the Board makes a decision to expel a student, that decision shall be made before the expiration of the suspension.

POLICY 1.15 APPEALS AND HEARINGS REGARDING STUDENTS MATTERS

POLICY TYPE: BOARD GOVERNANCE

6. Further to Section 4, the Board, where it deems necessary, may by resolution expel a student from any or all of the schools in the Division for a period greater than one (1) year provided the decision is based on an investigation into the circumstances of the expulsion conducted by the Board and approved by a majority vote.
7. On the request of either the student or their parent(s)/guardian(s) pursuant to Section 4, at the expiration of one (1) year, the Board will review and reconsider the expulsion of the student; the Board may:
 - 7.1 Rescind the expulsion of the student;
 - 7.2 Admit the student to a school on those terms and conditions that the Board considers appropriate.
8. Throughout the above steps, the Director and designates shall be cognizant of the rights of the student and parent/guardian as provided for in legislation.
9. Where the Director or designate, in collaborative planning among the partners, and as a result of a violence risk threat assessment, deems that a student's safety of others is compromised may recommend an alternative placement. The purpose is to reduce violence and prevent a traumatic event. The Director shall forthwith report such decisions to the Board in writing.

POLICY 1.16 RESPECT FOR HUMAN DIVERSITY

POLICY TYPE: BOARD GOVERNANCE

Policy 1.16 Respect for Human Diversity

Respect for Human Diversity Background

Human Diversity includes all the ways in which human beings are both similar and different. Respect for diversity means accepting, and respecting differences in people and their unique circumstances. Diversity includes, but is not limited to, religion, creed, marital status, sex, sexual orientation, disability, age, color, ancestry, nationality, place of origin, race or perceived race, receipt of public assistance, and gender identity. Our understanding of diversity is constantly evolving and an attitude of inclusion should be kept in mind when applying this policy.

Ile-a-la Crosse School Division subscribes to the fundamental principle that all persons are equal in dignity and rights. Acts of discrimination based on these or other differences protected by law shall not be tolerated in Ile-a-la Crosse School Division operated schools, Ile-a-la Crosse School Division sponsored events, learning environments (including extracurricular and co-curricular environments) or workplaces. The development and implementation of policies, procedures, practices, and programs shall reflect and promote everyone's right to equal concern and respect, and provide an environment which promotes and fosters growth, harmony, accessibility, and equality of opportunity for all stakeholders. Stakeholders include SCCs, students and their families, staff and Trustees. As far as possible, stakeholders will encourage community partners and other visitors to adhere to this policy.

Policy

1. Guiding Principles Ile-a-la Crosse School Division recognizes that the underlying principle of human rights is the recognition of the individual worth and inherent dignity of all members of the human family. The objective of this policy is to ensure that every person is free and equal in dignity and rights and to discourage and eliminate discrimination. The Division is committed to the following guiding principles toward ensuring safe, respectful and inclusive school and work environments.
 - a. Communications: Policy and procedure expectations related to human diversity, individual rights, social justice, bullying, harassment, and discrimination are clearly and regularly communicated to all stakeholders.
 - b. Shared Responsibility: All stakeholders are knowledgeable about the issues surrounding human diversity and are prepared to respond appropriately to questions and incidents.
 - c. Positive Relationships: All stakeholders are encouraged to develop positive relationships by respecting the right of all individuals to have their own beliefs, provided their actions do not harm or violate the rights of individuals who may not share those beliefs.
 - d. Ongoing Monitoring and Improvement: All policies, procedures, practices, and programs related to human diversity are monitored and improved to ensure best practices and compliance.

POLICY 1.16 RESPECT FOR HUMAN DIVERSITY

POLICY TYPE: BOARD GOVERNANCE

2. Roles and Responsibilities All Ile-a-la Crosse School Division Stakeholders are responsible for:
 - a. Modelling respect for Human Diversity.
 - b. Understanding that equity and inclusive principles apply to everyone
 - c. Using inclusive and respectful language and approaches in all interactions
 - d. Taking reasonable steps to modify, in respectful ways, behaviors that are inconsistent with equity and inclusive practises. This applies to one's own behaviors and those observed in others
 - e. Reporting matters of harassment and discrimination in compliance with Ile-a-la Crosse School Division policy and procedures

3. Education, Training, and Professional Development
 - a. The Division will strive to ensure that education, training and professional development is provided for employees to develop awareness, knowledge, skills, and attitudes necessary to support employees and students on issues regarding human diversity.
 - b. The Division will consult with other agencies, associations, and community groups that offer consultation or assistance in strengthening the Division's approach to human diversity and access to educational services.
 - c. The Division will strive to provide developmentally appropriate materials, resources and main activities that represent diversity, values, backgrounds and experiences for all.
 - d. The Division will support stakeholders on issues of human diversity and work with them to help empower them to treat each other with dignity and acceptance.

4. Dealing with Discrimination and Harassment
 - a. Discrimination and harassment, or any expression thereof will not be tolerated and any incident of discrimination or harassment will be dealt with according to processes outlined in applicable policies and procedure.

