



GOVERNANCE POLICIES

Section	Number
GP	3.0

GOVERNANCE PROCESS

Policy Title: **ROLE OF THE BOARD**

Policy:

The role of the Board is to serve as Trustees for the Catholic Community and ensure that the organization known as The Northwest Catholic District School Board addresses, appropriately, the expectations of its stakeholders within the legal and financial parameters set by the province and the Ontario Conference of Catholic Bishops with respect to Catholic education, religious programs and faith formation.

Consequently the Board will:

1. Govern rather than manage the operations of the organization by establishing policies that express and interpret the community's vision and values for Catholic education.
2. Make decisions as a corporate body.
3. Direct and monitor the organization through written policies which, at the broadest levels address:
 - a) **Expected Outcomes** (Ends) Organizational impacts, benefits, recipients, and their relative worth (what good, for which people and needs, at what cost).
 - b) **Governance Process** – (Means) Description of how the Board conceives, carries out and monitors its own task.
 - c) **Board-Director Relationship:** Director of Education's role, authority, responsibility, and how authority and responsibility are delegated and monitored.
 - d) **Executive Limitations:** Parameters, constraints, and boundaries, which describe the acceptable area of executive activity and decision making.
4. Ensure the organization performs as described in all Board policies.
5. Ensure the organization is linked to the Ministry of Education and to the Catholic Community through organizations such as the Ontario Conference of Catholic Bishops, the Ontario Catholic School Trustees' Association, the Institute for Catholic Education and others deemed appropriate by the Board.

6. Develop and Maintain Governance Policies and Organizational Structures that:
 - a) Promote student achievement and well being.
 - b) Ensure effective stewardship of the Board's Fiscal resources in a manner that upholds public confidence.
 - c) Delivers effective and appropriate education programs to its pupils.
 - d) Develop a multi-year strategic plan aimed at achieving these previously stated goals.
 - e) Bring the strategic plan to the attention of supporters and employees of the Board and report about progress in implementing the plan through the Director's Annual Report.
 - f) Monitor and evaluate the performance of the Board's effectiveness and performance.

7. The role of the Board is to:
 - a) Act in accordance with the Education Act, Regulations, and other statutory requirements to ensure the implementation of provincial and education standards and policies.
 - b) Perform The Northwest Catholic District School Board responsibilities in a manner that assists the Board in fulfilling its duties as required by Provincial Legislation and Board Policy.
 - c) Provide advice to the Ministry of Education and the provincial Trustee association (OCSTA-Ontario Catholic School Trustees Association) regarding local and regional implications of new and existing policy recommendations.
 - d) Annually approve the Budget within the provincial grants and regulations.
 - e) Annually approve all plans and other planning documents that will drive budget decisions.
 - f) Annually review the Strategic Plan with the Director of Education.
 - g) Monitor progress toward the improvement of student achievement, closing the gap and overall student well-being.
 - h) Approve the School Year Calendar.
 - i) Name school facilities.
 - j) Approve tender selection of majoring building construction and modernization.
 - k) Approve disposition of land and buildings.
 - l) Approve education development charges.
 - m) Select the Director of Education.
 - n) Evaluate the performance of the Director of Education in meeting the duties under the Act, Policy, Guidelines or Regulations including the Strategic Plan, Director's Annual Report and other duties as assigned.
 - o) Review the Compensation of the Director of Education.
 - p) Have an Audit Committee in place to ensure that the Board is compliant with the Provincial Audit Regulations and that the Board has in place appropriate accountability processes.
 - q) Ratify Memoranda of Agreements with all bargaining units and non-union groups.
 - r) Review the Board Communications Plan to ensure that the school board is communicating with the community and regional partners.
 - s) Create a venue to recognize students and staff achievements.

The Role of the First Nations Trustee

Section 188(5) of the Education Act allows for a regulation to provide First Nations representation on School Boards. Regulation 462/97 "First Nations Representations on Boards" sets out the conditions governing appointment.

The First Nations Trustee:

- a) Represents the interests of the First Nations Students.
- b) Is deemed to be elected as a member of the Board.
- c) Has all rights and responsibilities of the position.
- d) Has the role to help create Vision and set Strategic Direction.
- e) Has the position to ensure First Nations culture is part of that Strategic Direction and includes the interests of First Nations.

The First Nations Trustee is responsible for:

- a) Ensuring First Nation partners are fulfilling their obligations.
- b) Ensuring a high quality of education, academic and cultural, for First Nations students.
- c) Ensuring that First Nations students are free from any expression of racism or harassment.
- d) Encouraging parental involvement of the First Nations communities, in their students' education and involve Elders in the life of the schools.

The First Nations Trustee is a member of the First Nations, Metis and Inuit Advisory Council.

The Corporate Role of Individual Trustees

The Trustee shall:

- a) Become familiar with The Northwest Catholic District School Board policies, meeting agendas and reports in order to participate effectively in Board business.
- b) Attend and participate in meetings of the Board, including meetings of the Board's committees of which he or she is a member. Refer queries or issues and problems not covered by Board policy to the Board for corporate discussion, decision or delegation.
- c) Refer queries, issues or problems raised by a parent or community member back to the source and inform the Director of Education or designate immediately. The Director will then speak with the school Superintendent and school staff through the Principal to ensure the raised issue is addressed at the school level. Board members support the belief that the most efficient way to run an organization is to deal with issues or concerns as close as possible to the place of origin. The Director of Education should be the first line of communication for the Trustee, and the Director of Education will direct the staff.

- d) Provide information about a community's history, traditions and experiences when such information will be helpful for the context for decision-making by the Director of Education or the Board.
- e) Participate in and contribute to the decisions of the Board in order to provide the best solutions possible for the education of students in The Northwest Catholic District School Board.
- f) Strive to develop a positive learning and working culture within the Board.
- g) Bring to the attention of the Board any issues that may affect The Northwest Catholic District School Board, and interpret the needs of the community to the Board.
- h) Support decisions of the Board and work diligently to ensure that the decisions or policies are implemented and monitored.
- i) Uphold the implementation of any Board resolution after it is passed by the Board.
- j) Exercise authority within defined limits when delegated such responsibility.
- k) Participate in Board and Trustee Professional Development so that the quality of leadership and service in The Northwest Catholic District School Board will be enhanced.
- l) Comply with the Board's Members Code of Conduct.

The Catholic Role of Individual Trustees

The Catholic Trustee, as an advocate, guardian and steward of Catholic education, will exercise the distinctive nature of his/her Catholic Trusteeship in the following ways:

- a) Witnessing to the faith.
- b) Understanding the purpose, history and distinctive contribution of Catholic Education in Ontario.
- c) Promoting, protecting and advocating for Catholic education.
- d) Articulating The Northwest Catholic District School Board's Catholic mission and vision.
- e) Providing governance and policies inspired by the values and traditions of the Catholic faith and the principles of democratic and accountable governance.
- f) Shall be an authentic and effective Catholic leader by appointing, holding accountable and supporting the Director of Education.
- g) Ensuring that administrative structures, operational procedures and employment practices reflect the Board's mission and vision.
- h) Providing Christian stewardship of human and financial resources.
- i) Establishing authentic religious education programming and faith formation activities for students.

- j) Establishing a climate supportive of our Catholic faith community.
- k) Supporting the implementation and realization of The Northwest Catholic District School Board’s mission and vision.
- l) Building significant partnerships within and beyond the Catholic faith community in support of Catholic education.
- m) Ensuring that local Provincial and Federal Politicians understand the local issues and needs in Catholic schools, and to provide, promote and protect Catholic education in Ontario.

Other References:

Catholic Trustees: Advocates, Guardians and Stewards of Catholic Education. Ontario Catholic School Trustees’ Association

<u>Cross Reference</u>		<u>Date Approved</u> March 22, 2003	<u>Legal/Ministry of Education Reference</u>
Section	Number		<i>Education Act S. 209 Trustee Declaration</i>
BSR	3.0	<u>Date of Last Review</u> March 24, 2020	<i>The Road Ahead: A Report on the Role of School Boards and Trustees. The Education Improvement Commission. 1997.</i>
GP	4.0		<i>Bill 177 – Student Achievement and School Board Governance Act, 2009</i>
Compliant Chart			<i>Education Act 188 (5)</i>
			<i>Ont. Reg. 462/97 First Nation Trustee</i>
AP	A-03		<i>Education Act 218 1, 2</i>
			<i>Good Governance: A Guide for Trustees, School Boards, Directors of Education and Communities</i>

Appendix 1

Role of the Trustee

The role of the Trustee is to contribute to The Northwest Catholic District School Board as it carries out its mandate to achieve its mission and goals related to student success, the Christian formation of youth and the development of a Catholic learning environment. The oath of office taken by each Trustee when he or she assumes office binds that person to work diligently and faithfully in the cause of Catholic education.

In addition the Catholic Trustee must also fulfill an additional mandate. As a representative of the Catholic community, each Trustee must ensure that the mission of Catholic education, as part of the broader mission of the Church, is fulfilled. Because of this unique and distinctive mission, Catholic School Trustees honour a set of additional expectations that have been set for them by their Church and by the Catholic community.

The *Education Act* gives no individual authority to Trustees. As members of the corporate Board, Trustees are accountable to the public for the collective decisions of the Board and for the delivery and quality of educational services. A Trustee must serve the community as an elected representative, but the Trustee's primary task is to act as a member of a corporate Board.

The decisions 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 by means of written policy or resolution 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 district.

Trustees bring a range of skills, experience, knowledge, values, beliefs and opinions to their role. Their background does not necessarily include teaching, administration, or any other aspect of education. Their diversity ensures that Board processes are truly democratic and contributes to good decision-making. This diversity also helps Trustees provide a balance between the interests of a broader community and the interests of those involved in the delivery of education.

Trustees are responsible for staying informed about developments in education. Trustees have a responsibility to learn about the school system and the many issues that face publicly funded Catholic education.

Trustees serve large constituencies and fulfilling the representational role is challenging. A democratic system entitles everyone to a voice but does not ensure that everyone will always be content with decisions that are made by the Board. Effective communication is critically important. Regular two-way communication will enhance a Trustee's ability to represent constituents and help to build understanding and consensus in the community.

Appendix 2

GOVERNANCE / MANAGEMENT CHECKLIST (BILL 177)

GOVERNANCE	MANAGEMENT
----- Board of Trustees -----	
Role of Board of Trustees <ul style="list-style-type: none"> ○ s. 169.1 ○ s. 218.1 	Role of Director / Secretary <ul style="list-style-type: none"> ○ manage delivery of day-to-day operations ○ communicate on behalf of the Board
Establish By-laws	Role of Director / Secretary <ul style="list-style-type: none"> ○ draft By-laws ○ provide assistance as required
Establish Code of Conduct (optional) (s. 218.2) <ul style="list-style-type: none"> ○ monitor and enforce (s. 218.3) 	Draft Code of Conduct
Role of Chair (s. 218.4)	Role of Secretary <ul style="list-style-type: none"> ○ refer to other governance legislation and resources (eg. Robert's Rules)
Conform to legislation and Ministry requirements	Conform to Legislative and Ministry requirements, and report where Board does not comply

GOVERNANCE	MANAGEMENT
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----- Students -----	
Establish Policies	<ul style="list-style-type: none"> ○ Draft Policies for the Board and Procedures for operations
Statutory Decision-making <ul style="list-style-type: none"> ○ act as Discipline Committee for suspensions appeals & expulsions ○ appeals of S.E.A.B. ○ appeals of s. 265(1)(m) exclusions 	<ul style="list-style-type: none"> ○ Implement policies ○ Develop and implement General Administrative Procedures (G.A.P.) ○ Attendance ○ Curriculum ○ Discipline
	<ul style="list-style-type: none"> ○ Special Education
	<ul style="list-style-type: none"> ○ Transportation

----- Human Resources -----	
Establish Policies	<ul style="list-style-type: none"> ○ Draft Policies for the Board and draft G.A.P. ○ Implement Policies ○ Develop & implement G.A.P. ○ Recruitment ○ Hiring ○ Evaluation ○ Discipline ○ Promotion
Statutory Decision-Making <ul style="list-style-type: none"> ○ Termination of S.O.s, P.s, V.P.s, Teachers 	Recommendations re: termination of S.O.s, P.s, V.P.s, Teachers

GOVERNANCE	MANAGEMENT
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----- Capital -----	
<ul style="list-style-type: none">○ Approve Capital Plan○ Approve School Names & Construction	<ul style="list-style-type: none">○ Prepare Capital Plan○ Prepare & Recommend as necessary○ Tender Process & Recommendations

----- Procurement -----	
<ul style="list-style-type: none">○ Establish Policies	<ul style="list-style-type: none">○ Draft Policies for the Board and G.A.P.○ Implement Policies○ Develop & Implement G.A.P.
	<ul style="list-style-type: none">○ Prepare & Implement RFTs and Contracts