



NORTH EAST SCHOOL DIVISION

BOARD GOVERNANCE POLICIES

- FOUNDATIONS AND DIRECTION
- GOVERNANCE AND MANAGEMENT
- LIMITATIONS ON OPERATIONS

JANUARY 2006
LAST REVISED JANUARY 2014



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POLICY TYPE: FOUNDATIONS AND DIRECTION

POLICY TITLE: 1.1 Mandates

Through *The Education Act, 1995* the Minister of Learning has vested in the Board of Education the power and authority to govern the school division. Accordingly, the mandate of the Board is to provide the students of the school division learning opportunities delivered within the context of the board's vision, mission and guiding principles.

BOARD ADOPTED: JANUARY 2006



POLICY TYPE: FOUNDATIONS AND DIRECTION

POLICY TITLE: 1.2 Vision

Our vision is *education in a culture of excellence.*

BOARD ADOPTED: JANUARY 2006
BOARD REVISED: MAY 11, 2010



POLICY TYPE: FOUNDATIONS AND DIRECTION

POLICY TITLE: 1.3 Mission

Our mission is *to ensure every student has the opportunity to succeed.*

BOARD ADOPTED: JANUARY 2006



POLICY TYPE: FOUNDATIONS AND DIRECTION

POLICY TITLE: 1.4 Guiding Principles

Success in the North East School Division is achieved through shared values:

Commitment to Be Your Best

We are committed to the pursuit of excellence and the achievement of one's personal best.

Responsible

We are committed to individual and organizational accountability.

Inclusive

We are committed to a culture of mutual respect which is responsive to the diversity among people.

Cooperative

We are committed to collaborative relationships fostered by open communications.

Ethical

We are committed to conducting ourselves with integrity and compassion.

BOARD ADOPTED: JANUARY 2006
BOARD REVISED: MAY 14, 2013



POLICY TYPE: FOUNDATIONS AND DIRECTION

POLICY TITLE: 1.5 System Goals

1. Our students are provided high quality curriculum, instruction, and assessment responsive to individual needs.
 2. Our school division and its schools report continuous improvement, using research based practices and data informed evidence.
 3. Our students and staff are accommodated to support their learning in the 21st century.
 4. Our school division maintains a positive “North East” culture through the respectful engagement of our primary stakeholders to support the goals of the education system.
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BOARD ADOPTED: JANUARY 2006
BOARD REVISED: MAY 13, 2014



POLICY TYPE: GOVERNANCE AND MANAGEMENT

POLICY TITLE: 2.1 Role of the Board

The board's prime responsibility is to ensure students receive learning opportunities that are consistent with provincial requirements and delivered within the context of the board's vision, mission and beliefs.

Accordingly, the board shall:

- Govern rather than manage the operations of the division
 - Make decisions as a corporate body ensuring that committees, representatives or individual trustees act for the board only if specifically authorized to do so.
 - Link with its electors to ensure that the system is aware of community values.
 - Establish policies reflecting the values and perspectives of the board's communities.
 - Direct and monitor the division through policies which:
 - Articulate expected outcomes of the division.
 - Establish processes by which the board will conduct its business.
 - Establish processes which will reflect how the board will relate to staff.
 - Set limitations for staff action.
 - Advocate for appropriate funding.
 - Approve the budget.
 - Act as the final authority for appeals.
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BOARD ADOPTED: JANUARY 2006
BOARD REVISED: MARCH 9, 2010



POLICY TYPE: GOVERNANCE AND MANAGEMENT

POLICY TITLE: 2.2 Approach to Governance

The board shall govern itself and the operations of the school division through policies designed to achieve the vision/mission of the school division.

Accordingly the board shall:

- Focus on strategic leadership to achieve its mission.
 - Cultivate a sense of group responsibility.
 - Be responsible for excellence in governing.
 - Direct, control and inspire the school division through the establishment of board written policies reflecting the board' values, beliefs, vision and mission.
 - Avoid being too prescriptive in policy matters by deciding the largest policy issue in each category before deciding any smaller issues.
 - Monitor its own processes and performance.
 - Monitor the performance of the director of education
 - Ensure governance capability of board members through appropriate orientation and professional development.
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BOARD ADOPTED: JANUARY 2006



POLICY TYPE: GOVERNANCE AND MANAGEMENT

POLICY TITLE: 2.3 Code of Conduct

The board commits itself and its members to ethical and appropriate conduct.

Accordingly:

- It is expected that all personal interactions and relationships are characterized by mutual respect, which acknowledges the dignity and affirms the worth of each person.
 - Board members must represent fidelity to the interests of the community. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards or staffs, or acting as an individual consumer of the school division's services.
 - Board members must avoid conflict of interest with respect to their trustee responsibility:
 - (a) Board members must not conduct personal business or services with the Board except as procedurally controlled to assure openness and competitive opportunity.
 - (b) Board members must not use their positions to obtain employment in the school division for family members or close associates. Should a Board member seek employment with the division Board, he or she must resign from the Board.
 - (c) Board members must excuse themselves from discussion or voting on motions on any aspect of the board's work which may result in personal or family gain.
 - Board members will support the code of ethics of the Saskatchewan School Boards Association.
 - Board members will respect the confidentiality appropriate to issues of a sensitive nature.
 - Board members may not attempt to exercise individual authority.
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BOARD ADOPTED: JANUARY 2006



POLICY TYPE: GOVERNANCE AND MANAGEMENT

POLICY TITLE: 2.4 Role of Chair

The chair shall assure the integrity of the board's process, represent the board to outside parties, and speak for the board.

Accordingly, the chair shall:

- Monitor to assure board behaviour is consistent with board policies and obligations imposed upon the board from outside the organization.
 - Assure that the board discusses only those issues that clearly belong to the board to decide, not the director.
 - Ensure board meeting deliberation is fair, open, thorough, efficient, limited to time, and to the point.
 - Make all interpretive decisions that fall within topics covered by board policies on *Governance and Management*.
 - Chair board meetings with all commonly accepted powers.
 - Conduct board meeting debriefings and annual self-assessments to ensure processes improve.
 - Represent the board to outside parties by stating positions consistent with its policies, resolutions and by laws.
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BOARD ADOPTED: JANUARY 2006
BOARD REVISED: APRIL 13, 2010



POLICY TYPE: GOVERNANCE AND MANAGMENT

POLICY TITLE: 2.5 Role of Committees and Representatives

The Board prefers to work as a committee of the whole board, however Board committees, when used, will be used to support the work of the board and to reinforce the wholeness of the board's job and never to interfere with delegation of authority from the board to the director.

Accordingly:

- This policy applies to any group that is formed by board action, whether or not it is called a committee and regardless of whether the group includes board members. It does not apply to committees formed under the authority of the director.
 - Board committees are to help the board do its job, not to help or advise the staff. Committees ordinarily will assist the board by preparing policy alternatives, implications or recommendations for board deliberation. All recommendations will come with an explanation of the decision-making process and the implications of the recommendations. In keeping with the board's broader focus, board committees normally will not have direct dealings with current staff operations.
 - Board committees may not speak or act for the board except when formally given such authority for specific and time-limited purposes. Committee expectations and authority will be carefully stated in policy to assure that committee authority will not conflict with authority delegated to the director of education.
 - Board committees cannot exercise authority over staff. Because the director works with the full board, he or she will not be required to obtain approval of a board committee before an executive action. Any direction to the director will come from the full board.
 - Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a board committee that has helped the board create policy on some topic will not be used to monitor organizational performance on that same subject.
 - Committees will be used sparingly and ordinarily in an ad hoc capacity.
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BOARD ADOPTED: JANUARY 2006
BOARD REVISED: APRIL 13, 2010



POLICY TYPE: GOVERNANCE AND MANAGEMENT

POLICY TITLE: 2.6 Meetings

To accomplish its job contributions with a governance style consistent with board policies, the board will follow an annual agenda, which includes continuous review, monitoring and refinement of its goals and continuing improvement of board performance through board input and deliberation.

Accordingly:

- The board, prior to May 15 will develop a continuous agenda for the ensuing one year period.

The planning cycle will start with the board's development of its agenda for the next year, and will include:

- (a) Engaging the community and staff on a continuous basis and using a variety of engagement strategies
 - (b) Governance training, including orientation of new board members in the board's governance process and periodic board discussion of process improvement, and
 - (c) Education and discussion related to goals that may include presentations by futurists, demographers, advocacy groups, staff, etc.
 - (d) Monitoring performance
- Throughout the year the board will attend to consensus agenda items as expeditiously as possible.
 - Monitoring reports will be included on the agenda for separate discussion. In every case, the standard for compliance shall be *any reasonable Director interpretation* of the board policy being monitored. The Board is the final arbiter of reasonableness, but will always judge with a "reasonable person" test.
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BOARD ADOPTED: JANUARY 2006
BOARD REVISED: APRIL 13, 2010



POLICY TYPE: GOVERNANCE AND MANAGEMENT

POLICY TITLE: 2.7 Delegation of Authority

The board shall appoint the director of education to manage the operations of the school division.

Accordingly the board shall:

- Delegate to the director the authority and responsibility to manage the operations of the school division.
 - Hold the director accountable for the division achieving the board's *Foundations and Directions* policies and complying with its *Limitations on Operations* policies.
 - Instruct the director through decisions made by the board as a whole.
 - Maintain the policy that only officially passed motions of the board are binding on the director.
 - Maintain the policy that decisions or instructions of individual board members are not binding except in rare instances when the board has specifically authorized such exercise of authority.
 - Maintain the policy that in the case of board members or committees requesting information or assistance without board authorization, the director can refuse such requests that, in his or her opinion, are disruptive or require a material amount of staff time or funds.
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BOARD ADOPTED: JANUARY 2006



POLICY TYPE: GOVERNANCE AND MANAGEMENT

POLICY TITLE: 2.8 Monitoring Performance

The board shall establish a schedule and methods for monitoring its policies on regular and systematic bases. It may also monitor any policy whenever it perceives a need.

Accordingly, the board shall:

- Monitor achievement or compliance only against policy and previously set criteria.
 - Monitor its policies using reports provided by the director, external sources such as auditors, or direct inspection by the board.
 - Monitor and evaluate the director's and its own performance annually by determining the extent to which achievement has been attained in terms of its *Foundations and Direction* and *Limitations on Operations* policies.
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BOARD ADOPTED: JANUARY 2006



POLICY TYPE: LIMITATIONS ON OPERATIONS

POLICY TITLE: 3.1 General Constraints

The director of education shall not cause in the school division any practice, activity, decision or circumstance which is either imprudent or unethical:

Accordingly

- The director of education shall not treat or tolerate the treatment of students, parents, staff and community members in contravention of the board's *Guiding Principles* policy.
 - The director of education shall not fail to offer programs which support the mission of the school division.
 - The director may not cause or allow the development of fiscal jeopardy, or material deviation of actual expenditures from board priorities as established in the annual budget.
 - The director of education may not allow assets to be unprotected, inadequately maintained or unnecessarily risked.
 - The director of education may not permit the board of education to be uninformed regarding matters pertinent to the board.
 - The director of education shall not make decisions regarding student accommodations without taking into consideration fiscal responsibility, adequacy of the learning environment, pedagogical soundness, and program viability.
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BOARD ADOPTED: JANUARY 2006
BOARD REVISED: JANUARY 2011



POLICY TYPE: LIMITATIONS ON OPERATIONS

POLICY TITLE: 3.2 Relationships

The director of education shall not treat or tolerate the treatment of students, parents, staff and community members in contravention of the board's *Guiding Principles* policy.

Accordingly the director shall not:

- Fail to take reasonable actions to maintain a safe, healthy and respectful environment for learning and working.
 - Operate without fair and consistent procedures for hiring and terminating staff.
 - Permit decisions on assigning, promoting, evaluating or disciplining students or staff to be based on criteria other than those necessary to achieve or comply with board policies.
 - Neglect to seek input of students, parents, staff and community when monitoring performance or setting direction at the division or school level.
 - Operate without procedures for handling complaints.
 - Fail to ensure respect for confidentiality.
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BOARD ADOPTED: JANUARY 2006



POLICY TYPE: LIMITATIONS ON OPERATIONS

POLICY TITLE: 3.3 Programs and Services

The director of education shall not fail to offer programs which support the mission of the school division.

Accordingly the director shall not:

- Allow programs, services or courses that are in violation of provincial requirements.
 - Tolerate practices that are not consistent with sound teaching and learning principles.
 - Approve of assessment and evaluation practices that do not lead to growth and improvement.
 - Hire staff without competence and commitment.
 - Fail to take appropriate action with staff who lack competence and commitment or who contravene board policies.
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BOARD ADOPTED: JANUARY 2006



POLICY TYPE: LIMITATIONS ON OPERATIONS

POLICY TITLE: 3.4 Finances

The director of education may not cause or allow the development of fiscal jeopardy, or a material deviation of actual expenditures from board priorities as established in the annual budget.

Accordingly, the director shall not:

- Expend more operating funds than will be received in the fiscal year.
 - Approve capital expenditures without the establishment and maintenance of a five year planning approach to capital expenditure.
 - Acquire goods or services unless in accordance with prevailing business practices and generally accepted accounting principles.
 - Approve emergency expenditures in excess of \$100,000 or enter into major construction or renovation projects in excess of the budget or with a value greater than \$100,000 without approval of the board
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BOARD ADOPTED: JANUARY 2006



POLICY TYPE: LIMITATIONS ON OPERATIONS

POLICY TITLE: 3.5 Assets

The director of education may not allow assets to be unprotected, inadequately maintained or unnecessarily risked.

Accordingly, the director may not:

- Manage the organization without the preparation and review of monthly financial statements in accordance with generally accepted accounting principles as supported by the annual external audit.
 - Acquire, use or dispose of assets in a way that will cause unplanned change in the board's financial position.
 - Acquire, encumber or dispose of land or buildings.
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BOARD ADOPTED: JANUARY 2006
BOARD REVISED: OCTOBER 13, 2009



POLICY TYPE: LIMITATIONS ON OPERATIONS

POLICY TITLE: 3.6 Communications with the Board

The director of education may not permit the board of education to be uninformed regarding materials pertinent to the board.

Accordingly, the director may not:

- Fail to provide a mechanism for official board, officer or committee communications
 - Fail to deal with the board as a whole except when fulfilling individual board member requests for information.
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BOARD ADOPTED: JANUARY 2006



POLICY TYPE: LIMITATIONS ON OPERATIONS

POLICY TITLE: 3.7 Student Accommodation

The director of education shall not make decisions regarding student accommodations without taking into consideration fiscal responsibility, adequacy of the learning environment, pedagogical soundness, and program viability. Further, without limiting the scope of the above statement by the following list, the Director shall not:

1. Contravene any requirements of *The Education Act* and Regulations under the Act related to student accommodations, including alterations or additions, boundary changes, construction of new facilities, or closure of existing facilities.
2. Recommend school review, school closure, or grade discontinuances without having first discussed school viability with the staff and School Community Council.
 - 2.1 Operate without a process in place that informs the stakeholders of the school in question after a school has met the criteria for a school review or grade discontinuance process.
3. Operate without Administrative policy in compliance with requirements of *The Education Act* and Regulations under the Act for the process of determining a school review, school closure or grade discontinuances.
4. Permit any deviation from rigorous adherence to policy in the process leading to a decision with respect to a school review, school closure or grade discontinuances.
5. Permit the Board to be without sufficient information to make fully informed decisions regarding a school review, school closure or grade discontinuances.
6. Implement a school review, school closure or grade discontinuances prior to a Board decision which is made following all legally mandated steps.
7. Operate without guidelines in place for the process of school review, school closure or grade discontinuances when this option is being recommended.



8. Permit any deviation from rigorous adherence to policy in the process of a school review, school closure or grade continuances, once the Board has made the decision.

BOARD ADOPTED: SEPTEMBER 14, 2010



POLICY TYPE: LIMITATIONS ON OPERATIONS

POLICY TITLE: 3.8 Employment, Compensation and Benefits

With respect to employment, compensation and benefits to employees, external consultants, and contract workers, the Director shall not cause or allow jeopardy to fiscal integrity or public image.

Accordingly the director shall not:

- Change his or her own compensation and benefits.
 - Promise or imply guaranteed employment.
 - Establish current compensation and benefits that deviate materially from the comparable market within Saskatchewan for the skills employed.
 - Negotiate collective agreements outside parameters initially established by the Board.
 - Ratify collective agreements.
 - Create obligations over a longer term than revenues can be safely projected.
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BOARD ADOPTED: NOV 2011



POLICY TYPE: LIMITATIONS ON OPERATIONS

POLICY TITLE: 3.9 Decision Matrix

The director of education may not deviate from the responsibilities defined in the policy governance matrix.

Accordingly the director may not deviate from the following:

Legend

B = Board

D = Director

DR = Director (but reports action to the board)

BD = Shared task

| TASKS | RESPONSIBILITY | | | |
|--|----------------|---|----|----|
| | B | D | DR | BD |
| Policy Governance | • | | | |
| Agendas | | | | |
| Regular Meetings of the Board | | | | • |
| Planning Meetings of the Board | | | | • |
| Annual Meeting | | | | • |
| Organizational Meeting | | • | | |
| Community Meetings | | | | • |
| Board Evaluation | | | | • |
| School Attendance Areas | | | | • |
| Transportation of Students | | | | |
| Policy | • | | | |
| Implementation | | • | | |
| Age of Entry for Kindergarten/Grade One | | | | • |
| Programs | | | | |
| Curriculum Implementation and Support | | • | | |
| Student Services | | • | | |
| Education Equity | | • | | |
| Partnerships in Education | | • | | |
| Approval of Courses of Instruction | • | | | |
| Location of Courses of Instruction | | | • | |
| Academic Year | | | | |
| Recommendation | | • | | |
| Approval | • | | | |



| TASKS | RESPONSIBILITY | | | |
|---|----------------|---|----|----|
| | B | D | DR | BD |
| Communications | | | | |
| Board Linkage | | | | • |
| Promotions/Public Relations | | | | • |
| Administrative | | • | | |
| Personnel-Employment Contracts | | | | |
| Director of Education | • | | | |
| Senior Administrative Staff | | • | | |
| School-Based Administration | | • | | |
| Division Staff | | • | | |
| Personnel: Assignment | | | | |
| Senior Administration | | | • | |
| School-Based Administration | | | • | |
| Division Staff | | | • | |
| Personnel: Evaluation | | | | |
| Director of Education | | | | • |
| Senior Administrative Staff | | • | | |
| Division Staff | | • | | |
| Personnel: Local Collective Agreements | | | | |
| Director of Education | • | | | |
| Out-of-Scope Employees | | • | | |
| Negotiation of Staff Agreements | | • | | |
| Approval of Staff Agreements | • | | | |
| Interpretation of Staff Agreements | | • | | |
| Human Rights, Wellness, and Labour, Health and Safety Regulations | | • | | |
| Personnel: Professional Development | | | | |
| | | • | | |
| Administrative Procedures | | | | |
| Recommendation | | • | | |
| Development | | • | | |
| Approval | | | • | |
| Application | | • | | |
| Revision | | | • | |



| TASKS | RESPONSIBILITY | | | |
|---|----------------|---|----|----|
| | B | D | DR | BD |
| Budget | | | | |
| Consultation | | | | • |
| Principles/Guidelines | | | | • |
| Recommended Priorities | | | • | |
| Projected Revenues and Expenditures | | | • | |
| Approval | • | | | |
| Administration | | • | | |
| Monitoring | | | • | |
| Revision (in excess of \$100,000) | • | | | |
| Protection of Division Assets | | • | | |
| Facilities-Five-Year Plan | | | | |
| Demographic Review and Enrolment Analysis | | | • | |
| Development of Five-Year Plan | | | | • |
| Approval of Five-Year Plan | • | | | |
| Project Approval | • | | | |
| Maintenance | | • | | |

BOARD ADOPTED: JANUARY 2006