

MANUAL OF BOARD PROCEDURES

MODULE 1

BOARD OF EDUCATION

- ELECTION OF BOARD MEMBERS
- MEETINGS
- REMUNERATION AND EXPENSE
- DIRECTOR OF EDUCATION
- COMMUNICATIONS
- SCHOOL BOARD ASSOCIATIONS
- ASSESSMENT OF BOARD EFFECTIVENESS

PROCEDURES

BP 101 ELECTION OF BOARD MEMBERS

- Community Representation
- Informing Electors
- Trustee Election Package

BP 102 MEETINGS

- Organizational Meeting
- Regular Meetings
- Special Meetings
- Delegations
- Attendance
- Closed Session
- Electronic Meeting
- Annual Meeting of Electors
- Special Meeting of Electors

BP 103 REMUNERATION AND EXPENSE

- Principles of Board Member Remuneration
- Rates
- Schedule

BP 104 DIRECTOR OF EDUCATION

- Appointment
- Contract
- Assessment

BP 105 BOARD COMMUNICATIONS

- Board-Staff
- Communicating with the Board
- Channels of Communication
- Board-Media
- Public Consultation

BP 106 SCHOOL BOARD ASSOCIATIONS

- Membership and Participation
- SSBA Voting Delegates

BP 107 ASSESSMENT OF BOARD EFFECTIVENESS

- Process
- Assessment Sessions
- Engaging a Facilitator

BOARD PROCEDURE NO.101**ELECTION OF BOARD MEMBERS**

The Board of Education is the unit of organization for the local governance of schools. The Board is responsible for the provision and administration of education in those schools located within its boundaries. Members of the Board of Education are elected in accordance with the provisions of *The Local Government Election Act*.

<http://www.qp.gov.sk.ca/index.cfm?fuseaction=publications.details&p=609>

PROCEDURES***1. Community Representation***

- a. The school division is to be divided into four communities for the purpose of determining the numbers of members elected to the Board of Education.
- b. Five members are to be elected at large from City of North Battleford, one member is to be elected from the Town of Spiritwood, one member from the Town of Unity, and one member from the Town of Wilkie.

2. Informing Electors

- a. At least one month prior to the nomination date, the Board is to publish an announcement of the election, giving nomination and election dates and qualifications required by the candidates and electors.
- b. The Board in its announcement is to encourage electors to present themselves for the office of school trustee.

3. Trustee Election Package

The Board is to provide a packet of information for candidates containing:

- a. The most recent Annual Report of the Board
- b. The most recent Auditor's Report
- c. The Saskatchewan School Boards Association Handbook.
- d. Information pertaining to the Saskatchewan Catholic School Boards Association
- e. Excerpts from *The Local Government Election Act*.
<http://www.qp.gov.sk.ca/index.cfm?fuseaction=publications.details&p=609>.
- f. A copy of the nomination form.

BOARD PROCEDURE NO. 102

MEETINGS

The Education Act, 1995

<http://www.qp.gov.sk.ca/index.cfm?fuseaction=publications.details&p=487>

requires that the Board hold an organizational meeting annually, and in addition meet at least six times each year at times established by Board resolution. The Board may meet at any other time at the call of the Chairperson or any three members of the Board.

PROCEDURES***1. Organizational Meeting***

- a. The organizational meeting is to be held no later than November 30 in each year.
- b. The Director of Education is to convene the meeting, call it to order, and receive the certificate of declaration of office from each of the members of the Board in accordance with *The Education Act, 1995* <http://www.qp.gov.sk.ca/index.cfm?fuseaction=publications.details&p=487>
- c. The Director is to call for the election of a Board Chairperson by requesting nominations. If more than one person is nominated a vote by ballot is to be held. The Board member receiving the majority of the votes of the members present is to be declared elected.

If no member receives a majority of votes, successive ballots are to be taken until one member receives a majority vote. The nominee receiving the fewest number of votes is to be eliminated on each successive ballot.

- d. The Chairperson, on being elected, is to take the Chair and call for nominations of a Vice-Chair who is to be elected by nomination and ballot in the same manner as for the Chair.
- e. The Board is to proceed with the following items on agenda:
 - i. Appointment of auditors
 - ii. Banking resolution
 - iii. Signing officers
 - iv. Appointment of Board members to current ad hoc committees of the Board
 - v. Appointment of Board representatives to external committees
 - vi. Indemnity and vehicle rates.

2. Regular Meetings

- a. The Board is to develop an annual schedule of meetings and continuous agenda prior to August 1 in each year for the period August 1 to July 31.
- b. The majority members of the Board constitute a quorum.
- c. The vote of the majority of the quorum is valid and binding on the division.
- d. The Chairperson has the right to vote, but in the case of an equality of votes the motion is defeated.
- e. Regular meetings of the Board are open to the public. No person is to be excluded except for improper conduct as determined by the Chairperson.
- f. For each meeting, the Chairperson and Director are to arrange for the preparation and delivery to Board members at least one day in advance of the meeting an agenda and a file of related materials which will be used in the meeting.
- g. No act, proceeding, or policy of the Board is deemed valid unless adopted at a regular or special meeting at which a quorum of the Board is present.

3. Special Meetings

- a. The Board may hold special meetings in addition to regular meetings to transact any unfinished business.
- b. A special meeting may be scheduled by:
 - i. The Board passing a motion at a legally constituted meeting of the Board.
 - ii. The Chairperson or any three members of the Board giving at least six clear days notice to each member by registered, certified, or special delivery 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.
 - iii. The Board by unanimous consent waiving notice. Such consent is to be subscribed to in writing by each member or the Board and recorded in the minutes of the meeting.
- c. Procedures regarding quorum, voting, and attendance by the public apply as for regular meetings of the Board.

4. Delegations

- a. Delegations wishing to appear before the Board are required to give notice, in writing, to the Chairperson or Director at least seven full days before the meeting at which they are to be heard. The Director and Chair have the authority to waive the time requirement.
- b. Delegations are required to state the nature of the subject that they intend to bring before the Board.
- c. The Board reserves the right to invite delegations to appear before the Board.

5. Attendance

- a. Board members are expected to attend all meetings of the Board. A record is to be kept of the members present at each regular, special, and closed session meeting.
- b. A Board member is required to vacate his or her office if:
 - i. The member is convicted of an indictable offence.
 - ii. The member is absent from three or more consecutive meetings of the Board without authorization of the Board.
- c. The Director of Education or designate is to attend all sessions of all meetings of the Board unless his/her own salary or status is under review.
- d. The Director is to invite other members of the administrative staff to attend meetings as may be needed.

6. Closed Sessions

- a. The Board may adjourn into closed session at the conclusion of a regular or special meeting of the Board, or at other times as may be necessary on a motion of the Board.
- b. Items which may be considered in closed session are:
 - i. Personal or confidential matters relating to staff, students, or finance.
 - ii. Legal opinions respecting the Board and its activities.
 - iii. Negotiations with respect to the purchase, lease, or sale of property.
 - iv. Establishment of guidelines and receipt of progress reports on contract negotiations with employee groups.
- c. Decisions reached in closed session must be presented as reports or motions in the open board meeting to make them valid and binding on the division.

7. *Electronic Meeting*

- a. The Board may hold a meeting using any electronic means. The means used must enable each trustee participating in the meeting and any members of the public attending the meeting to hear all the other trustees and follow any votes taken.
- b. At least one of the following persons must be present at the Board Office during the meeting:
 - i. A member of the Board
 - ii. The Director of Education
 - iii. The Superintendent of Administration.
- c. Reasonable steps must be taken to notify the public of locations from which members of the public may participate.
- d. A Board member may participate from a location to which the public does not have access.

8. *Minutes*

- a. The Superintendent of Administration or designate is to record the minutes of each organizational, regular, and special meeting in a form approved by the Board.
- b. Copies of the minutes are to be distributed to Board members, the Director, and to such other persons as the Board or Director deems as soon after the meeting as possible.

9. *Annual Meeting of Electors*

- a. The Board is to convene an annual meeting of electors after receipt of the audited financial statement of the Board. In the year a general election of members of the Board is held, the annual meeting must be held before the general election.
- b. The Superintendent of Administration is to give notice of the meeting in accordance with the provisions *The Local Government Election Act* <http://www.qp.gov.sk.ca/index.cfm?fuseaction=publications.details&p=609> subsection 45(3) with necessary modification.

- c. The Board is to establish the agenda for the meeting following consultation with the school community councils.
- d. At least fourteen days prior to the meeting school community councils are to receive copies of the:
 - i. Report of the Board
 - ii. Report of the Auditor and financial statement for the preceding year
 - iii. Report of the Director
- e. Electors present at the meeting are to elect one of their number to preside as chairperson and one other as secretary for the meeting. The Superintendent of Administration is to facilitate the nomination procedure and conducting of the meeting.
- f. The statement of proceedings of the meeting, as prepared by the secretary to the meeting, is to be distributed to the Board and School Community Councils.

10. Special Meeting of Electors

- a. A special meeting of electors may be held at any time.
- b. The Superintendent of Administration is to call a special meeting when required to do so by:
 - i. The Board
 - ii. The Minister of Learning
 - iii. Request in writing by twenty-five or more electors of the school division.
- c. The Superintendent of Administration is to give notice of the meeting in accordance of the provisions of *The Local Government Election Act* <http://www.qp.gov.sk.ca/index.cfm?fuseaction=publications.details&p=609>, subsection 45(3) with necessary modifications.
- d. Procedures for conducting the meeting are the same as for the annual meeting of electors with the exception that only business that is set out in the notice of meeting is to be considered at the meeting.

BOARD PROCEDURE NO. 103

REMUNERATION AND EXPENSE

Light of Christ RCSSD remunerates Board members in accordance with its remuneration and expense schedule. The schedule is established annually as directed by the Board at the organizational meeting of the Board.

PROCEDURES***1. Principles***

- a. The Board believes that the role of trustee is one of service to the community.
- b. It acknowledges that in serving the community personal expense is incurred.
- c. It strives to ensure that remuneration levels reflect a capacity to enable all electors to seek a position on the Board.

2. Rates

- a. The indemnity rates and allowance rate for travel and sustenance are to be reviewed and set as directed by the Board at the organizational meeting of the Board.
- b. The rates established are to reflect the fiscal circumstances in the school division and in the Province of Saskatchewan.

3. *Schedule*

- a. The remuneration and expense schedule may recognize service and expenses incurred in the following areas:
 - i. Attendance at Board determined meetings
 - ii. Attendance at meetings as an official representative of the Board.
 - iii. Attendance at seminars, conventions, and meetings for trustee development.
- b. The schedule is to provide for payment such that payments are timely and understood clearly by the public.
- c. One-third of the sum paid each Board member for services rendered is to be designated as having been paid in respect of general expenses incurred by the member that were necessary and incidental to the discharge of his or her duties.
- d. Questions arising out of the processing of Board member claims for payment are to be referred to the Board Chairperson.

BOARD PROCEDURE NO. 104

DIRECTOR OF EDUCATION

The role of the Director of Education as Chief Executive Officer of the Board of Education is to manage the operations of the school division. All Board authority delegated to staff is delegated through the Director. All accountability to staff is through the Director of Education.

The Director is accountable to the Board to achieve the Board's *Foundations and Direction* policies and comply with the Board's *Limitations on Operations* policies.

A major responsibility of the Board is the selection and appointment of the Director and the maintenance of a collegial relationship between the Director and Board members.

PROCEDURES***1. Appointment***

- a. The Board is to undertake a search for a Director of Education at an appropriate time prior to the position becoming vacant.
- b. The Board is to determine the extent and manner of the search as well as determining the membership of the Selection Committee of the Board.
- c. Prior to mandating the Selection Committee the Board is to identify the personal qualities, professional competencies, expectations, and academic qualifications required of applicants for the position of Director of Education.

- d. The Board is to be mindful of the requirements of *The Education Act, 1995*
<http://www.qp.gov.sk.ca/index.cfm?fuseaction=publications.details&p=487> in establishing criteria and process.
- e. The appointment of the Director of Education is by official resolution of the Board which shall then inform the Minister of Learning.

2. Contract

- a. The Board is to utilize a contract of employment with the Director of Education.
- b. The contract is to include clauses with respect to:
 - i. Compensation and Benefits
 - ii. Duration of Contract
 - iii. Board-Director Relationship
 - iv. Authority
 - v. Procedure for Review of Contract
 - vi. Termination of Contract
 - vii. Other Mutually Agreed Terms and Conditions.

3. Assessment

- a. Assessment of the Director's performance is to occur annually in accordance with the Board's *Governance and Management* policy 2.9 *Monitoring Performance*.

BOARD PROCEDURE NO. 105**BOARD COMMUNICATIONS**

Communication is a major function of the Board of Education. It is important for the Board to link with its stakeholders to ensure that the school division reflects community values and expectations. Equally important is the function of reporting to the public to maintain openness and accountability to the community.

Channels of communication are also necessary to allow for community initiative in communicating with the Board.

It is the responsibility of the Board to provide means of communication that not only leads to an informed public, but an engaged public. Equally important is to ensure that the information that the public receives from the Board is consistent.

PROCEDURES***1. Board-Staff***

- a. The Director of Education is the Chief Executive Officer of the Board. The Director is responsible to the Board for every aspect of the school system. Accordingly all communications regarding the operations of the school division are to come to the Board through the Director.
- b. Recommendations regarding any aspect of the school system originating in the principals' administrative group, in semi-autonomous bodies, or at the supervisory level, are to be dealt with by the Director and passed to the Board with the Director's recommendation attached.
- c. The Executive Council and the principals' administrative group are considered as advisors to the Director, who may accept or reject the advice they give but who will, when requested to do so, pass on to the Board their suggestions together with his or her recommendations.

2. Communicating With the Board

- a. Members of the public may communicate officially with the Board by appearing before the Board as a delegation according to Board Procedure No. 102.
 - i. Members of the public may also correspond in writing. Correspondence received is to be included on the agenda of the next regular meeting of the Board. A written response is to be provided following the Board meeting. Normally the Director of Education or Superintendent of Administration responds, but the Chairperson may, at his or her discretion, address directly under his or her signature matters arising out of the correspondence.

3. Channels of Communication

- a. The Board supports the concept of school-based decision-making. It believes that most matters can be dealt with in the quickest and most efficient manner at the school level. Electors, parents, and members of the public are to be directed to contact the teacher and/or principal at the local school level.
- b. In cases where satisfactory resolution is not achieved at the school level, the appropriate channel is to contact the appropriate administrative officer at the Board Office. If resolution is not achieved at this level, the next step is to contact the Director of Education.
- c. General school division issues are to be resolved by contacting the appropriate administrative officer at the Board Office. If resolution is not achieved the next step is to contact the Director of Education.
- d. If satisfactory resolution is not achieved at the level of the Director, the next step is to communicate in writing with the Board.

4. Board-Media

- a. The Chairperson is to represent the Board to outside parties by stating positions consistent with Board policy, resolution, and procedures.
- b. The Director of Education is authorized to speak for the Board on behalf of the Chairperson and Board.
- c. All media contacts are to be directed to the Chairperson or Director of Education.

5. Public Consultation

- a. The Board in fulfilling its mandate is committed to various forms of public consultation. Formal structures which the Board employs in communicating and consulting with its publics are:
 - i. School Community Councils
 - ii. Board Meetings
 - iii. Annual Meeting of Electors
 - iv. Special Meetings of Electors
- b. In addition to the formal structures the Board is to engage in public consultation as needed using various forms such as:
 - i. Public Information Meetings
 - ii. Public Forums
 - iii. Focus Groups
 - iv. Brainstorming Teams
 - v. Round Table Discussions

BOARD PROCEDURE NO. 106

SCHOOL BOARD ASSOCIATIONS

The Saskatchewan School Boards Association (SSBA) is a non-profit organization dedicated to excellence in public education by providing leadership services to Saskatchewan school boards. The Association represents school boards in Saskatchewan. All Catholic boards of education are also members of the Catholic Section—SSBA which represents the interests of Catholic schools within Saskatchewan.

PROCEDURES***1. Membership and Participation***

- a. The Board endorses full active membership in both the SSBA and Catholic Section through its payment of the annual fees to the SSBA and the Catholic Section.
- b. The Board supports the active participation of its trustee membership in both the SSBA and Catholic Section
- c. The Board establishes a remuneration and expense schedule in accordance with Board Procedure No. 103 to recognize expenses incurred by Board members attending SSBA and Catholic Section sponsored meetings, seminars, workshops, and conventions

2. Saskatchewan School Boards Association Voting Delegates

- a. At a regular Board meeting prior to the annual convention, the Board is to determine which of the Board members delegated to Convention are voting delegates.
- b. The Board is to apportion in whole numbers, its number of votes among those voting delegates in accordance with SSBA Bylaws 10 and 11. Each Board member attending is to be a voting delegate apportioned at least one vote.

- c. Any votes remaining unapportioned are to be divided as equally as possible using whole numbers among the trustee members of the Board attending convention.
- d. When registering delegates the Saskatchewan School Boards Association is to be informed of the voting delegates and the number of votes apportioned each delegate.

BOARD PROCEDURE NO. 107**ASSESSMENT OF BOARD EFFECTIVENESS**

The Board's *Governance and Management* policy 2.9 *Monitoring Performance* states that the Board shall establish a schedule for monitoring its policies on a regular and systematic basis. It may also monitor any policy whenever it perceives a need.

The Board is to monitor achievement or compliance only against policy and previously set criteria.

The Board is also to 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.

PROCEDURES***1. Process***

- a. Prior to August 1 of each year the Board is to establish a monitoring schedule for the ensuing one year period of August 1 to July 31. The monitoring schedule will form part of the Board's continuous agenda.
- b. The Board in establishing its monitoring schedule is to select the methods, frequency, and month(s) for monitoring each of its policies.
- c. Policies are to be monitored using reports provided by the Director, external sources such as auditors, or by direct inspection by the Board.

2. *Assessment Sessions*

- a. In addition to the on-going and systematic monitoring of policies over the course of the year, the Board is to conduct an annual self-assessment of its performance and that of the Director of Education.
- b. The process of evaluation is to be so structured that it leads to strengthening communications and relationships among Board members and the Director.
- c. The process is to be designed using the Board's *Governance Health Check* documents as the criteria for assessment of performance.
- d. The process is to involve the Board Chairperson, all other Board members and the Director of Education.
- e. The Board is to assess itself as a whole.

3. *Engaging a Facilitator*

- a. Generally the assessment sessions are to be conducted by the Board and Director.
- b. Provision is to be made for engaging a facilitator to conduct sessions where the Board perceives a need or benefit which has been defined clearly by the Board.