

BOARD POLICIES



Fort Vermilion School Division No. 52
"Building Success – One Student at a Time."



FORT VERMILION SCHOOL DIVISION No. 52

BOARD POLICIES

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1.0 FOUNDATIONS AND DIRECTION

1.1 MANDATE

Through the School Act, the Minister of Education has vested in the Board of School Trustees the power and authority to govern Fort Vermilion School Division No. 52. The Board believes that its stakeholders are society at large, members of its local communities, students, parents and employees of the Division. The Board, however, has determined its major customer to be the parents of students.



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1.0 FOUNDATIONS AND DIRECTION

1.2 VISION

Fort Vermilion School Division No. 52 provides students it serves with quality education in safe, caring environments and in accordance with provincial requirements and local community expectations.



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1.0 FOUNDATIONS AND DIRECTION

1.3 MISSION

“Building Success – One Student at a Time.”



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1.0 FOUNDATIONS AND DIRECTION

1.4 GUIDING PRINCIPLES

Individuals will act with integrity in all circumstances.

Board members and staff will demonstrate best practice.

1.4.1 The Division will be customer-driven, learner-focused and results-oriented.

1.4.2 People will be accountable for their actions and strive to continuously improve performance.

1.4.3 Individuals will have opportunities for involvement in decision-making which affects them.

1.4.4 Communications will be open, honest and frank.

1.4.5 Relationships will be based on fairness, equity and respect.

1.4.6 Parents will be treated as partners.



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1.0 FOUNDATIONS AND DIRECTION

1.5 GOALS

- 1.5.1 Every Student is Successful.
- 1.5.2 Quality Teaching and School Leadership.
- 1.5.3 Effective Governance.



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1.0 FOUNDATIONS AND DIRECTION

1.6 CURRENT PRIORITIES (2015-2018)

- 1.6.1 All students will improve reading, writing and digital literacy skills.
- 1.6.2 All students will improve numeracy skills through practical applications of curricular outcomes.
- 1.6.3 All students will be increasingly engaged in learning environments to improve achievement and citizenship skills.



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1.0 FOUNDATIONS AND DIRECTION

1.7 KEY PERFORMANCE INDICATORS (2015-2018)

- 1.7.1 Student reading scores as measured by current Canadian Achievement Tests. - *aligns with 1.6.1*
- 1.7.2 Writing prompts as developed by FVSD - *aligns with 1.6.1*
- 1.7.3 Digital literacy feedback from students, parents and teachers through the Tell Them From Me Survey, Accountability Pillar Survey and Student Engagement Survey. - *aligns with 1.6.1*
- 1.7.4 Numeracy Passport as created by FVSD - *aligns with 1.6.2*
- 1.7.5 Student performance on Mathematics Provincial Achievement Tests in Grades 6 and 9 and Mathematics Diploma Exams - *aligns with 1.6.2*
- 1.7.6 Common Assessments as created by FVSD - *aligns with 1.6.2*
- 1.7.7 Drop out rate data as supplied by Alberta Education - *aligns with 1.6.3*
- 1.7.8 Student Engagement Survey developed by FVSD - *aligns with 1.6.3*



1.0 FOUNDATIONS AND DIRECTION

1.8 KEY STRATEGIES

- 1.8.1 Safe and caring environments for learning and working.
- 1.8.2 Recruitment, retention and recognition of capable, committed staff.
- 1.8.3 Meaningful involvement of students, parents and school councils.
- 1.8.4 Focused and meaningful professional development of staff.
- 1.8.5 Development of student programming suitable to each student's needs.
- 1.8.6 Development of learning opportunities which correlate to community and cultural contexts.
- 1.8.7 Identifying key components of student engagement in the learning process and then providing the necessary supports to improve student engagement in the identified components.
- 1.8.8 Building partnerships with the local community, support agencies and Alberta Education to enhance student learning opportunities.



2.0 GOVERNANCE AND MANAGEMENT

2.1 APPROACH TO GOVERNANCE

The Board shall govern itself and the operations of the Division through policies designed to provide the best possible education to all students in a manner which respects the values of its communities.

The Board shall:

- 2.1.1 Govern rather than manage the operations of the Division.
- 2.1.2 Make decisions as a corporate body, and ensure that committees, representatives or individual Trustees act for the Board only if specifically authorized to do so.
- 2.1.3 Focus on strategic leadership to achieve its Mission: "Building Success – One Student at a Time".
- 2.1.4 Inspire and lead the Division by celebrating successes.
- 2.1.5 Decide the largest issue in each policy category before deciding any smaller issues.
- 2.1.6 Identify the information and resources it needs to establish and monitor policies.
- 2.1.7 Enforce upon itself and its members the discipline needed to govern with excellence.



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2.0 GOVERNANCE AND MANAGEMENT

2.2 ROLE OF THE BOARD

Eight elected Trustees and one appointed First Nations Trustee constitute the Board of Trustees for FVSD and is responsible to ensure that students receive an education consistent with provincial requirements and the expectations of the communities in the Division.

The Board shall:

2.2.1 Accountability to Provincial Government

- a) Act in accordance with all statutory requirements to implement provincial and educational standards and policies.
- b) Perform Board functions required by governing legislation and existing Board policy.

2.2.2 Accountability to Community

- a) Make data-driven informed decisions which consider community values and represent the interests of the community served.
- b) Establish processes and provide opportunities for community input.
- c) Link with constituents to advocate for the education of students and to ensure that the system reflects the values of the provincial local communities.
- d) Report Division results at least annually.
- e) Develop procedures for and hear appeals as required by statute and/or Board policy.
- f) Model a culture of respect, understanding and integrity.

2.2.3 Three-Year Education Plan

- a) Provide overall direction for the Division by establishing mission, vision, strategic priorities and key results.
- b) Annually approve Three-Year Education Plan process and timelines.
- c) Identify Board priorities at the outset of the annual Three-Year Education Plan process.
- d) Annually approve Three-Year Education Plan for submission to Alberta Education by due date.



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2.0 GOVERNANCE AND MANAGEMENT

- e) Evaluate progress toward the achievement of student outcomes and other desired results.
- f) Annually evaluate the effectiveness of the Division in achieving established goals and desired results.
- g) Approve Annual Education Results Report for distribution to public.

2.2.4 Policy

- a) Determine the goals and objectives the Division wishes to pursue.
- b) Identify how the Board is to function.
- c) Evaluate policy impact to determine if policy is producing the desired results.
- d) Delegate authority to the CEO and define commensurate responsibilities.
- e) Establish policies which are expressions of the values and perspectives the Board believes its communities hold with respect to particular matters.
- f) Direct and monitor the Division through policies which:
 - i) articulate expected outcomes for the Division;
 - ii) establish processes by which the Board will conduct its business and how it will relate to its staff;
 - iii) set limitations for staff action.

2.2.5 Superintendent/Board Relations

- a) Select the CEO.
- b) Provide the CEO with clear corporate direction.
- c) Delegate, in policy, administrative authority and identify responsibility subject to provisions and restrictions in the School Act.
- d) Respect the authority of the Superintendent to carry out executive action and support the Superintendent's actions which are exercised within the delegated discretionary powers of the position.
- e) Annually evaluate the CEO in regard to the CEO job description and additional Board direction.
- f) Annually review compensation.



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2.0 GOVERNANCE AND MANAGEMENT

2.2.6 Political Advocacy

- a) Annually the Board investigates advocacy including focuses, key messages and mechanisms.
- b) Foster relationships with other governing bodies to enhance the delivery of education and other services to the stakeholders.

2.2.7 Board Development

- a) Annually evaluate Board effectiveness.
- b) Direct corporate Board development as needed.
- c) Ensure flexibility for individual trustee development.
- d) Ensure the continuity of its governance capability by orienting, training and developing its members as needed.

2.2.8 Fiscal

- a) Approve the budget annually and establish trustee compensation rates.
- b) Approve annually the Three-Year Capital Plan for submission to Alberta Education by the due date.
- c) Approve Audit Report and ensure quality indicators are met.
- d) Monitor fiscal management of the Division.
- e) Solicit advice then set the mandates for negotiation with staff.
- f) Ratify Memoranda of Agreement with the Local ATA #77.

2.2.9 Selected Responsibilities

- a) Approve Division school-year calendars.
- b) Establish school attendance areas.
- c) Approve a primary second language of instruction at a school when necessary.
- d) Approve religious programs of instruction when necessary.
- e) Receive presentations of School Education Plans and Results Reports.
- f) Approve requests to the Minister for the disposition of land and buildings.
- g) Approve final name selection of schools and other Board-owned facilities.
- h) Provide opportunities for dialogue with School Councils.
- i) Make a recommendation to the Minister for the dissolution of a School Council.
- j) Approve the operations of an alternative program.



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- k) Approve guidelines around student record retention schedules if different from the Student Record Regulation.



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2.0 GOVERNANCE AND MANAGEMENT

2.3 ROLE OF THE CHAIR

The Chair shall protect the integrity of the Board's process, represent the Board to outside parties, and speak for the Board.

The Chair shall:

- 2.3.1 Enforce the Board's own rules and those legitimately imposed upon the Board from outside the organization.
- 2.3.2 Restrict meeting agendas and discussions to those issues which according to Board Policies are clearly in the Board's jurisdiction.
- 2.3.3 Keep deliberation timely, fair, orderly, thorough, efficient, limited to time, and to the point.
- 2.3.4 Chair Board meetings with all the commonly accepted powers (e.g. ruling, recognizing).
- 2.3.5 Make decisions on behalf of the Board which fall within and are consistent with any reasonable interpretation of its "Governance and Management" policies.
- 2.3.6 Represent the Board to outside parties by stating positions consistent with its policies, resolutions and bylaws.



2.0 GOVERNANCE AND MANAGEMENT

2.4 ROLE OF THE TRUSTEE

The role of the trustee is to contribute to the Board as it carries out its mandate in order to achieve its mission. The oath of office taken or affirmation made by each trustee when s/he assumes office binds that person to work diligently and faithfully in the cause of public education.

The Board of Trustees is a corporation. The decisions of the Board in a properly constituted meeting are those of the corporation. Individual trustees exercise an effective decision making role in the context of corporate action. A trustee who is given authority by Board motion 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. Individual trustees do not have the authority to direct the Division's administration and staff.

Specific Responsibilities of Individual Trustees:

- 2.4.1 Become familiar with Division policies and procedures, meeting agendas and reports in order to participate in Board business.
- 2.4.2 Provide for the engagement of parents, students, staff and various communities.
- 2.4.3 Respectfully bring forward and advocate for local issues and concerns.
- 2.4.4 Refer matters not covered by Board policy, but requiring a corporate decision to the Board for discussion.
- 2.4.5 Refer administrative matters to the Superintendent.
- 2.4.6 The trustee, upon receiving a complaint or an inquiry from a parent, staff member or community member about operations, will refer the parent, staff member or community member back to the teacher,



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Principal or department and will inform the Superintendent or designate of this action.

- 2.4.7 Keep the Superintendent and the Board informed in a timely manner of all matters coming to his/her attention that might affect the Division. Personnel matters are to be brought to the attention of the Superintendent only.
- 2.4.8 Attend Board meetings (committee meetings as assigned) and be prepared to participate in the decisions of the Board in order to provide the best solutions possible for education within the Division.
- 2.4.9 Recognize his/her fiduciary responsibility to the Division and act in the best interests of the Division understanding that Division needs are paramount.
 - 2.4.9.1 Vote on every Board motion, unless there is a conflict of interest.
 - 2.4.9.2 Support a majority vote of the Board as if the vote had been unanimous.
- 2.4.10 When delegated responsibility, will exercise such authority within the defined terms of reference in a responsible and effective way.
- 2.4.11 Participate in Board/trustee development sessions so the quality of leadership and service in the Division can be enhanced.
- 2.4.12 Be cognizant of provincial, national and international educational issues and trends.
- 2.4.13 Share the materials and ideas gained with fellow trustees at a Board meeting following a trustee development activity.
- 2.4.14 Strive to develop a positive and respectful learning and working culture both within the Board and the Division.



2.0 GOVERNANCE AND MANAGEMENT

2.4.15 Liaise with School Council(s) as assigned and attend local school council meetings, when possible.

2.4.16 Attend when possible:

2.4.16.1 Provincial ASBA functions.

2.4.16.2 Zone ASBA functions where appropriate.

2.4.16.3 Division functions/events.

2.4.17 Attend when designated by the Board or formally invited by the Principal as Board representative:

2.4.17.1 Extra-curricular school activities.

2.4.17.2 Staff social functions.

2.4.18 Participate in community initiatives/activities as a member of the community when possible.

2.4.19 Become familiar with, and adhere to, the Trustee Code of Conduct.

2.4.20 Report any violation of the Trustee Code of Conduct to the Board Chair, or where applicable, to the Vice-Chair.



2.0 GOVERNANCE AND MANAGEMENT

2.5 ROLE OF COMMITTEES AND REPRESENTATIVES

The Board shall operate as a corporate body and shall appoint other committees or representatives to help carry out its governance responsibilities only when deemed appropriate.

Board committees and representatives shall not:

- 2.5.1 Interfere with the wholeness of the Board's job.
- 2.5.2 Impair the delegation from the Board to the Chief Executive Officer.
- 2.5.3 Speak or act for the Board except when formally given such authority.
- 2.5.4 Provide the Board with recommendations rather than options and implications, unless specifically requested to do so.
- 2.5.5 Be constituted to help the staff do its jobs.
- 2.5.6 Exercise authority over staff.



2.0 GOVERNANCE AND MANAGEMENT

2.6 TRUSTEE CODE OF CONDUCT

The Board and its members shall operate in an ethical and businesslike manner and in accordance with Board Policies.

Trustees shall not:

- 2.6.1 Sacrifice the interests of the provincial and local communities to those of individuals, groups, organizations, or themselves.
- 2.6.2 Exercise authority over the Division, its staff, or its students except as provided in Board Policies or in a specific Board resolution.
- 2.6.3 Represent personal positions as those of the Board.
- 2.6.4 Take private action which compromises the Board and its decisions.
- 2.6.5 Use authority improperly.
- 2.6.6 Display inappropriate decorum in group or individual behavior.

Trustees shall:

- 2.6.7 Carry out their responsibilities as detailed in Policy 2.4 – Role of the Trustee with reasonable diligence.
- 2.6.8 Reflect the Board's policies and resolutions when communicating with the public.
- 2.6.9 Respect issues of a sensitive or confidential nature.
- 2.6.10 Represent the best interest of the entire Division.
- 2.6.11 Fulfill their fiduciary responsibilities. Fiduciary responsibilities supersede any loyalty such as that to advocacy of interest groups



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and memberships on other Boards or staffs, or acting as an individual consumer of the Division's services.

2.6.12 Disclose the nature of any pecuniary interest, and abstain and absent themselves from discussion or voting on the matter in question.

2.6.13 Not use their influence to obtain employment within the Division for family members or friends.



2.0 GOVERNANCE AND MANAGEMENT

2.7 TRUSTEE CODE OF CONDUCT SANCTIONS

- 2.7.1 Trustees shall conduct themselves in an ethical and prudent manner in compliance with the Trustee Code of Conduct, Policy 2.6. The failure by trustees to conduct themselves in compliance with this policy may result in the Board instituting sanctions.
- 2.7.2 A trustee who believes that a fellow trustee has violated the Code of Conduct may seek resolution of the matter through appropriate conciliatory measures prior to commencing an official complaint under the Code of Conduct.
- 2.7.3 A trustee who wishes to commence an official complaint under the Code of Conduct shall file a letter of complaint with the Board Chair within thirty (30) days of the alleged event occurring and indicate the nature of the complaint and the section or sections of the Code of Conduct that are alleged to have been violated by the trustee. The trustee who is alleged to have violated the Code of Conduct and all other trustees shall be forwarded a copy of the letter of complaint by the Board Chair, or where otherwise applicable in what follows, by the Vice-Chair, within five (5) days of receipt by the Board Chair of the letter of complaint. If the complaint is with respect to the conduct of the Board Chair, the letter of complaint shall be filed with the Vice-Chair.
- 2.7.4 When a trustee files a letter of complaint and a copy of that letter of complaint is forwarded to all trustees, the filing, notification, content, and nature of the complaint shall be deemed to be strictly confidential, the public disclosure of which shall be deemed to be a violation of the Code of Conduct. Public disclosure of the complaint and any resulting decision taken by the Board may be disclosed by the Board Chair only at the direction of the Board, following the disposition of the complaint by the Board at a Code of Conduct hearing.



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- 2.7.5 To ensure that the complaint has merit to be considered and reviewed, at least one other trustee must provide to the Board Chair, within three (3) days of the notice in writing of the complaint being forwarded to all trustees, a letter indicating support for having the complaint heard at a Code of Conduct hearing. Any trustee who forwards such a letter of support shall not be disqualified from attending at and deliberating upon the complaint at a Code of Conduct hearing convened to hear the matter, solely for having issued such a letter.
- 2.7.6 Where no letter supporting a hearing is received by the Board Chair in the three (3) day period referred to in section 5 above, the complaint shall not be heard. The Board Chair shall notify all other trustees in writing that no further action of the Board shall occur. Where no letter supporting a hearing is received by the Board Chair in the three (3) day period referred to in section 5 above, the complaint shall not be heard. The Board Chair shall notify all other trustees in writing that no further action of the Board shall occur.
- 2.7.7 Where a letter supporting a hearing is received by the Board Chair in the three (3) day period referred to in section 5 above, the Board Chair shall convene, as soon as is reasonable, a special meeting of the Board to allow the complaining trustee to present his or her views of the alleged violation of the Code of Conduct.
- 2.7.8 At the special meeting of the Board, the Board Chair shall indicate, at the commencement of the meeting, the nature of the business to be transacted and that the complaint shall be heard in an in-camera session of the special meeting.

Without limiting what appears below, the Board Chair shall ensure fairness in dealing with the complaint by adhering to the following procedures.

- 2.7.8.1 The Code of Conduct complaint shall be conducted at an in-camera session, Code of Conduct hearing, of a special Board meeting convened for that purpose. All preliminary matters, including whether one or more trustees may have



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a conflict of interest in hearing the presentations regarding the complaint, shall be dealt with prior to the presentation of the complaint on behalf of the complaining trustee.

2.7.8.2 The sequence of the Code of Conduct hearing shall be:

2.7.8.2.1 The complaining trustee shall provide a presentation which may be written or oral or both;

2.7.8.2.2 The respondent trustee shall provide a presentation which may be written or oral or both;

2.7.8.2.3 The complaining trustee shall then be given an opportunity to reply to the respondent trustee's presentation;

2.7.8.2.4 The respondent trustee shall then be provided a further opportunity to respond to the complaining trustee's presentation and subsequent remarks;

2.7.8.2.5 The remaining trustees of the Board shall be given the opportunity to ask questions of both parties;

2.7.8.2.6 The complaining trustee shall be given the opportunity to make final comments; and

2.7.8.2.7 The respondent trustee shall be given the opportunity to make final comments.

2.7.8.3 Following the presentation of the respective positions of the parties, the parties and all persons other than the remaining trustees who do not have a conflict of interest shall be required to leave the room, and the remaining trustees shall deliberate in private, without assistance from administration. The Board may, however, in its discretion,



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call upon legal advisors to assist them on points of law or the drafting of a possible resolution.

2.7.8.4 If the remaining trustees in deliberation require further information or clarification, the parties shall be reconvened and the requests made in the presence of both parties. If the information is not readily available, the presiding Chair may request a recess or, if necessary, an adjournment of the Code of Conduct hearing to a later date.

2.7.8.5 In the case of an adjournment, no discussion by trustees whatsoever of the matters heard at the Code of Conduct hearing may take place until the meeting is reconvened.

2.7.8.6 The remaining trustees in deliberation may draft a resolution indicating what action, if any, may be taken regarding the respondent trustee.

2.7.8.7 The presiding Chair shall reconvene the parties to the Code of Conduct hearing and request a motion to revert to the open meeting in order to pass the resolution.

2.7.8.8 All documentation that is related to the Code of Conduct hearing shall be returned to the Superintendent or designate immediately upon conclusion of the Code of Conduct hearing and shall be retained in accordance with legal requirements.

2.7.8.9 The presiding Chair shall declare the special Board meeting adjourned.

2.7.9 A violation of the Code of Conduct may result in the Board instituting, without limiting what follows, any or all of the following sanctions:

2.7.9.1 Having the Board Chair write a letter of censure marked "personal and confidential" to the offending trustee, on the



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approval of a majority of those trustees present and allowed to vote at the special meeting of the Board;

2.7.9.2 Having a motion of censure passed by a majority of those trustees present and allowed to vote at the special meeting of the Board;

2.7.9.3 Having a motion to remove the offending trustee from one, some or all Board committees or other appointments of the Board passed by a majority of those trustees present and allowed to vote at the special meeting of the Board, for a time not to exceed the trustee's term as trustee.

2.7.9.4 Having a motion to disqualify a trustee as a Board member with respect to issues involving pecuniary interests.

2.7.10 The Board may, in its discretion, make public its findings at the special meeting or at a regular meeting of the Board where the Board has not upheld the complaint alleging a violation of the Board's Code of Conduct or where there has been a withdrawal of the complaint or under any other circumstances that the Board deems reasonable and appropriate to indicate publicly its disposition of the complaint.

Note: All letters in 2.7 Trustee Code of Conduct Sanctions require a signature. Letters may be handwritten or typed and delivered personally or by electronic means.



2.0 GOVERNANCE AND MANAGEMENT

2.8 MEETINGS

The Board shall operate in a businesslike manner.

The Board shall:

2.8.1 Hold its organizational meeting in October.

2.8.2 Publish a schedule of its regular meetings.

2.8.3 Use the procedures outlined in Robert's Rules of Order, when necessary.

2.8.4 Use the following agenda for its regular meetings.

- (a) Call to Order
- (b) Approval of Agenda
- (c) Approval of Minutes
- (d) Communications
- (e) Focus on Student Achievement
- (f) Delegations or External Presentations
- (g) Monitoring Reports
- (h) Board Communications
- (i) Other Business
- (j) Adjournment

2.8.5 Assess the effectiveness of each regular meeting.

2.8.6 Establish a schedule for linking with its stakeholders and for monitoring its policies.



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2.9 DELEGATION OF AUTHORITY AND RESPONSIBILITY

The Board shall appoint the Superintendent of Schools as its Chief Executive Officer to manage the operations of the Division.

The Board shall:

- 2.9.1 Delegate the Chief Executive Officer the authority and responsibility to manage the operations of the Division.
- 2.9.2 Support the Chief Executive Officer in fulfilling the legislated responsibilities of a Superintendent of Schools.
- 2.9.3 Hold the Chief Executive Officer accountable for achieving and complying with the policies that apply to the system, and for supporting the Board in achieving and complying with the policies that apply to the Board.
- 2.9.4 Review and approve annual targets proposed by the Chief Executive Officer for achieving the System Goals established by the Board.
- 2.9.5 Permit the Chief Executive Officer to delegate authority and responsibility and to provide resources to other staff, and to hold them accountable.
- 2.9.6 Alter the latitude of choice given to the Chief Executive Officer by changing its policies.
- 2.9.7 Direct the Chief Executive Officer only through decisions made as a corporate body.
- 2.9.8 Appoint a First Nation trustee as per the Governance Education Agreement between the Fort Vermilion School Division and the Beaver First Nation, Tall Cree First Nation, and Dene Tha First Nation.



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Without restricting in any way the very broad delegation of authority as noted above, **the Chief Executive Officer shall:**

2.9.9 Educational Leadership

- a) Provide leadership in all matters relating to education in the Division.
- b) Ensure students in the Division have the opportunity to meet the standards of education set by the Minister.
- c) Implement education policies established by the Minister.

2.9.10 Fiscal Responsibility

- a) Ensure the fiscal management of the Division by the Treasurer is in accordance with the terms or conditions of any funding received by the Board under the School Act or any other applicable Act or regulation.
- b) Ensure the Division operates in a fiscally responsible manner, including adherence to recognized accounting procedures.

2.9.11 Personnel Management

- a) Have overall authority and responsibility for all personnel-related issues save and except: the development of mandates for collective bargaining and those personnel matters precluded by Board policy, legislation or collective agreements.
- b) Monitor and take action designed to improve the performance of all staff.
- c) Have authority to suspend or terminate a teacher as per Clause 61(3) of the School Act. (Board Motion 08-03-15079)

2.9.12 Policy

- a) Provide leadership in the planning, development, implementation and evaluation of administrative guidelines.

2.9.13 Superintendent/Board Relations

- a) Establish and maintain positive, respectful, professional working relations with the Board.
- b) Respect and honour the Board's role and responsibilities, and facilitate the implementation of that role as defined in Board policy.



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2.9.14 Three-Year Planning

- a) Lead the Three-Year Planning process including the development of Division goals, budget, facilities and transportation plans and implement plans as approved.
- b) Involve the Board appropriately (Board approval of process and timelines, opportunity for Board input early in the process, final Board approval).
- c) Report regularly on results achieved.

2.9.15 Organizational Management

- a) Demonstrate effective organizational skills resulting in Division compliance with all legal, Ministerial and Board mandates and timelines.
- b) Report to the Minister with respect to matters identified in and required by the School Act.

2.9.16 Communications and Community Relations

- a) Take appropriate actions to ensure positive external and internal communications are developed and maintained.

2.9.17 Leadership Practices

- a) Practice leadership in a manner that is viewed positively and has the support of those with whom he works most directly in carrying out the directives of the Board and the Minister.
- b) Develop and maintain positive and effective relations with provincial and regional government departments and agencies.



2.0 GOVERNANCE AND MANAGEMENT

2.10 MONITORING PERFORMANCE

The Board shall establish a schedule and identify methods for monitoring its policies on a regular and systematic basis, but may also monitor any policy by any method whenever it perceives the need to do so.

The Board shall:

- 2.10.1 Monitor achievement or compliance only against policy and any previously set criteria.
- 2.10.2 Use the results of monitoring to improve performance and create the future by reviewing and revising existing policies and by formulating new policies.
- 2.10.3 Monitor its policies using reports from staff through the Chief Executive Officer, from external sources (e.g. auditors, provincial exams), and/or by direct inspection by the Board.
- 2.10.4 Be mindful of the professional, ethical and legal considerations in its monitoring process.
- 2.10.5 Monitor and evaluate its own performance using the Fort Vermilion School Division Board Self-Evaluation.
- 2.10.6 Evaluate the Chief Executive Officer's performance at least annually in accordance with the *Superintendent/CEO Evaluation Process, Criteria and Timelines* document.



3.0 LIMITATIONS ON OPERATIONS

3.1 GENERAL CONSTRAINTS

The Division shall not operate illegally, unethically, imprudently, or in contravention of Board Policies.

The Chief Executive Officer shall not:

- 3.1.1 Cause or allow any practice, activity, decision or organizational circumstance which is unlawful, in violation of commonly accepted sound professional and business ethics, imprudent or in contravention of Board Policies.
- 3.1.2 Fail to take the actions necessary to ensure that the Division operates in compliance with provincial requirements.
- 3.1.3 Change the number of Assistant Superintendent and Secretary Treasurer positions without the approval of the Board.
- 3.1.4 Modify the number of supervisory positions with division-wide responsibilities without consulting with the Board.
- 3.1.5 Hire an Assistant Superintendent or Secretary Treasurer without consulting with the Board.
- 3.1.6 Hire principals without the area trustee(s) being included on the interview panel or transfer principals without informing the area trustee(s) in advance.
- 3.1.7 Permit any travel expense accounts to exceed the budget allocations without the approval of the Board.
- 3.1.8 Travel Internationally in their role as Superintendent without the approval of the Board.
- 3.1.9 Fail to inform the Board in advance of any out of province travel by staff or students on division business.



3.0 LIMITATIONS ON OPERATIONS

3.2 RELATIONSHIPS

The Division shall not treat or tolerate the treatment of students, parents, staff and community members in contravention of the Board's "Guiding Principles" policy.

The Chief Executive Officer shall not:

- 3.2.1 Fail to take reasonable steps to maintain a safe, healthy and respectful environment for learning and working.
- 3.2.2 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.
- 3.2.3 Operate without fair and consistent procedures for hiring and terminating staff.
- 3.2.4 Neglect to seek input from students, parents, staff and community members in monitoring performance and setting direction at the district and individual school levels.
- 3.2.5 Operate without procedures for handling complaints about the environment for learning and working, decisions of staff, or the education of students.
- 3.2.6 Fail to communicate the conduct expected and the rights assured under this policy
- 3.2.7 Operate without an effective and efficient communications system.
- 3.2.8 Neglect to cultivate positive relationships with stakeholders and to foster the public image of the jurisdiction.



3.0 LIMITATIONS ON OPERATIONS

3.3 PROGRAMS AND SERVICES

The Division shall not offer programs and services which do not support and enhance the education and well-being of students.

The Chief Executive Officer shall not:

- 3.3.1 Allow programs, services or courses to operate in violation of provincial requirements.
- 3.3.2 Tolerate practices which:
 - (a) conflict with provincial requirements or Board Policies;
 - (b) are not consistent with sound pedagogy;
 - (c) jeopardize the safety or well-being of students.
- 3.3.3 Approve assessment and evaluation practices which do not:
 - (a) ensure achievement of provincial and local goals;
 - (b) foster an effective and efficient school system;
 - (c) involve the participants
 - (d) provide for self-evaluation;
 - (e) solicit feedback from appropriate sources;
 - (f) promote growth and improvement.
- 3.3.4 Hire staff without the competence and commitment to provide effective and efficient programs and services.
- 3.3.5 Fail to take appropriate action with staff who demonstrate a lack of competence or commitment, or who contravene Board Policies.



3.0 LIMITATIONS ON OPERATIONS

3.4 FINANCES

The Division shall not be operated in ways which jeopardize its financial health and stability, or the effective, efficient use of its financial resources.

The Chief Executive Officer shall not:

- 3.4.1 Approve school budgets which were developed without input from the School Council.
- 3.4.2 Prepare a Division budget and approve school and other site budgets which neglect provincial and Division goals and requirements.
- 3.4.3 Permit the Division to have an operating deficit at the end of any fiscal year, unless the deficit was authorized by the Board.
- 3.4.4 Fail to inform the Board in a timely manner of any material deviation from the approved budget.
- 3.4.5 Change his or her own compensation, benefits or other terms of employment without Board approval.
- 3.4.6 Promise or imply employment which cannot be terminated with notice.
- 3.4.7 Establish compensation and benefits which deviate materially from identified market standards for the skills employed in similar types of service sectors.
- 3.4.8 Purchase products or services without a fair, reasonable and efficient process.
- 3.4.9 Use significant resources generated for ECS to Grade 12 to support other initiatives without specific Board approval.



3.0 LIMITATIONS ON OPERATIONS

3.5 ASSETS

The Division shall not be operated in ways which fail to protect and maintain or which unnecessarily risk its assets.

The Chief Executive Officer shall not:

- 3.5.1 Deviate from provincial requirements.
- 3.5.2 Fail to insure against theft, casualty, and liability losses to Board members, staff or the Division itself.
- 3.5.3 Allow uninsured personnel access to material amounts of funds.
- 3.5.4 Operate without a program of regular and preventative maintenance.
- 3.5.5 Maintain a transportation system which is unsafe or inefficient.
- 3.5.6 Unnecessarily expose the Division, the Board or its staff to claims of liability.
- 3.5.7 Receive, process or disburse funds under controls which are insufficient to meet the Board-appointed auditor's standards.
- 3.5.8 Acquire, encumber or dispose of real property without Board approval.
- 3.5.9 Dispose of real property without following School Act Disposition of Property Regulation.



3.0 LIMITATIONS ON OPERATIONS

3.6 COMMUNICATIONS WITH THE BOARD

The Board shall not be denied the information it requires to fulfill its governance responsibilities.

The Chief Executive Officer shall not:

- 3.6.1 Submit the monitoring data required by the Board in a fashion which is not timely, accurate and understandable.
- 3.6.2 Neglect to inform the Board of relevant trends, anticipated significant media coverage, and material external and internal changes affecting the Division, and particularly changes in the assumptions upon which any policy was established.
- 3.6.3 Fail to provide the information required for the Board of Trustees to communicate effectively with stakeholders.
- 3.6.4 Present information in unnecessarily complex or lengthy form.
- 3.6.5 Issue information known to be inaccurate or an unfair representation of the Division's operations.
- 3.6.6 Provide the Board with recommendations rather than options and implications, unless specifically requested to do so.
- 3.6.7 Interact with Trustees in a manner that undermines the Board's ability to function as an effective corporate body.
- 3.6.8 Fail to report in a timely manner a known, suspected or anticipated noncompliance with any policy of the Board or provincial directive by the Chief Executive Officer, a Trustee, a representative, committee or the Board itself.