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**ROLE OF THE BOARD**

APPROVED: 2016.12.13

REVISED: 2018.04.10

***POLICY***

As per section 30 of the *School Act* each school district in British Columbia is required to have a Board of Education comprised of trustees locally elected or appointed by the Minister of Education. The number of trustees on each board is determined by the Lieutenant-Governor in Council which effectively means the provincial cabinet. All seven trustees are elected at large with a four year term.

The Board of Education of School District No. 57 (Prince George) functions as a corporate body and exercises those mandatory (must) and optional (may) powers granted or implied by the *School Act* and Regulations. As a corporate entity its rights duties and powers reside with the Board and not individual trustees.

The Board is committed to making decisions in the best interest of the students it serves.

The *School Act* provides for the Board of Education to delegate specific and general administrative and management duties. The Board has chosen to retain in its role the following duties.

**Specific Areas of Responsibility**

1. Accountability to Governments

The Board shall:

- 1.1 Act in accordance with all applicable requirements of federal and provincial legislation.
- 1.2 Perform Board functions required by governing legislation and existing Board policy.

2. Accountability to and Engagement of Community

The Board shall:

- 2.1 Within available resources make decisions that best address the needs and demands of the school district in service of students.
- 2.2 Establish processes and provide opportunities for community engagement.
- 2.3 Report school district outcomes to the community at least annually.
- 2.4 Develop procedures for and hear appeals as required by statute and/or Board policy.

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2.5 Meet as deemed appropriate with municipal governments and other educational/public service or business governing authorities to achieve educational ends.

2.6 Model a culture of respect, transparency and integrity.

### 3. Strategic Planning and Reporting

The Board shall:

3.1 Provide overall direction for the school district by establishing foundational statements.

3.2 Annually approves school district priorities and key results and the school district's strategic directions.

3.3 Annually evaluate the effectiveness of the school district in achieving established priorities and key results.

### 4. Policy

The Board shall:

4.1 Identify how the Board is to function.

4.2 Delegate authority to the Superintendent and define commensurate accountabilities.

4.3 Identify the purpose to be achieved and the criteria for any new policies.

4.4 Make the final decision as to the approval of all policy statements.

4.5 Develop/assess/revise policies as required to ensure intended results are being achieved and that policies are consistent with legislation.

4.6 Ensure motions which are intended to have continuing effect are integrated into existing or new policy statements.

4.7 Review all policies at least once in a term of office, to ensure currency and relevancy.

4.8 Annually review the school district's Central Administration Office Organization Chart, prepared by the Superintendent, and assume responsibility for granting prior approval of the addition of new positions or the deletion of existing positions.

### 5. Board/Superintendent Relations

The Board shall:

5.1 Select the Superintendent.

5.2 Provide the Superintendent with clear corporate direction.

5.3 Delegate in writing, administrative authority and identify responsibility subject to the provisions and restrictions in provincial legislation and regulations.



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- 5.4 Annually evaluate the Superintendent in accordance with a pre-established performance appraisal mechanism.
- 5.5 Annually review Superintendent Compensation.
- 5.6 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.

### 6. Political Advocacy

The Board shall:

- 6.1 Make decisions regarding British Columbia School Trustee Association and British Columbia Public School Employers' Association issues.
- 6.2 Advance school district positions and priorities through relevant provincial organizations and associations.
- 6.3 Act as an advocate for public education and the school district.
- 6.4 Develop an annual plan for advocacy including focus, key messages, relationships and mechanisms.
- 6.5 Promote regular meetings and maintain timely, frank and constructive communication with locally elected officials including representation on municipal committees.
- 6.6 Arrange meetings with elected provincial government officials to communicate and garner support for education.

### 7. Board Development

The Board shall:

- 7.1 Annually evaluate the Board's effectiveness as per Appendix B.
- 7.2 Annually develop a Board development plan aligned with school district priorities.

### 8. Fiscal Accountability

The Board shall:

- 8.1 Approve budget process and timelines at the outset of the budget process.
- 8.2 In collaboration with the Superintendent, identify budget assumptions and draft Board priorities to be used in the creation of the annual operating budget.
- 8.3 Approve the annual budget and allocation of resources to achieve desired results.
- 8.4 Annually approve the school district's updated Five Year Capital Plan.
- 8.5 Annually appoint or reappoint the auditor and approve the terms of engagement.
- 8.6 Review annually the audit report and management letter and specify those recommendations to be implemented by the Superintendent.



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- 8.7 Approve the annual audited financial statements.
- 8.8 Make decisions regarding ratification of memoranda of agreement with bargaining units.
- 8.9 Approve the acquisition and disposition of land and buildings; ensure titles to or enforceable long-term interests in land are in place prior to capital project construction.
- 8.10 Approve amended annual budget
- 8.11 Monitor the fiscal management of the school district through receipt of monthly financials and quarterly accountability reports including variance analyses and year-end projections.
- 8.12 Approve borrowing for capital expenditures within provincial restrictions.
- 8.13 Approve transfer of funds to/from reserves.
- 8.14 Approve signing authorities for the school district.

### **Selected Responsibilities**

1. Approve annual school district calendar in accordance with legislation and collective agreements February consultation and March approval.
2. Approve Board Authority Authorized Courses.
3. Approve the naming of educational facilities and land.
4. Recognize students, staff and community members.
5. Hear unresolved student or staff complaints of discrimination or harassment that cannot be heard by the Superintendent.
6. Approve parameters for negotiations after soliciting advice from the Superintendent and ratify Memoranda of Agreement with bargaining units.
7. Annually Review and approve Board compensation and expense rates.
8. Approve catchment areas for schools and special programs.
9. Approval of and cessation of academies and programs of choice.

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Responsibility Centre: Board Chairperson and Superintendent of Schools  
References: *School Act* Sections 77, 85



ROLE OF THE BOARD**BOARD ANNUAL WORK PLAN****September****Regular Board Meeting Agenda Items**

- Review the audit report and management letter and CEO's internal report to ensure fiscal accountability quality indicators are met and assess Fiscal Quality Indicators (QI) re Policy
- Approve the audited financial statements
- Approve proposed Trustee calendar for partner meetings, Board meetings and related functions

**Events**

BCSTA Northern Interior Branch – Education Meeting (September or October)

**October****Regular Board Meeting Agenda Items**

- Complete CEO evaluation and Board evaluation
- Approve Annual Board Work Plan (including schedule of meetings)
- Review Superintendent compensation

**Events**

- Represent Board at BCPSEA Symposium
- Represent Board at BCSTA Provincial Council Meeting
- Recognize World Teachers' Day

**November****Regular Board Meeting Agenda Items**

- Review report on school district enrollment

**Events**

- BCSTA Trustee Academy (November or December)

**December****Inaugural Board Meeting Agenda Items**

- Elect Chair/Vice-Chair, BCSTA Provincial councillor, BCPSEA representative
- Make Trustee appointments to committees and community liaison groups
- Approve Trustee school liaison assignments

**Events**

ROLE OF THE BOARD**January****Regular Board Meeting Agenda Items**

- Review progress re Strategic Planning results
- Approve Amended Annual Budget for Current Fiscal Year
- Approve draft Budget Development Process and Circulate to stakeholders
- Provide direction through our Board representative to BCSTA Provincial Council Meeting regarding provincial policy matters

**Events**

- Represent Board at BCPSEA AGM
- BCSTA Northern Interior Branch AGM

**February****Regular Board Meeting Agenda Items**

- Review recommended school district calendar
- Approve Budget development process for upcoming year's Budget
- Annually review the school district's Central Administration Office Organization Chart
- Review policy positions for submission to BCSTA Annual General Meeting
- Approve Board Authority Authorized Courses
- Review administrative budget assumptions for the upcoming year's budget
- Approve revisions to Strategic Plan including approval of priorities and key results
- Review Student Learning accountability report and assess Student Learning QI's re Policy (Framework for Enhancing Student Learning).

**Events**

- BCSTA Provincial Council Meeting
- Long Service Recognition Ceremony

**March****Regular Board Meeting Agenda Items**

- Approve school district calendar
- Review preliminary budget revenue information for the upcoming year's budget including the Ministry of Education funding announcement

**Events****April****Regular Board Meeting Agenda Items**

- Review preliminary draft budget for the upcoming year

**Events**

- Attend and participate in BCSTA AGM



ROLE OF THE BOARD**May****Regular Board Meeting Agenda Items**

- Approve terms of engagement and appoint or reappoint auditor
- Approve budget for upcoming fiscal year
- Approve school fees
- Approve Framework for Enhancing Student Learning Annual Report
- Approve Strategic Plan – Annual Progress Report

**Events****June****Regular Board Meeting Agenda Items**

- Approve 5 year Capital Plan for submission to BC Ministry of Education
- Approve Board Development Plan
- Review Fiscal accountability report

**Events**

- Employee Retirement Dinner and Recognition

**August****Regular Board Meeting Agenda Items**

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**Events****Ongoing**

- Attend trustee development/orientation sessions
- Attend school functions (as invited)
- Review the School District Strategic Plan
- Hear appeals as needed
- Ratify memoranda of agreement with bargaining units
- Declare facilities surpluses to general school needs
- Approve disposition of real property (lands and buildings)
- Attend Board Liaison meetings as outlined in the Board calendar
- Advance Board positions through BCPSEA
- Represent Board at BCSTA Branch Meeting
- Meetings with elected officials

Responsibility Centre: Board Chairperson and Superintendent of Schools

References: *School Act* Sections 65, 74, 74.1, 75, 75.1, 76.1, 76.3, 76.4, 77, 79.2, 82, 82.1, 84, 85, 86, 96, 112, 112.1, 113, 145, 147, 158

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### **FACILITATED BOARD SELF-EVALUATION PROCESS**

#### **PROCESS**

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The annual externally facilitated Board self-evaluation process shall be completed subsequent to the Superintendent evaluation process described in the appendixes to Policy 2111 and entitled, *Superintendent/CEO Evaluation Process, Criteria and Timelines*. The two evaluation processes are complementary in nature.

#### **PURPOSE**

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

1. How well have we fulfilled each of our defined roles as a Board during the evaluation period?
2. How do we perceive our interpersonal working relationships?
3. How well do we receive input and how well do we communicate with those we represent?
4. How well do we perceive we are performing as a corporate entity in terms of fiduciary, strategic, generative and ethical governance?
5. How would we rate our Board-Superintendent relations?
6. How well have we adhered to our governance policies?
7. What have we accomplished this past year? How do we know?
8. What actions shall the Board take during the next year to become more effective?

The answers to these questions provide the data for the development of a positive path forward.

#### **EVALUATION PRINCIPLES**

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The following principles form the basis for the Board self-evaluation process.

1. A learning organization is focused on the improvement of practice.
2. A commitment to continuous improvement is a sign of organizational health.
3. An effective evaluation process provides for growth and accountability.
4. The annual Board evaluation process shall model the Board's commitment to principles 1-3.
5. A pre-determined process for evaluation strengthens the governance function, builds credibility for the Board and fosters an excellent Board-Superintendent relationship.





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6. An evidence-based approach provides objectivity to supplement the subjectivity involved in evaluation processes.

### CONTEXT

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The Board is a corporate entity created by provincial legislation and given authority by the School Act and the attendant Regulations. The Board exercises its authority through a democratic process.

The duty of the Board is to represent its electors and advocate for publicly funded education in a broader context.

The Board is charged with the responsibility of providing, for its students and their parents/guardians, an education system organized and operated in their best interests. It exercises this responsibility through setting of clear strategic direction and the wise use of resources.

### FACILITATED SELF-EVALUATION OF PERFORMANCE

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**Part 1:** The Act provides the Board with significant authority including the authority to delegate. The Board must decide the authority it wishes to delegate and the authority to be retained. The Board is the only body in the school district which can hold the Board accountable for performing its legally defined role.

With reference to Policy 1160 Role of the Board, Policy 1160 Appendix A Annual Board Work Plan and the minutes from Regular, In-camera, and Special meetings held during the evaluation period trustees will assess the corporate Board's effectiveness relative to each role area. The objective is to identify areas of strength on which to build and specific changes the corporate Board is committed to make during the next evaluation period.

**Evaluation Tool:** Collect, collate and analyze responses to a Role of the Board questionnaire completed by all trustees.

**Part 2:** The Board functions as a corporate entity. Individual trustees have only the authority granted them by the corporate Board. Therefore the interpersonal working relationships between and among trustees is vital to the effective functioning of the Board.

**Evaluation Tool:** Collect, collate and analyze responses to a Board Interpersonal Working Relationships questionnaire completed by all trustees.

**Part 3:** The Board is elected for a four year term. One key role is to represent the electorate within the boundaries of the school district and effectively communicate to the electorate between elections in a manner which creates accountability and builds confidence in the work of the Board.

**Evaluation Tool:** Collect, collate and analyze responses to a Communications/Representation questionnaire completed by all trustees.

**Part 4:** Boards have fiduciary, strategic and generative governance roles. All must be performed in an ethical manner.



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**Evaluation Tool:** Collect, collate and analyze responses to a Readiness for Governance questionnaire completed by all trustees.

**Part 5:** With reference to the functioning of the First Team during the evaluation period Trustees will assess Board/Superintendent Relationships. In other words is the Board effectively performing its role to make the First Team effective?

**Evaluation Tool:** Collect, collate and analyze responses to a Board/Superintendent questionnaire completed by all trustees.

**Part 6:** The Board's policy role is critical to provide direction for the school district, to delegate to and hold staff accountable through the office of the Superintendent, and to promote and protect public education. Regular review of Board policies is required to ensure the currency and effectiveness of such policies.

**Evaluation Tool:** Review the schedule of policy review to ensure currency and relevance.

**Part 7:** Reviewing Board actions at least annually to determine perceived corporate Strengths, Weaknesses, Opportunities and Threats (SWOT) can assist in defining a positive path forward and avoid repetition of less effective functioning.

**Evaluation Tool:** Conduct a SWOT analysis in light of Board minutes and direct Board observations.

**Part 8:** Board approves of the directions to be taken during the next evaluation period to strengthen Board functioning.

**Part 9:** Board assesses success or lack thereof addressing the positive path forward (PPF) approved as a result of the last evaluation and includes any required actions in the current PPF.

**Part 10:** Board approves the Positive Path Forward (PPF) by formal motion.

Note in the second and subsequent years the evaluation process will commence with an accountability review of the previous year's PPF to ensure actions were taken as required and desired results achieved

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