

#470920

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The Mission of the St. James-Assiniboia School Division is to provide a meaningful, safe and caring educational environment so that all students are prepared to be responsible citizens in a democratic society.

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### **Board Governance Framework**

Trusteeship in School Board governance is about setting and maintaining the course through leadership. Board trusteeship is fiduciary in nature. It is a responsibility of oversight, of being accountable. Trusteeship must ensure legal compliance, financial stability and commitment in achieving the school division's mission, priorities and goals.

The Board of Trustees of the St. James-Assiniboia School Division has a long-standing practice of making measured and deliberate decisions that balance the needs of our children's education with the interests of the community.

These practices have focused on the Mission as described above with a strong student-centered focus. In an effort to become more effective as a Board, the trustees have examined their own internal structure. This framework is intended to assist the public in understanding the basic governance model and general responsibilities of the Board of Trustees.

Effective leadership and trusteeship require that a governing board and its senior administrative staff work together. The Board, Superintendent/CEO and other senior staff members must be committed to ensure that the Board's distinct governance role and the administrative role of the Superintendent/CEO are linked and carried out effectively in tandem.

Board Governance involves a set of relationships between the Board, administration, and community. Board governance also provides the structure through which the objectives of the Division are set, and the means of attaining those objectives and monitoring performance are determined.

#### **Part A**

The Board's organizational behavior establishes a set of practices and norms by which the Board agrees to operate. These practices and norms are set out in detail in the following documents:

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1. The Public Schools Act (sections 29-57) define the Board's governance responsibilities.
2. Section B of the Board Policy manual provides guidelines for the conducting of Board operations and business.
3. The organizational by-law gives direction to trustees regarding their conduct and meeting responsibilities.

**Part B**

## Governance Activities of the Board:

1. Ensure that a Strategic Plan, as referenced in Policy BA, Strategic Planning and Operational Goals, is developed and receive regular reports from the Superintendent/CEO regarding indicators of success and/or progress of identified outcomes.
2. Review and update the Board by-law annually.
3. Ensure that when policy is developed its intent is aligned with the values and beliefs of the school division as outlined in the Strategic Plan.
4. Develop and approve an annual budget.
5. Approve the Annual Audit Report and the division's Financial Statements.
6. Evaluate the Superintendent/CEO annually.
7. Evaluate the Secretary-Treasurer/Chief Financial Officer annually.
8. Conduct a Board self-evaluation annually as per AG Board Governance Framework Appendix A Board Self Evaluation.
9. Oversee the operations of the division through a committee structure defined in policy and delegate management functions to the Superintendent/CEO.
10. Commit to an ongoing process for trustee development.

**Part C**

It is the expectation of the Board that it receives regular reports for the

- Monitoring of operations
- Decision making
- Celebration of accomplishments

Senior Administration will provide annual reports to the Board. If the Board determines that a particular report(s) is no longer needed to meet its priorities, administration will discontinue the preparation of the report.

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**Board Policies**

Developing its policies is the Board's major responsibility. By adopting policies aimed at specific priorities, the Board clearly defines its vision for the Division while it leaves room for the administration to use judgment in selecting an approach to implementing them. Neither the Board nor Superintendent/CEO can work alone in this process.

The Board reviews, evaluates and adopts policies that define its intent for the Superintendent/CEO and what is needed to implement the policies. The Superintendent/CEO suggests policies to the Board, provides information and drafts written policies, develops regulations, and collects information on the impact specific policies have on the Division.

**Clarifying Roles**

The Board and Superintendent/CEO have distinct and separate roles. Together they form the Division's leadership team along with the Secretary-Treasurer/Chief Financial Officer. Before an effective working relationship is established, a Superintendent/CEO and Board must develop a mutual understanding of their respective roles, then review and validate this understanding on a regular basis.

Roles of the Board and Superintendent/CEO are to be clarified through discussions of the expectations and responsibilities for various tasks. Written resources such as per the link below can be utilized for reference as needed.

[LeadingTogether\\_ResourceGuide\\_2015.pdf \(mbschoolBoards.ca\)](http://www.mbschoolboards.ca/documents/LeadingTogether_ResourceGuide_2015.pdf)

The Board and Superintendent/CEO should treat each other with respect at all times. The actions of the Board and Superintendent/CEO should provide the public with confidence that the Division is being run professionally and in a manner that is consistent with the students' educational needs and the community's desires and aspirations.

If the Board and Superintendent/CEO make an effort to understand and respect each other's roles, they will avoid unnecessary conflicts. They also stand the best chance of responding successfully to the various issues confronting the Division.

Reference: Leading Together: A Resource Guide for School Boards, Superintendent and Secretary Treasurers (2015). A resource developed by Manitoba Association of School Superintendents, Manitoba Association of School Business Officials, and Manitoba School Boards Association.

[http://www.mbschoolboards.ca/documents/LeadingTogether\\_ResourceGuide\\_2015.pdf](http://www.mbschoolboards.ca/documents/LeadingTogether_ResourceGuide_2015.pdf)

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