

ROLE OF THE BOARD

The School Act requires that a Board must appoint a Superintendent of Schools and a Secretary Treasurer. The Act further provides that the Board may delegate specific and general administrative roles and management duties to one or more of its employees. The Board has adopted a dual authority model meaning the Superintendent of Schools and the Secretary Treasurer report directly to the Board.

The Board of Education School District No. 5 (Southeast Kootenay) is the corporate entity established by provincial legislation and is given authority by the School Act and attendant Regulations to provide overall direction and leadership to the District. It is accountable for the provision of appropriate educational programs and services to enrolled students of the District to enable their success, in keeping with the requirements of government legislation.

The Board is charged with the responsibility for providing an education system that is organized and operated in the best interests of the students it serves. The BC School Act provides that the Board is responsible for the improvement of student achievement in the school district.

Specific Responsibilities

1. Accountability to the Provincial Government

The Board shall:

- 1.1 Act in accordance with all statutory requirements of provincial legislation to implement educational standards and policies
- 1.2 Perform Board functions required by governing legislation and existing Board policy

2. Developing and maintaining a Culture of Student Learning

The Board shall:

- 2.1 Ensure Board agendas reflect the Board's commitment to improving student success
- 2.2 Ensure the District's strategic plan identifies student learning key results
- 2.3 Ensure the Framework for Enhancing Student Learning is reviewed at least annually including identification of trends and issues, including supporting data where required
- 2.4 Ensure resources for approved initiatives to improve student outcomes are included in the annual operating budget
- 2.5 Ensure the effectiveness of the Superintendent's leadership in improving student outcomes is assessed annually as per Policy 12 Appendixes A and B
- 2.6 Annually approve and submit to the Ministry a report regarding the Enhancement of Student Learning

3. Employee Relations

The Board shall:

- 3.1 Establish processes and provide opportunities for ongoing dialogue with employee groups

4. Accountability to and Engagement of Community

The Board shall:

- 4.1 Make decisions that address needs for all district students
- 4.2 Establish processes and provide opportunities for community engagement
- 4.3 Report District student learning outcomes at least once annually to the community
- 4.4 Develop procedures for and hear appeals as required by statute and/or Board policy
- 4.5 Seek to meet regularly with municipal, Regional District of East Kootenay, First Nation Bands and provincial government representatives and as required with other entities to achieve desired educational outcomes
- 4.6 Model a culture of respect and integrity

5. Strategic Planning

The Board shall:

- 5.1 Provide overall direction for the District by establishing foundational statements
- 5.2 Annually review District priorities and key results as indicated in the District's Strategic Plan
- 5.3 Annually ensure evaluation of the effectiveness of the District in achieving established priorities and key results
- 5.4 Approve the District strategic plan and any adjustments thereto

6. Policy

The Board shall:

- 6.1 Identify how the Board is to function
- 6.2 Delegate authority to the Superintendent and Secretary Treasurer and define commensurate accountabilities
- 6.3 Identify the purpose to be achieved and the criteria for any new policies
- 6.4 Make the final decision as to the approval of all policy statements
- 6.5 Develop, assess, review and revise policies as required to ensure intended results are being achieved and that policies are consistent with legislation
- 6.6 By motion, waive policy in exceptional circumstances when it is viewed to be in the best interest of the District to do so
- 6.7 Ensure motions which are intended to have continuing effect are integrated into existing or new policy statements

7. Board/Superintendent Relations

The Board shall:

- 7.1 Select and hire the Superintendent
- 7.2 In accordance with the District's dual authority model, provide the Superintendent with clear Board direction within areas of assigned responsibility: general supervision and direction of educational staff of the District as per Board approved organizational chart; the improvement of student achievement; the general organization, administration, supervision and evaluation of all educational programs provided by the Board; and the duties articulated in legislation and in Board policy as amended from time to time
- 7.3 Delegate in writing, administrative authority and identify responsibility subject to the provisions and restrictions in provincial legislation and regulations
- 7.4 Annually evaluate the Superintendent in accordance with a pre-established performance appraisal mechanism. The Board may, by resolution, defer an evaluation for a period of one year (maximum)
- 7.5 Annually review Superintendent compensation
- 7.6 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
- 7.7 Ensure all Board members interact with the Superintendent in a respectful professional manner

8. Board/Secretary Treasurer Relations

The Board shall:

- 8.1 Select and hire the Secretary Treasurer
- 8.2 In accordance with the District's dual authority model, provide the Secretary Treasurer with clear Board direction within areas of assigned responsibility: general supervision and direction of business related staff of the District as per Board approved organizational chart; fiscal management including but not restricted to operating and capital budget preparation, implementation and reporting; facilities/maintenance; transportation; grounds; and custodial
- 8.3 Delegate in writing, administrative authority and identify responsibility subject to the provisions and restrictions in provincial legislation and regulations
- 8.4 Annually evaluate the Secretary Treasurer in accordance with a pre-established performance appraisal mechanism. The Board may, by resolution, defer an evaluation for a period of one year (maximum)
- 8.5 Annually review Secretary Treasurer compensation
- 8.6 Respect the authority of the Secretary Treasurer to carry out executive action and support the Secretary Treasurer's actions which are exercised within the delegated discretionary powers of the position
- 8.7 Ensure all Board members interact with the Secretary Treasurer in a respectful professional manner

9. Political Advocacy/Influence

The Board shall:

- 9.1 Make decisions regarding British Columbia School Trustee Association (BCSTA) and British Columbia Public School Employers' Association (BCPSEA) issues
- 9.2 Advance District positions and priorities, including through BCSTA as applicable
- 9.3 Annually develop an Advocacy Plan to support the District's Strategic Plan. Such an advocacy initiative shall identify the Board's preferred future relative to a specific matter, who needs to act in order to bring this about, and what actions the Board will take to increase the likelihood of achieving the desired result
- 9.4 Promote timely, frank and constructive communication with locally elected officials
- 9.5 Work collaboratively with elected provincial/federal government officials and First Nations Bands to communicate and identify supports for the District's priorities and directions

10. Board Development

The Board shall:

- 10.1 Annually develop **Board** development activities aligned with District priorities and Board evaluation outcomes.
- 10.2 Annually evaluate the Board's effectiveness

11. Fiscal Accountability

The Board shall:

- 11.1 Approve a budget process and timelines annually
- 11.2 In collaboration with the Secretary Treasurer and Superintendent, identify budget assumptions and draft priorities to be used in the creation of the draft annual operating budget
- 11.3 Approve the annual budget and allocation of resources to achieve desired results, including strategic priorities
- 11.4 Annually approve the District's updated Five-Year Capital Plan
- 11.5 Appoint the auditor and approve the terms of engagement
- 11.6 Select the firm to provide banking services
- 11.7 Review annually the audit report and management letter and approve those recommendations to be implemented
- 11.8 Approve the acquisition and disposition of District land and buildings
- 11.9 Approve the spending plan for the annual facilities grant
- 11.10 Approve the amended annual budget
- 11.11 Approve salary grids for excluded staff
- 11.12 Monitor the fiscal management of the District through receipt of at least quarterly fiscal accountability reports

- 11.13 Approve borrowing for capital expenditures within provincial restrictions
- 11.14 Approve any purchase over \$100,000 that has not been included in the approved operating or capital budget

Additional Responsibilities

The Board Shall:

1. Approve the Aboriginal Enhancement Agreement and the Local Education Agreement
2. Approve the District calendar in accordance with legislation and collective agreements
3. Approve Board Authority Authorized Courses
4. Recognize students, staff, previous employees and community members
5. Approve contracts and agreements as required by legislation
6. Hear unresolved student or staff complaints of discrimination or harassment that cannot be heard by the Superintendent or Secretary Treasurer
7. Approve the initiation and cessation of programs of choice
8. Approve parameters for negotiations and ratify Memoranda of Agreement with bargaining units
9. Review and approve District expense rates annually
10. Review Board compensation following receipt of stakeholder representative recommendations at the end of each term
11. Approve changes to catchment areas for schools and District programs
12. Approve changes in grade configurations
13. Approve the reopening of a closed school
14. Approve Locally Approved Titles of learning resources
15. Approve partnership agreement with external organizations or entities in excess of one year
16. Approve field trips outside Canada and the continental USA
17. Approve exempt staff leaves to attend professional development outside of Canada
18. Provide direction at the commencement of a naming or renaming process and approve the naming or renaming of district facilities and land. When naming new district facilities, the Board will only consider place-based names.

Legal Reference: Sections 22, 23, 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 School Act

Revised: November 15, 2023

BOARD ANNUAL WORK PLAN

August

Regular Board Meeting Agenda Items

- Review and assess the audit report and management letter and Financial Statement Discussion and Analysis to ensure fiscal accountability quality indicators are met and assess that the following quality indicators are met;
 - Quality Indicators relative to Fiscal Responsibility
 - Ensures accepted (PSAB) accounting principles are being followed
 - Ensures all deficiencies identified in the previous audit report and management letter have been remediated to the satisfaction of the auditor
 - Ensures adequate internal financial controls exist and are being followed
 - Ensures all collective agreements and contracts are being administered and interpreted so staff and contracted personnel are being paid appropriately and appropriate deductions are being made
 - Ensures an internal audit process is developed and implemented regarding school-based funds and an annual report provided to the Board
 - Acknowledge the contributions of students, employees and community on a monthly basis

- Review fiscal accountability report. (Committee Meeting)
- Conduct Superintendent evaluation and compensation review
- Conduct Secretary Treasurer evaluation and compensation review
- Complete facilitated Board self-evaluation
- Review the Public Interest Disclosure Act (PIDA) accountability report (month to be confirmed)
- Review all achievements of Framework for Enhancing Student Learning (FESL)
- Review return to school operations (pandemic protocols)
- Review roles, responsibilities and appointments of Trustees

Events

- Committee Meetings: Advocacy/Education, Student Services, Policy, Public Finance/Operations/Personnel, In-camera Finance/Operations/Personnel, Media/Communications

- Review list of calendar dates for deadlines, meetings and required reporting for upcoming school year

September

Regular Board Meeting Agenda Items

- Indigenous Welcome
- Approve the audited financial statements
- Appoint an auditor and review the terms of engagement (3-year term)
- Review and update any revisions to Annual Board Work Plan (including schedule of meeting dates)
- Review the audit report and management letter and approve for implementation the recommendations of the auditor to be implemented
- Review Superintendent Report on school start up
- Review fiscal accountability report. (Committee Meeting)
- Approve the Framework for Enhancing Student Learning for submission to the Ministry
- Review or update major and minor capital timelines
- Superintendent's Report to the Board (including FESL update)

Events

- Attend Committee Meetings: Advocacy/Education, Student Services, Policy, Public Finance/Operations/Personnel, In-camera Finance/Operations/Personnel, Media/Communications
- Attend BCSTA Kootenay Boundary Branch (KBB) meeting
- Review Board Annual Work Plan
- Recognize Truth and Reconciliation Day
- Review FESL initiatives at Advocacy/Education meeting

October

Regular Board Meeting Agenda Items

- Review fiscal accountability report (Committee Meeting)
- Recognize World Teachers' Day
- Recognize Indigenous week
- Review enrollment report and staffing report
- Review International student program report
- Review Student Transportation accountability report
- Superintendent's Report to the Board (including FESL update)

Events

- Committee Meetings: Advocacy/Education, Student Services, Policy, Public Finance/Operations/Personnel, In-camera Finance/Operations/Personnel, Media/Communications
- Attend and participate in BCSTA Provincial Council Meeting
- Attend and participate in BCPSEA Symposium
- Attend Ministry partner meetings/Board Chair's meeting
- Review FESL initiatives at Advocacy/Education meeting

November

Regular Board Meeting Agenda Items

- Review fiscal accountability report (Committee Meeting)
- Recognize World School Support Staff day
- Recognize non-teaching staff
- Superintendent's Report to the Board (including FESL update)

Events

- Committee Meetings: Advocacy/Education, Student Services, Policy, Public Finance/Operations/Personnel, In-camera Finance/Operations/Personnel, Media/Communications
- Attend and participate in BCSTA Academy
- Attend Remembrance Day Celebrations
- Review FESL initiatives at Advocacy/Education meeting

December

Regular Board Meeting Agenda Items

- Review fiscal accountability report (Committee Meeting)
- Approve committee/representative appointments after chair's recommendation in an election year
- Elect Chair/Vice Chair
- Inaugural Board meeting
- BCPSEA Provincial Rep and BCSTA Provincial Councillor
- Superintendent's Report to the Board (including FESL update)

Events

- Acknowledge the contributions of students, employees and community on a monthly basis
- Review and approve SOFI report

- Deadline for submission of financial disclosure (SOFI)
- Deadline for submission of financial statements with auditors report for public
- Review FESL initiatives at Advocacy/Education meeting

January

Regular Board Meeting Agenda Items

- Review fiscal accountability report (Committee Meeting)
- Approve Budget development process and timelines for next year's annual Budget
- Review facilities report
- Provide direction through Board representative to BCSTA Provincial Council Meeting regarding provincial policy matters
- Superintendent's Report to the Board (including FESL update)

Events

- Committee Meetings: Advocacy/Education, Student Services, Policy, Public Finance/Operations/Personnel, In-camera Finance/Operations/Personnel, Media/Communications
- Attend and participate in BCSTA Provincial Council
- Attend and participate in BCPSEA Annual General Meeting
- Review Amended Annual Budget (including enrolment changes)
- Submit Trustee financial disclosures
- Review FESL initiatives at Advocacy/Education meeting
- Kootenay Boundary Branch motion building session

February

Regular Board Meeting Agenda Items

- Review fiscal accountability report (Committee Meeting)
- Approve Amended Annual Budget for Current Fiscal Year and make any required adjustments
- Review policy positions for submission to BCSTA Annual General Meeting
- Approve Board Authority Authorized Courses
- Ensure all deficiencies identified in the management letter and audit report have been remediated to the satisfaction of the auditor
- Review and assess Students Learning Surveys
- Superintendent's Report to the Board (including FESL update)

Events

- Committee Meetings: Advocacy/Education, Student Services, Policy, Public Finance/Operations/Personnel, In-camera Finance/Operations/Personnel, Media/Communications
- Stakeholder budget presentations
- Attend and participate in BCSTA Provincial Council Meeting
- Submit extraordinary motions
- Review FESL initiatives at Advocacy/Education meeting

March

Regular Board Meeting Agenda Items

- Review fiscal accountability report (Committee Meeting)
- Review and assess stakeholders input for forth coming budget
- Approve budget assumptions, and Board priorities for the annual budget for the coming year
- Superintendent's Report to the Board (including FESL update)

Events

- BCSTA Branch Meeting
- Review school projections for upcoming year

April

Regular Board Meeting Agenda Items

- Review fiscal accountability report. (Committee Meeting)
- Review draft budget for the upcoming year and provide any required direction regarding adjustments or further consultation prior to approval
- Approve first reading of the annual budget bylaw for next fiscal year
- Approval of District calendar for the next school year
- Approve school-based fees
- Review and assess Personnel Management Accountability report
- Review and approve Value for Money Accountability report
- Superintendent's Report to the Board (including FESL update)

Events

- Committee Meetings: Advocacy/Education, Student Services, Policy, Public Finance/Operations/Personnel, In-camera Finance/Operations/Personnel, Media/Communications
- Attend and participate in BCSTA Annual General Meeting

- BCSTA Leadership workshop
- Review FESL initiatives at Advocacy/Education meeting

May

Regular Board Meeting Agenda Items

- Review fiscal accountability report (Committee Meeting)
- Review annual staffing accountability report and assess Personnel Quality Indicators (re: Policy 12)
- Approve the final reading of the annual budget bylaw
- Superintendent's Report to the Board (including FESL update)

Events

- Committee Meetings: Advocacy/Education, Student Services, Policy, Public Finance/Operations/Personnel, In-camera Finance/Operations/Personnel, Media/Communications
- Participate in school graduation ceremonies and awards nights
- Participate in district scholarship selection
- Review FESL initiatives at Advocacy/Education meeting

June

Regular Board Meeting Agenda Items

- Review fiscal accountability report (Committee Meeting)
- Review internal audit accountability report
- Approve proposed Trustee calendar for Board meetings and related functions for the coming year
- Approve 5-year capital plan and annual facilities grant plan (AFG)
- Approve needs budget for submission to Ministry of Education
- Approve the Select Standing Committee presentation
- Recognize National Aboriginal Day
- Superintendent's Report to the Board (including FESL update)

Events

- Host Retirement Recognition Awards Ceremony
- Participate in school graduation ceremonies
- Review FESL initiatives at Advocacy/Education meeting

July

ON GOING

- Advocate for public education and the School District's role in the community
- Advocate for PAC/DPAC/DSAC
- Health and safety governance
- Attend Trustee development/orientation sessions
- Attend school functions (as invited)
- Hear appeals as needed
- Approve disbursements from and contributions to the Local Capital Reserve Fund and Surplus operation fund
- Approve purchase and disposition of real property (lands and buildings)
- Advance Board positions through BCPSEA
- Initiate meetings with other elected officials
- Purposefully meet with government MLA's and Ministers, Regional District of East Kootenay, First Nation Bands and municipal councillors
- Receive for information purposes Principal and Vice Principal transfer report
- In an election year in the first week of September host an information meeting for those who express interest in running for the position of School Board Trustee
- Attend Cranbrook Chamber of Commerce and other organization meetings as approved
- Respond to community groups as approved
- Indigenous Truth Work as a pathway to Reconciliation

Legal Reference: 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 School Act.

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FACILITATED BOARD SELF-EVALUATION PROCESS SCHOOL DISTRICT NO. 5 (SOUTHEAST KOOTENAY)

Process

The annual externally facilitated Board self-evaluation process shall be completed subsequent to the Superintendent evaluation and the Secretary Treasurer evaluation processes.

Purpose

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 would we rate our Board-Superintendent and Board Secretary Treasurer relations?
5. How well have we adhered to our governance policies?
6. What have we accomplished this past year to improve student learning? How do we know? What else have we accomplished this past year?
7. 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

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

1. A learning organization is focused on the improvement of student learning.
2. A commitment to continuous improvement is a sign of organizational health.
3. An effective evaluation process provides for growth and accountability.

The annual Board evaluation process shall model the Board's commitment to principles 1-3.

A pre-determined process for evaluation strengthens the governance function, builds credibility for the Board and fosters an excellent Board/Superintendent and Board/Secretary Treasurer relationship. An evidence-based approach provides objectivity to supplement the subjectivity involved in evaluation processes.

Context

The Board has chosen to retain the ten areas of responsibility articulated in Policy 2 in order to carry out the Board's governance role. These include: Accountability to the Provincial Government, Development and Maintaining a Culture of Student Learning, Accountability to and Engagement of Community, Strategic Planning, Policy, Board/Superintendent Relations, Board-Secretary/Treasurer Relations, Political Advocacy/Influence, Board Development, Fiscal Accountability. The annual

facilitated Board self-evaluation process is focused on Board performance in relation to these nine areas.

Facilitated Self-Evaluation of Performance

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 District which can hold the Board accountable for performing its legally defined role.

With reference to Policy 2 Role of the Board, Policy 2 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 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: With reference to the functioning of the First Team (Board, Superintendent, Secretary Treasurer) during the evaluation period Trustees will assess Board/Superintendent and Board/Secretary Treasurer 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 and Board/Secretary Treasurer questionnaire completed by all Trustees.

Part 5: The Board's Policy role is critical to provide direction for the district, to delegate to and hold staff accountable through the offices of the Superintendent and Secretary Treasurer, 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 the entire Handbook is subjected to review and revision once per term of office, identify any lack of alignment of practice with policy (e.g. from review of minutes) and make revisions as required in policy or practice as deemed appropriate.

Part 6: 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 Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis in light of Board minutes and direct Board observations.

Part 7: Board approves of the directions to be taken during the next evaluation period to strengthen Board functioning.

Part 8: 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 9: Board reviews the process tools and process structure and identifies any changes desired for the next evaluation period.

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 Positive Path Forward (PPF) to ensure actions were taken as required and desired results achieved.