



**CAMPBELL RIVER**

School District 72

# **BOARD GOVERNANCE POLICY HANDBOOK**

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## ROLE OF THE BOARD

The Board of Education establishes District directions, goals and policies to guide the educational program in accordance with the School Act and the interests and aspirations of parents and the community.

More specifically the board which is the seven elected Trustees:

1. Leads and directs the district by developing and approving the strategic plan and district goals.
2. Allocates resources to achieve the district vision by developing and approving the district Budget.
3. Recruits and selects the superintendent, secretary-treasurer and associate superintendent.
4. Oversee and approve employment contracts for the superintendent, associate superintendent and secretary-treasurer.
5. Accounts for district progress by monitoring achievement of the strategic plan and district goals, evaluating the superintendent and by appraising and improving board governance.
6. Consult with parents, the community and stakeholders to determine community interests and communicates district directions and achievements.
7. Provides public education leadership for the district and community.
8. Maintains an effective and respectful board-administration relationship.
9. Respects and supports the Board's co-governance partnership with the province.
10. Determines district policy and governance procedures in respect to all matters required to be approved by bylaw and the following:
  - 10.1 Diversity, Equality and Equity Policy
11. Approves all structural changes to the senior management team.

Legal References:	<i>School Act Sec. 85</i>
Monitoring Method:	<i>Internal Reports/Board and Superintendent</i>
Monitoring Frequency:	<i>Annual</i>
Adopted:	<i>June 25, 2013</i>
Last Revised:	<i>October 2017</i>
	<i>September 2018</i>
	<i>November 2019</i>
	<i>April 13, 2021</i>





### **APPROACH TO GOVERNANCE**

The board and administration:

1. Believe board effectiveness arises from a strong and over-riding commitment to the learning success and well-being of all students.
2. Recognize and support the necessary and advisable separation of roles between the elected board governance function and professional management responsibilities of the administration.
3. Value open, respectful, inclusive and emotionally safe communications among board members and between the board and administration.
4. Seek to develop, maintain and support agreed on and effective processes to address district issues, to facilitate decision-making and to resolve conflicts.
5. Encourage inviting and considerate relationships that enable participation in resolution of concerns and construction of solutions.
6. Plan strategically to provide district leadership and alignment of resources with district goals.
7. Appraise district, superintendent and board achievement through continuous monitoring of the strategic plan, district goals, and board policies.

Legal References:

*School Act Sec. 85*

Monitoring Method:

*Internal Reports/Board and Superintendent*

Monitoring Frequency:

*Annual*

Adopted:

*June 25, 2013*

Last Revised:

*October 2107*



## **FOUNDATIONS AND DIRECTION**

### **Mandate**

The Minister of Education of the Province of British Columbia has charge of the maintenance and management of all provincial schools and is given power to create, dissolve, alter, and consolidate school districts, and to provide leadership and services to local school districts within the framework of the School Act (1966).

School District 72 is under the governance and control of the locally elected Board of Education which is charged by law to "determine local policy in conformity with the School Act for the effective and efficient operation of schools in the school district," and has the legal status of a corporation, with perpetual succession and a common seal, and all the rights, duties, powers, and liabilities set out in the School Act.

### **Vision**

School District 72 is dedicated to the achievement of personal excellence for all members of its learning community.

### **Mission**

The Board of Education provides governance for the school district through informed, thoughtful democratic decision making.

### **Values**

In the pursuit of the vision of the school district our values are:

- Learning is Central.
- Collegiality is Essential.
- Respect is Fundamental.

The commitments to learning as our core purpose, to teamwork and inclusion as a means of working together, and to respectful approaches to diversity and problem-solving drive how we operate and make decisions.

### **Learning Beliefs**

In order to ensure safe, caring and engaging learning environments and progress for all learners, we believe...

- Respectful relationships are fundamental to successful learning.
- All learners vary in their learning styles, prior knowledge and experiences, abilities, and rates of development.
- Learning is an active and social process.
- Positive learning behaviours and attitudes lead to greater student independence, success, and lifelong learning.

## Board Priorities

### Priority 1:

To clarify, develop and implement policies to guide board governance.

Key outcomes:

- Board agreement on the board's approach to school district governance;
- Developed and approved board governance policies to codify, implement and maintain the board's approach to governance; and
- An on-going schedule of school district oversight (goal achievement), board governance evaluation and improvement, and superintendent appraisal.

### Priority 2:

To develop and implement a comprehensive school district strategic plan.

The Board of Education, as part of its mandate under the School Act, is required to determine local policy for the effective and efficient operation of schools within the district. Proper planning ensures that resources for public education are used for optimal results in the best interest of students and the community served.

As such the Board of Education is committed to the development of a strategic plan, every five years, to provide direction for system planning.

Under the board's direction, the strategic planning process will meet local needs, recognize priorities identified by the province, and fulfil accountability requirements. The mission, vision values and learning beliefs of the district will provide foundational direction in the shaping of this plan.

The board will also ensure that the strategic plan is kept current to ensure focused, efficient and effective change and improvements.

## Board Commitments

### Employee and Family Assistance Program (EFAP)

The Board of Education recognizes the impact personal challenges can have on employees, trustees and their respective families and that most of these challenges can be successfully resolved, especially when identified early and given appropriate attention. To that end, the board supports the creation of a joint Employee and Family Assistance Program (EFAP) through a signed agreement with the Campbell River District Teachers' Association, CUPE Local 723, and the Campbell River Principals' and Vice-Principals' Association. This program will be administered at the operational level under Operational Procedure 411 (Employee and Family Assistance Program).

### Deferred Salary Leave

The Board of Education agrees to support the Deferred Salary Leave Plan to afford members of its teaching staff the opportunity of taking a one-year leave of absence with deferred pay.

Legal References:

*School Act Secs. 65, 73-87, 168, 172-176*

Monitoring Method:

*Internal Reports/Board and Superintendent*

Monitoring Frequency:

*Triennial Policy Review*

Adopted:

*June 25, 2013*

Amended:

*February 6, 2018*



## **POLICY DEVELOPMENT**

The board is responsible to formulate and adopt written policies based on its values, vision and mission to provide a framework to guide and monitor the actions of those to whom it delegates authority. This framework for action will constitute the policies governing the operation of the district. Board policies shall establish a balance between the responsibilities of the board to develop the policy framework to guide the district and to provide the opportunity for the superintendent to exercise professional knowledge, training and experience in the administration of the district.

### **Planning**

The board, in cooperation with the superintendent, shall assess the need for a policy, as a result of its own monitoring activities or on the suggestion of any resident of the district.

### **Development**

The board shall identify the critical components of each policy to be developed. Policies will only be approved after hearing the recommendations of the superintendent and the viewpoints of persons or groups affected by the policy. The board may develop the policy itself or delegate the responsibility for development to the policy review committee or superintendent.

### **Implementation**

The board is responsible for the implementation of its policies directing its governance processes. The board and superintendent share the responsibility for implementation of policies relating to the board-superintendent relationship. The superintendent is responsible to meet the operational expectations of the board, to establish operational procedures and to implement all other policies.

### **Evaluation**

The board shall monitor and evaluate each policy in a timely manner to determine whether or not the policy is meeting its intended purpose.

The board may establish procedures in respect to policy planning, development, implementation and evaluation.

Legal References:	<i>School Act Secs. 65, 85</i>
Monitoring Method:	<i>Internal Reports/Board and Superintendent</i>
Monitoring Frequency:	<i>Annual</i>
Adopted:	<i>June 25, 2013</i>
Last Revised:	<i>October 2017</i>



## **DIVERSITY, EQUALITY AND EQUITY**

### **Definitions**

"Diversity" refers to the broad range of visible and non-visible differences that characterize people. Some of these qualities include age, ethnicity, colour, disability, sexual orientation, gender identity, spiritual and political beliefs, and socio-economic background. Diversity also includes knowledge, skills and abilities of individuals.

"Equality" means providing everyone the same opportunities.

"Equity" means dealing fairly with each person according to their needs.

### **Goals**

The board recognizes the inherent dignity and rights of all members of the human family and values the diversity of its community of students, staff and the larger community it serves. Within this context, the board affirms its commitment to the principles and values contained in the BC Human Rights Code and actively supports the following goals:

1. Providing and maintaining a physically and emotionally safe learning and working environment which promotes and provides acceptance, fairness, justice and equity for all students and employees;
2. Recognizing and valuing, through articulation and actions, our diversity, including but not limited to ethnicity, spiritual beliefs, sexual orientation and gender identity; and,
3. Encouraging and supporting educational programs that promote an understanding and appreciation of the complexity of diversity.

Legal References:	<i>School Act Sec. 85</i>
Monitoring Method:	<i>Internal Reports/Board and Superintendent</i>
Monitoring Frequency:	<i>Annual</i>
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## **ROLE OF THE CHAIR AND VICE-CHAIR**

### **Role of the Chair**

The chair leads the board in achievement of the district vision and goals, fulfillment of its governance responsibilities and ensuring the integrity of the board's governance processes. The chair is the board's spokesperson and represents the board in the community.

#### **1. Meetings and Committees**

- 1.1 Preside over and conduct the meetings of the board ensuring they are orderly, efficient, procedurally fair and remain focused on board governance matters.
- 1.2 Establish board meeting agendas in consultation with the vice-chair, superintendent, associate superintendent and secretary-treasurer and in a manner that is consistent with the board's annual work plan.

#### **2. Board-Superintendent Relations**

- 2.1 Be in regular contact with the superintendent to maintain a working knowledge of current issues and significant developments within the district.
- 2.2 Keep the board and the superintendent informed in a timely manner of all matters coming to the chair's attention that might affect the governance and administration of the district.
- 2.3 Lead the board's evaluation of the superintendent, associate superintendent and secretary-treasurer and take responsibility for reporting the evaluations to the board and to the superintendent, associate superintendent and secretary-treasurer.
- 2.4 Lead a monthly review and sign off on all superintendents expenses, sick leave and holidays.

#### **3. Board Integrity**

- 3.1 Monitor the Board's conduct to ensure it is consistent with the board's governance policies and any lawful obligations imposed on the board.
- 3.2 Lead periodic board self-evaluations to ensure continuous improvement of board governance practices.
- 3.3 Model the trustee code of conduct by conducting themselves in a manner that is ethical, empathetic, respectful and focused on the educational interests of students and the district.
- 3.4 All Board Pro-d initiatives shall be determined by all Board members.

#### **4. Fulfil the duties established under the School Act.**

### **Role of the Vice-Chair**

- 1. Chair the confidential meetings of the board.

2. Participate in meetings to establish board meeting agendas.
3. Recommend to the board the appointment of board members to organizations outside the district who are not otherwise elected to the appointment by the board.
4. In the absence of the chair, the vice-chair shall perform the duties of the chair and, in the absence of the chair and vice-chair, the board shall designate another board member to perform the duties of the chair.
5. After the adoption of a new Strategic Plan, the Vice-Chair and the Superintendent shall meet to prepare recommendations for the Board of Education regarding committees that facilitate the successful implementation of the plan.

Legal References:	<i>School Act Secs.65-67, 85</i>
Monitoring Method:	<i>Internal Reports/Board and Superintendent</i>
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Last Revised:	<i>October 2017</i>
	<i>September 2018</i>
	<i>April 2019</i>
	<i>January 2021</i>

**TRUSTEE CODE OF CONDUCT**

It is the board's expectation that each trustee will adhere to high ethical standards in their dealings with other trustees, district staff and the community. In carrying out their role the board expects trustees to:

1. Conduct business in accordance with the rules of order, district procedures, and the laws, rules and regulations governing education in British Columbia;
2. Earnestly attempt to understand the needs and aspirations of the entire district;
3. Advocate for students by always making fair and inclusive decisions that are in their best interests;
4. Work cooperatively with the board treating other trustees with respect and consideration;
5. Devote time, thought and study to the duties of trusteeship in order to ensure the district is well governed and to provide credible service;
6. Consider all information and opinions presented to the board in making decisions without bias, and abide by and uphold the district vision and values, and decisions of the board;
7. Keep in confidence any personal or confidential information obtained in their capacity as a trustee and not disclose the information except when required by law or authorized by the board to do so;
8. Not withhold or conceal information that may have a material impact on the deliberations of the board or administration of the district;
9. Declare any conflict of interest as stated in the School Act and not participate in, vote on, or exert influence on, any decision in which the trustee has any interest;
10. Resist every temptation and outside pressure to use the trustee position to benefit either oneself or any other individual or agency apart from the total interest of the district;
11. Conduct relationships with district staff, the community and media in recognition of the fact that trustees have no legal authority outside the meetings of the board;
12. Trustees are expected to conduct their business in a manner consistent with the expectations for the prevention of fraud as stated in Operational Procedure 520 (Fraud Prevention & Investigation);
13. Attend to the governance role of the board avoiding involvement in district operations; and
14. Act as a trustee of the district and work carefully to ensure that it is well maintained, fiscally secure, and operating in the best interests of the students the district serves.

The board may establish procedures to provide for the resolution of conflicts among trustees and to enforce the code of conduct and, where necessary, impose sanctions on trustees who violate the code of conduct.



## **Enforcement of the Trustee Code of Conduct**

The board expects each board member to adhere to the code of conduct in carrying out the role of trustee. The board recognizes that code of conduct infractions vary in their intent and severity and has established both informal and formal enforcement procedures.

A board member or the superintendent or, in the case of an infraction of confidentiality the secretary-treasurer, shall in confidence bring an alleged infraction of the code to the attention of the board by notifying the chair or, in the absence of the chair or if the alleged infraction has been made by or about the chair, the vice-chair who in such instances shall undertake the responsibilities of the chair.

Notification of the chair shall be made in writing and within seven days of the board member or superintendent first becoming aware that the alleged infraction has occurred. The notification shall include: the name of the board member who is alleged to have breached the code; the alleged infraction or infractions of the code; information as to when the infraction came to the individual's attention; the grounds for the belief of the individual that an infraction of the code has occurred; the names and contact information of any witnesses to the infraction or any other persons who have relevant information regarding the alleged infraction; and, the signature of the individual alleging the infraction of the code.

## **Procedures**

### **1. Informal**

- 1.1 The chair, on their own initiative, or at the request of the board member, superintendent or secretary-treasurer, who alleges an infraction of the code has occurred, may meet confidentially and informally with the board member who is alleged to have breached the code, to discuss the infraction. The chair shall bring the allegation of the infraction to the attention of the board member and discuss sanctions to address the infraction as an infraction and/or measures to correct the offending behaviour.
- 1.2 The sanctions or measures to address the alleged infraction as an infraction may include a warning, an apology, or an agreed-upon consequence which may include that the board member engage in professional development.
- 1.3 In circumstances where the chair believes that the alleged infraction occurred, and the board member concurs, the agreement of the board member that the infraction of the code occurred and with the sanctions or measures imposed shall be reported to a confidential meeting or confidential session of the board and no further action in respect to the infraction shall be taken.
- 1.4 In circumstances where the chair believes that the alleged infraction occurred, and the board member does not agree that the infraction occurred or with the suggested sanctions or measures, the allegation of an infraction of the code may be elevated by the chair or the board to the formal code of conduct enforcement procedures.
- 1.5 In circumstances where the chair does not believe that the alleged infraction occurred, the chair shall dismiss the allegation and report the alleged infraction and chair's findings to a confidential meeting or confidential session of the board and no further action in respect to the infraction shall be taken and the matter shall be closed.

## 2. Formal

- 2.1 In the absence of informal resolution of the alleged infraction and within 14 days of receiving the notification of the alleged infraction, the chair shall compile the information obtained in the originating notification of the alleged infraction and any actions the chair may have taken to address the allegation, and make a confidential report to the board in a confidential meeting or confidential session. The chair's report to the board shall include the chair's recommendation in respect to the merits of the board conducting an investigation into the alleged infraction of the code.
- 2.2 The board in confidential meeting, by motion, shall within 14 days of receiving the report of the chair, confirm or reject the recommendation of the chair to conduct an investigation of the alleged infraction of the code.
- 2.3 Where the board determines that an investigation should be made into the alleged infraction of the code, within 28 days of receiving notification from the chair of the alleged infraction, the board shall by any appropriate means, including engagement of an independent investigator by the secretary-treasurer, make inquiries into the alleged infraction. On the basis of the results of the inquiry, the board in confidential meeting, by motion, shall decide whether the board member has breached the code and impose sanctions appropriate to the severity of the infraction.
- 2.4 The board member alleged to have breached the code shall not vote in respect to a motion to undertake an investigation of the alleged infraction nor vote in respect to a motion to confirm the alleged infraction or impose sanctions.

## 3. Sanctions for Infraction

Where the board determines that a board member has breached the code, the board may censure the board member or, where the infraction includes the failure to maintain the necessary confidentiality of information, bar the board member from attending all or part of a meeting of the board or a committee of the board and the board member shall not receive any materials that relate to that meeting that are not available to the public. These sanctions are not intended to limit any other response, action or remedy that the board may decide to take or pursue.

- 3.1 Upon the board determining that a board member has breached the code and any sanctions to be imposed:
  - The board shall give the board member written notice of the determination and sanctions;
  - Provide the board member with 14 days to make written submissions to the board regarding the determination and/or sanctions;
  - After considering the submissions, the board shall confirm or revoke a determination within 14 days of receiving the submissions;
  - If the determination is revoked, the sanctions are revoked; and
  - If the determination is confirmed, the board shall confirm, vary or revoke the sanctions.

- 3.2. Where an infraction of Sections 1 to 13 inclusive of the code has occurred, sanction of a board member shall be undertaken by the chair writing a letter of censure marked "personal and confidential" to the board member in question. This action shall be reported at the next regular board meeting.
- 3.3. For a second occurrence, a motion of censure shall be presented against the board member in question, at a regular board meeting, unless to do so would require a disclosure of confidential information other than a previous letter of censure.
- 3.4. For a third and subsequent occurrence, a motion to remove the board member in question from one, or more, or all board appointments shall be presented at a regular board meeting.
- 3.5. Where there has been a failure to maintain the confidentiality of information and an infraction of section 7 of the code has occurred, in addition to the above sanctions, the board may bar a board member from attending all or part of a meeting of the board or a committee of the board. When a sanction has been imposed that bars a board member from attendance at a meeting of the board it is considered to be an absence authorized by the board.

Legal References:	<i>School Act Secs. 33, 55-65, 85</i>
Monitoring Method:	<i>Board Governance Policy Committee</i>
Monitoring Frequency:	<i>Annual</i>
Adopted:	<i>June 25, 2013</i>
Last Revised:	<i>June 20, 2017</i> <i>October 2017</i>



## RESOLUTION OF CONFLICT

The board regards conflicts as normally occurring and as opportunities to increase understandings of differences, enhance working relationships and improve individual performance. Collaborative, inclusive, fair and developmental conflict resolution processes are based on the following interpersonal relationship norms:

- Seek to maintain positive group dynamics
- Ensure each person engages fully in all discussions
- Treat others and the views they express with openness and respect
- Take personal responsibility for contributions to discussions
- Support agreed upon group processes

### Expectations

The board has determined the following conflict resolution expectations. These expectations are intended to encourage learning, flexibility and responsiveness, and to avoid procedural rigidity.

#### 1. Understanding

Disagreements present opportunities to seek additional information and create new understandings. Processes need to encourage inquiry, development of new and shared perceptions, and agreement.

#### 2. Timeliness

Conflicts should be addressed as soon as possible and not left unattended to grow and impact unnecessarily on others and the work of the board.

#### 3. Fairness

Processes need to be open and equitable extending opportunities for participation in problem identification and generation of solutions.

#### 4. Focus

Resolution processes and communications need to focus on issues and outcomes not people. The expectation is to build interpersonal relationships and enhance board governance.

#### 5. Respect

Interactions must be characterised by care and regard for the individual, empowerment and appropriate confidentiality.

### Procedure

Board members and the superintendent are encouraged to adhere to the conflict resolution expectations. Board members involved in the conflict, and the superintendent where the conflict involves the superintendent, are expected to adhere to the following conflict resolution steps:

1. Attend to the conflict, disagreement or dispute within seven days of becoming aware of the issue.
2. Address the issue with the individual directly with a view to resolving the matter privately.
3. Where a resolution is not found privately and there continues to be merit in seeking resolution, and except for instances where the conflict involves both the chair and vice-chair, bring the matter to

the attention of the chair or, where the chair is absent or the conflict involves the chair, the vice-chair, who shall:

- 3.1 Within 14 days, take steps personally to inquire about the conflict with each individual involved;
- 3.2 Seek to resolve the conflict in consultation with the individuals involved;
- 3.3 Treat the conflict and information surrounding the conflict confidentially.

In instances where the conflict involves both the chair and vice-chair, step 3 shall not be taken.

- 4. Where the chair is unable to resolve the conflict, there continues to be merit in seeking resolution, and with the agreement of the involved individuals in respect to timing and external consultant, the chair may engage an external consultant to resolve the conflict.
- 5. Where the consultant is unable to resolve the conflict within 28 days, there continues to be merit in seeking resolution, and with the agreement of the involved individuals, the chair may bring the conflict to the attention of the board in a confidential meeting or confidential session. The board shall:
  - 5.1 Within 14 days, initiate steps to inquire about the conflict with each individual involved;
  - 5.2 Seek to resolve the conflict in consultation with the individuals involved;
  - 5.3 Treat the conflict and information surrounding the conflict confidentially.
- 6. Where the board is unable to resolve the conflict within 28 days and there continues to be merit in resolving the conflict the board may, by motion of the board made in a confidential meeting or confidential session, impose a resolution to the conflict. The resolution shall be included in the public report of the board on the confidential meeting or confidential session and the matter shall be closed.

Legal References:	<i>School Act Sec. 85</i>
Monitoring Method:	<i>Internal Reports/Board and Superintendent</i>
Monitoring Frequency:	<i>Annual</i>
Adopted:	<i>June 25, 2013</i>
Last Revised:	<i>October 2017</i>



## DELEGATION OF AUTHORITY

The board designates the superintendent as its chief executive officer and delegates to the superintendent the authority and responsibility to manage the operations of the district. The board authorizes the superintendent to do any act or thing or exercise any lawful power that the board may, or is required to do or exercise, except those matters which, in accordance with the School Act, cannot be delegated. In addition, the board shall:

1. Support the superintendent in fulfilling the legislated responsibilities of a superintendent of schools;
2. Hold the superintendent accountable for achieving and complying with operational expectations and for supporting the board in achieving and complying with the governance policies and operational procedures that apply to the board;
3. Review and approve annual targets proposed by the superintendent for achieving the district goals established by the board;
4. Permit the superintendent to delegate authority and responsibility and to provide resources to other staff, and to hold them accountable;
5. Alter the authority and responsibility delegated to the superintendent by changing its policies; and
6. Direct the superintendent only through decisions made as a corporate body.

Notwithstanding the above, the board reserves to itself the authority to make decisions on matters requiring board approval in accordance with specific board policies, and further, the board requires that any new provincial or local initiatives must be initially brought to the board for discussion, and determination of decision-making authority.

Legal References:	<i>School Act Secs. 22, 85</i>
Monitoring Method:	<i>Internal Reports/Board and Superintendent</i>
Monitoring Frequency:	<i>Annual</i>
Adopted:	<i>June 25, 2013</i>
Last Revised:	<i>October 2017</i>

**GENERAL EXPECTATIONS OF THE SUPERINTENDENT**

The Superintendent shall operate legally, ethically, prudently, and abide by board policies. The superintendent shall ensure:

1. All operational practices, activities, decisions and organizational conditions are lawful, prudent, consistent with commonly accepted professional and business ethics, and adhere to board policies.
2. All necessary actions are taken such that the district operates in compliance with provincial requirements.
3. Recognition is given to the inherent dignity and rights of all members of the human family and that the diversity of the school community of students and staff and the larger community it serves is valued.
4. The impact on the environment is consistently considered in the delivery of programs and services and that schools integrate environmental education and environmentally responsible action within the school setting.
5. Operational practices, activities, decisions or organizational conditions do not place at risk the District's public image or credibility.

Legal References:	<i>School Act Secs. 22, 85</i>
Monitoring Method:	<i>Internal Reports/Board and Superintendent</i>
Monitoring Frequency:	<i>Annual</i>
Adopted:	<i>June 25, 2013</i>
Last Revised:	<i>October 2017</i>



## **ROLE AND RESPONSIBILITY OF THE SUPERINTENDENT**

The superintendent is the chief executive officer of the board. The superintendent is accountable to the board for the conduct and operation of the district, for providing leadership in administration and instructional programs for students, and for ensuring compliance with board governance policy and legislative requirements. All board authority delegated to the staff of the district is delegated through the superintendent.

The superintendent shall:

1. Assist, initiate and direct the planning and development, implementation and evaluation of board governance policy, the strategic plan and district goals;
2. Meet the operational expectations of the board and establish operational procedures and to implement board policies;
3. Advise and assist the board in exercising its duties under legislation;
4. Attend, or arrange for a delegate to attend, all meetings of the board and its committees, except when excused by the board for discussion of the superintendent's performance;
5. Ensure that, in consultation with the chair and staff as necessary, agendas for board meetings are properly prepared;
6. Direct the development of an annual operating and capital budget for board approval, and ensure the existence of an effective system of financial expenditure and control;
7. Ensure that the board is kept appropriately informed of the operation of the district;
8. Ensure the provision of a well-organized program of personnel administration, and recommend appointment of the secretary-treasurer and associate superintendent to the board;
9. Supervise and coordinate the operation of departments and functions in the district, and delegate responsibilities as required;
10. Provide and promote a high standard of professional leadership and commitment to continuous improvement in the district;
11. Maintain exemplary standards of curriculum and instruction;
12. Evaluate, or arrange for, the evaluation of senior management and principals / vice-principals on a regular basis;
13. Evaluate, or arrange for evaluation other personnel as required;
14. Monitor and continually evaluate operational and educational practices;
15. Visit schools, maintain effective professional relationships with staff and community, and promote good communication within and outside the district;
16. Accept responsibility for providing appropriate educational leadership outside the district;



17. Perform such other duties as are assigned by the board, and which are consistent with the above duties, board governance policy, and with legislative requirements; and
18. Ensures that the board is consulted and approves of all structural changes to the senior management team.

Legal References:	<i>School Act Secs. 22, 85</i>
Monitoring Method:	<i>Internal and External Reports/Superintendent and Externals</i>
Monitoring Frequency:	<i>Annually</i>
Adopted:	<i>June 25, 2013</i>
Last Revised:	<i>October 2017</i>
	<i>September 2018</i>
	<i>November 2019</i>



## **MONITORING BOARD PERFORMANCE**

The board is committed to continuous improvement through regular evaluation of board performance. Board self-appraisal of achievement of board and district goals and review of compliance with governance policies and operational procedures are the primary outcomes monitored. The board shall adhere to the following schedule and methods for self-appraisal and monitoring compliance with its governance policies and operational procedures on a regular and systematic basis.

### **1. Schedule**

Prior to May 15 in each year the board shall establish a monitoring schedule for the following one year period of July 1 to June 30. The monitoring schedule shall be included in the board's annual work plan.

### **2. Methods**

- 2.1 Governance policies and operational procedures shall be monitored using reports provided by board committees and, the superintendent, external sources such as auditors, or by direct review by the board.
- 2.2 The methods used shall include use of the board's governance health check or other documents as determined by the board and superintendent as the criteria for evaluation of board performance.
- 2.3 The process shall involve all board members, the superintendent and others the board may determine to include.
- 2.4 The board shall assess itself as a whole.
- 2.5 The methods of self-appraisal shall be structured so that they lead to strengthening communications and relationships among board members and with the superintendent.
- 2.6 Self-appraisal sessions are to be facilitated by the chair and assisted by the superintendent.
- 2.7 Provision may be made for engaging an external facilitator to conduct sessions when the board perceives a need or benefit arising from third-party assistance.

Notwithstanding the above schedule and methods, the board shall continuously monitor its performance through post-meeting debriefings and other methods upon the determination of the chair or board.

Legal References:	<i>School Act Sec. 85</i>
Monitoring Method:	<i>Internal Reports/Board and Superintendent</i>
Monitoring Frequency:	<i>Annual</i>
Adopted:	<i>June 25, 2013</i>
Last Revised:	<i>October 2017</i>



## MONITORING DISTRICT PERFORMANCE

1. The board is responsible to ensure that the district vision and goals are achieved. This requires that the board:
  - 1.1 Describe the outcomes that would signify the success of the district,
  - 1.2 Hold the superintendent accountable for attaining these outcomes, and
  - 1.3 Systematically and rigorously monitor to ensure these outcomes are being attained and in a manner that is consistent with board policy.
2. The board shall monitor its policies by:
  - 2.1 Internal Reports: The superintendent provides periodic reports to the board monitoring governance policies and operational procedures. These reports are based on specific criteria determined by the board and superintendent.
  - 2.2 External Reports: The board, through the superintendent, engages auditors, site inspectors, or other external evaluators to answer specific questions or meet legislative or professional requirements or standards.
  - 2.3 Direct Review: Board members and the superintendent examine implementation or maintenance of board governance policies and operational procedures through direct review of compliance criteria.
3. Each policy, on approval, shall include the frequency and methods of monitoring.
4. Annually, the superintendent shall provide the board with a schedule for the presentation of internal monitoring reports at public board meetings, throughout the school year.
5. Information provided to the board that does not arise from and relate to outcomes or expectations described by board policy is not considered monitoring information.

Legal References:	<i>School Act Sec. 85</i>
Monitoring Method:	<i>Internal Reports/Board and Superintendent</i>
Monitoring Frequency:	<i>Annual</i>
Adopted:	<i>June 25, 2013</i>
Last Revised:	<i>October 2017</i>



## **MONITORING SUPERINTENDENT PERFORMANCE**

The purpose of the annual performance review of the superintendent is to consolidate the board's findings arising from its monitoring of district goals and operational procedures during the year and, on this basis, to draw reasonable summative conclusions. In addition, however, the board may assess superintendent performance related to the achievement of performance objectives and other criteria established jointly and previously agreed to by the board and superintendent.

The board shall adhere to the following schedule and methods for superintendent performance review.

### **1. Schedule**

The performance of the superintendent is a formative ongoing process that correlates with the Strategic Plan.

### **2. Methods**

- 2.1 In January, the superintendent shall provide the Board with a report regarding the district's progress on the Strategic Plan. The board shall meet with the superintendent to review the plan. The board may from time to time ask for other meetings with the superintendent to review progress on the Strategic Plan.
- 2.2 The superintendent performance review process shall involve all board members and the superintendent.
- 2.3 The methods of performance review shall be structured so that they lead to strengthening communications and the relationship between the board and superintendent.
- 2.4 Performance review sessions are to be facilitated by the chair and assisted by the superintendent.
- 2.5 Provision may be made for engaging an external facilitator to conduct sessions when the board and superintendent perceive a need or benefit arising from third-party assistance.
- 2.6 This policy, reviewing the superintendent's performance, is in addition to the performance review provisions of the contract of employment.

Notwithstanding the above schedule and methods, the board and superintendent shall continuously monitor superintendent performance and board-superintendent relations through private briefings and other methods determined by the chair and superintendent.

Legal References:	<i>School Act Sec. 85</i>
Monitoring Method:	<i>Internal Reports/Board and Superintendent</i>
Monitoring Frequency:	<i>Annual</i>
Adopted:	<i>June 25, 2013</i>
Amended:	<i>October 2017</i>
	<i>June 2018</i>



## MEETINGS

The board values knowledgeable decision-making. The purpose of board meetings is to develop board awareness, understanding and direction on matters relevant to the district. Board motions duly moved and approved confirm district direction, action, and outcomes.

The board values transparency and accountability. The public and representatives of the press may attend regular and special meetings of the board and provision shall be made for presentation to the board of parent and community interests relevant to the meeting agenda.

The board values personal and organizational dignity and integrity. Matters of a confidential nature shall be treated in a manner that protects individual privacy, board contractual, legal, or labour relations positions, and the public interests. The board may convene confidential meetings to ensure necessary confidentiality to address issues dealing with individuals, land, labour relations, litigation, negotiations or other matters determined by the board to be of a sufficiently sensitive nature that provisions for confidentiality must apply.

The board values respectful and orderly conduct. Board meetings shall be conducted in a manner that preserves personal integrity, expects individual accountability, ensures procedural fairness, is efficient and disciplined, and is consistent with agreed on board meeting procedures.

### 1. General

- 1.1 The superintendent, secretary-treasurer and associate superintendent shall attend all board meetings unless it is determined by the board that they shall not attend.
- 1.2 The board shall hold meetings as often as is necessary in order to fulfill its duties.
- 1.3 Board meetings shall be held throughout the school calendar year on Tuesday's beginning immediately following Labour Day. The regular board meeting schedule will be created on a yearly basis and adopted by the board.
- 1.4 A quorum, which is a simple majority of the number of board members, must be present and no act, proceeding or policy of the board shall be deemed valid unless adopted at a duly constituted meeting.
- 1.5 To provide for the fair, open, orderly and efficient conduct of the board's business, board meetings shall be conducted according to *Robert's Rules of Order*. Board meeting procedures that supersede or that are not addressed by *Robert's Rules of Order* shall be established by the board.
- 1.6 In non-election years, at the first public board meeting in November, the chair and vice-chair shall be elected, and signing officers shall be appointed.
- 1.7 Following a by-election, at the first regular meeting of the board the returns shall be read and the Oath of Office shall be administered to the newly elected board members.

## **2. Regular Board Meetings and Agenda**

- 2.1 Board meetings shall normally be held at 7:30 p.m. and shall conclude no later than 10:00 p.m. except by board motion to extend the meeting.
- 2.2 Material to be included in the agenda must be submitted to the secretary-treasurer no later than 12:00 noon of the Wednesday preceding a regular board meeting. The agenda and notice of meeting shall be ready for distribution by 4:00 p.m. of the Friday preceding a regular board meeting.

## **3. Inaugural Meetings and Agenda**

- 3.1 In an election year, the inaugural meeting of the board shall be convened at 7:00 pm and be held within 30 days from the date of election at which time the returns shall be read, the Oath of Office shall be administered, the chair and vice-chair shall be elected, and signing officers shall be appointed.

## **4. Delegations to the Board**

- 4.1 Any individual or group of persons is welcome to make a submission to the Board of Education at any public meeting, subject to the provisions of 4.4.
- 4.2 Delegations are encouraged to notify the school board office of their intent to make a submission so time will be made available, subject to the provisions of 4.4.
- 4.3 A delegation shall appoint a spokesman who will act as a contact person in the event that the board needs to direct a reply or decision to the group.
- 4.4 Individuals or groups wishing to make a presentation to the board must submit a completed "Application to Present to the Board of Education School District 72" with all supporting material that will be used as part of the presentation, to the secretary-treasurer's office by 12:00 pm on the Wednesday proceeding the board meeting at which they wish to present. This application form is available on the school district website. The application request will be at the discretion of the board chair and will be reviewed at the board agenda setting meeting prior to the board meeting. Individuals or groups will be advised by the Friday prior to the board meeting whether their presentation application has been approved and will form part of the next board agenda. Presentations to the board may not exceed 10 minutes unless approved by the board chair.
- 4.5 There will be no more than 20 minutes allotted for all presentations to the board at each board meeting.
- 4.6 The spokesperson for the delegation or group will sit at the end of the board table and directly address the board.

## **5. Special Board Meetings and Agenda**

- 5.1 Special board meetings of the board may be held at the call of the chair, secretary-treasurer or a majority of board members. Normally, only agenda items announced at the time the special board meeting is called shall be considered.

## **6. Confidential Board Meetings and Agenda**

- 6.1 Confidential board meetings shall be held before each regular board meeting and may resume after the regular board meeting and shall be chaired by the vice-chair of the board. Normally, only agenda items announced at the time the confidential board meeting is called shall be considered.
- 6.2 No person shall disclose the proceedings of a confidential board meeting. The board, shall by resolution, approve the record of matters discussed and decisions made in confidential board meetings that shall be reported.

## **7. Board Information Sessions and Agenda**

Board information sessions may be held as required, and:

- 7.1 Shall be convened only for the purposes of information sharing, issue clarification, identification of options and alternatives, and understanding of impacts;
- 7.2 District staff, external resources and such other individuals that may be deemed necessary to provide information and guidance to the board may participate in board information sessions;
- 7.3 No decision or other official action shall be taken by the board while meeting in a board information session;
- 7.4 The agenda may include any item relevant to the district except a matter that would meet the standard to be addressed by a confidential board meeting; and
- 7.5 The superintendent and/or delegate(s) shall attend and facilitate all board information sessions which shall be conducted informally.

## **8. Question Period During Public Meetings of the Board of Education**

- 8.1 There will be two ways to submit a question to the Board of Education:
  - In writing and sent to the superintendent's office; and
  - During the public meeting questions shall be submitted in written form and signed by the person posing the question.
- 8.2 All questions will be directed to the board chair.
- 8.3 Questions will be submitted to the superintendent of schools (or designate) prior to the start of the question period. Questions will be asked in order of submission. Priority will be given to those who have not presented during the public meeting portion of the agenda. If time permits, questions may be submitted in writing from the floor.
- 8.4 The questions period will be limited to 15 minutes.
- 8.5 The board chair, with assistance from the superintendent, may direct the questions to the appropriate person. If the question is not answered at the meeting, the individual asking the question will be contacted in a timely manner.
- 8.6 There will be a limit of one question per person.

- 8.7 Only questions on agenda items will be answered, if the information is readily available, at the public meeting.
- 8.8 Answers to questions must not result in staff workload exceeding thirty (30) minutes.
- 8.9 All written questions and content will be kept in a binder at the school board office which will include the answers to each question.

Legal Reference:	<i>School Act Secs. 65-72</i>
Monitoring Method:	<i>Board Governance Policy Committee</i>
Monitoring Frequency:	<i>Annual</i>
Adopted:	<i>June 25, 2013</i>
Amended:	<i>June 20, 2017</i>
	<i>October 2017</i>
	<i>June 2018</i>
	<i>December 2018</i>
	<i>November 2019</i>
	<i>October 2020</i>





## Application to Present to the Board of Education

Please complete the following application and either drop it off with the school district receptionist or email to [natalie.crawshaw@sd72.bc.ca](mailto:natalie.crawshaw@sd72.bc.ca). You will be contacted by the secretary-treasurer's office to be advised if your application has been approved or declined by the Friday immediately proceeding the public board meeting you wish to present at.

Presentation Topic: \_\_\_\_\_

Name of Presenter(s): \_\_\_\_\_

Name of Organization (if applicable): \_\_\_\_\_

Presenter's Position in Organization: \_\_\_\_\_

Contact Phone #: \_\_\_\_\_

Contact Email: \_\_\_\_\_

☐

Please acknowledge that you have reviewed the information found on the reverse side of this application form, by checking the box and adding your initials:

**Presentations may not exceed 10 minutes unless approved by the board chair.  
There is a maximum of 20 minutes per board meeting for all presentations to the board.**

Provide the main discussion points of your presentation:

What is your request? Do you want action taken by the school district?

### FOR OFFICE USE ONLY

Date application received: \_\_\_\_\_

Time: \_\_\_\_\_

Is the application complete

☐

Yes

☐

No

What is missing? \_\_\_\_\_

Status of application

☐

Approved

☐

Declined

Presentation date: \_\_\_\_\_

Applicant notified on: \_\_\_\_\_

Signature of Secretary-Treasurer \_\_\_\_\_



## Guidelines for Presenting to the Board of Education

1. This application can either be dropped off with the school district receptionist or emailed to [natalie.crawshaw@sd72.bc.ca](mailto:natalie.crawshaw@sd72.bc.ca).
2. The application will be reviewed by the board chair and you will be contacted by the secretary-treasurer's office to be advised if your application has been approved or declined by the Friday immediately proceeding the public board meeting you wish to present.
3. Your application may be denied if the issue has been previously presented or considered not to fall under the jurisdiction of School District 72.
4. If you wish to provide School District 72 with supporting materials for your presentation, it must be submitted to the secretary-treasurer's office by 12:00 pm on the Wednesday proceeding the public board meeting you wish to present at so that it can be included with the agenda package.
5. At the public meeting, your name will be called by the board chair to come to the board table. You will sit in the chair provided at the end of the board table to present.
6. At the beginning of your presentation, clearly state:
  - Your name, the organization you represent (if applicable), the reason for your presentation and any expected outcome of your presentation.
7. **Your presentation may not exceed 10 minutes.** Please be as clear and concise as possible.
8. Board members may ask you questions at the end of your presentation.
9. Following your presentation, please provide your speaking notes to the secretary-treasurer for public record.
10. Do not expect the board to make any decision on your request on the same night as your presentation.
11. A laptop computer and projector are provided if you wish to make an electronic presentation. This must be arranged prior to the night of the public meeting. Please note that there is no computer technician in attendance to assist you should there be any glitches with your presentation.
12. Profanity is not permitted and will not be tolerated.
13. Your presentation will be recorded.
14. Information collected on this application is done so under the general authority of the *Freedom of Information and Protection of Privacy Act*. Personal information will only be used by authorized staff to fulfill the purpose for which it was originally collected, or for a use consistent with that purpose.
15. If you have any questions or require more information, contact [natalie.crawshaw@sd72.bc.ca](mailto:natalie.crawshaw@sd72.bc.ca); or (250) 830.2302.

I have read and acknowledge the above information

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Signature of Applicant



## **ROLE OF COMMITTEES AND REPRESENTATIVES**

The board may, from time to time, establish committees to facilitate accomplishment of the board's governance responsibilities. On formation of a committee, the board shall establish the committee's terms of reference as procedures under this policy.

### **1. Standing Committees**

- 1.1 As soon as is practicable following its inaugural meeting each year, the board shall name one or more board members to standing committees, and such other representatives to standing committees as deemed necessary for the effective discharge of board business.
- 1.2 Unless otherwise determined by the board, the standing committee of the board shall be the following:
  - Audit and Risk Management Committee
- 1.3 The board shall designate a board member as chair of each standing committee.
- 1.4 The superintendent or designate(s) shall attend all standing committee meetings.
- 1.5 The standing committee chair and superintendent or designate shall establish items on the agenda for each standing committee meeting.
- 1.6 No report, order or decision of a standing committee comes into force until the board at a regular or special meeting adopts it.

### **2. Advisory Committees**

- 2.1 As need arises, the board may establish advisory committees as it deems necessary to facilitate board accomplishment of the strategic plan district goals.
- 2.2 Unless otherwise determined by the board, the advisory committees of the board shall be the following:
  - NIC Liaison Committee
  - City of Campbell River/School District Committee
  - Strathcona Regional District Committee
- 2.3 The board shall name one or more board members to advisory committees, and such other representatives to advisory committees as deemed necessary for the effective discharge of the terms of reference of the advisory committee.
- 2.4 The board shall designate a board member as chair of each advisory committee.
- 2.5 Advisory committees shall include the superintendent or designate(s).
- 2.6 Advisory committees shall provide regular updates on their meetings and activities to the board.

### **3. Ad Hoc Committees**

- 3.1 As need arises, the board may establish ad hoc committees to assist the board on a specific project for a specific period of time.
- 3.2 The board shall name one or more board members to each ad hoc committee and such other representatives to the ad hoc committee as deemed necessary for the effective discharge of the terms of reference of the ad hoc committee.
- 3.3 The board shall designate one of the board members as ad hoc committee chair.
- 3.4 Ad hoc committees shall include the superintendent or designate(s) and may include other non-board members.
- 3.5 Each ad hoc committee shall provide regular updates on its meetings and activities to the board and, at the conclusion of its work, shall present a written report to the board.
- 3.6 Unless otherwise directed by the board, ad hoc committees are dissolved as soon as they have reported to the board.

### **4. Board Representatives to External Entities and Board Members of Negotiating and Contractual Committees**

- 4.1 Representation to external entity requests that fall outside of the scope of the day to day operations of the school district shall be brought to the attention of the Board. If the Board decides that a representative is deemed necessary to effectively represent the interests of the board, the vice chair shall make an appointment recommendation to the Board. Should it be determined by the board that the request be operational, staff appointment to or participation in this entities request shall be made by the Superintendent.
- 4.2 Unless otherwise determined by the board, board member representatives appointed to negotiating and contractual committees shall include representatives to:
  - Campbell River District Teachers' Association (CRDTA) Negotiating
  - CUPE Local 723 Negotiating
  - Professional Development Core Committee
  - Excluded Staff Compensation Committee
  - CRDTA Joint Liaison Committee
- 4.3 Unless otherwise determined by the board, board member representatives appointed to external entities shall include representatives to:
  - District Parent Advisory Committee (DPAC)
  - Vancouver Island School Trustees' Association (VISTA)
  - Vancouver Island labour Relations Council
- 4.4 Board member representatives elected to external entities shall include representatives to:
  - BC Public School Employers' Association (BCPSEA)
  - BC School Trustees' Association Provincial Council (BCSTA)
- 4.5 As soon as is practicable following its inaugural meeting each year, the board shall elect a representative and alternate representative to external entities in which the board is a member and which require the election of board representatives.

- 4.6 The board shall review annually the previous year outcomes and the continuing goals and purposes of board representation to external entities.
- 4.7 Board member representatives to external entities may express their personal views, engage in discussion, problem resolution and generation of proposals and recommendations but shall provide no advice or recommendation on behalf of the board or commit the district to adopt any recommendation, allocate resources or take any action that has not been approved by the board.
- 4.8 Board member representatives to external entities shall provide a brief report to the board following each meeting of the entity or semi-annually should the entity not meet regularly.

## **5. The Board and Operational Committees**

- 5.1 Generally, the board shall not participate in the work of operational committees established under the authority of the superintendent. However, from time to time, board members may attend a meeting of an operational committee as observers to become informed about the work of the committee and any recommendations the superintendent may make to the board.

Legal References:	<i>School Act Secs. 22, 23, 50, 55, 56, 57, 58, 59, 60, 65, 70, 85, 84, 85</i>
Monitoring Method:	<i>Board Governance Policy Committee</i>
Monitoring Frequency:	<i>Annual</i>
First Adopted:	<i>June 25, 2013</i>
Last Revised:	<i>June 20, 2017</i>
	<i>October 2017</i>
	<i>April 13, 2021</i>



## **TERMS OF REFERENCE FOR AUDIT AND RISK MANAGEMENT COMMITTEE**

### **1. Purpose**

The purpose of the audit and risk management committee (the "Committee") is:

- 1.1 To assist the board in fulfilling its financial accountability and oversight responsibilities;
- 1.2 To assist the board in fulfilling its risk management responsibilities; and,
- 1.3 To perform such other duties and responsibilities that may, from time to time, be delegated by the board.

### **2. Membership**

- 2.1 The board shall name two board members to the committee one of whom the board shall be designate as committee chair;
- 2.2 Any committee member may be removed from the committee by a majority vote of the board; and,
- 2.3 The secretary-treasurer and superintendent or designate(s) shall attend all committee meetings.

### **3. Procedures**

- 3.1 The chair shall determine the agenda, the frequency and the length of meetings and shall have unlimited access to the administration and information;
- 3.2 The committee shall establish such rules as may be necessary and proper for the conduct of the business of the committee;
- 3.3 The superintendent shall appoint a committee secretary whose duties and responsibilities shall be to keep full and complete records of the proceedings of the committee for the purposes of reporting committee activities to the board; and,
- 3.4 The committee may not establish sub-committees.

### **4. Duties and Responsibilities**

The following shall be the common recurring duties and responsibilities of the committee:

- 4.1 Audit
  - Meet with the district's external auditors to review the audit service plan that sets the overall strategy and general arrangements for the annual audit of the financial statement;
  - Review the audited financial statements and recommend approval of the audited statement by the board;
  - Review the audit results with the external auditors and monitor the implementation of the auditors' recommendations in the management letter to the board;

- Monitor the development of and changes to accounting principles and practices and financial reporting standards and their impact on the district's financial reporting; and
- Oversee the selection of external auditors including the terms of the audit engagement and the appropriateness of proposed fees.

#### 4.2 Risk Management

- Review and report to the board on the major risk exposures of the district and on the adequacy and effectiveness of internal controls that safeguard the financial, physical, human and reputational assets of the district;
- Receive and review an annual report on detection and prevention of fraud;
- Receive and review an annual summary of single/sole source procurement transactions over \$40,000; and,
- Monitoring district compliance with legislative requirements.

### 5. Evaluation

The committee shall undertake and report to the board an annual evaluation assessing its performance with respect to its purpose and responsibilities set out in these terms of reference and any other tasks that may be delegated by the board.

### 6. Amendment

These terms of reference may be amended by the board.



### **CONTRACTUAL NEGOTIATIONS WITH EMPLOYEES AND EMPLOYEE GROUPS**

1. The Board of Education places a high priority on fair and equitable salaries, wages, benefits and conditions of employment.
2. Initial responsibility for negotiations will be the responsibility of the secretary-treasurer in consultation with the superintendent of schools.
3. The board will be responsible for setting goals and recommending bargaining strategy.

**Legal References:**

**Monitoring Method:**

*Board Governance Policy Committee*

**Monitoring Frequency:**

*Annual*

**First Adopted:**

*June 20, 2017*

**Last Revised:**

*October 2017*





## RELATIONSHIPS

District communications and interpersonal relations internally and externally with individuals and groups shall be fair, respectful and dignified. In this respect the superintendent shall:

1. Operate with communication guidelines in place to address trustee, staff, volunteer, parent and community concerns and inquiries;
2. Enable public appeal to the board when it is alleged that board policy or operational procedure has been violated or does not adequately address an issue;
3. Facilitate the enhancement of intercultural relations, attend to the interests and concerns of diverse groups, and enable the expression of interests and concerns of those who may require learning supports;
4. Manage information in such ways that confidential information is protected;
5. Maintain an organizational culture that values diversity of opinion, reasonably includes individuals in decisions that affect them, enables open and honest written and interpersonal communications, and focuses on achievement of district goals;
6. Administer clear personnel rules and procedures for employees including processes for recruitment, selection, and formative and summative performance evaluation, professional development, promotion, transfer, suspension, and termination;
7. Ensure a safe, healthy and respectful environment for learning and working that recognizes the rights and dignity of all;
8. Ensure employees, board members, volunteers, students, family and community members are free from any form of harassment while on district related business;
9. Conduct reasonable background checks and inquiries about volunteers or other individuals prior to utilizing the services of any person who may have contact with students;
10. Ensure the public and employees are acquainted with their rights and responsibilities under Operational Procedure 108 (Process for Addressing Parental and Public Concerns).

Legal References:	<i>School Act Sec. 11</i>
Monitoring Method:	<i>Internal/Superintendent</i>
Monitoring Frequency:	<i>Annual</i>
Adopted:	<i>June 25, 2013</i>
Last Revised:	<i>October 2017</i>



## COMMUNICATIONS WITH BOARD

The superintendent shall ensure that the board is supported in its work and is fully and adequately informed about matters relating to board work and significant organizational concern.

The superintendent shall:

1. Submit required monitoring data in a thorough, accurate and understandable fashion, according to the board's annual work plan, and including both superintendent interpretations and relevant data to substantiate compliance or reasonable progress;
2. Provide for the board in a timely manner, information about trends, facts and other information relevant to the board's work;
3. Inform the board of significant transfers of money within funds or other changes substantially affecting the district's financial condition;
4. Ensure informed board decisions by ensuring the board has adequate information from a variety of internal and external viewpoints, including the opinion of the superintendent on matters before the board, and is made fully aware of any potential non-compliance with the lawful obligations of the board or exposure to legal liability;
5. Inform the board of anticipated significant media coverage;
6. Inform the board, chair, or individual trustees, in a manner that adheres to Board Resolution of Conflict and Enforcement of the Code of Conduct procedures where, in the superintendent's opinion, the board, chair or individual trustees have encroached into areas of responsibility assigned to the superintendent or if the board, chair or individual trustees are non-compliant with any governance policies;
7. Present information in simple and concise form, indicating clearly whether the information is incidental, intended for decision preparation, or for formal monitoring;
8. Treat all trustees equally, with due consideration for exceptions arising from the role of the chair, and ensure that each trustees has equal access to information;
9. Inform the board in a timely manner of any actual or anticipated non-compliance with any operational procedure or any anticipated failure to achieve reasonable progress toward district goals;
10. Provide for the board adequate information about all administrative actions and decisions that are delegated to the superintendent, but required by law to be approved by the board;
11. Inform the board in advance of any proposed deletions of, additions to, or significant modifications of any instructional programs; and
12. Report to the board in a timely manner the addition to, or amendment or deletion of any operational procedure.

Legal References:

*School Act Secs. 22, 85*

Monitoring Method:

*Internal and External Reports/Superintendent and Externals*

Monitoring Frequency:

*Annually*

Adopted:

*June 25, 2013*

Last Revised:

*October 2017*



## PROGRAMS AND SERVICES

The superintendent shall maintain a wide range of progressive programs and services for all members of the learning community that are responsive to the educational interests of parents and students, aligned with the district strategic plan and consistent with provincial expectations.

The superintendent shall ensure that:

1. The instructional program:
  - 1.1 Meet students' interests and aspirations and accommodates different learning styles and needs;
  - 1.2 Is based on provincially-approved programs of study;
  - 1.3 Includes multiple approaches to assessment that effectively measure each student's progress toward achieving district and provincial expectations; and,
  - 1.4 Is regularly evaluated and modified as necessary to assure its continuing effectiveness.
2. All staff hired have the credentials, competence and commitment to provide effective and efficient programs and services.
3. Appropriate action is taken with staff who demonstrate inappropriate conduct, a lack of competence or commitment, or who contravene board governance policies.

Legal References:

*School Act Secs. 2,3,22,73,74,75,79,82,83,85*

Monitoring Method:

*Internal and External Reports/ Superintendent and Externals*

Monitoring Frequency:

*Annual*

Adopted:

*June 25, 2013*

Last Revised:

*October 2017*



## **FINANCES**

The superintendent shall operate the district in a sound and prudent manner that is consistent with the statutory duties of the secretary-treasurer and does not cause or allow the development of fiscal jeopardy, the loss of provincial or federal grants available to support district operations and capital needs, and shall manage and allocate resources appropriately in a manner that does not cause a material deviation of actual expenditures from board priorities as established in the annual budget.

The superintendent shall:

1. Expend no more operating funds than will be received or transferred from the operating surplus in the fiscal year;
2. Establish and maintain a five-year planning approach to capital expenditure;
3. Ensure that the financial statements adhere to the Ministry of Education's accounting requirements;
4. Acquire goods and services in accordance with prevailing ethical and professional business standards and practices including normal prudent protection from conflict of interest;
5. Tender audit services at least every five years;
6. Invest or hold operating capital only in secure instruments, in compliance with the School Act;
7. Only use any capital or operating reserves or accumulated surplus as authorized by the board;
8. Only borrow monies authorized by the board;
9. Approve an un-budgeted emergency expenditure in an amount less than \$100,000; and
10. Develop the annual budget in a manner such that:
  - 10.1 Appropriate stakeholders are engaged in consultations;
  - 10.2 Planned expenditures in any fiscal year are no more than operating funds that are conservatively projected to be received or to be otherwise available in that period;
  - 10.3 Provision is made for maintenance and replacement of equipment and capital assets;
  - 10.4 Sufficient information is provided to enable reasonably accurate projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions;
  - 10.5 Current liquid assets are maintained at levels required to meet the district's liabilities and to meet cash flow requirements; and
  - 10.6 Funds are provided, as determined annually by the board for the board's direct use during the year, such as costs of fiscal audit, board development, board committee meetings and representation, board memberships, board legal fees, and governance contingencies.

Legal References:	<i>School Act Secs. 22, 23, 85</i>
Monitoring Method:	<i>Internal and External Reports/Superintendent and Externals</i>
Monitoring Frequency:	<i>Annual</i>
Adopted:	<i>June 25, 2013</i>
Last Revised:	<i>October 2017</i>

**PROTECTION OF ASSETS AND RISK MANAGEMENT**

The superintendent shall ensure human, financial, capital and reputational assets are protected; procedures and practices are regularly monitored; and, risks to these assets are identified and eliminated or mitigated and shall:

1. Insure against theft, fire and casualty losses, and contractual and public liability risks to a prudent level;
2. Properly maintain the equipment and capital assets of the district ensuring health and safety standards are met;
3. Regularly monitor the application of professional practice guidelines;
4. Minimize exposure of the district, board and staff to claims of liability or loss;
5. Take all reasonable measures to protect against theft and establish controls to detect and prevent fraud;
6. Protect corporate information and files from loss or significant damage; and
7. Maintain an inventory of significant capital property of the board, as necessary for insurance purposes.

Legal References:  
Monitoring Method:  
Monitoring Frequency:  
Adopted:  
Last Revised:

*School Act Secs. 22, 23, 84, 85*  
*Internal and External Reports/Superintendent and Externals*  
*Annually*  
*June 25, 2013*  
*October 2017*



## **SCHOOL CLOSURE AND / OR CONSOLIDATION**

The Board of Education has a responsibility to provide school facilities throughout the district that will allow for program effectiveness for all students, health and safety of all occupants, and operational efficiency. At times, the board may have to consider the consolidation or permanent closure of schools.

The board has the authority to close/consolidate a school for reasons, which include:

- The school is unable to offer an adequate and viable education program;
- Declining enrolment;
- The school is no longer economically or operationally viable;
- The restructuring of educational programs, consolidation of operations and relocation of students to other schools in the district which results in the school being deemed surplus to the district's educational needs;
- The school is being replaced with a newly constructed school.

Closing a school permanently means the closing, for a period exceeding twelve (12) months, of a school building used for the purposes of providing an educational program to students. The board may decide to permanently close a school, following a public consultation process, and must provide written notification to the Minister of Education.

The board shall provide a public consultation process with respect to the permanent closure of a school prior to the board making its final decision of the closure of that school. The board will initiate a consultation process with parents, staff and the community.

The public consultation process will be meaningful and must include:

- A fair consideration of all public input and adequate opportunity for the public to respond to the Board's proposal to close the school permanently;
- Consideration of future enrolment growth in the district of persons of school age, persons of less than school age, and adults; and
- Consideration of possible alternative community use for all or part of the school.

Fair consideration includes the concept that the board's proposal to close a school could be changed or reversed.

The intent of any proposed closure and consolidation of facilities is to ensure that board facilities are used as cost-effectively as possible in order that educational resources are focused on programs and services that directly support students.

### **Specifically**

1. The superintendent of schools will recommend to the board which school(s) will be evaluated for closure and/or consolidation.
2. The proposal to consider a school for closure shall be initiated through a board motion at a public board meeting.
3. The superintendent of schools will notify the principal(s), the parent advisory council and any potentially affected local governments and first nations in writing that the school has been identified for possible closure/consolidation. All persons or groups in the community who could be affected by a school closure are to be made aware of the board's proposal to close a school.

The board will endeavor to inform the public as thoroughly as possible. This will be done through such avenues as parent newsletters and notices, meeting with employees, notice to rental groups, notices in local newspapers, and information posted on the district website.

4. The board shall allow a period of sixty (60) days during the school year or as otherwise directed by the board, for public consultation to take place between the time that a proposal to consider a school for closure is initiated through a board resolution at a public board meeting and when the final decision is made to close a school by the adoption of a school closure bylaw at a public board meeting.
5. The period of public consultation may be shortened if the board is satisfied that there is a pressing need for a shorter time frame and consultation has given the community adequate notice and an opportunity for input, such that the board has a full understanding of the impacts of the closure.
6. The school(s) being considered for closure and the proposed effective dates shall be specified. The proposed closure will be addressed and discussed in a public meeting involving the affected communities.
7. The board shall take the following steps to ensure that public consultation will take place:
  - 7.1 Make available, in writing, the rationale for the proposed school closure considered by the board, including, but not limited to, the pertinent facts and information with respect to the following factors for any proposed school closure.
    - The number of students who would be affected, at both the school to be closed and surrounding schools;
    - Enrolment trends and utilization for the school and surrounding area;
    - Availability of space at receiving schools;
    - Community impact;
    - Education program/course implications for the affected students;
    - Financial considerations including anticipated cost savings;
    - Facility age and condition;
    - Impact of the Ministry of Education's five-year capital plan submitted by the board.
  - 7.2 Once a proposed closure has been initiated through a board motion at a public board meeting, at least one (1) community meeting will be held to discuss the proposed closure.
  - 7.3 The time and location of the public meeting shall be widely advertised to notify affected persons or groups in the community. This will mean written notification to students currently attending and registered to attend the school, a notice in the local newspaper, notices to neighbouring schools, parents advisory councils, employee groups and information posted on the district and school websites.
  - 7.4 The board shall present the following at the beginning of the public meeting:
    - Rationale for the proposed closure, including, but not limited to the pertinent facts and information related to the factors identified within the policy;
    - The timing of the proposed closure and the implications for the placement of students in accordance with operational procedure 301 (Student Registration) and 302 (Cross Catchment Transfers);
    - Possible future community growth in the area of the school.
  - 7.5 Minutes will be kept of the public meeting to record concerns or options raised regarding the proposed closure. Following the public meeting, the board will give consideration to all input prior to making its final decision with respect to the school closure.



- 7.6 The board shall provide an opportunity for affected persons to submit written responses to the board regarding the proposed school closure. The board will provide information and directions on how to submit the written responses. Written submissions will be summarized and community concerns and proposed options will be acknowledged.
8. The final decision on school closure will be made through the first, second, and third and final reading of a school closure bylaw at a public board meeting. Following a decision to close a school, the board will provide, without delay, written notification to the Minister of Education of its decision containing the following information:
- The school's name
  - The school's facility number
  - The school's address and
  - The date on which the school will permanently close.
9. The closure of a school will not normally take place until June 30.

Legal Reference:	<i>Section 8, 8.2, 22, 65, 73, 96, 100 School Act</i> <i>Section 23, Ombudsman Act</i> <i>School Opening and Closure Order M194/08</i> <i>Disposal of Land or Improvement Order M193/08</i>
Monitoring Method:	<i>Board Governance Policy Committee</i>
Monitoring Frequency:	<i>Annual</i>
First Adopted:	<i>June 20, 2017</i>
Last Revised:	<i>October 2017</i>



## **BOARD MEMBER REMUNERATION AND EXPENSE ALLOWANCE**

### **1. Remuneration**

The board shall authorize trustee remuneration, a part of which shall be a tax-free amount, and shall make provision for allowances for expenses incurred while conducting board business.

- 1.1 Trustee remuneration will be reviewed annually.
- 1.2 Remuneration as described in the School Act regulations will be paid to trustees on a monthly basis, one-third in the form of a tax-free expense allowance and two-thirds as taxable income.
- 1.3 Board chair, board vice-chair and trustee remuneration is determined by the formula recommended by a community based committee and approved by the board on December 18, 2007.
- 1.4 The superintendent or designate will arrange for direct bank deposit of cheques by having trustees complete the necessary banking authorization form.
- 1.5 Remuneration for mileage accrued will be paid to trustees who are required to use their own vehicles for board business outside of the district or who are authorized to use their own vehicles for board business inside the district.
- 1.6 Remuneration for mileage accrued while on board business shall be paid monthly or at the end of the calendar year.
- 1.7 As a business rate is applied by ICBC to trustees who attend more than four functions per month for board business, such increase shall be reimbursed.
- 1.8 Remuneration for the actual cost of babysitting and/or elder care required to enable the participation of trustees shall be paid by the board.
- 1.9 No trustees shall receive mileage from home to board office to attend meetings other than trustees elected from the electoral areas of the outlying islands and Sayward, who reside in those electoral areas and are required to maintain a home office as a regular place of work, shall be reimbursed for expenses incurred in the performance of their duties to travel to Campbell River.
- 1.10 In recognition of the chair and vice-chair's communication responsibilities his or her cell phone usage plan costs may be claimed as an expense.
- 1.11 Trustees shall be entitled to be reimbursed for home internet connection expenses.

### **2. Attendance at Conferences / Seminars**

- 2.1 The board encourages and supports trustee development and attendance of trustees at conferences, seminars and other trustee development sessions. The board provides for the attendance of the board at conventions, seminars and meetings provided by BCSTA and the Ministry of Education.

- 2.2 With the approval of the board, trustees may attend conferences and other trustee development sessions that are determined to be of benefit to the individual in their capacity as a trustee and/or the board.
- 2.3 The board shall establish a global amount within the budget to cover expenses incurred by trustees related to their attendance at conventions, seminars, meetings and trustee development sessions.
- 2.4 A trustee who attends a trustee development session shall provide a report to the board at a subsequent meeting.

### **3. Expenses**

- 3.1 Rates will be reviewed each July 1.
- 3.2 Meal per diem will be equivalent to those rates set by the BCSTA. Special circumstances may warrant variations.
- 3.3 Mileage rates for per kilometer traveled will be equivalent to the prevailing rate paid by the BCSTA. In the event that other modes of travel than motor vehicles are used, the actual fare paid will be paid by the board.
- 3.4 Remuneration for the actual cost of accommodation including parking, or a set amount per night if staying in a private residence, and of cell phone and internet usage for board business or for a reasonable number of calls home, will be paid to trustees who must stay away from home overnight while on board business.
- 3.5 Private residence overnight stay allowance equivalent to the rate set by the Province of BC.
- 3.6 If travel is outside of Canada, the per diem rate may be adjusted to more accurately reflect the cost of living in the area traveled. Costs of exchanging currency may also be claimed.

### **4. Expense Report and Claim Form**

Trustees shall file an Expense Report and Claim Form on return from attending conferences, seminars and other trustee development sessions showing totals for expenses.

- 4.1 Accommodation.
- 4.2 Meals and incidental expenses: (the number of per diems for meals and incidental expenses (not including parking) allowed will be based on the number of overnights, plus one - telephone charges are limited to local calls, long distance calls made on behalf of the school district, and a reasonable number of calls home - internet charges at hotels are limited to work-related projects - cell phone charges are limited to work-related calls and emails, and a reasonable number of contacts made with the trustee's home.
- 4.3 Registration if not paid directly by the board.
- 4.4 Transportation and parking.
- 4.5 Receipts for lodging and travel expenses other than by motor vehicle.

## 5. Personal Vehicle Vandalism

- 5.1 Where a trustee's personal vehicle suffers vandalism or malicious damage over \$50.00 while parked on district property or in direct relation to their role on the Board of Education, the district shall, after the owner has exhausted all legal avenues to recover costs from the offender(s) and/or any insurance coverage which might be in effect, compensate the trustee in the amount of fifty percent (50%) of the deductible to a maximum of \$150.00.
- 5.2 All claims must be submitted to the secretary-treasurer on a district expense claim form with supporting documentation.

Legal References:	<i>School Act Sec. 71</i>
Monitoring Method:	<i>Internal Reports/Board and Superintendent</i>
Monitoring Frequency:	<i>Annual</i>
First Adopted:	<i>June 25, 2013</i>
Last Revised:	<i>June 6, 2017</i>
	<i>June 20, 2017</i>
	<i>October 2017</i>

## INDIGENOUS EDUCATION

The Board of Education of School District 72 (Campbell River) recognizes that it operates on the traditional territory of the Liḡw̓iḡdaḡw First Nations (We Wai Kai First Nation, Wei Wai Kum First Nation and Kwiakah First Nation), the Klahoose First Nation (Cortes Island), K'omoks First Nation (Sayward). School District 72 honours its relationship with the aforementioned, the Homalco First Nation and all other First Nations, Métis and Inuit peoples who reside in these traditional territories in which the district operates.

The board recognizes that First Nations, Métis and Inuit students must be provided with the opportunity to have an education that meets student and community needs and ensures equity of access, opportunities, programs and structures to ensure the educational success of First Nations, Métis and Inuit students.

The Board of Education also recognizes the fundamental role language, culture, heritage and history play in the achievement of First Nations, Métis and Inuit students' educational success.

The Board of Education recognizes the importance and shared responsibility for education between representatives of the First Nations, Métis and Inuit community; the Board of Education of School District 72 (Campbell River) and the B.C. Ministry of Education.

To support and acknowledge the importance of that shared responsibility, the school district must maintain the established Indigenous Education Advisory Council (IEAC).

In recognition of the shared responsibility to improve the quality of education of First Nations, Métis and Inuit students in School District No. 72 Campbell River, it is agreed that the terms and goals of the Aboriginal Education Enhancement Agreement (EA) will enhance the basis and delivery of Indigenous education, programs and services of School District No. 72.

The board will **mandate** that all school district employees participate in relevant, ongoing learning and training about the language, culture, heritage and history of the Liḡw̓iḡdaḡw First Nations on whose traditional territories the district operates and that encompasses all First Nations, Metis and Inuit peoples who reside here. The curriculum shall be created in collaboration with the local First Nations, Metis and Inuit communities and School District #72 educators.

1. At least once per year, the Board of Education and representatives of the Indigenous Advisory Council shall meet in an information session to exchange ideas and information about enhancing the basis and delivery of Indigenous education, programs and services of School District #72.
2. The Superintendent and the Principal of Indigenous Education shall meet to prepare the agenda for the meetings.
3. The Superintendent shall chair the information meeting between the Board of Education and the Indigenous Advisory Council.

Monitoring Method:	<i>Internal Reports/Board and Superintendent</i>
Monitoring Frequency:	<i>Annual</i>
First Adopted:	<i>May 8, 2018</i>
Last Revised	<i>January 2020</i> <i>January 2021</i>

## ACCUMULATED OPERATING SURPLUS

The Board of Education recognizes the value and security of having an accumulated operating surplus. While the board strives to address spending priorities during the budget process it acknowledges that underspending may occur and a surplus may result. A surplus can provide a positive educational benefit through the restriction of its use for specific functions. An unrestricted surplus can be used to sustain annual operations when extraordinary events lead to a loss of revenue or an increase in costs.

The School Board may choose to use the unrestricted surplus to balance an annual budget when there is a projected annual deficit. The *School Act* requires boards of education to prepare a balanced annual budget and does not allow boards to run a deficit.

### Unrestricted Operating Surplus:

Up to one third of the unrestricted surplus may be used during the annual budget to balance the preliminary operating budget.

### Internally Restricted Operating Surplus:

The Board may restrict the use of unrestricted surplus for a specific purpose. The purposes for which:

- can only be used for expenditures which do not sustain on-going services and that do not exceed three years;
- can be used for emergent items that were not able to be included in the budget process that are greater than \$10,000;
- the emergency contingency shall be maintained at two percent of prior year revenues and any use of the contingency shall only be reimbursed through accumulated unrestricted surplus or through the annual budget.

The board will ensure it manages its surplus in a transparent and accountable manner by:

- using feedback gathered from the preliminary budget process for the preliminary budget when considering new restricted reserves;
- ensuring that any consultation includes stakeholders and Indigenous rights holders;
- having management prepare and the board approve the budget annually;
- passing the budget by board motion, in a public board meeting;
- clearly identifying and categorizing surplus items as:
  - restricted due to the nature of constraints on the funds;
  - restricted for anticipated unusual expenses identified by the board; and
  - restricted for operations spanning multiple school years.
- posting the previous year restricted reserve activity on the public website; and
- including a detailed list in the financial statement notes.

### Local Capital

- can be transferred to the capital accumulated surplus only if the purpose is identified.

At any time during the fiscal year, the board may approve expenses that are drawn from the unrestricted surplus that had not previously been included in the internally restricted surplus.

Monitoring Method:	<i>Internal Reports/Board and Superintendent</i>
Monitoring Frequency:	<i>Annual</i>
First Adopted:	<i>April 2019</i>
Revised	<i>June 21, 2022</i>



## PHYSICAL RESTRAINT AND SECLUSION

The Board of Education believes that all students have the basic right to access an effective educational program and that respect for human rights, maintaining student dignity and the safety of all, students and staff, is paramount.

Only in exceptional circumstances, where the behaviour of the student poses imminent danger of serious physical harm to themselves or others, including school personnel, and where less restrictive interventions have been ineffective may physical restraint or seclusion be used, in accordance with the district's operational procedure 362 (Physical Restraint and Seclusion).

### Intent

1. Every reasonable effort should be made to structure learning environments, and to provide learning supports that make physical restraint and seclusion unnecessary.
2. Parents and guardians and students, when appropriate, are to be involved in the school assessment, development and review of interventions such as, but not limited to, behaviour support and risk reduction plans.
3. The board supports the use of physical restraint by staff who have been properly trained in non-violent crisis intervention as described by operational procedure 362 (Physical Restraint and Seclusion).

Monitoring Method:	<i>Internal Reports/Board and Superintendent</i>
Monitoring Frequency:	<i>Annual</i>
First Adopted:	<i>November 2019</i>



## **STUDENT LEADERSHIP**

The Board recognizes and values the voice of students.

1. The Board shall maintain a Student Leadership Committee.
2. The Superintendent shall establish the Student Leadership Committee which shall include 2 student representatives from each middle and secondary school including Ecole Phoenix, Southgate, Robron Centre, Carihi, and Timberline. A trustee will be appointed by the Vice-Chair of the Board to act as a liaison between the board and the committee.
3. Each year, the Board of Education and the Student Leadership Committee shall meet at least twice at an information session. This session, chaired by the Superintendent, shall follow an agenda that has been set in consultation with the committee and the Trustee representative.

Monitoring Frequency:  
Adopted:

*Annual*  
*January 2021*





## PROFESSIONAL DEVELOPMENT FUNDING ALLOTMENTS FOR EXEMPT STAFF

The Board of Education recognizes the value in providing professional development funding to exempt staff.

The board recognizes there are different needs, challenges, complexities and considerations of various positions and roles within the district. There are differences amongst the exempt staff that should be considered through a lens of equity.

The board recognizes there are some exempt staff that require annual certification training to keep in line with their professional association standard and not all excluded positions require identical levels of professional development, certification, or training.

The board realizes there are many expectations placed upon some exempt staff both for those requiring certification and for those whom ongoing certification is not required. This could include maintaining current skills, obtaining new skills to support their roles and for learning more about the implementation of current strategic directions.

The board understands that exempt staff professional development is considered part of the overall compensation package for employees and is an investment to the school district.

1. The superintendent will examine each role and report to the board upon contract renewal the recommended discretionary professional development allocation for each exempt staff member.
2. The superintendent will place each exempt staff member onto a scale between 2% and 5%. This would recognize certification requirements as well as various levels of responsibility and complexity within exempt roles.
3. It is recognized that an exempt staff person new to a role may receive a greater allocation in an initial contract than in subsequent renewals or vice versa depending on the needs of the employee and the organization.

Monitoring Frequency:  
Adopted:

*Annual*  
*February 1, 2022*

## FINANCIAL PLANNING AND REPORTING

Fiscal management requires the maintenance of adequate and accurate records. Further, the revenues of the District are to be administered in a manner that will ensure the most efficient utilization of funds.

Budgets must project the educational policies and goals of the District for specific future periods in terms of resources and expected results, incorporating long-range programs and fiscal planning in line with the educational needs and financial capabilities of the community.

1. The District shall maintain records of all its revenues and expenditures in accordance with the *School Act*, Ministry of Education financial reporting guidelines and the Public Sector Accounting Board. All such records are subject to audit. District records shall ensure the availability of information for continuous planning, analysis and evaluation.
2. The maintenance of a strong financial position is fundamental to the District's overall fiscal strategy, and as such, reserve funds are to be established to support extraordinary needs, the replacement of depreciated equipment, and the replacement of fixed assets.
3. Financial and human resources expended are to support the achievement of educational and business goals.
4. The annual budget development process for the operating, special purpose funds and capital budgets shall support the Strategic Plan of the Board.
5. School and department annual plans shall state specific strategies to support District goals.
6. Operating, Special Purpose Fund, and Capital Budget Development Process
  - 6.1 The Secretary-Treasurer shall be responsible for the finalization of the operating, special purpose fund and capital budgets and shall ensure they are presented to the Board at a Public Meeting within the required timeline.
  - 6.2 The Board shall be provided an opportunity to influence the budget development processes prior to significant consultation occurring with stakeholders and Indigenous rights holders and shall be informed of any significant program changes prior to the presentation of the finalized annual budget and amended annual budget.
  - 6.3 All operating, special purpose funds, and capital budget decisions shall fully consider the District's vision, principles, mission, values and goals.
  - 6.4 Annually, the Secretary-Treasurer will present to the Board at a Regular Meeting, the Budget Process and Timeline Plan for their approval.
    - 6.4.1 This plan will outline the consultation process with stakeholders and Indigenous rights holders and provide a feedback mechanism to help shape the annual operating budget and use of the accumulated operating surplus.

- 6.5 In addition to the Operating Budget, the Secretary-Treasurer will present a three-year financial plan to provide additional and supporting information to provide a long-term financial outlook for the District including the planned use of the accumulated operating surplus.
- 6.6 When developing the financial plan, the Board will ensure that they consult and engage the stakeholders and Indigenous rights holders by providing public information on:
  - 6.6.1 Where, when and how long stakeholders and Indigenous rights holders will have the opportunity to provide input, feedback and ask questions on the board's annual budget;
  - 6.6.2 Specific opportunities for stakeholders and Indigenous rights holders to provide feedback on the board's strategic goals and provide suggestions on prioritizing the use of operating surplus; and
  - 6.6.3 How the board will report out to stakeholders and Indigenous rights holders on its progress towards meeting its strategic goals and use of surplus.
7. The Secretary-Treasurer shall provide to the Board at a Regular Meeting, twice per year, a financial update on the District's financial position in accordance with the Ministry reporting requirements.
  - 7.1 These reports shall outline the status of the budget and forecasts for the remainder of the year. Information will be presented by function, program, and major objects of expenditure. The Secretary-Treasurer will advise the Board of significant deviations from the approved budget.
  - 7.2 This financial update shall include the following reports:
    - 7.2.1 The current and prior year budgeted amounts, actual revenues and expenditures.
    - 7.2.2 The projected year end actual results.
    - 7.2.3 The projected actual versus budget variance amounts.
  - 7.3 Where an overall (accumulated) operating deficit is projected, the report shall include a range of strategies and actions to partially or fully, mitigate the projected deficit.
8. Annually, the Secretary-Treasurer will provide the Board with a Financial Statement Discussion and Analysis (FSDA) Report to expand upon and explain the information contained in the financial statements. The FSDA will also meet the requirements of the K-12 Public Education Financial Planning and Reporting Policy and the K-12 Public Education Accumulated Operating Surplus Policy.
9. Any report brought forward to the Board, which makes recommendations or provides information for discussion on significant potential financial changes within the District, must include (or be accompanied by) a financial analysis and financial impact statement.

Reference: Sections 22, 23, 65, 85, 106.2, 106.3, 106.4, 110, 111, 112, 112.1, 113, 114, 115, 115.1, 115.2, 117, 118, 137, 153 *School Act*

School Regulation 265/89

Monitoring Frequency: *Annual*  
 Adopted: *June 21, 2022*



**BYLAW NO. 1**

**APPEALS TO THE BOARD OF EDUCATION**

**Definitions**

“Decision” includes a failure to make a decision.

“Parent” is defined in the School Act, and includes a guardian

**Statement of Principles**

Employee decisions relating to individual students should be carried out in accordance with principles of fairness. The appeal process should encourage all parties to disputes to understand the concerns of the other parties and make good faith efforts to resolve disputes to mutual satisfaction in a timely manner.

The Board of Education generally encourages complaints and disputes to be dealt with at the point closest to where the dispute first arises, pursuant to the Superintendent’s Operational Procedure 108 (Process for Addressing Parent and Public Concerns).

If:

1. An employee’s decision is disputed or a complaint is made about an employee’s decision;
2. The dispute or complaint is not resolved to the satisfaction of the student, or the parent of the student affected; and
3. The decision significantly affects the education, health or safety of the student, the board of Education recognizes the right of a student and/or his or her parents to appeal to the Board.

The board also recognizes that employee decisions that do not significantly affect the education, health or safety of a student are within the final authority of the superintendent as the board’s chief educational officer.

Appeals to the Board of Education are to be carried out in accordance with principles of fairness, including:

1. The appeal process should be accessible to parents and students. Information about the appeal process and relevant policies should be readily accessible to all, including employees, students and parents. Reasonable accommodation should be provided where necessary to allow parents or students to make use of the appeal process;



2. Appellants and the employee whose decision is being appealed are entitled to receive the same written and oral information to be used in the appeal as is provided to the board by administration and to have an opportunity to respond to it;
3. The board accepts its responsibility to exercise its independent judgment when hearing appeals. In particular, a board officer who has participated in making the decision being appealed, who has attempted to mediate it or who has investigated it shall not assist the Board of Education with its deliberations on the appeal; and
4. A student or parent shall not be subjected to retribution by the board, its officers or employees because an appeal has been made. The board recognizes that whether a decision significantly affects a student's education, health, or safety is a matter to be determined on a case by case basis. The following will normally be considered to be matters that significantly affect a student's education, health or safety:
  - 4.1 The student's expulsion from an educational program;
  - 4.2 The student's suspension from an educational program;
  - 4.3 The student's suspension from an educational program, if no other educational program is provided by the board;
  - 4.4 The student, as a disciplinary measure, being required to complete all or part of an educational program by distributed learning, despite the fact that all or part of the educational program and space and facilities for the student are available in a school, other than a distributed learning school, in School District 72;
  - 4.5 The determination it is not necessary to provide a student with an individual education plan because
    - a) the student is not a student with special needs, or
    - b) an exception under section 2 (2) of the Individual Education Plan Order applies to the student;
  - 4.6 Relating to either of the following requirements
    - a) under the Special Needs Student's Order, to offer to consult with a parent of a student with special needs regarding the placement of the student in an educational program or
    - b) under the Individual Education Plan Order, to offer to consult with a parent of the student, and if appropriate, with the student, about the preparation of the student's individual education plan;



- 4.7 A complaint by the student or the parent of the student, against another student, respecting intimidation, bullying, harassment of or use or threat of use of weapons or other forms of violence against the student by that other student; and
- 4.8 A removal or exclusion of the student under School Act section 91 (5) (b).

Decisions made on appeals are not precedential and are not binding on future decision-makers.

- 5. In considering appeals of employee decisions, the board shall consider:
  - 5.1 Whether the decision appealed is in accordance with legislation, board policies and procedures;
  - 5.2 Whether the decision appealed was reached through a process that was fair to the student and after consideration of relevant information;
  - 5.3 Whether the evidence presented to the board supports the decision or calls it into question;
  - 5.4 Whether the decision is reasonable in the circumstances; and
  - 5.5 Whether there are special circumstances that would warrant making an exception to a board policy.

## **Procedures**

Procedures for hearing appeals shall be applied in accordance with the guiding principles contained in this bylaw.

### **1. Pre-Appeal – Process for Addressing Concerns**

- 1.1 The student and/or parent shall take the resolution steps outlined in Operational Procedure 108 (Process for Addressing Parent and Public Concerns) or other applicable procedure to try to resolve the concern before filing an appeal to the board. If the applicable dispute resolution process does not resolve the concern, an appeal is normally from the decision of the highest supervisory officer who dealt with the matter in the resolution process.

### **2. Initiating an Appeal**

- 2.1 If the steps in section 1 are not successful, a parent and/or student begins the board appeal process by presenting a completed Notice of Appeal form to the



secretary treasurer within fifteen (15) working days of completion of the process for addressing concerns referred to in Operational Procedure 108.

2.2 The secretary-treasurer is responsible on behalf of the board for:

- a) receiving Notices of Appeal;
- b) reviewing Notices of Appeal for completeness and timeliness;
- c) giving any notices required under collective agreements;
- d) receiving and distributing documents relevant to an appeal;
- e) communicating with the appellants and others on matters relating to an appeal hearing;
- f) arranging for any accommodation required; and
- g) scheduling hearings.

The secretary-treasurer may designate another staff member to carry out these responsibilities. If the secretary-treasurer has participated in the dispute resolution steps or is the employee whose decision is being appealed, another staff member shall be designated.

2.3 If the secretary-treasurer is of the opinion that:

- a) an appeal is not timely;
- b) an appellant has refused to participate in the process for addressing concerns Operational Procedure 108 steps;
- c) an appeal is not an appeal of a decision of a board employee or the decision does not significantly affect the student's education, health or safety; or
- d) the board for purposes of a decision on that matter, without first complying with all requirements of section 3. (Any applicable collective agreement requirements must still be complied with).

2.4 Appellants are notified of a preliminary hearing and provided with the opportunity to make written submissions on the preliminary issue to be determined.

### 3. Pre-Hearing Responsibilities

3.1 Upon receipt of the Notice of Appeal, the superintendent shall be notified. The superintendent or a person designated by the superintendent to be responsible for investigation and presentation on the appeal will prepare a report for the board concerning the matter under appeal and is responsible for gathering the information to be presented to the board, other than the information to be presented by the appellant.

3.2 If the appellant is a student under the age of 19 and no parent is named as an appellant, a parent will be notified.





- 3.3 If the appellant has not met with the superintendent during the dispute resolution process, at the superintendent's request the appellant is required to meet with the superintendent or a person designated by the superintendent. A report of this meeting shall be included in the report prepared under 3.1.

The report may include the superintendent's recommendations as to whether the dispute should be referred to an outside mediator.

- 3.4 Any notices required under relevant collective agreements will be given.
- 3.5 Instead of an oral hearing, the board may determine that an appeal will be decided on the basis of written submissions only.
- 3.6 The appellant and the employee whose decision is being appealed is notified of the date, time and place for hearing of the appeal and of the requirement to provide any documents in advance.
- 3.7 A copy of the report prepared under 3.1 will be provided to the appellant and to the employee no later than 48 hours before the time set for the hearing.
- 3.8 The appellant is required to provide copies of any documents on which they intend to rely, or copies of written submissions, no later than 24 hours before the date set for the hearing.

#### **4. Hearing and Decision**

- 4.1 The board may refuse to hear an appeal where:
- (a) the appeal has not been commenced within the time set out under 2.1;
  - (b) the student and/or parent has refused or neglected to discuss the decision under appeal with the person(s) specified in the process for addressing concerns Operational Procedure 108 or the superintendent or delegate, or such other person as directed by the board; or
  - (c) the decision does not in the Board's opinion significantly affect the education, health or safety of the student.
- 4.2 The board will decide the appeal based on the oral and/or written submissions presented to it and, for an oral hearing, will determine the order of, and time allotted for, submissions.





## The Board of Education

### School District 72 (Campbell River)

- 4.3 At any time the board may request further information from the appellant or the superintendent or designate and may adjourn in order that such information may be obtained.
- 4.4 The board may make any interim decision it considers necessary pending the disposition of the appeal.
- 4.5 The board may invite submissions from any person whose interests may be affected by the board's decision on the appeal.
- 4.6 The board may require the student to be in attendance at the hearing.
- 4.7 The board may hear an appeal despite any defects in form or technical irregularities and may alter time limits.
- 4.8 Appeals and decisions on appeals will be held in closed session.
- 4.9 The board will ensure that each party has received all documentation provided by the other party prior to the hearing.
- 4.10 At the end of each party's submission, trustees may ask questions.
- 4.11 When questioning by trustees is complete, the parties to the appeal leave and the board meets in closed session to deliberate and make its decision.
- 4.12 The board must make a decision within 45 working days from receiving the Notice of Appeal.
- 4.13 The board's decision is final, subject to any rights to appeal under the School Act. The board may reconsider its decision only:
  - (a) if it is satisfied that new evidence or information would have a material effect on the decision and the failure to present that evidence or information at the original hearing is satisfactorily explained;
  - (b) the decision contravenes law; or
  - (c) a reconsideration is directed or requested in connection with an appeal of the board's decision under School Act section.11.1.
- 4.14 The parties will be promptly notified of the board's decision. Written reasons for decision will be provided within 10 working days.
- 4.15 Appellants who have appeal rights under School Act section 11.1 will be advised in writing of those rights when or before they are notified of the board's reasons for decision.



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**Amendments and Repeals**

Appeals to the Board of Education Bylaw #2 dated June 24, 2008 was repealed on June 24, 2013

Read a First Time this 14<sup>th</sup> day of November 2017

Read a Second Time this 14<sup>th</sup> day of November 2017

Read a Third Time, Finally Passed and Adopted this 14<sup>th</sup> day of November 2017

Seal

\_\_\_\_\_  
Chairperson of the Board

\_\_\_\_\_  
Secretary-Treasurer



The Board of Education

School District 72 (Campbell River)

**BYLAW NO. 2**

**TRUSTEE ELECTIONS**  
**SCHOOL DISTRICT NO. 72 (CAMPBELL RIVER)**

A bylaw to provide for the determination of various procedures for the conduct of general school board elections and other trustee elections.

**PREAMBLE:**

Under the *School Act*, the Board of Education may, by bylaw, determine various procedures and requirements to be applied in the conduct of trustee elections.

In School District No. 72 (Campbell River), under Section 37 of the *School Act*, trustee elections will be conducted in the following trustee electoral areas:

<b>Trustee Electoral Area</b>	<b>No. of Trustees</b>
Trustee Electoral Area 1--Greater Campbell River (All of the City of Campbell River, all of Electoral Area "D" of the Strathcona Regional District, and that portion of Electoral Area "A" of the Strathcona Regional District which lies south and east of Mohun Creek)	5
Trustee Electoral Area 2--Sayward Valley (All of Area "A" of the Strathcona Regional District, except that portion which lies south and east of Mohun Creek, and all of the Village of Sayward)	1
Trustee Electoral Area 3--Quadra (All of Electoral Areas "B" and "C" of the Strathcona Regional District)	1

The Board of Education of School District No. 72 (Campbell River) wishes to establish various procedures and requirements under the authority of the *School Act* for trustee elections.



## The Board of Education

### School District 72 (Campbell River)

The Board of Education of School District No. 72 (Campbell River) , in an open meeting of the Board, enacts as follows:

#### **1. Definitions**

The terms used in this Bylaw shall have the meanings assigned by the *School Act*, the *Local Government Act*, and the *Local Elections Campaign Financing Act* except as the context indicates otherwise.

- (a) "Board" means the Board of Education of School District No. 72 (Campbell River).
- (b) "by-election" means a trustee election to fill a vacancy on the Board in any of the circumstances described in section 36 of the *School Act*.
- (c) "election" means a trustee election.
- (d) "general voting day" means the date on which general voting for a trustee election is to take place, whether part of the general school elections or a by-election.
- (e) "Minister" means the Minister of Education.
- (f) "Regional District" means "Strathcona Regional District"

#### **2. Application**

This bylaw applies to both general elections and by-elections and to those trustee elections carried out by other authorities, except as otherwise indicated.

#### **3. Order of names on the Ballot**

The order of names of candidates on the ballot will be listed by surnames in alphabetical order.

#### **4. Resolution of Tie Votes after Judicial Recount**

In the event of a tie vote after a judicial recount, the tie vote will be resolved by lot in accordance with section 141 of the *Local Government Act*.

#### **5. Application of Local Government Bylaws**

Where the Board enters into an agreement with local government(s) under section 38(4) of the *School Act* to conduct a trustee election for the School Board, or conducts a trustee election in conjunction with a local government election, the election bylaw of the local government in which the vote is being conducted will apply to the voting procedures, except where otherwise specifically addressed in this bylaw or the agreement.

#### **6. Amendments and Repeals**

Trustee Election Bylaw No. 1 dated June 24, 2014 is hereby repealed.

#### **7. Title**



The Board of Education

School District 72 (Campbell River)

This bylaw may be cited as "School District No. 72 (Campbell River) Trustee Elections Bylaw No. 2."

Read a first time this 29th day of May 2018.

Read a second time this 29th day of May 2018.

Read a third time, finally passed and adopted this 29th day of May 2018.

\_\_\_\_\_  
Chairperson of the Board

(seal)

\_\_\_\_\_  
Secretary-Treasurer



**BYLAW NO. 3**

**INDEMNIFICATION BYLAW**

A bylaw to provide that the Board shall indemnify a trustee, an officer or an employee of the Board against a claim for damages arising out of the performance of his/her duties; and for an inquiry or proceeding involving the administration and conduct of the business of the District; and will pay legal costs incurred in a court proceeding arising out of the claim or the legal costs arising from such inquiries or proceedings.

WHEREAS the School Act, Section 95 provides that the Board may by bylaw provide that the Board will indemnify a trustee, an officer or an employee of the Board against a claim for damages against a trustee, officer or employee of the Board arising out of performance of his or her duties and, in addition, pay legal costs incurred in a court proceeding arising out of the claim;

AND WHEREAS the School Act, Section 95 also provides that the Board may, by bylaw, indemnify a trustee, an officer or an employee of the Board where an inquiry under Part 2 of the Inquiry Act or other proceedings involves the administration and conduct of the business of the District, and also pay legal costs incurred in such inquiries or proceedings;

NOW THEREFORE The Board of Education of School District No. 72 (Campbell River) in open meeting assembled enacts as follows:

**Interpretation**

1. In this bylaw:

- 1.1 "Board" means The Board of Education of School District No. 72 (Campbell River);
- 1.2 "Trustee" means a member of The Board of Education of School District No. 72 (Campbell River);
- 1.3 "Officer" means a Superintendent, Assistant Superintendent, Director, Secretary-Treasurer, or administrative officer of the Board;
- 1.4 "Employee" means all Board teaching and non-teaching personnel other than officers;
- 1.5 Wherever the singular or masculine or neuter is used in this bylaw, the same shall be construed as meaning the plural, the feminine or the body corporate whenever the context so requires.





## 2. Indemnification

- 2.1 The Board shall indemnify a trustee, an officer or an employee of the Board against a claim for damages against the trustee, officer or employee arising out of the performance of his/her duties, and, in addition, pay the reasonable costs incurred by the trustee, officer or employee in a court proceeding arising out of the claim except as otherwise provided for in this bylaw.
- 2.2 The Board shall indemnify a trustee, an officer or an employee where an inquiry under the Inquiry Act or other proceedings involving the administration and conduct of the business of the District, and also pay reasonable legal costs incurred in such inquiries or proceedings, except as otherwise provided in this bylaw.
- 2.3 Sections 2.1 and 2.2 apply in respect of a person who was formerly a trustee, an officer or an employee of the Board at the time he performed the duties out of which the claim inquiry or other proceeding arise, whether or not he is a trustee, an officer or an employee at the time the claim for damages, inquiry or other proceeding arises, or any legal action arising out of the claim inquiry or other proceeding is commenced or concluded except as otherwise provided in this bylaw.
- 2.4 This bylaw applies to:
  - 2.4.1 The performance of duties by current or former trustees, officers or employees; and
  - 2.4.2 Inquiries or proceedings arising out of the administration and conduct of the business of the District.

## 3. Administration of Medication

Without limiting the generality of Section 2, the Board's indemnification of officers and employees against claims for damages as set out in Section 2.1 hereof, shall include, but is not limited to, claims arising from Board authorized administration of medication to students, supervision of self-administration of medication by students, and performance of physical procedures relating to the medical needs of students.

## 4. Contracts

This bylaw refers to officer and employee employment contracts, including collective agreements, now in force or in force in the future.



5. Exclusions

In the event that insurance coverage is available with respect to the liability of the trustee, officer or employee, the Board shall not indemnify the trustee, officer or employee as the case may be.

6. The Board shall not indemnify a trustee, officer or employee against:

- 6.1 Legal fees and/or liability resulting from an action or any other proceeding taken by the Board against the trustee, officer or employee, or as a result of an action or proceeding taken by the trustee, officer or employee against the Board;
- 6.2 A fine, penalty or order imposed as a result of a conviction for an offence;
- 6.3 Legal fees incurred as a result of prosecution where the trustee, officer or employee is convicted of an offence or obtains a conditional or absolute discharge;
- 6.4 Liability and/or legal fees resulting from proceedings initiated pursuant to the Teaching Profession Act unless the Board agrees to the contrary, by an affirmative vote of a majority of its members;
- 6.5 Legal fees incurred in an appeal of any conviction, sentence, judgment or order unless the Board agrees to the contrary, by an affirmative vote of a majority of its members;
- 6.6 Liability and/or legal fees incurred by a trustee where there has been a determination by a Court that the trustee knowingly contravened Section 58 of the School Act;
- 6.7 Liability and/or legal fees incurred by a trustee, officer or employee where there is a determination by a Court that the trustee, officer or employee knowingly permitted and/or authorized an expenditure not otherwise authorized by an enactment;
- 6.8 Liability incurred by a trustee resulting from any restitution ordered pursuant to Section 63(1)(b) of the School Act;
- 6.9 Those matters for which the Board, pursuant to its authority under Section 95(3) of the School Act, may seek indemnity from an employee.

7. Legal Counsel

For those matters provided in Sections 2 and 3 of this bylaw, and not excluded by Section 5 and 6, the trustee, officer or employee may either:

- 7.1 Retain legal counsel appointed by the Board, in which case legal counsel shall be paid for and directed by the Board;





## The Board of Education

### School District 72 (Campbell River)

7.2 Retain legal counsel chosen by the trustee, officer or employee, in which case the Board shall have the right to:

7.2.1 Approve, in advance, any agreement for legal fees and disbursements;

7.2.2 Pay all or part of the legal fees and disbursements and to set a maximum for legal fees and disbursements;

7.2.3 Direct the defense and to settle or compromise the claim or action;

7.2.4 Review the account of the legal counsel pursuant to the Legal Profession Act and the trustee, officer or employee shall include such a term in an agreement with his/her legal counsel; and

7.2.5 Determine whether or not the trustee, officer or employee will be reimbursed by the Board for legal fees or any portion of the legal fees that have been paid by the trustee, officer or employee prior to the approval of the Board.

#### 8. Amounts Payable

Any amount that may be payable by the Board shall be reduced by any court costs awarded to the trustee, officer or employee.

#### 9. Advancing Legal Costs

The Board may give consideration to advancing legal costs to the trustee, officer or employee prior to the final resolution of a claim or action in order to prevent undue hardship. When the Board advances such costs to a trustee, officer or employee, the trustee, officer or employee shall provide written authorization for the Board to deduct an amount equivalent to the costs advanced from future funds payable to the trustee, officer or employee by the Board. The authorization shall only be used by the Board if it is determined at a later date that the trustee, officer or employee is not entitled to be indemnified pursuant to the terms of this bylaw.

#### 10. Severability

If any section or lesser portion of this bylaw is held invalid, the invalidity shall not affect the validity of the remaining portions of this bylaw.



The Board of Education

School District 72 (Campbell River)

11. Citation

This bylaw may be cited for all purposes as the "Indemnification Bylaw".

Legal Reference:

Sections 58, 63, 65, 85, 95 School Act  
Inquiry Act  
Legal Profession Act  
Teaching Profession Act


Read a first time this 18th day of December, 2018.

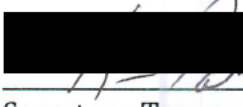
Read a second time this 18th day of December, 2018.

Read a **third** time, finally passed and adopted this 15th day of January, 2019.

Seal



  
Chairperson of the Board

  
Secretary-Treasurer