



**B O A R D**  
MEMORANDUM

**Date:** February 9, 2022  
**To:** Board of Trustees  
**From:** Shawna Walter, Acting Superintendent  
**Originator(s):** Office of the Superintendent  
**Subject:** Policy 225 – Board Responsibilities and Conduct

---

**Purpose:**

For review and consideration.

**Consideration:**

That the Board of Trustees review and provide a recommendation regarding Policy 225– *Board Responsibilities and Conduct*, for approval at the February 23, 2022, Public Board meeting.

**Background:**

During the 2018-2019 school year, the Division completed a comprehensive Board Policy Review. The Education Committee (Policy Committee) had oversight of the review process, which saw 129 policies and 14 Board Regulations condensed to 43 policies. A Policy Tracker was created to schedule a regular review of all policies under the responsible administrator.

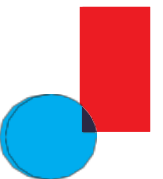
Administration has updated Policy 225 – *Board Responsibilities and Conduct* to clearly define and establish expectations and responsibilities of the Board as it provides overall direction and leadership to the Division. Policy 225 updates include the reorganization of information into the body of the policy and the removal of duplicate information.

Administration is prepared to respond to questions at the February 9, 2022, Committee of the Whole meeting.

Sincerely,

Shawna Walter, M.Ed  
Acting Superintendent

Attachment



## Board Responsibility and Conduct

EFFECTIVE: January 30, 2019

REVISED:

REVIEW: 2024-2025

---

### 1.0 POLICY

As elected representatives of the community, the Board of Trustees is held accountable through the Education Act. The Board provides overall direction and leadership to the Division. The Board is a corporate entity and exercises its authority through a democratic process and always models a culture of respect and integrity.

### 2.0 GUIDELINES

#### Board Responsibilities

#### 2.1 Education Planning and Programming

- 2.1.1 Review and approve the vision for the Division.
- 2.1.2 Annually review and approve education goals including the Annual Education Plan.
- 2.1.3 Review the Division performance and approve the Annual Education Plan.
- 2.1.4 Annually evaluate the effectiveness of the Division in achieving established priorities and desired results.
- 2.1.5 Set governance standards for reviewing and approving educational programming.
- 2.1.6 Be accountable and provide assurance to students, parents, the community and the Minister for student achievement of learning outcomes.

#### 2.2 Stakeholder Engagement and Communication

- 2.2.1 Establish processes to engage the community and stakeholders in a dialogue about Division programs and future planning.
- 2.2.2 Make informed decisions that consider community values and represent the interests of the entire Division.
- 2.2.3 Meet at least annually with the Council of School Councils or School Council Chairs.
- 2.2.4 Promote the schools' programs which reflect the needs and desires of the community.

---

References: Education Act: Sections 33,51, 52, 53, 54, 60, 67, 139, 222  
Superintendent of Schools Regulation, 2019  
Board Procedures Regulation 82/2019  
Board Policy 220: Trustee Conduct  
Board Policy 221: Role of the Trustee  
Policy 700: Superintendent of Schools  
Policy 701: Board delegation of Authority

## Board Responsibility and Conduct

EFFECTIVE: January 30, 2019

REVISED:

REVIEW: 2024-2025

---

2.2.5 Report Division outcomes to the community annually.

### 2.3 Safe, Caring, Respectful and Healthy Environments

2.3.1 Maintain a policy respecting the Board's obligation to provide a welcoming, caring, respectful, healthy and safe learning environment that includes a code of conduct.

2.3.2 Model a culture of respect and integrity.

2.3.3 Develop culturally appropriate protocols to guide the Division.

2.3.4 Establish plans for collaborative work between the Division and First Nations.

### 2.4 Accountability to Provincial Government

2.4.1 Act in accordance with all statutory requirements to implement provincial and educational standards and policies.

2.4.2 Review and submit the Capital Plan.

2.4.3 Perform Board functions required by governing legislation and existing Board policy.

2.4.4 Annually approve the Education Plan for submission to Alberta Education and distribution to the public.

### 2.5 Advocacy

2.5.1 Act as an advocate for public education and the Division.

2.5.2 Identify issues for advocacy on an ongoing basis.

2.5.3 Develop an annual plan for advocacy including focus, key messages relationships and mechanisms.

2.5.4 Promote regular meetings and maintain timely, frank and constructive communication with elected officials, service providers, business leaders, thought leaders and all stakeholders to garner support for public education.

---

References: Education Act: Sections 33,51, 52, 53, 54, 60, 67, 139, 222  
Superintendent of Schools Regulation, 2019  
Board Procedures Regulation 82/2019  
Board Policy 220: Trustee Conduct  
Board Policy 221: Role of the Trustee  
Policy 700: Superintendent of Schools  
Policy 701: Board delegation of Authority

---

## Board Responsibility and Conduct

EFFECTIVE: January 30, 2019

REVISED:

REVIEW: 2024-2025

---

### 2.6 Policy

- 2.6.1 Develop, approve and monitor the implementation of policies to guide the Division and the Board.
- 2.6.2 Provide direction in those areas over which the Board wishes to retain authority.
- 2.6.3 Monitor the development, revision and implementation of policy.

### 2.7 Board/Superintendent Relations

- 2.7.1 Select the Superintendent and support succession planning as required.
- 2.7.2 Provide the Superintendent with clear corporate direction.
- 2.7.3 Delegate, in writing, administrative authority and identify responsibility subject to provisions and restrictions in the Education Act.
- 2.7.4 Respect the authority of the Superintendent to carry out executive action and support the Superintendent's actions which are exercised within the delegated discretionary powers of the position.
- 2.7.5 Demonstrate mutual respect, integrity and support, which is then conveyed to the staff and the community.
- 2.7.6 Annually evaluate the Superintendent, in accordance with a pre-established performance appraisal.
- 2.7.7 Annually review compensation of the Superintendent.

### 2.8 Board Development

- 2.8.1 Develop a plan to foster governance excellence in fiduciary, strategic and generative engagement modes.
- 2.8.2 Annually evaluate Board effectiveness in meeting performance indicators and determine a positive path forward.
- 2.8.3 Develop an annual work plan with timelines.

---

References: Education Act: Sections 33,51, 52, 53, 54, 60, 67, 139, 222  
Superintendent of Schools Regulation, 2019  
Board Procedures Regulation 82/2019  
Board Policy 220: Trustee Conduct  
Board Policy 221: Role of the Trustee  
Policy 700: Superintendent of Schools  
Policy 701: Board delegation of Authority

## Board Responsibility and Conduct

EFFECTIVE: January 30, 2019

REVISED:

REVIEW: 2024-2025

---

### 2.9 Fiscal Accountability

- 2.9.1 Within the context of the strategic plan, approve budget assumptions and establish priorities at the outset of the budget process.
- 2.9.2 Reviews and approves annual budget and allocation of resources
- 2.9.3 Approve substantive budget adjustments when necessary.
- 2.9.4 Approve borrowing for capital expenditures within provincial restrictions.
- 2.9.5 Reviews and approves annually the Three-Year Capital Plan
- 2.9.6 Receive, review and approve the annual Audited Financial Statements
- 2.9.7 Acquire and dispose of land and building
- 2.9.8 Approve student fees annually
- 2.9.9 Set the mandate for provincial bargaining.
- 2.9.10 Ratify Memoranda of Agreement with bargaining units.
- 2.9.11 Approve transfer of funds to/from operating and capital reserves.
- 2.9.12 Approve annually signing authorities for the Division.
- 2.9.13 Approve investment parameters in alignment with the Education Act Regulation.
- 2.9.14 Approve the Superintendent's contract.

### 3.1 Delegation

The Board may delegate any of its powers and responsibilities subject to the provisions and restrictions as outlined in the Education Act.

---

References: Education Act: Sections 33,51, 52, 53, 54, 60, 67, 139, 222  
Superintendent of Schools Regulation, 2019  
Board Procedures Regulation 82/2019  
Board Policy 220: Trustee Conduct  
Board Policy 221: Role of the Trustee  
Policy 700: Superintendent of Schools  
Policy 701: Board delegation of Authority

## Board Responsibility and Conduct

EFFECTIVE: January 30, 2019

REVISED:

REVIEW: 2024-2025

---

### 3.2 Board Conduct

- 3.2.1 Each Trustee shall act ethically and responsibly as outlined in Policies 220 and 221. The Board collectively shall operate with the same high standards, acting always in the best interests of all students and their learning.
- 3.2.2 The Board shall support and hold accountable its individual Trustees and the Superintendent.
- 3.2.3 The Board shall establish with the Superintendent the parameters for their respective roles and not interfere with the performance of the tasks that have been agreed upon as administrative responsibilities.

---

References: Education Act: Sections 33, 51, 52, 53, 54, 60, 67, 139, 222  
Superintendent of Schools Regulation, 2019  
Board Procedures Regulation 82/2019  
Board Policy 220: Trustee Conduct  
Board Policy 221: Role of the Trustee  
Policy 700: Superintendent of Schools  
Policy 701: Board delegation of Authority

## Board Responsibility and Conduct

EFFECTIVE: January 30, 2019

REVISED: January 29, 2020

REVIEW: 2020-2021

---

### 1.0 POLICY

As **elected** representatives of the community, the Board of Trustees is held accountable through the Education Act. ~~and the election process,~~ The Board provides overall direction and leadership to the Division. **The Board is a corporate entity and exercises its authority through a democratic process and always models a culture of respect and integrity.**

### 2.0 GUIDELINES

#### Board Responsibilities

The Education Act establishes specific powers, duties and responsibilities for the Board which is accountable to its electorate. Subject to statutory requirements, the Board is responsible for:

- ~~2.1.1 Establishing and communicating the mission, values and strategic priorities/goals for the school system;~~
  - ~~2.1.2 Representing the community by developing and approving policies to guide the Division;~~
  - ~~2.1.3 Monitoring and evaluating the effectiveness of division policies in achieving objectives.~~
  - ~~2.1.4 Appointing the Superintendent/**CEO**, delegating administrative duties to the Superintendent/**CEO** and evaluating the Superintendent/**CEO's** performance annually;~~
  - ~~2.1.5 Allocating the financial means in accordance with Alberta Education regulations in order to provide the resources necessary to achieve division goals and priorities by determining the basis for annual resource allocations to the schools and programs through the approval of the Division budget;~~
  - ~~2.1.6 Establishing responsibilities and accountability for achieving desired results at various levels throughout the organization;~~
- 
- ~~2.1.7 Establishing a monitoring and evaluation system, including appeal processes and support and recognition mechanisms;~~

---

References: Education Act: Sections 33,51, 52, 53, 54, 60, 67, 139, 222

**Superintendent of Schools Regulation, 2019**

Board Procedures Regulation 82/2019

**Board Policy 220: Trustee Conduct**

**Board Policy 221: Role of the Trustee**

Policy 700: Superintendent of Schools

Policy 701: Board delegation of Authority

## Board Responsibility and Conduct

EFFECTIVE: January 30, 2019

REVISED: January 29, 2020

REVIEW: 2020-2021

---

- ~~2.1.8 — Evaluating the effectiveness of the Board in achieving established goals and desired results;~~
- ~~2.1.9 — Reporting annually to the public and the province on system and school performance;~~
- ~~2.1.10 — Providing advice with respect to Public Education to the Province, as an individual Board and collectively through its Associations; and,~~
- ~~2.1.11 Acting as an advocate for Public Education and the Division.~~

### 2.1 Education Planning and Programming

- 2.1 Review and approve the vision for the Division.
- 2.2 Annually review and approve education goals including the Annual Education Plan.
- 2.3 Review the Division performance and approve the Annual Education Plan.
- 2.4 Annually evaluate the effectiveness of the Division in achieving established priorities and desired results.
- 2.5 Set governance standards for reviewing and approving educational programming.
- 2.6 Be accountable and provide assurance to students, parents, the community and the Minister for student achievement of learning outcomes.

### 3.1 Stakeholder Engagement and Communication

- 3.2 Establish processes to engage the community and stakeholders in a dialogue about Division programs and future planning.
- 3.3 Make informed decisions that consider community values and represent the interests of the entire Division.
- 3.4 Meet at least annually with the Council of School Councils or School Council Chairs.

---

References: Education Act: Sections 33,51, 52, 53, 54, 60, 67, 139, 222

**Superintendent of Schools Regulation, 2019**

Board Procedures Regulation 82/2019

**Board Policy 220: Trustee Conduct**

**Board Policy 221: Role of the Trustee**

Policy 700: Superintendent of Schools

Policy 701: Board delegation of Authority





## Board Responsibility and Conduct

EFFECTIVE: January 30, 2019

REVISED: January 29, 2020

REVIEW: 2020-2021

---

3.5 Promote the schools' programs which reflect the needs and desires of the community.

3.6 Report Division outcomes to the community annually.

### Safe, Caring, Respectful and Healthy Environments

3.7 Maintain a policy respecting the Board's obligation to provide a welcoming, caring, respectful, healthy and safe learning environment that includes a code of conduct.

3.8 Model a culture of respect and integrity.

3.9 Develop culturally appropriate protocols to guide the Division.

3.10 Establish plans for collaborative work between the Division and First Nations.

### 5.1 Accountability to Provincial Government

5.1 Act in accordance with all statutory requirements to implement provincial and educational standards and policies.

5.2 Review and submit the Capital Plan.

5.3 Perform Board functions required by governing legislation and existing Board policy.

5.4 Annually approve the Education Plan for submission to Alberta Education and distribution to the public.

### 6.1 Advocacy

6.2 Act as an advocate for public education and the Division.

6.3 Identify issues for advocacy on an ongoing basis.

6.4 Develop an annual plan for advocacy including focus, key messages relationships and mechanisms.

---

References: Education Act: Sections 33,51, 52, 53, 54, 60, 67, 139, 222

Superintendent of Schools Regulation, 2019

Board Procedures Regulation 82/2019

Board Policy 220: Trustee Conduct

Board Policy 221: Role of the Trustee

Policy 700: Superintendent of Schools

Policy 701: Board delegation of Authority

## Board Responsibility and Conduct

EFFECTIVE: January 30, 2019

REVISED: January 29, 2020

REVIEW: 2020-2021

---

6.5 Promote regular meetings and maintain timely, frank and constructive communication with elected officials, service providers, business leaders, thought leaders and all stakeholders to garner support for public education.

### 7.1 Policy

7.1 Develop, approve and monitor the implementation of policies to guide the Division and the Board.

7.2 Provide direction in those areas over which the Board wishes to retain authority.

7.3 Monitor the development, revision and implementation of policy.

### 8.1 Board/Superintendent Relations

8.0 Select the Superintendent and support succession planning as required.

8.2 Provide the Superintendent with clear corporate direction.

8.3 Delegate, in writing, administrative authority and identify responsibility subject to provisions and restrictions in the Education Act.

8.4 Respect the authority of the Superintendent to carry out executive action and support the Superintendent's actions which are exercised within the delegated discretionary powers of the position.

8.5 Demonstrate mutual respect, integrity and support, which is then conveyed to the staff and the community.

8.6 Annually evaluate the Superintendent, in accordance with a pre-established performance appraisal.

8.7 Annually review compensation of the Superintendent.

### 9.1 Board Development

---

References: Education Act: Sections 33,51, 52, 53, 54, 60, 67, 139, 222

**Superintendent of Schools Regulation, 2019**

Board Procedures Regulation 82/2019

**Board Policy 220: Trustee Conduct**

**Board Policy 221: Role of the Trustee**

Policy 700: Superintendent of Schools

Policy 701: Board delegation of Authority



## Board Responsibility and Conduct

EFFECTIVE: January 30, 2019

REVISED: January 29, 2020

REVIEW: 2020-2021

---

9.1 Develop a plan to foster governance excellence in fiduciary, strategic and generative engagement modes.

9.2 Annually evaluate Board effectiveness in meeting performance indicators and determine a positive path forward.

9.3 Develop an annual work plan with timelines.

### 10.1 Fiscal Accountability

10.1 Within the context of the strategic plan, approve budget assumptions and establish priorities at the outset of the budget process.

10.2 Reviews and approves annual budget and allocation of resources

10.3 Approve substantive budget adjustments when necessary.

10.4 Approve borrowing for capital expenditures within provincial restrictions.

10.5 Reviews and approves annually the Three-Year Capital Plan

10.6 Receive, review and approve the annual Audited Financial Statements

10.7 Acquire and dispose of land and building

10.8 Approve student fees annually

10.9 Set the mandate for provincial bargaining.

10.10 Ratify Memoranda of Agreement with bargaining units.

10.11 Approve transfer of funds to/from operating and capital reserves.

10.12 Approve annually signing authorities for the Division.

---

References: Education Act: Sections 33,51, 52, 53, 54, 60, 67, 139, 222

Superintendent of Schools Regulation, 2019

Board Procedures Regulation 82/2019

Board Policy 220: Trustee Conduct

Board Policy 221: Role of the Trustee

Policy 700: Superintendent of Schools

Policy 701: Board delegation of Authority



## Board Responsibility and Conduct

EFFECTIVE: January 30, 2019

REVISED: January 29, 2020

REVIEW: 2020-2021

---

10.13 Approve investment parameters in alignment with the Education Act Regulation.

10.14 Approve the Superintendent's contract.

### 2.2 Delegation

The Board may delegate any of its powers and responsibilities subject to the provisions and restrictions as outlined in the Education Act.

### 2.3 Board Conduct

2.3.1 Each Trustee shall act ethically and responsibly as outlined in Policies 220 and 221. The Board collectively shall operate with the same high standards, acting always in the best interests of all students and their learning.

2.3.2 The Board shall support and hold accountable its individual Trustees and the Superintendent/~~CEO~~.

2.3.3 The Board shall establish with the Superintendent/~~CEO~~ the parameters for their respective roles and not interfere with the performance of the tasks that have been agreed upon as administrative responsibilities.

---

References: Education Act: Sections 33,51, 52, 53, 54, 60, 67, 139, 222

Superintendent of Schools Regulation, 2019

Board Procedures Regulation 82/2019

Board Policy 220: Trustee Conduct

Board Policy 221: Role of the Trustee

Policy 700: Superintendent of Schools

Policy 701: Board delegation of Authority