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David Thompson, Chairperson

Jackie Young, Director of Education

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# **Agenda**

## **Committee of the Whole**

### **October 10, 2017 – 5:00 – 7:00 p.m.**

North Bay Board Room, 963 Airport Road, North Bay, ON  
Parry Sound Board Room, 111 Isabella Street, Parry Sound

1. Call to Order
2. Adoption of the Agenda
3. Governance Policy Review
4. Board Operating Principles / Protocol – Enclosures
5. Trustee Monitoring/Self-Assessment – Enclosure
6. Adjournment



**Committee of the Whole Meeting Minutes**  
**October 10, 2017 – 5:00 p.m.**  
**North Bay and Parry Sound Boardrooms**  
**963 Airport Road, North Bay/111 Isabella Street, Parry Sound**

**Trustees Present:** Committee Chair David Thompson, Trustees Michelina Beam, Jim Beatty, Al Bottomley, Harry Fry, Corine Green, Louise Sargent

**Administrative Staff Present:** Jackie Young, Director of Education, Rebecca Pape, Administrative Assistant

**Trustees Absent:** Carol Stevens, Paul Moffatt

**Call to Order**

Chair Thompson called the meeting to order at 5:03 p.m.

**Adoption of the Agenda**

Added section 5.5 October Trustee Workshop Date Change

**Governance Policy Review**

Trustee Sargent explained the progress of the committee and shared the additional introduction page added to Section One. With that addition Section One is now complete. There will be a hyperlink to the Good Governance Manual used as reference.

Section Two – there are a few holes left, but the committee is meeting in the next week to complete a draft ready in time to discuss at Private session of the Board meeting in October. Student Trustee section – NNDSB does not give their Student Trustee vote, but they are voting members in OPSBA. There is nothing in the legislation that says Student Trustees cannot be present for in-camera meetings, with the exception of sensitive personnel information. Trustee Bottomley thinks we should stick to historical Student Trustee rules, but everyone should be able to have their opinion heard. Student Trustees are also allowed to join any committees and attend meetings, but historically there has only been one that has attended meetings other than Board meetings.

By-laws section –Trustee Fry mentioned about being clear as to the scope of our responsibilities within the by-laws. There are by-laws that need to be reviewed, and several of them will come up during the review of Section Two. Trustee Bottomley said by-laws are there to help the board function, so they need to be read and understood by all trustees. He doesn't think they're that bad.

Trustee Green asked when the Administrative Guidelines are updated. There have been a few parents saying there are out dated policies within the guidelines. Director Young said staff are aware of the need to review, and they are currently taking on guidelines and reviewing, like the high risk activities, but that for every guideline that is reviewed there are many more questions that get asked. It is a huge task to review and re-write all the guidelines, so prioritizing is key.

### **Board Operating Principles / Protocol**

EL-9 is written in the Carver model, and it is more of a negatively worded model. We are one of the only boards using the carver model. Trustee Bottomley thinks we can update the wording positively. Trustee Beam said this has been reviewed several times, so let's just change the language to reflect a more positive voice. Trustee Bottomley said in the re-writing there may not be a need for the current amount of detail.

Trustee Fry reviewed Operation Principals – how we discuss things amongst ourselves (Trustees), how we conduct meetings publicly and privately and about treating the group with respect. Director Young likes the language in the Operating Principals and its wording over something like EL-9. Vice Chair Beatty agrees that there needs to be a combination of the two, but change up the wording.

Trustee Sargent said there were things that were re-worded in Section One, and as each section is being reviewed by the committee re-wording is done I required. They're spinning with more positive wording. She also suggests to wait until Section Two's draft is completed and when they review at the Board meeting they can re-write then if required. Trustee Bottomley said once the whole package is together we can decide how much detail we need, and go from there. Director Young suggested to meet with her and Information Officer before Section Two gets too done, to help pair down detail. Trustee Sargent outlined the reason these documents were added to Section Two with their original titles was because we need them for citing/hyperlink purposes, but that in the end these will not bet the final titles.

Trustee Beam said there should be a code of conduct (after role and responsibilities of trustees) not just at meetings that is missing from the Section Two appendix. OPSBA has one that she will share with Trustee Bottomley.

## **Trustee Monitoring/Self-Assessment**

Trustee Fry was not aware if other Boards are doing it, but he read somewhere that one of our objectives is to complete an assessment every month/meeting? Trustee Bottomley said historically they were done at every meeting, but not everyone would hand in their evaluation papers. He suggests this exercise get a place on the monthly agenda. He thinks it could be good feedback with this Board. Chair Thompson suggested moving the Trustee comments from the middle to the end of the Board meeting, and raise those issues then. Trustee Beam cautioned that that is in the public session, and maybe it should be brought up in private for confidentiality. Trustee Sargent suggested taking 5 minutes at the end of each Board meeting to have an open discussion. She thinks there is enough respect within the group that it could happen as a conversation, as opposed to writing it down. Trustee Beam reminded the group that the end of a Board meeting can be hectic with the public and media in attendance.

Director Young talked about multi-year planning, goal setting etc. Should the Trustees have goals to aim for and that is what would be evaluated as a self reflective piece? It's much broader and larger than just voting on if they had a good meeting or not. Vice Chair Beatty has sat on several boards, and agrees with Director Young's mention of reflection on growth, contribution and goal attaining. He feels at most semi-annually (Jan and June) to review objectives achieved etc. Trustee Green has similar thoughts to Vice Chair Beatty. She feels that in addition to self-evaluations that exit interviews for retiring/leaving Board members would be helpful too. What did they get out of their time at the Board, etc.? Trustee Fry thinks personal goal setting is an advantage to all Trustees adding value by writing things down and keeping a copy for self-growth. Trustee Bottomley suggested setting these individual goals at the inaugural meeting and monitor over their years on the Board. He also thinks we need to assess the Board as a whole twice a year. Everyone is in agreement that monthly evaluations are too frequent, and time consuming. Trustee Green suggested sending email to chair/vice chair and director about thoughts from the meetings. They can then discuss at the next agenda setting to make improvements for the following meeting – if required. Vice Chair Beatty said there may not be great value in the feedback, since open discussion already happens at the Committee of the Whole meetings. Feedback could be reviewed at the next Committee of the Whole to give thoughtful discussion and it's only this (Trustee) group, not Sr. Admin.

Trustee Sargent feels trustees self-evaluations, meeting evaluations and director evaluations need to be addressed differently and at different times.

Chair brought up other boards publishing attendance to meetings on their website. Is that our responsibility? Trustee Bottomley said it's in the minutes so we don't need to additionally supply that list. Trustees are aware of their attendance responsibilities. The group does not see value in adding attendance tracking to the website.

Twice a year discuss how board meetings are run and the self-reflection will also be done at that meeting. Aim for first discussion at December or January meeting.

Director Young asked about presentations from Senior Team at these meetings. The Superintendents put a lot of work into these presentations, so she is asking what do the Trustees want from them. Trustee Bottomley agrees the Trustees need a chance to hear from SOs, but he wanted to read their info independently and spend the meeting time asking questions. He doesn't feel there is enough time to ask questions after a presentation. Historically there were 2 board meetings a month. One for board and one for Director's staff discussion. Now there is only one monthly Board meeting, so the presentations would be done at Committee of the Whole. Trustee Beam noted these updates related to the multi-year plan would also fulfill items under the Director's evaluation, and that the Chair and Vice Chair can compile the evaluations over the year. Director Young will touch base with Senior Team and take time to fit people in for 30 minute presentations. Maximum two presentations per meeting. Moving forward the first hour would be presentations and last hour would be governance policy review/rewriting. The group agrees with that format and Nov 14<sup>th</sup> will be the first presentation meeting.

### **October Trustee Workshop**

Saturdays are not the best. Right now the workshop is Oct 28<sup>th</sup>. Any time after 4pm, Mondays and Tuesdays works for most Trustees. Almaguin location works for everyone as a central meeting place. Cancel out any December, January and February dates due to winter driving. The Governance Policy Section Two and Terms of Reference for Committee of the Whole will be the topics for this next workshop. Date changed to November 6<sup>th</sup> at 4pm at Almaguin Highlands.

Director Young asked Trustees if they wanted to attend a teachers meeting at Widdifield to explain the why of the 3:2 decision. Meetings is this Thursday at 8am. Trustees are willing to attend.

### **Adjournment**

The Committee of the Whole meeting of October 10, 2017 adjourned at 7:00 p.m.

# Operating Principles –NNSDB

Sept/2017

For the purpose of enhancing teamwork among Trustees of the School Board and the Director of Education, we, the members of the Near North District School Board, do hereby publicly commit ourselves collectively and individually to the following operating protocol:

1. Children's interests and their well being come first. The Board will represent the needs and interests of every child in our district. We will stay flexible, endeavor to meet the needs of every student, advocate for adequate and appropriate resources, and remain willing to examine how we might do our job better.
2. We will work to keep both the Director of Education and fellow Board members fully aware of current issues and concerns. Surprises to the Board or the Director from either individual Board members or the Director, will be the exception, not the rule. There should be no surprises at a Board meeting. We agree to ask the Board Chair or the Director to place an item on the agenda instead of bringing it up unexpectedly at the meeting.
3. Communication between staff and the Board is encouraged. However, individual Board member requests of staff that will likely require considerable time or have political implications are to be directed to the Director. All personnel complaints and criticisms received by the Board or its individual members will be directed to the Director.
4. Follow the chain of command. The last stop, not the first, will be the Board. We agree to follow the chain of command and insist that others do so. While the Board is eager to listen to its constituents and staff, each inquiry to individual members of the Board is to be referred to the person who can properly and expeditiously address the issue, or to the Director.
5. Practice the governance role. The Board will emphasize planning, policy-making, and communication rather than becoming involved in the management of the schools.
6. Annually conduct a self-assessment/evaluation. The Board will assess its effectiveness by yearly self-evaluation (prior to June 15th of each year) and by addressing itself to any improvement opportunities identified. The Board will determine additional interim opportunities for self-assessment (i.e. monthly or quarterly ?)
7. Clearly stated goals. The Board will set clear goals for themselves and the Director. The Director will set clear goals for the NNSDB departments.
8. Utilize CEO input. The Director is the Chief Executive Officer and should make recommendations, proposals or suggestions on most matters that come before the Board.
9. Board acts as one body. Individual Board members do not have authority. Only the Board as a whole has authority. We agree that an individual Board member will not take unilateral action. The Board Chair will communicate the position(s) of the Board on controversial issues. When Board members serve on various school committees, their role shall be defined by the Board as silent observer or active participant.
10. Debate the issues, not one another. Conduct at a Board meeting is very important. We agree to avoid words and actions that create a negative impression on an individual or the NNSDB. While we encourage debate and differing points of view, we will do it with gentleness, dignity and respect for others to avoid an escalation of negative impressions or incidents.
11. Avoid marathon Board meetings. To be efficient and effective, long Board meetings should be avoided. Points are to be made in as few words as possible; speeches at Board meetings will be minimal. If a Board member believes he/she doesn't have enough information or has questions, either the Director or Board Chair is to be contacted for clarification as early as possible and prior to the meeting.

12. Practice efficient decision-making. Board meetings are for decision-making, action, and votes, not endless discussion. We agree to move the question when discussion is repetitive. Issues that require or lead to in-depth discussion should be moved to a Workshop Session.
13. Speak to agenda issues. The Board will not play to the audience. We agree to speak to the issues on the agenda and attend to our fellow Board members. Board members will avoid asking questions on items already addressed in prior meetings and agree to review tapes/minutes/ consult with the Chair regarding meetings missed so as to avoid repetitive questions. Facts and information needed from the executive council team will be referred to the Director.
14. Executive/closed sessions will be held only for appropriate subjects. Executive sessions will be held only when specific needs arise. Board members will be extremely sensitive to the legal ramifications of their meetings and comments

## **POLICY TYPE: GOVERNANCE PROCESS**

### **GP-5 - Chairperson's Role**

**DATE APPROVED: September 25, 2001**

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*The Chairperson assures the integrity of the Board's process and represents the Board of Trustees to outside parties.*

Accordingly,

1. The role of the Chairperson is to ensure that the Board behaves consistently with its own By-Laws and policies and those rules legitimately imposed upon it from outside the organization.
2. Meeting discussion content will be only those issues which, according to Board policy, clearly belong to the Board to decide, not the Director of Education.
  - 2.1. Deliberation will be fair, open, and thorough but also timely, orderly, and kept to the point.
3. The authority of the Chairperson consists in making decisions that fall within topics covered by Board policies on **GOVERNANCE PROCESS** and **BOARD – DIRECTOR OF EDUCATION LINKAGE**, except where the Board specifically delegates portions of this authority to others. The Chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
  - 3.1. The Chairperson is empowered to chair Board meetings, with all the commonly accepted power of that position (e.g. ruling, recognizing, etc.)
  - 3.2. The Chairperson has no authority to make decisions about policies created by the Board within **ENDS** and **EXECUTIVE LIMITATIONS** policy areas. Therefore, the Chairperson has no authority to supervise or direct the Director of Education.
  - 3.3. The Chairperson is the designated spokesperson and shall represent the Board to outside parties in announcing Board-stated positions and in stating Chairperson decisions and interpretations within the area delegated to the Chairperson.
  - 3.4. The Chairperson may delegate this authority but remains accountable for its use.
  - 3.5. The Chairperson and/or Vice-Chairperson shall be responsible for the preparation of the meeting by meeting agendas in accordance with the board's Annual Agenda Planning policy (GP4) and Bylaws.
  - 3.6. The Chairperson is empowered to monitor any negative Board Members Code of Conduct. The chairperson shall have the responsibility to bring these issues forward to the offending Trustee with the expectation that negative behaviour must cease and will



not be tolerated. A further violation will be presented and addressed by all trustees at the Board Meeting, and maybe subject to a motion of censure.

4. Under the leadership of the Chairperson, at least annually the Board will conduct a self-evaluation. As a result of this evaluation, the Board will include in its governance action plan specific goals and objectives for improvement of identified areas.

**Monitoring: Frequency - December**



Our mission is to educate learners to their fullest potential in preparation for life-long learning.

Governance Manual – Approved September 2006

## **POLICY TYPE: EXECUTIVE LIMITATIONS**

### **EL-9 – Communication and Support to the Board**

**Date approved:** January 21, 2006

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*The Director of Education shall not permit the Board to be uninformed or unsupported in its work.*

Further, without limiting the scope of the above statement by the following list, the Director of Education shall not:

1. Fail to make available to the Board adequate information for fully informed Board choices, including relevant statistical, demographic and other environmental scanning data, a representative range of staff and external points of view, alternative choices and their respective implications.
2. Neglect to submit monitoring data required by the Board in a timely, accurate, and understandable fashion, directly addressing provisions of Board policies being monitored with explicit interpretations and data.
3. Fail to inform the Board of anticipated adverse media coverage; significant external and internal changes; public events of the School District; extraordinary incidents related to health and safety in the schools; changes in senior personnel; changes to administrative guidelines; real estate status; lawsuits, their current status and their financial implications; and proposals, decisions or circumstances, including significant new revenue, that may have significant political, budgetary, or legal implications.
4. Fail to inform individual board members of the status of public concerns that have been raised by any Board member.
5. Fail to advise the Board if, in the Director of Education's opinion, the Board is not in compliance with its own policies on **GOVERNANCE PROCESS** and **BOARD – DIRECTOR OF EDUCATION LINKAGE**, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and the Director of Education.
6. Present information in an unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types:
  - Monitoring
  - Decision-making
  - Incidental

7. Fail to provide a mechanism for official Board, Chairperson, Vice-Chairperson, or committee communications.
8. Fail to make information regarding Board decisions available and easily accessible to the public.
9. Fail to deal with the Board as a whole except when (a) fulfilling individual requests for information or (b) responding to Chairperson, Vice-Chairperson, or committees duly charged by the Board.
10. Fail to report in a timely manner an actual or anticipated non-compliance with any policy of the Board.
11. Fail to supply for the consent agenda all items delegated to the Director of Education yet required by law or contract to be Board approved, along with the monitoring assurance pertaining thereto.
12. Fail to provide the Board with budget process information by the end of January each year.
13. Fail to provide trustees with the rationale for responding to public concerns, when making significant changes to existing administrative guidelines.
14. Fail to provide the Board with reports from all Near North District School Board committees which involve members of the public including any implications for Board policy or requests for input into Board policy.
15. Permit staff members to make presentations to the media regarding Board policy.
16. Fail to supply information for Board decision making on collective agreement parameters for each pertinent employee category by November each year.
  - 16.1. Current Provincial Funding Formula Technical Document allocation/restrictions
  - 16.2. Current and projected student enrollment information
  - 16.3. Budgeted revenue and expenditure information
  - 16.4. Current level of compensation and benefits provided
  - 16.5. Differential among/between all employee groupings
  - 16.6. Impact on the differential between employee groupings due to recent agreements
  - 16.7. Difficulties experienced under the old collective agreement or terms and conditions
  - 16.8. Other provincial public school board settlements

- 16.9 Current staffing levels
- 16.10 Cost of living changes
- 16.11 Human resource supply and demand factors

**Monitoring:**

**Method: Direct Inspection**

**Frequency: January & June**



Our mission is to educate learners to their fullest potential in preparation for life-long learning.

Governance Manual – Approved September 2006

## Policy Type: Governance Process

### Board Self-Assessment

The Board will use the following self-assessment instrument to evaluate its adherence to the policy governance model:

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Number from 1 to 5 as follows:

1                      2                      3                      4                      5  
We failed      Unacceptable      Acceptable      Commendable      Met our best expectations

General meeting behaviour

	We followed our agenda and did not get sidetracked.
	The agenda was well-planned to fit the time allotted.
	The meeting was well attended. All board members were present.
	The meeting proceeded without interruptions or distractions.
	Our decision-making processes were understood and were implemented appropriately.
	Participation was balanced. Everyone participated, no one dominated.
	We all listened attentively as each participant spoke. We avoided side conversations.
	Work was accomplished in an atmosphere of trust and openness.
	Meeting participants treated each other with respect and courtesy.

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Circle the number that most closely agrees with your feeling of the general meeting process:

1                      2                      3                      4                      5  
We failed      Unacceptable      Acceptable      Commendable      Met our best expectations

Governance principles review

	Most Board actions occur at the policy level rather than at the operational level.
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	Any Stand-alone resolutions considered by the Board were clearly the Board's work.
	The Board reviews what it has already said in its policy about each specific topic before discussion on that issue
	In writing additional policies, the Board starts with a broad statement and becomes more detailed in a local sequence.
	We use less than 15 percent of Board meeting time monitoring past performance.
	We routinely spend time monitoring and improving our own process.
	We work on clarifying Board priorities / values among the range of potential outcomes, beneficiaries and costs of outcomes.
	ENDS policies are clearly and logically stated and support our mission.
	The Board follows an annual calendar based on a plan for accomplishing its job.
	The Chair helps the Board get its job done rather than supervising or becoming involved in staff work.
	We spend most of our time debating, defining and clarifying our vision and in linking with our members and public as opposed to "fixing things".
	The Board supports the director of education in any reasonable interpretation of applicable Board policies.

Circle the number that most closely agrees with your feeling of how consistently we adhered to our policy governance principles during this meeting:

1	2	3	4	5
Very dissatisfied		Adequate		High satisfaction



**Board Member Self-Appraisal Guide**

<b>Linkage with Owners</b>	<b>Always</b>	<b>Usually</b>	<b>Rarely</b>	<b>Never</b>
1. I serve as an active and effective link between the organization and the ownership.				
2. I do my best to become informed of the needs of the ownership.				
3. If I am approached by a member of the community with a problem, I listen respectfully, but do not try to solve the problem. Rather, I notify the CEO of the concern and request that he / she deal with it.				
4. I speak “for the board” to the media only if I have been specifically authorized to do so.				
<b>Preparation for Board Meetings</b>				
5. I read the board package carefully prior to the board meeting and come prepared to discuss the decision items on the agenda.				
6. When I read monitoring report ask myself if I am satisfied that the CEO has made a reasonable interpretation of the policy, and if I have any concerns about the adequacy or integrity of the data presented. If I have concerns, I come prepared to raise them at the meeting.				
<b>Participation in Board Meetings</b>				
7. I attend board meetings regularly, arrive on time, and stay for the entire meeting.				
8. I maintain confidentiality regarding sensitive information discussed at board and committee meetings.				
9. I declare conflict of interest immediately if any issue comes to the board that would placement in an actual or perceived conflict of interest.				
10. I do not have concerns about the reasonableness of interpretation of a policy or				

the adequacy or integrity of the data in a monitoring report, I refrain from taking up board time asking operational questions, about the area being monitored.				
11. In board meetings, I try to focus on the impact that our organization has on the people it services, rather than on the details of how staff operate.				
12. I try my best to make decisions based on the best interests of the entire ownership, not just the geographic or interest group that I belong to.				
13. I listen respectfully to the viewpoints of other board members.				
14. I do not have hidden agendas.				
<b>Relationship with CEO and Staff</b>				
15. If I am approached by a staff member with a problem, I encourage the individual to use the internal reporting lines within administration to address the issue.				
16. I refrain from telling the CEO or staff how things should be done.				
17. I refrain from informally asking staff, clients, or community members what they think of the CEO.				
<b>Personal preparation and education for governance</b>				
18. I am familiar with the Boards' Bylaws, policies and the rules of order that our Board has chosen to use, and respect them.				
19. I take responsibility for identifying my own learning needs in order to be a better board member.				
20. I participate regularly in educational activities which will assist me in carrying out my responsibilities as a board member.				