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David Thompson, Chairperson

Jackie Young, Director of Education

Agenda

Committee of the Whole

September 5, 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. In Camera Item(s)
 - Property
4. Secondary Student Accommodation Discussion
5. Board Operating Principles / Protocol – Enclosures
6. Communication and Support to the Board – Enclosures
7. Adjournment

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

Board Self-Assessment

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

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.

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

Linkage with Owners	Always	Usually	Rarely	Never
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.				
Preparation for Board Meetings				
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.				
Participation in Board Meetings				
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.				
Relationship with CEO and Staff				
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.				
Personal preparation and education for governance				
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.				

POLICY TYPE: EXECUTIVE LIMITATIONS

EL-9 – Communication and Support to the Board

Date approved: January 21, 2006

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

GP-5 - Chairperson's Role

DATE APPROVED: September 25, 2001

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



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Governance Manual – Approved September 2006



ADMINISTRATIVE GUIDELINE

Title: Communicating with the Media

Effective Date: October 27, 2010

Responsibility: Director of Education

1.0 Rationale

The media can play an important role in the Near North District School Board and system communication with parents, students, school communities and the general public. It is important to not only pursue these opportunities at a Board and school level but to respond to requests from the media to provide views on issues they are covering through radio, television and newspapers and other media means.

2.0 Roles and Responsibilities

The Board, through Governance Process Policy GP#5, Chairperson's Role, 3.3, designates the chairperson to represent the Board to all outside parties in announcing Board stated positions. This will be facilitated through media releases and news conferences as determined appropriate. Inquiries on Board stated positions from the media will be directed to the Chair through the Director of Education/Information Officer.

The Information Officer will be responsible for issuing system initiated releases of information according to an annual schedule of media releases developed as part of an ongoing communications plan. These will highlight system initiatives and provide up to date information for all stakeholders within the Near North District School Board jurisdiction. Additional media releases will also be provided as incidental issues arise and warrant external promotion within the local media.

All media inquiries requesting administrative or political response shall be directed to the Information Officer. The Information Officer, in turn, will obtain further information from the reporter as to information being sought and refer the matter to the appropriate Principal, Supervisory Officer, Director of Education or Board Chairperson for response.

Principals hold the sole responsibility as spokespersons for their individual school, for creating communication links with their local media personnel and for providing information on school specific activities. In the event the Police or Children's Aid Society are providing intervention at the school level, the Principal will determine with the appropriate external personnel, the spokesperson and the access the media will have to school premises.

Only personnel explicitly authorized to speak on behalf of the Board or school shall contact the media, unless specific authorization has been given by the Principal of the school or the Director of Education/Designate. No Trustee shall speak on behalf of the Board unless explicitly authorized to do so by the Chair.

The Board does recognize that any individual staff member or Trustee may personally respond to media opinion and that communication should reflect the response is a personal opinion and not that of a particular school or of the Board.