

ROLE OF THE BOARD

As a corporate entity with natural person powers established by provincial legislation and given authority by the Education Act and attendant Regulations, and the corporate body elected by the electors that support Livingstone Range School Division, the Board shall provide overall direction and leadership to the Division. It is accountable for the provision of appropriate educational programs and services to resident students of the Division to enable their success, in keeping with the requirements of government legislation and the values of the electorate.

The Board accepts the responsibility of providing an education system that is organized and operated in the best interests of the students it serves. It exercises this responsibility through setting of clear strategic direction, the wise use of resources, fiduciary accountability and the generative engagements of constituents.

Specific Areas of Responsibility

1. Accountability for Student Learning and Wellness

- 1.1 Provide overall direction for the Division by establishing vision, mission and values.
- 1.2 Support the establishment of a welcoming, caring, respectful and safe learning environment.
- 1.3 Annually approve the process and timelines for the refinement of the Three-Year Education Plan.
- 1.4 Identify Board priorities at the outset of the annual Three-Year Education planning process.
- 1.5 Enable the infusion of cultural perspectives within student learning, as defined by each community.
- 1.6 Enable processes to support quality teaching.
- 1.7 Monitor the effectiveness of the Division in achieving established priorities, desired results and key performance indicators.
- 1.8 Annually approve the “rolling” Three-Year Education Plan/Annual Education Results Report for submission to Alberta Education and for distribution to the public.
- 1.9 Explore the use of natural person powers to enhance opportunities for student learning.

2. Accountability to the Provincial Government

The Board shall:

- 2.1. Act in accordance with all statutory requirements of the Government of Alberta to implement educational standards and policies.
- 2.2 Perform Board functions required by governing legislation and existing Board policy.

3. Community Assurance

The Board shall:

- 3.1 Make informed decisions that consider community values and represent the interests of the entire Division.

- 3.2 Engage the community in a dialogue about Division programs, needs and desires.
- 3.3 Establish processes and provide opportunities for community engagement.
- 3.4 Establish plans for collaborative work between the Division and First Nations.
- 3.5 Establish a forum for student engagement.
- 3.6 Report Division outcomes to the community through the Annual Education Results Report (AERR) annually posted on the school division website. Annually reviews and approves the AERR.
- 3.7 Meet twice yearly with the Regional School Councils.
- 3.8 Develop appeal procedures and hold hearings as required by statute and/or Board policy.
- 3.9 Model a culture of respect and integrity.
- 3.10 Maintain transparency in all fiduciary aspects.
- 3.11 Develop culturally appropriate protocols to guide the Division.

4. Political Advocacy

- 4.1. Act as an advocate for public education and the Division.
- 4.2. Identify issues for advocacy on an ongoing basis.
- 4.3. Develop a plan for advocacy including focus, key messages, relationships and mechanisms.
- 4.4. Promote regular meetings and maintain timely, frank and constructive communication with locally elected officials.
- 4.5. Arrange meetings with elected provincial and federal government officials to communicate and garner support for education.
- 4.6. Participate in sessions and make decisions regarding Alberta School Boards Association issues

5. Policy

The Board shall:

- 5.1 Determine policies which outline how the Board is to function.
- 5.2 Develop/revise policies using a generative engagement process.
- 5.3 Monitor policy currency and relevancy.

6. Board/Superintendent Relations

The Board shall:

- 6.1 Select the Superintendent.
- 6.2 Provide the Superintendent with clear corporate direction.
- 6.3 Delegate in writing the administrative authority and responsibility subject to the provisions of provincial legislation and regulations.

- 6.4 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.
- 6.5 Annually evaluate the Superintendent in accordance with the approved Superintendent/CEO Evaluation as per Board Policy 13.
- 6.6 Review compensation of the Superintendent as per contract.

7. Board Development

The Board shall:

- 7.1 Annually evaluate the Board's effectiveness through self-evaluation. (See Appendix A.)
- 7.2 Annually review the Board's goals, priorities and strategies and develop a plan to achieve them.
- 7.3 Ensure the review and implementation of the Board of Trustees Annual Work List. (See Appendix B.)

8. Fiscal Accountability

The Board shall:

- 8.1 Determine the basis for annual resource allocations using the Board's Funding Allocation Principles.
- 8.2 Approve the annual budget and ensure resources are allocated to achieve desired results.
- 8.3 Approve annually its three-year capital plan and the facilities master plan for submission to Alberta Infrastructure by the date due.
- 8.4 Appoint an Audit committee to perform the functions associated with the Audit Committee Terms of Reference.
- 8.5 Receive an audit report from the Audit Committee to review and approve.
- 8.6 Monitor the fiscal management of the Division.
- 8.7 Participate in negotiations with local bargaining units using the Board's Guiding Principles for Bargaining.
- 8.8 Ratify memoranda of agreement with bargaining units.
- 8.9 Approve annually the audited Financial Statement.
- 8.10 Approve borrowing resolution for capital expenditures within provincial restrictions
- 8.11 Include in the Board of Trustees Annual Work List financial information sessions.

Selected Responsibilities

1. Approve annually the "Board of Trustees Annual Work List," outlining the timeframe for various actions. (See Appendix B.)
2. Naming of educational facilities.
3. Approval of annual calendars.

Receive and review information related to the tender selection for new building construction and modernization projects.
Approval of disposition of land and buildings.

Approve school attendance areas.

The Board shall recognize and celebrate achievements of students, staff, and communities.
Make a recommendation to the Minister for dissolution of a school council.
Approve joint use agreements.
Encourage the formation of a Regional School Council.
Approve locally developed courses.
Hear appeals in accordance with Board Policy 14

Legal Reference: Section 33,51,52,53,54,60,67,139, 222 Education Act
Fiscal Planning and Transparency Act
Local Authorities Elections Act
Borrowing Resolution
Disposition of Property Regulation
Early Childhood Services Regulation
Investment Regulation
School Fees Regulation

Approval Date: October 14, 2003
Amended: May 10, 2005
Amended: June 23, 2009
Renumbered BP 2 September 08, 2009 (Previously BP 3)
Amended: February 9, 2010
Renumbered BP 3 September 14, 2010
Amended: September, 2011; June, 2012; October 9, 2012; November, 2012
Revised: January, 2013
Amended: June, 2015; February 2020, March 2020

Role Expectations

Accountability for Student Learning and Wellness

<i>Quality Indicators</i>	<i>Evaluation Evidence</i>
<ul style="list-style-type: none"> • Foundational statements such the vision, mission and core values for the Division are established which allow it to move forward to a future that continues to enhance student learning and to achieve the Division’s educational goals. • Board Policies are approved which direct the establishment of a welcoming, caring and safe learning environment. • Planning process and timelines allow for development with appropriate Board and stakeholder input. • The Three-Year Education Plan identifies annual educational goals and priorities which move the Division forward. • Regularly scheduled school visits with the board • The allocation of resources reflects an effort to ensure student achievement. • Division performance and achievement is monitored, evaluated and reported • The Three-Year Education Plan/Annual Education Results Report is approved by the Board and submitted to Alberta Education in a timely fashion. • Initiatives supported by natural person powers have been implemented to enhance student learning opportunities. 	<ul style="list-style-type: none"> • Board Policy Handbook • Annual goals and priorities • Three-Year Education Plan/Results Report • Budget Report Form • Three-Year Capital Plan • Facilities Master Plan • Accountability Presentations • Superintendent’s evaluation • Board self-evaluation questionnaire results

Accountability to the Provincial Government

Responsibility

- Act in accordance with all statutory requirements of the Government of Alberta to implement educational standards and policies.
- Perform Board functions required by governing legislation and existing Board policy.

<i>Quality Indicators</i>	<i>Evaluation Evidence</i>
<ul style="list-style-type: none"> • Statutory obligations are fully met in a timely manner. • Legislated functions are performed in an exemplary fashion. • All resident students are provided an education program consistent with the Education Act and the statutory regulations. • Non-resident students are provided an education program consistent with the Education Act and the 	<ul style="list-style-type: none"> • Three-Year Education Plan. • Annual Education Results Report. • Budget Report Form. • Audited Financial Statements. • Parent and Student Satisfaction Survey data. • Published academic results. • Superintendent’s evaluation. • Policy review.

statutory regulations, at the sole discretion of the Board. <ul style="list-style-type: none"> Board governance policies clearly specify required Board functions. 	<ul style="list-style-type: none"> Division litigation status. Relevant correspondence. Board self-evaluation results.
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Community Assurance

Responsibility

- a. Make informed decisions that consider community values and represent the interests of the entire Division.
- b. Engage the community in a dialogue about Division programs, needs and desires.
- c. Establish processes and provide opportunities for community engagement.
- d. Establish plans for collaborative work between the Division and First Nations.
- e. Establish a forum for student engagement.
- f. Report Division outcomes to the community through the Annual Education Results Report (AERR) annually posted on the school division website. Annually reviews and approves the AERR.
- g. Meet at least twice yearly with the Regional School Councils.
- h. Develop appeal procedures and hold hearings as required by statute and/or Board policy.
- i. Model a culture of respect and integrity.
- j. Maintain transparency in all fiduciary aspects.
- k. Develop culturally appropriate protocols to guide the Division.

Quality Indicators	Evaluation Evidence
<ul style="list-style-type: none"> Chair reports Committee meeting minutes Public meetings/focus groups/surveys Student engagement—Regional Council of Student Leaders Three-Year Education Plan/Results Report Audited Financial Statements Division publications Notes – Regional School Council meetings Appeal processes in place Press releases Media reports Board meeting minutes Superintendent’s evaluation Relevant correspondence Key messages are shared with school councils Board self-evaluation questionnaire results <ul style="list-style-type: none"> Board role Community engagement 	<ul style="list-style-type: none"> Decisions are based on relevant data and are representative of the interests of the entire community. Processes are established to engage the community in generative dialogue. Processes for further community engagement are readily available and well understood. Collaborative work naturally occurs between the Division and First Nations. Opportunities for formal dialogue with students occur. Information is disseminated to appropriate publics.

	<ul style="list-style-type: none"> • Opportunities for formal dialogue with School Council representatives occur at least twice yearly. • Appeal hearing processes are transparent and cognizant of due process. • The Board and individual trustees model a culture of respect and integrity and operate in an open, transparent fashion. • Fiduciary duties are handled in a transparent fashion by the Board. • Respectful cultural protocols are collaboratively developed. •
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Political Advocacy

Responsibility

- 4.7. Act as an advocate for public education and the Division.
- 4.8. Identify issues for advocacy on an ongoing basis.
- 4.9. Develop a plan for advocacy including focus, key messages, relationships and mechanisms.
- 4.10. Promote regular meetings and maintain timely, frank and constructive communication with locally elected officials.
- 4.11. Arrange meetings with elected provincial and federal government officials to communicate and garner support for education.
- 4.12. Participate in sessions and make decisions regarding Alberta School Boards Association issues

Quality Indicators	Evaluation Evidence
<p>The Board shall:</p> <ul style="list-style-type: none"> • The Board participates in advocacy processes at the local, provincial and national levels. • Issues for the Division are clearly identified. • Strategies for advocacy are developed. • The Board conveys key messages regularly to MPs, MLAs, municipal partners and the media. • The Board arranges meetings with provincial and federal government officials to advance education concerns. 	<ul style="list-style-type: none"> • Board Work List • Advocacy issues identified • Meetings with MPs, MLAs, Ministers, municipal partners, neighbouring educational/public service authorities • Relevant correspondence • Media releases • Active participation in regional, provincial and national organizations • Board self-evaluation questionnaire results

- Board role

Policy

Responsibility

a) Determine policies which outline how the Board is to function.

4.2 Develop/revise policies using a generative engagement process.

4.3 Monitor policy currency and relevancy.

Quality Indicators	Evaluation Evidence
<ul style="list-style-type: none"> • Strategic directions for the Division are clearly outlined. • Board governance policies clearly specify required Board functions and implementation standards. • Policies are developed or revised in a generative fashion and facilitate smooth, effective provision of quality educational services for the Division. • Policy impact is regularly monitored to determine if policy is producing desired results. 	<ul style="list-style-type: none"> • Board Policy Handbook • Policy development and review <ul style="list-style-type: none"> • New policies • Revised policies • Board Motions summary • Superintendent's evaluation • Board self-evaluation results <ul style="list-style-type: none"> • Board role • Board motions summary.

Board / Superintendent Relations

(Appendix A, Continued)

Responsibility

- Select the Superintendent.
- Provide the Superintendent with clear corporate direction.
- Delegate in writing the administrative authority and responsibility subject to the provisions of provincial legislation and regulations.
- 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.
- Annually evaluate the Superintendent in accordance with the approved Superintendent/CEO Evaluation as per Board Policy 13.
- Review compensation of the Superintendent as per contract.

Quality Indicators	Evaluation Evidence
<ul style="list-style-type: none"> • The Board has absolute and final responsibility in the Superintendent selection subject to the Minister's statutory authority. • Clear corporate direction is provided to the Superintendent. 	<ul style="list-style-type: none"> • Hiring and re-appointment process. • Policy review. • Board motions summary. • Superintendent's evaluation. • Board self-evaluation results.

<ul style="list-style-type: none"> • The Superintendent has been delegated responsibility for all executive functions together with commensurate authority. • The Superintendent is evaluated annually, fairly and thoroughly in relation to specific roles and responsibilities and Board direction. • The Superintendent's compensation package is reviewed annually with due consideration for fairness, equity and economic conditions. • The Superintendent has been delegated responsibility for all executive functions together with commensurate authority. • The Superintendent is supported in actions exercised within the delegated discretionary powers of the position. • The Chief Executive Officer role of the Superintendent is respected and conveyed to the staff and the community. 	
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Board Development

(Appendix A, Continued)

Responsibility

- Annually evaluate the Board's effectiveness through self-evaluation.**
- Annually review Board's policies.**
- Annually review the Board's goals, priorities and strategies and develop a plan to achieve them.**
- Ensure the review and implementation of the Board of Trustees Annual Work List.**

Quality Indicators	Evaluation Evidence
<ul style="list-style-type: none"> • An annual Board self-evaluation, which defines a positive path forward, is completed. • Annual education goals and priorities which move the Division forward are established. • Individual trustees participate in conferences and other activities to further Board and Trustee effectiveness. • Planning sessions and workshops are scheduled to enhance Board effectiveness. • The Board Annual Work List is reviewed and implemented. • Interactions amongst trustees demonstrate respect, understanding and integrity. 	<ul style="list-style-type: none"> • Board Annual Work List. • Board strategic planning sessions. • Board workshops. • Conference / Activity Reports. • A regular Board self-evaluation, which defines a positive path forward, is completed.

Fiscal Responsibility

Responsibility

- a. Determine the basis for annual resource allocations using the Board's Funding Allocation Principles.
- b. Approve the annual budget and ensure resources are allocated to achieve desired results.

- c. Approve annually its three-year capital plan and the facilities master plan for submission to Alberta Infrastructure by the date due.
- d. Appoint an Audit committee to perform the functions associated with the Audit Committee Terms of Reference.
- e. Receive an audit report from the Audit Committee to review and approve.
- f. Monitor the fiscal management of the Division.
- g. Participate in negotiations with local bargaining units using the Board's Guiding Principles for Bargaining.
- h. Ratify memoranda of agreement with bargaining units.
- i. Approve annually the audited Financial Statement.
- j. Approve borrowing resolution for capital expenditures within provincial restrictions
- k. Include in the Board of Trustees Annual Work List financial information sessions.

<i>Quality Indicators</i>	<i>Evaluation Evidence</i>
<ul style="list-style-type: none"> ● Budget assumptions are clearly understood by the Board. ● Needs are determined and prioritized. ● The basis for resource allocations within the Division is established by the Board. ● The approved budget clearly reflects the Board's goals and priorities. ● Resources are used effectively and efficiently ● Monthly financial updates are provided to the board. ● Capital and facility plans allow for suitable student and program accommodation. ● An auditor is appointed. ● Quality indicators for financial operations are established by the Board and confirmed by the Audit Committee. ● Resources are used efficiently and effectively. ● Variance analyses and year-end projections are received on a regular basis. ● Negotiation processes and mandates are clearly established, with due consideration for fairness, equity and economic conditions. ● Successful completion and execution of collective agreements occur. ● Borrowing resolutions comply with provincial requirements. 	<ul style="list-style-type: none"> ● Monthly Financial Reports. ● External Audit Report. ● Audited Financial Statements. ● Annual Education Results Report. ● Negotiations mandates. ● Collective agreements. ● Board Work List. ● Relevant correspondence. ● Superintendent's evaluation. ● Superintendent contract ● Board self-evaluation results. ● Facilities Master Plan ● Borrowing resolutions ● Investment parameters

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Appendix B. Sample Trustee Annual Work List

Month	Sample Item
Ongoing	<input checked="" type="checkbox"/> Monthly Board Meetings except July and August <input checked="" type="checkbox"/> Hear Appeals as needed <input checked="" type="checkbox"/> Individual Trustee Development <input checked="" type="checkbox"/> Trustee attendance at School Councils (in subdivisions) <input checked="" type="checkbox"/> Joint-use Agreement approved as required <input checked="" type="checkbox"/> Appoint Returning Officer in election years <input checked="" type="checkbox"/> Ratification of Collective Agreements <input checked="" type="checkbox"/> Monitor Progress of Board Priorities Monthly <input checked="" type="checkbox"/> Attend ASBA Zone 6 Meetings
August	<input checked="" type="checkbox"/> Board/Admin – “Welcome Back” Breakfast <input checked="" type="checkbox"/> Planning Meeting
September	<input checked="" type="checkbox"/> Organizational Meeting (<i>election years, Nov</i>) <input checked="" type="checkbox"/> Review Trustee Honorarium, Benefits, Mileage Rates, Other Expenses <input checked="" type="checkbox"/> Borrowing Resolution approved <input checked="" type="checkbox"/> Audited Financial Statement Inservice <input checked="" type="checkbox"/> Review Preliminary Enrollment data <input checked="" type="checkbox"/> CEO Evaluation and Compensation <input checked="" type="checkbox"/> Board Self Evaluation <input checked="" type="checkbox"/> Annual review of Work List (<i>election years, Dec</i>) <input checked="" type="checkbox"/> Board/ATA Teacher Induction and Retirement Banquet
October	<input checked="" type="checkbox"/> Annual Emerging Artists Gala <input checked="" type="checkbox"/> Board Retreat; Update / Establish Board Priorities <input checked="" type="checkbox"/> Plan for Board Members to meet with MLA / Minister <input checked="" type="checkbox"/> Review ASBA Directions for Action and Policy Changes for Fall General Meeting. <input checked="" type="checkbox"/> IMR Program Expenditure Plan <input checked="" type="checkbox"/> Review Actual September 30 th enrollment data <input checked="" type="checkbox"/> Audit Committee Pre-Audit Meeting <input checked="" type="checkbox"/> Regional School Council Meeting <input checked="" type="checkbox"/> Regional Council of Student Leaders
November	<input checked="" type="checkbox"/> Approval of Three-Year Education Plan <input checked="" type="checkbox"/> Board review results (Accountability Pillar, PATs and Diplomas) <input checked="" type="checkbox"/> Board approval of Annual Education Results Report <input checked="" type="checkbox"/> Board identifies and approves priorities / timelines <input checked="" type="checkbox"/> Audited Financial Statement received and approved <input checked="" type="checkbox"/> Budget Update reviewed based on Sept. 30 th count data <input checked="" type="checkbox"/> Review Priorities Results Summary <input checked="" type="checkbox"/> Alberta School Boards Association Fall General Meeting <input checked="" type="checkbox"/> Divisional Day - Long Service Recognition Awards <input checked="" type="checkbox"/> Regional Council of Student Leaders
December	<input checked="" type="checkbox"/> Fiscal Monitoring Report <input checked="" type="checkbox"/> Budget related information session <input checked="" type="checkbox"/> ATA / Board Supper / Scholarship Presentations <input checked="" type="checkbox"/> Board Christmas school visits and Christmas Concerts

January	<input checked="" type="checkbox"/> Fiscal Monitoring Report <input checked="" type="checkbox"/> Budget Process Review <input checked="" type="checkbox"/> Report to the Community
February	<input checked="" type="checkbox"/> Fiscal Monitoring Report <input checked="" type="checkbox"/> Review Instructional Materials Fees (2017-18 per motion 14-037) <input checked="" type="checkbox"/> Review Projected enrolment data <input checked="" type="checkbox"/> Meeting MLA / MP <input checked="" type="checkbox"/> Approval of School Calendar(s) as required
March	<input checked="" type="checkbox"/> Approve allocations for Funding Formula <input checked="" type="checkbox"/> Fiscal Monitoring Report <input checked="" type="checkbox"/> Updated Capital Plan / updated Facility Plan approved <input checked="" type="checkbox"/> Discuss and submit proposed bylaw amendments to ASBA for Spring General Meeting <input checked="" type="checkbox"/> Consideration of paid professional leave requests <input checked="" type="checkbox"/> Budget related information session <input checked="" type="checkbox"/> Awards Committee Selection and Submission of Edwin Parr Teacher Nomination to Zone VI <input checked="" type="checkbox"/> Regional Council of Student Leaders <input checked="" type="checkbox"/> Regional School Council
April	<input checked="" type="checkbox"/> Celebrate “Education Week” <input checked="" type="checkbox"/> Discuss and submit proposed policies and directives for action issues to Zone 6 <input checked="" type="checkbox"/> Alberta School Council Association Annual Conference/Meeting
May	<input checked="" type="checkbox"/> Fiscal Monitoring Report <input checked="" type="checkbox"/> Awards Committee Selection of Lloyd Cavers Scholarship Nominees <input checked="" type="checkbox"/> Zone 6 Edwin Parr Banquet <input checked="" type="checkbox"/> Zone Appreciation Award (Alberta School Boards Association) <input checked="" type="checkbox"/> ASBA Awards (Friends of Education Award, Honorary Life Member, Long-Service, Premier’s Award) <input checked="" type="checkbox"/> Board/Admin Retreat; Review Priorities <input checked="" type="checkbox"/> Approve Annual Budgets <input checked="" type="checkbox"/> Attend Graduation Ceremonies
June	<input checked="" type="checkbox"/> Alberta School Boards Association Spring General Meeting <input checked="" type="checkbox"/> Fiscal Monitoring Report <input checked="" type="checkbox"/> Budget related information session <input checked="" type="checkbox"/> Review Proposed September salary adjustments <input checked="" type="checkbox"/> Develop Board Annual Work List <input checked="" type="checkbox"/> Set date CEO and Board Evaluation for September <input checked="" type="checkbox"/> Dr. Lloyd Cavers Awards (Board Meeting) <input checked="" type="checkbox"/> Awards Committee; Selection of Divisional Scholarships (Enmax, Livingstone Macleod Bursary) <input checked="" type="checkbox"/> Awards Committee; Selection of Emerging Artists <input checked="" type="checkbox"/> Review current 3 Year Plan / Accountability Pillar <input checked="" type="checkbox"/> Attend Graduation Ceremonies