



# Board Policy 1

## Division Foundation Statements

The Board of Trustees is a democratically elected body that holds in trust the education of students on behalf of the citizens of Golden Hills and is accountable for acting in a manner that is consistent with legislation, regulation and the Board's own policies.

The Board of Trustees provides leadership to the School Division through defining the mission, vision, and values of the organization on behalf of the community.

The collaboratively developed Foundation Statements include the vision, the ideal image of the future; the mission, the direction that emerges from the vision and guides the day-to-day behavior of the organization; and the motto, the desired culture of respectful relationships.

### **Vision**

Inspiring confident, connected, caring citizens of the world

### **Mission**

Intentionally maximizing learning for all

### **Motto**

Powering hope and possibility

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#### GOLDEN HILLS SCHOOL DIVISION

REPLACING POLICY DATED:

September 28, 2010

NEW POLICY

BOARD APPROVAL:

March 28, 2017

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# Board Policy 2

## Role of the Board

The Board of Trustees is a corporate body, democratically elected to represent, lead and inspire the School Division by determining and expecting appropriate and excellent organizational performance. The Board of Trustees, through its governance role, holds in trust the education of all students in Golden Hills. The Board of Trustees will act in accordance with the relevant Province of Alberta statutes and regulations, as well as the Board's own policies and procedures. The Board of Trustees is responsible for the development of goals and policies to guide the provision of educational services to students served by the Division.

### Specific Areas of Responsibility:

#### 1. Accountability to the Provincial Government

The Board shall:

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

#### 2. Accountability to the Community of Golden Hills

The Board shall:

- 2.1. Promote unity within the Division and model a culture of respect and integrity
- 2.2. Make governance decisions that reflect collective values and uphold the best interests of public education in the entire School Division.
- 2.3. Establish processes for dialogue and provide opportunities for input from stakeholders
- 2.4. Annually report results achieved
- 2.5. Develop procedures for hearing appeals as required by statute and/or Board policy

#### 3. Advocacy on behalf of students, the Division and the community of Golden Hills

The Board shall:

- 3.1. Partner with the Ministers of Education and Infrastructure to inform their perspectives on public education in Golden Hills
- 3.2. Foster positive relationships with elected officials in provincial and municipal governments, and other education and public service authorities, to ensure a strong, appropriate legislative environment for public education within Golden Hills
- 3.3. Participate in provincial and/or national school board associations as deemed appropriate
- 3.4. Represent the interests of Golden Hills at various external organizations to which the Board holds membership

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#### GOLDEN HILLS SCHOOL DIVISION

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2010-09-28-241



# Board Policy 2

## Role of the Board

3.5. Develop and periodically review a plan for advocacy that includes key messages, strategies, and evaluative criteria

### 4. Three-Year Planning and Reporting

The Board shall:

- 4.1. Define three-year priorities to drive district performance, review and/ or revise those priorities annually, to reflect current Division needs and to drive the resource allocations.
- 4.2. Approve the Three-Year Education Plan, the Three-Year Annual Education Results Report, and the annual operating and capital budgets for the Division

### 5. Policy Development

The Board shall:

- 5.1. Determine the goals and objectives of the Division
- 5.2. Produce, approve, review and monitor written governance policies which outline how the Board is to function and monitor its own performance, and which, at the broadest levels, address the desired organizational ends
- 5.3. Define the Superintendent's role, authority, responsibility and accountability; how authority and responsibility are delegated; and the process of monitoring those delegations

### 6. Board/ Superintendent (CEO) Relations

The Board shall:

- 6.1. Select the Superintendent and provide him/her with clear corporate direction
- 6.2. Delegate, in writing, administrative authority and responsibility subject to the provisions and restrictions defined by statutes and regulations of the Province of Alberta
- 6.3. Respect the privilege 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
- 6.4. Annually evaluate the Superintendent's performance in light of the role description and Board direction and annually review compensation

### 7. Fiscal Accountability

The Board shall:

- 7.1. Approve the annual budget and ensure resources are allocated to achieve the desired results
- 7.2. Approve annually the three-year capital plan and facilities master plan
- 7.3. Appoint the auditor, receive the Audit Report and ensure quality indicators are met

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#### GOLDEN HILLS SCHOOL DIVISION

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# Board Policy 2

## Role of the Board

- 7.4. Monitor the fiscal management of the Division
- 7.5. Approve compensation for employees and ratify memoranda of agreement with bargaining units

### 8. Board Development

The Board shall:

- 8.1. Annually evaluate the Board's effectiveness
- 8.2. Annually plan for Board development to increase understanding of the governance role, knowledge of educational issues, and awareness of processes for achieving desired ends

### 9. Selected responsibilities:

The Board shall:

- 9.1. Establish a comprehensive annual work plan with suggested timelines
- 9.2. Acquire and dispose of land and buildings
- 9.3. Name schools, portions of schools, rooms within schools, school grounds and other Division-owned facilities and programs
- 9.4. Approve, up to three years in advance, the school year calendar for the Division
- 9.5. Establish school attendance boundaries
- 9.6. Approve locally developed courses
- 9.7. Approve alternative programs
- 9.8. Approve field trips outside of Canada
- 9.9. Approve requests for the dissolution of a School Council
- 9.10. Approve religious instruction in any of the Division's schools or alternative programs
- 9.11. Approve the number and locations of schools to be established and maintained, in a manner that is open to community input as determined by the Board, while demonstrating responsible stewardship of all resources
- 9.12. Authorize a plebiscite to consider taxation requisitions from a municipality
- 9.13. Make rules governing the Board's internal procedures and its meetings

#### Legal Reference:

- School Act, R.S.A. 2000, C. S-3, S. 56, 60, 61, 62, 63, 187, 188

Revised – May 8, 2007

Amended - November 25, 2008

Amended- January 12, 2010

Reviewed - Remain in Force – Sept 28, 2010

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# Board Policy 3

## Role of the Trustee

The role of the trustee is to contribute to the Board as it carries out its governance role in order to achieve its mission and goals. The oath of office taken by each trustee when he or she assumes office binds that person to work diligently and faithfully in the cause of public education.

The Board of Trustees is a corporation. The decisions of the Board in a properly constituted meeting are those of the corporation. A trustee who is given corporate authority to act on behalf of the Board may carry out duties individually but only as an agent of the Board. In such cases, the actions of the trustee are those of the Board which is then responsible for them. A trustee acting individually has only the authority and status of any other citizen of the Division.

As a result of elections, the Board may experience changes in membership. To ensure continuity and facilitate smooth transition from one Board to the next following an election, trustees must be adequately briefed concerning existing Board policy and practice, statutory requirements, initiatives and long-range plans.

The Board believes an orientation program is necessary for effective trusteeship.

1. The Division will offer an orientation program for all newly elected trustees that provides information on:
  - 1.1 Role of the trustee and the Board;
  - 1.2 Organizational structures and procedures of the Division;
  - 1.3 Board policy, agendas and minutes;
  - 1.4 Existing Division initiatives, annual reports, budgets, financial statements and long-range plans;
  - 1.5 Division programs and services;
  - 1.6 Board's function as an appeal body; and
  - 1.7 Statutory and regulatory requirements, including responsibilities with regard to conflict of interest.
2. The Board Chair and Superintendent are responsible for developing and implementing the Division's orientation program for newly elected trustees.
3. Incumbent trustees are encouraged to help newly elected trustees become informed about functions, policies, procedures and problems.

### Specific Responsibilities of Individual Trustees

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#### GOLDEN HILLS SCHOOL DIVISION

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NEW POLICY

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Adopted Jan., 2006 - Amended Oct. 28, 2008,  
Amended October 12, 2010

October 12, 2010

2010-10-12-257



# Board Policy 3

## Role of the Trustee

1. Become familiar with Division policies and procedures, meeting agendas, and reports in order to participate in Board business.
2. Refer queries, or issues and problems not covered by Board policy, to the Board for corporate discussion and decision.
3. Refer administrative matters to the Superintendent. The trustee, upon receiving a complaint from a parent or community member about school operations, will refer the parent or community member back to the school and will inform the Superintendent of this action.
4. Assist the Superintendent with counsel and advice, providing the benefit of the trustee's judgment, experience and familiarity with the community.
5. Attend Board meetings; participate in, and contribute to, the decisions of the Board in order to provide the best solutions possible for education within the Division.
6. Support the Board's *one voice* commitment. The one voice commitment speaks to the legislated authority and accountability of the Board of Trustees acting as a corporate body to provide leadership for the Golden Hills School Division. The one voice commitment does not require unanimous votes but does require that all trustees shall respect decisions of the Board of Trustees. Board of Trustees decisions can be changed only by the Board of Trustees. Once the Board of Trustees has made a decision, each trustee shall support the decision of the Board. In keeping with the one voice commitment, trustees refrain from making statements that may give the impression that such statements reflect the corporate opinion of the Board when this is not the case.
7. When delegated responsibility, will exercise such authority within the defined limits in a responsible and effective way.
8. Participate, subject to Board approval, in Board/trustee development sessions so that the quality of leadership and service in the Division can be enhanced.
9. Stay current with respect to provincial, national and international educational issues and trends.
10. Share with fellow trustees, in a timely manner, materials and ideas gained from trustee development activities.
11. Strive to develop a positive and respectful learning and working culture both within the Board and the Division.
12. Attend Division or school community functions when possible.
13. Become familiar with, and adhere to, Board Policy 4: Trustee Code of Conduct.

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### GOLDEN HILLS SCHOOL DIVISION

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# Board Policy 3

## Role of the Trustee

14. Report any violation of Board Policy 4: Trustee Code of Conduct to the Board during an in-camera session.

Legal Reference:

- School Act, R.S.A. 2000, C. S-3, S. 60, 61, 68, 246
- Commissioner of Oaths Act, Section 6

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**GOLDEN HILLS SCHOOL DIVISION**

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# Board Policy 5

## Role of the Board Chair

The Board believes that its ability to discharge its obligation is enhanced when leadership and guidance is forthcoming from its membership.

The Board, at the Organizational Meeting and thereafter at any time as determined by the Board, shall elect one of its members to serve as Board Chair, to hold office at the pleasure of the Board. The Board entrusts to its Chair primary responsibility for providing leadership and guidance.

The Board delegates to the Chair the following powers and duties:

1. Preside over all Board meetings and ensure that such meetings are conducted in accordance with the School Act and the policies and procedures as established by the Board.
2. Prior to each Board meeting, confer with the Superintendent and the Vice-Chair on the items to be included on the agenda, the order of these items, and become thoroughly familiar with them.
3. Perform the following duties during Board meetings:
  - 3.1 Maintain the order and proper conduct and decorum of the meeting so that motions may be formally debated;
  - 3.2 Ensure that all issues before the Board are well-stated and clearly expressed;
  - 3.3 Display firmness, courtesy, tact, impartiality, and willingness to give everyone an opportunity to speak on the subject under consideration;
  - 3.4 Ensure that debate is relevant. The Chair, in keeping with his/her responsibility to ensure that debate must be relevant to the question, shall, when s/he is of the opinion that the discussion is not relevant to the question, remind members that they must speak to the question;
  - 3.5 Decide questions of order and procedure, subject to an appeal to the rest of the Board. The Chair may speak to points of order in preference to other members, and shall decide questions of order, subject to an appeal to the Board by any member duly moved;
  - 3.6 Submit motions or other proposals to the final decision of the meeting by a formal show of hands;
  - 3.7 Ensure that each trustee present votes on all issues before the Board unless the trustee is in a conflict of interest;
  - 3.8 Extend hospitality to trustees, officials of the Board, the press, and members of the public;
  - 3.9 Adjourn the meeting when the business is concluded.
4. Keep informed of significant developments within the Division.





# Board Policy 5

## Role of the Board Chair

5. Keep the Superintendent and the Board informed of all matters coming to his/her attention that might affect the Division.
6. Be in regular contact with the Superintendent to maintain a working knowledge of current issues and events.
7. Convey directly to the Superintendent such concerns as are related to him/her by trustees, parents, students or employees which may affect the administration of the Division.
8. Provide counsel to the Superintendent, when requested to do so.
9. Bring to the Board all matters requiring a corporate decision of the Board.
10. Act as the chief spokesperson for the Board except for those instances where the Board has delegated this role to another individual or group.
11. Act as ex-officio member of all committees appointed by the Board.
12. Act as a signing officer for the Division.
13. Represent the Board, or arrange alternative representation, at official meetings or other public functions.
14. Ensure that the Board engages in regular assessments of its effectiveness as a Board.
15. Preside over all meetings of Committees of the Whole Board and ensure that such meetings are conducted in accordance with the policies and procedures as established by the Board.
16. Approve the expense claims for the Board Vice-Chair and trustees.

#### Legal Reference:

- School Act, R.S.A. 2000, C. S-3, S. 60, 61, 62, 64, 65, 67
- Local Authorities Election Act, Section 6

Amended Nov. 27, 2007

Reviewed Nov. 25, 2008



# Board Policy 6

## Role of the Vice-Chair

The Vice-Chair shall be elected by the Board at its Organizational Meeting, and thereafter at any time determined by the Board, to hold office during the pleasure of the Board.

### Specific Responsibilities

1. The Vice-Chair shall act on behalf of the Board Chair, in the latter's absence and shall have all the duties and responsibilities of the Board Chair.
2. The Vice-Chair shall assist the Board Chair in ensuring that the Board operates in accordance with its own policies and procedures and in providing leadership and guidance to the Board.
3. Prior to each Board meeting, the Vice-Chair shall confer with the Superintendent and Board Chair on items to be included on the agenda, the order of these items and become thoroughly familiar with them.
4. The Vice-Chair may be assigned other duties and responsibilities by the Board Chair.
5. The Vice-Chair shall be an alternate signing authority for the Division.
6. Approve the expense claims for the Board Chair.

### Legal Reference:

- School Act, R.S.A. 2000, C. S-3, S. 65

Reviewed December 9, 2008



# Board Policy 8

## Committees of the Board

The Board may establish committees to accomplish various governance roles in a manner which is consistent with the goals, objectives and principles of the Division. The Superintendent may appoint personnel to work with Board committees, and in so doing, shall determine their roles, responsibilities, and reporting requirements.

### Procedures:

#### 1. Establishment and Dissolution

Committees, standing or ad hoc, shall be established or dissolved by a Board motion specifying the committee's purpose, membership, term, required resources and remuneration.

#### 2. Appointment of Committee Membership

Appointments shall normally occur at the organizational meeting where trustees will be polled for their interest. All trustees are expected to be available to serve on Board committees. Service on committees is by expressed interest. When the number of trustees expressing interest exceeds the positions available, a vote of the Board shall establish the membership. Committee members serve at the pleasure of the Board.

#### 3. Meeting Procedures

The committee members select a Chair and recording secretary. The committee chair calls the meetings and presents a written summary of the meeting for information and the record at a subsequent regular Board meeting. Committee meetings are not public and attendance is limited to members appointed by the Board.

### Committees

#### 1. Audit Committee

##### 1.1 Purpose

- To provide direction to the Board in budget formation and implementation.

##### 1.2 Powers and Duties

- To recommend the auditor
- To review the Audited Financial Statements and the Auditor's Management Letter

##### 1.3 Membership

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#### GOLDEN HILLS SCHOOL DIVISION

REPLACING POLICY DATED:

October 26, 2010

NEW POLICY

BOARD APPROVAL:

February 22, 2011  
August 28, 2012  
October 23, 2012

MOTION NO.

2011-02-22-362  
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# Board Policy 8

## Committees of the Board

- The full Board

### 2. Capital Planning Committee

#### 2.1 Purpose

- To provide direction to the Board for the development of the Capital Plan

#### 2.2 Powers and Duties

- To consider enrolment patterns, utilization, condition of buildings and other relevant information that affects capital planning.
- To consider the need for leases, modular classrooms, major modernization, renovation and new schools
- To consider non-school buildings and other properties owned by the Board.

#### 2.3 Membership

- The full Board

### 3. Strategic Planning Committee

#### 3.1 Purpose

- To provide direction to the Board in developing the priorities for the strategic plan

#### 3.2 Powers and Duties

- To consider results achieved, input from various sources, and resources impacting the strategic plan

#### 3.3 Membership

- The full Board

### 4. Policy Committee

#### 4.1 Purpose

- To provide direction to the Board on policy development

#### 4.2 Powers and Duties

- At the Board's request, to draft new policy or amendments
- To make recommendations for policy review or development

#### 4.3 Membership

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#### GOLDEN HILLS SCHOOL DIVISION

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# Board Policy 8

## Committees of the Board

- Two trustees; one alternate
- Superintendent and/or designate

### 5. Advocacy Committee

#### 5.1 Purpose

- To provide direction to the Board for prioritizing district opportunities and growth initiatives for the purpose of advocacy on behalf of students, the Division and the community of Golden Hills.

#### 5.2 Membership

- The full Board

#### Legal Reference:

- School Act, R.S.A. 2000, C. S-3, S. 60, 61, 62, 63

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The Board has a need to gather information, to seek counsel, and to be informed of the opinions of others regarding such matters as may be determined by the Board; this need may be met by joint membership committees. The Board may originate such committees and invite others to participate or the Board may appoint representation in response to invitations for membership on committees originated by other agencies. Cooperative committees shall function within the terms of reference determined by the Committee and approved by all parties.

Board representation on outside organizations is based on the Board's need to provide and receive information on matters relating to the operation of the Board. Board representatives to outside organizations shall act on behalf of the Board on issues authorized by the Board and bring recommendations to the Board.

Board representatives shall report to the Board.

The Superintendent may appoint resource personnel to work with representatives and shall determine roles, responsibilities and reporting requirements of resource personnel. The Superintendent or designate shall keep a list of all Board representatives.

At the Board's organizational meeting or other times throughout the year, the Board may choose to select trustee representatives to represent Golden Hills Board and support their attendance at meetings of various provincial or local organizations. Examples include: the Alberta School Boards Association (ASBA) Zone 5, the Public School Boards' Association of Alberta (PSBAA) and the Rural Caucus.

**Legal Reference:**

- School Act, R.S.A. 2000, C. S-3, S. 60, 61, 62, 63



# Board Policy 10

## Policy Development and Review

Policy development is a key responsibility of the Board. Policies constitute the will of the Board in determining how the Division will be operated. Policies provide effective direction and guidelines for the action of the Board, Superintendent, staff, students, electors and other agencies. Policies also serve as sources of information and guidelines to all who may be interested in or connected with the operation of the Division. Adoption of new Board policies or revision of existing policies is solely the responsibility of the Board.

The Board shall be guided in its approach to policy making by ensuring adherence to the requirements necessary to provide public education and compliance with the School Act and provincial as well as federal legislation.

Board policies shall provide an appropriate balance between the responsibility of the Board to develop the broad guidelines to guide the Division and the opportunity for the Superintendent to exercise professional judgment in the administration of the Division.

### Specifically

1. The Board can choose to develop new policy or amend policy at any time.
2. The Board may choose to strike a committee for policy work or choose to delegate that work to the Superintendent.
3. In considering a proposed new policy, or revised existing policy, or recommendation for deletion of a policy or the recommendation for a policy to remain in force, the Board may take one of the following steps:
  - 3.1 Adopt the policy as proposed
  - 3.2 Adopt the policy with modifications
4. Only those policies which are adopted and recorded in the minutes constitute the official policies of the Board.
5. In the absence of existing policy, the Board may make decisions, by resolution, on matters affecting the administration, management, and operation of the Division. Such decisions carry the weight of policy until such time as specific written policy is developed.
6. The Board may request the Superintendent to change an administrative procedure to a draft Board policy, and will provide the rationale for same.
7. The Superintendent must develop administrative procedures as specified in Policy 11 and may develop such other procedures as deemed necessary for the effective operation of the Division; these must be in accordance with Board policies.

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#### GOLDEN HILLS SCHOOL DIVISION

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# Board Policy 10

## Policy Development and Review

8. The Board may also delete a policy and subsequently delegate the Superintendent authority over this area. The Superintendent may choose to then develop an administrative procedure relative to this matter.
9. All Board policies shall be publicly available and posted on the Division website.
10. The Board shall regularly review its policies.

Legal Reference:

- School Act, R.S.A. 2000, C. S-3, S. 60, 61

May 13, 2007 Amended

Feb. 10, 2009 Reviewed





# Board Policy 11

## Board Delegation of Authority

The School Act allows for the Board to delegate certain responsibilities and powers to others.

The Board authorizes the Superintendent to do any act or thing or to exercise any power that the Board may do, or is required to do, or may exercise, except those matters which, in accordance with section 61(2) of the School Act, cannot be delegated. This delegation of authority to the Superintendent specifically includes:

- ◆ Any authority or responsibility set out in the School Act and regulations as well as authority or responsibility set out in other legislation or regulations;
- ◆ The ability to enact Administrative Procedures, practices or regulations required to carry out this authority; and also
- ◆ The ability to sub-delegate this authority and responsibility as required.

Notwithstanding the above, the Board reserves to itself the authority to make decisions on specific matters requiring Board approval. This reserved authority of the Board is set out in Board policies, as amended from time to time.

Further, the Board requires that any new provincial, regional or local initiatives must be initially brought to the Board for discussion and determination of decision-making authority.

### Specifically

1. The Superintendent is delegated the authority to develop Administrative Procedures that are consistent with Alberta Education policies and procedures for the following program areas:
  - 1.1. District and general administration
  - 1.2. Instructional Programs
  - 1.3. Students
  - 1.4. Personnel and Employee Relations
  - 1.5. Business and Finance
2. The Superintendent is directed to develop an Administrative Procedure to fulfill Board obligations created by any federal legislation, or provincial legislation other than the School Act.
3. The Superintendent is authorized to suspend a teacher from the performance of the teacher's duties or to terminate the services of a teacher. The suspension or termination shall be conducted in accordance with the requirements of the School Act, and the decision shall not be appealable to the Board.

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#### GOLDEN HILLS SCHOOL DIVISION

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# Board Policy 11

## Board Delegation of Authority

Legal Reference:

- School Act, R.S.A. 2000, C. S-3, S. 61, 105

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**GOLDEN HILLS SCHOOL DIVISION**

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# Board Policy 12

## Role of the Superintendent

The Superintendent is the Chief Executive Officer of the Board and the Chief Education Officer of the Division, reporting directly to the corporate Board, and is accountable to the Board for the conduct and operation of the Division. All Board authority delegated to the staff of the Division is delegated through the Superintendent.

### Specific Areas of Responsibility

1. Education Leadership
  - 1.1 Provides leadership in all matters relating to education in the Division.
  - 1.2 Fosters conditions which promote the improvement of educational opportunities for all students.
  - 1.3 Implements educational policies established by the Minister and the Board.
  - 1.4 Ensures all students in the Division have the opportunity to meet the standards of education set by the Minister.
2. Fiscal Responsibility
  - 2.1 Ensures the Secretary-Treasurer operates the Division in a fiscally responsible manner, including adherence to recognized accounting procedures, and in accordance with the terms or conditions of any funding received by the Board under the School Act or any other applicable Act or regulation.
  - 2.2 Directs the development of and monitors the budget for the Division.
  - 2.3 Encourages effective joint use of Division resources.
  - 2.4 Explores alternative funding sources including potential revenue-generating initiatives.
3. Personnel Management
  - 3.1 Holds authority and responsibility for all personnel-related issues except for the development of mandates for collective bargaining and those personnel matters precluded by Board policy, legislation or collective agreements.
  - 3.2 Monitors and improves the performance of all staff.
  - 3.3 Ensures the effective deployment of human resources within the Division.
4. Policy/Procedures
  - 4.1 Provides leadership in the planning, development, implementation, and evaluation of Board policies.

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#### GOLDEN HILLS SCHOOL DIVISION

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# Board Policy 12

## Role of the Superintendent

- 4.2 Develops and keeps current on Administrative Procedures Manual and informs the Board of any changes to this Manual.
5. Superintendent-Board Relations
  - 5.1 Establishes and maintains a positive, professional working relationship with the Board.
  - 5.2 Respects and honours the Board's role and responsibilities and facilitates the implementation of that role as defined in Board policy.
  - 5.3 Provides information which the Board requires to perform its role in a timely manner.
6. Education Planning and Reporting
  - 6.1 Leads the development of the Three-Year Education Plan and the Annual Education Results Report.
  - 6.2 Works collaboratively with the Board to determine the strategic goals and priorities as well as the desired processes and timelines.
  - 6.3 Reports regularly to the Board on results achieved.
7. Organizational Management
  - 7.1 Demonstrates effective organization skills resulting in Division compliance with all legal, Ministerial and Board mandates, policies and timelines.
  - 7.2 Reports to the Board as well as the Minister with respect to matters identified in and required by the School Act and Division policy guidelines.
  - 7.3 Acts as the designated head for Freedom of Information and Protection of Privacy Act.
8. Communications
  - 8.1 Develops communication strategies that enhance and support the Division's mission and profile within the community served.
  - 8.2 Supports the Board in providing accurate, consistent communications.
9. Student Welfare
  - 9.1 Ensures the safety and welfare of students while participating in all aspects of school programs or while being transported to and from school programs on transportation provided by the Division.
  - 9.2 Ensures that each student is provided with a safe and caring environment that fosters and maintains respectful and responsible behaviours.
  - 9.3 Acts as, or designates, the local attendance officer for the Division.

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# Board Policy 12

## Role of the Superintendent

### 10. Leadership Practices

- 10.1 Practices leadership in a manner that is viewed positively and has the support of those with whom the Superintendent works most directly in carrying out the directives of the Board and the Minister.
- 10.2 Fosters a collaborative culture where the focus is on the best interests of students.
- 10.3 Establishes positive, professional relationships with appropriate provincial and regional government departments and agencies.

### 11. Additional Responsibilities

- 11.1 Carries out additional responsibilities and duties which, from time to time, may be assigned by the Board.

#### Legal Reference:

- School Act, R.S.A. 2000, C. S-3, S. 14, 45, 113, 114, 115

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#### GOLDEN HILLS SCHOOL DIVISION

REPLACING POLICY DATED:

March 2009

NEW POLICY

BOARD APPROVAL:

February 22, 2011

MOTION NO.

2011-02-22-363

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