



SUNRISE
SCHOOL DIVISION

Sunrise School Division Board Policy Manual

February 2017

SUNRISE SCHOOL DIVISION BOARD POLICY MANUAL

Table of Contents

INTRODUCTION	1
Policy #1: Vision, Values and Mission	6
Policy #2: Board Governance Model and Process	9
Policy #3: Role of the Board	10
Policy #4: Board Operational Goals	13
Policy #5: Annual Planning Cycle	14
Policy #6: Board Policy Development, Review and Amendment Processes	15
Policy #7: Board Operations	18
Policy #8: Board Member Code of Conduct and Conflict of Interest	22
Policy #9: Board and Superintendent Relationship	26
Policy #10: Board Evaluation	28
Policy #11: Contingency Planning	29
Policy #12: Respect for Human Diversity	30
Policy #13: Learning Environment, Programs and Services	32
Policy #14: Safe Schools	34
Policy #15: Community Engagement	36
Policy #16: Finances	38
Policy #17: Audits	40
Policy #18: Assets	41
Appendix A	

SUNRISE SCHOOL DIVISION

BOARD POLICY MANUAL

INTRODUCTION

The Board of Trustees is committed to the educational needs of the community within the Sunrise School Division and seeks to carry out this role through the practise of good governance. Effective governance includes sound policies that support a school board's mandate in the areas of leadership, stewardship and relationship.

The Board is elected to represent the public with regard to education and does so primarily through policies. These policies serve as a course of action to the daily activities of the schools and the school division. Policies are principles adopted by the Board and provide clear direction for parameters so policy goals may be achieved. One of the key roles of the Board is to, through good governance practices, determine the need for policy, ensure that policy is developed and reviewed on a regular basis, and followed. The role of Administration is to execute policy within the spirit and intent written by the Board.

Board Governance

The Board is a unified body and, as the leader of the school division, encourages and strengthens the school division in its goal of student achievement and success. The primary activity of the Board is governance, and as such, the Board provides leadership in the achievements of the school division by making informed decisions, setting broad goals, and ensuring that the *Board Policy Manual* is relevant, current and adhered to. The Board's contribution is vital in its guidance and leadership, and the goal of each individual Trustee is to be a capable governor.

Policy Leadership as a Governance Model

Through governance policy statement (*Board Policy Manual*) the Board provides leadership for the division. According to *The Public Schools Act*, only the Board can adopt new policies or revise existing policies. In the Sunrise School Division, the Board governs through policy leadership in order to ensure the pursuit of excellence.

The governance model practiced by the Board, informs the Board's governance role and strengthens the connection between the Board and the community it is elected to represent. Policies are clearly worded and re-examined regularly by the Board to ensure that desired results are being achieved within the division. Accountability is clearly established through the delegation of authority to the Superintendent in written Board policy. A regular monitoring cycle for Board policies ensures the necessary framework for Administration to demonstrate achievement of the goals established by the board and holds the Superintendent accountable for compliance with Board policies.

Strong governance policies:

- Illustrate the relationship between core values and the actions of the school division;
- Eliminate overlapping policies;
- Provide easy maintenance;
- Offer assurance of compliance;
- Set a clear framework for operations within the school division;
- Clarify accountability;
- Specify results the Board wants to achieve;
- Define authority and responsibility;
- Outline processes and operations of the Board itself; and
- Outline how the Board is connected to the management of the school division.

Policies are developed depending on responses to the following three questions:

- Does this policy communicate clearly the purposes of the Board?
- Does this policy define the Board's instructions to the Superintendent in such a way as to allow the Superintendent an acceptable range of implementation?
- How will this policy be monitored?

By practicing good governance, the Board ensures that the policy is the basis for action and decision-making within the school division.

This manual is organized in a manner that enables the board to govern through policy and provide effective means to govern the division. Sections within this manual include:

1. Vision, Mission and Values
2. Board Governance Model and Process
3. Role of the School Board
4. Board Operational Goals
5. Annual Planning Cycle
6. Board Policy Development, Review and Amendment Processes
7. Board Operations

8. Board Member Code of Conduct and Conflict of Interest
9. Board and Superintendent Relationship
10. Board Evaluation
11. Contingency Planning
12. Respect for Human Diversity
13. Learning Environment, Programs and Services
14. Safe Schools
15. Community Engagement
16. Finances
17. Audits
18. Assets

Administrative Procedures

This *Board Policy Manual* is supplemented by the *Administrative Procedures Manual*, the principal written document by which the Superintendent has delegated authority and directs the operations of the school division and the staff. Administrative procedures may be developed, altered and modified without prior approval of the Board, except in those areas specifically identified through Board policy as requiring Board approval (see Policy 9.9). The *Administrative Procedures Manual* must be entirely consistent with the *Board Policy Manual*.

The development of two distinct documents (policy manual and administrative procedures manual) reinforces the distinction between the governance responsibility of the Board and the administrative/managerial duties of the Superintendent within the Board's governance model.

Legislation and Regulations

The Sunrise School Division and Board operate under the terms of the Manitoba *Public Schools Act* and any other provincial, municipal or federal legislation or regulations that may apply, and is bound by its own policy manual.

- All edicts of the province of Manitoba, (including regulations) are considered mandated Board policy.
- All agreements signed through contract are considered mandated Board policy, such as the collective agreements signed with employee groups.
- All adopted rules and regulations concerning the Board's own procedures and by-laws and how the Board operates as the governance arm of the school division, are also policy statements and adhered to by the Board.

The policies within this document reflect the requirements of the Board, and reflect provincial legislation and priorities, as outlined in the legislation and regulations

governing education, including *The Public Schools Act*, *The Education Administration Act*, *The Safe Schools Charter*, *The Workplace Safety and Health Act*, *The Manitoba Human Rights Code*, *The Child and Family Services Act*, *Appropriate Educational Programming in Manitoba: Standards for Student Services*, *the Freedom of Information and Protection of Privacy Act (FIPPA)*, and the *Personal Health Information Act (PHIA)*. Compliance with federal legislation including the *Charter of Rights and Freedoms*, *The Youth Criminal Justice Act* and *The Constitution Act* are also reflected within the policies and procedures of Sunrise School Division.

Legal Status and Role of the School Board

1.0 School Board Legal Status and Division Boundaries

The members of the Board, or Trustees of the division, and their successors in office are constituted and created, from the date from which the establishment of the division is effective a body corporate and politic under the name the “Sunrise School Division” [*Public Schools Act (PSA)* Section 3.1]. The boundaries of the Sunrise School Division shall be the boundary of the area contained in the wards of the division.

The Sunrise School Division, as a corporate body established by the Government of Manitoba, is authorized to deliver appropriate public education for all students who reside in or are otherwise the responsibility of, Sunrise School Division.

- 1.1 The members of the school board form a corporation called the Sunrise School Division Board of Trustees (herein referred to as the Board).
- 1.2 The Sunrise School Division and Board operate under the terms of the Manitoba *Public Schools Act* and any other Provincial, Municipal or Federal legislation or regulations that may apply*, and is bound by its own policy manual.
- 1.3 School trustees are elected under the conditions and regulations of the *Public Schools Act* to represent the public ownership of the school division as the Voting members of the Board.
- 1.4 The number of elected school trustees, their term of office, and parameters for conduct shall be in accordance with the provisions of the Manitoba *Public Schools Act*, its *Preamble* and attendant regulations, and this *Board Policy Manual*.
- 1.5 Board By-Laws not contained within this policy manual are binding upon the operations of the Sunrise School Division Board. They are available for viewing at the Sunrise School Division central office in Beausejour, Manitoba.

- 1.6 Documentation of this policy manual and any attendant legislation and regulations are located at or through the Sunrise School Division central office in Beausejour, Manitoba.

*Legal References include: *The Public Schools Act, The Education Administration Act, The Safe Schools Charter, The Manitoba Human Rights Code, Appropriate Educational Programming, The Workplace Health and Safety Act.*

2.0 Role of the School Board

The school board is responsible for the delivery of fair and equitable public education within the Sunrise School Division. As the governing Board, Trustees are responsible to:

- Identify, support and represent values which reflect the best hopes and aspirations of the community.
- Choose and organize priorities and outcomes for the school division.
- Establish structures and systems, and retain a Superintendent for the school division.
- Acquire and allocate resources within its level of authority.
- Set out vital principles and the limits of acceptable behavior.
- Encourage commitment and compliance within the school division.
- Evaluate performance of themselves, the Superintendent, and the school division.
- Move the organization forward according to established decisions and standards.

Policy #1: Vision, Values and Mission

VISION

Every student will have the opportunity to experience the joy of learning in the Sunrise School Division in order to be better prepared for the future, with the knowledge, skills and values to achieve their own personal life goals.

Vision Framework

This vision for the division is further supported by a Vision Framework. The framework summarizes the key values of the Sunrise team, as well as descriptors of the future reality. As well, it includes a Purpose Statement which describes what staff will do to make the vision a reality.

VALUES

1. Every student will be provided with outstanding learning experiences and opportunities that enable learners to be knowledgeable, respectful, responsible, caring and productive, contributing citizens.
2. Every student will be engaged in an education focusing on literacy, numeracy, relevancy and altruism.
3. Every student will be provided an education with experiences and opportunities that will extend and enhance student learning and competencies in communication, collaboration, creative problem-solving and critical thinking.

Purpose

The Sunrise School Division staff will provide nothing less than outstanding learning experiences, one learner at a time.

MISSION

The Board of Trustees of Sunrise School Division will govern lawfully with an emphasis on:

- outward vision rather than an internal preoccupation,
- encouragement of diversity in viewpoints,
- strategic leadership more than administrative detail,
- clear distinction of Board and Superintendent roles,
- collective rather than individual decisions,
- future rather than past or present; and

- being proactive rather than reactive.

Accordingly:

1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will not use the expertise of individual members to substitute for the judgment of the Board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.
2. The Board will direct, lead, monitor and inspire the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended long term impacts outside the staff organization, not on the administrative or programmatic means of attaining those effects.
3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policymaking principles, respect of roles, and ensuring the continuance of governance capability. Although the Board can change its governance process policies at any time, it will observe them scrupulously while in force.
4. Continual Board development will include orientation of new Board members in the Board's governance process and periodic Board discussion of process improvement.
5. The Board will allow no trustee or committee to hinder or be an excuse for not fulfilling its commitments.
6. The Board will monitor and discuss the Board's process and performance. Self-monitoring will include comparison of Board activity and discipline to by-laws and policies in the Governance Process and Board/Superintendent Relationship categories.

Reference:

Introduction

Policy 2 – Board Governance Model and Process

Policy 3 – Role of the Board

Policy 4 – Board Operational Goals

Policy 8 – Board Code of Conduct and Conflict of Interest

Policy 12 – Respect for Human Diversity

Date Adopted:

Date Amended:

Policy #2: Board Governance Model and Process

Sunrise School Division is committed to following a governance model that:

- 2.1 Focuses its energy and dedication on effective governance.
- 2.2 Focuses on high level decisions, rather than the details of daily activities and operations of the school division.
- 2.3 Delegates administrative authority to the Superintendent, excluding those exemptions defined in Board policy.
- 2.4 Establishes procedures for evaluating Board policy compliance, and tie this to the performance evaluation of the Board and Superintendent.
- 2.5 The Board annually approve a divisional operating budget consistent with the priorities and goals defined in Board policies and the Board's Priority Plan.
- 2.6 In response to community engagement and input, and advice acquired from educational and pedagogical experts, the Board will reassess on a regular basis, its defined vision of the future and realign Board policies as necessary.
- 2.7 Provides for continuous progress and improvement through a program of professional development, evaluation and assessment.

Reference:

Introduction

Policy 1 – Vision, Values and Mission

Policy 3 – Role of the Board

Policy 4 – Board Operational Goals

Policy 5 – Annual Planning Cycle

Policy 7 – Board Operations

Policy 9 – Board and Superintendent Relationship

Policy 10 – Board Evaluation

Policy 15 – Community Engagement

Policy 16 – Finances

Date Adopted:

Date Amended:

Policy #3: Role of the Board

Priority Objectives of Board

Sunrise School Division Board will ensure that the values, aspirations and economic resource capacities under its jurisdiction are reflected within the actions of the division.

Board Member Authority

Because all powers of the Board of Trustees lie in its action as a group, individual Board members exercise their authority over division affairs only as they vote to take action at a legal meeting of the Board. In other instances, an individual Board member, including the chair-person, shall have power only when the Board, by vote, has delegated authority to him or her.

Areas of Responsibility of the Board:

3.1 Educational Accountability

The Board is responsible for setting the educational goals of the Division and for reviewing how well students learn. The goals for educational excellence shall grow out of the Division's Mission Statement, and shall include individual goals for all administrators and schools.

3.2 Fiscal Responsibility

- The Board approves the divisional budget annually and establishes the amount of the local property tax levy
- The Board appoints the auditor for Sunrise School Division
- The Board receives the audit report and ensures that quality indicators are met
- The Board ratifies and ensures the administration of collective agreements with employee groups
- The Board approves the division's annual five year capital plan for submission to the province's Public Schools Finance Board

3.3 Community Leadership

- The Board will be visible within the community
- The Board makes decisions that reflect the values and anticipated educational needs of the communities of Sunrise School Division
- Board members show their support of school and divisional activities through physical attendance at division and school public events

3.4 Accountability to the Provincial Government

The Board is responsible for adherence to governing legislation and regulation throughout Sunrise School Division.

3.5 Accountability to the Community

- The Board is responsible for providing the opportunity to our communities to be involved in our schools in all appropriate ways.
- The Board is responsible for telling our schools' and division's story to the public.
- The Board reports division results to the community, as mandated by the provincial government
- The Board involves parents and guardians in the education of their children, and responds adequately to their concerns.
- The Board has developed appeal procedures regarding decisions of the Administration
- Board members are active with community organizations and agencies that can contribute toward building support for public education.
- The Board approves the annual school calendar and length of the school day.
- The Board grants final approval of newly constructed school and other division-owned buildings.
- The Board retains insurance to protect the public assets of the division.

3.6 Appointment of Senior Administration

The Board may appoint people for Senior Administration positions, fix and pay remuneration, and define duties.

3.7 Board Succession Planning

The Board will ensure new trustee orientation programs and provide the opportunity for new trustees to attend orientation programs delivered by their provincial association.

Reference:

Introduction

Policy 1 – Vision, Values and Mission

Policy 5 – Annual Planning Cycle

Policy 6 – Policy Development and Review

Policy 7 – Board Operations

Policy 8 – Board Member Code of Conduct and Conflict of Interest

Policy 15 – Community Engagement

Policy 16 – Finances

Policy 17 – Audits

Policy 18 – Assets

Legal Reference: *The Public Schools Act; The Labour Relations Act*

Date Adopted:

Date Amended:

Policy #4: Board Operational Goals

The Board holds itself accountable to the citizens of the Sunrise School Division, to ensure that all action it takes is consistent with law and the Board's policies.

Accordingly:

- 4.1 The Board will ensure that the Sunrise School Division provides exceptional learning opportunities for all students and promotes high levels of achievement at an appropriate cost or relative worth.
- 4.2 The Board commits to continual improvement of its capacity to govern effectively, using its policies to define its vision and expectations.
- 4.3 The Board will establish an organizational culture that is responsive and that treats its ownership with trust, respect, integrity and openness.

Reference:

Introduction

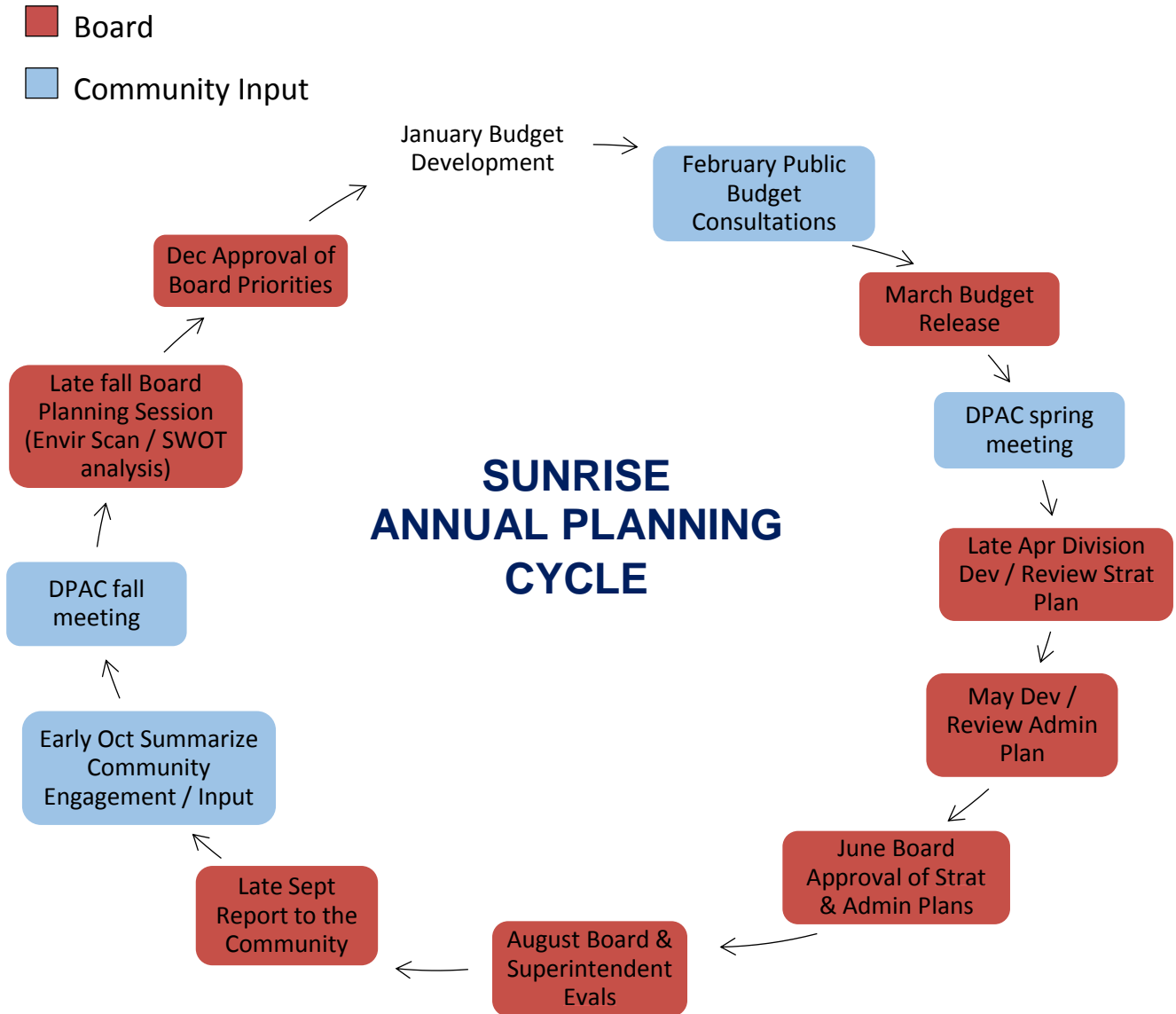
Policy 1 – Vision, Values and Mission

Policy 2 – Board Governance Model

Policy Adopted:

Policy Amended:

Policy #5: Annual Planning Cycle



Reference:

- Policy 4 – Board Operational Goals
- Policy 10 - Board Evaluation
- Policy 15 - Community Engagement
- Policy 16 – Finances

Policy #6: Board Policy Development, Review and Amendment Processes

6.1 Policy Development

The Board of Trustees of the Sunrise School Division believes that the formulation, adoption, and monitoring of its written policies constitute one of the primary methods by which the Board demonstrates its leadership in the education of students. It is through its policies that the Board provides guidance and direction for the operation of the school division.

Policies are developed depending on responses to the following three questions:

- Does this policy communicate clearly the purposes of the Board?
- Does this policy define the Board's instructions to the Superintendent in such a way as to allow the Superintendent an acceptable range of implementation?
- How will this policy be monitored?

Policies shall be sufficiently detailed in scope and content so as to convey clearly the intent of the Board. Policies shall reflect the goals or objectives of the Board related to the operation of the School Division and shall provide latitude for administrative decision making.

Policies may be recommended to the Board by the Superintendent and Committees of the Board.

Once a policy has been approved by the Board, procedures and exhibits (if needed) shall be developed by the Superintendent and provided to the Board for review.

When a committee of the Board or a special committee is considering the development or revision of policy which directly affects a group of staff members, parents, and /or other groups, the committee should consider prior to recommending the policy or policy revision to the Board the need for appropriate input from these groups. If the committee deems it advisable that such input would be beneficial to the development or implementation of the policy then the committee should allow the time and the opportunity for the appropriate groups to be consulted.

Motions at meetings or actions of the Board that seem to change, add to, or delete policy of the Division should be noted by the Secretary-Treasurer. These motions or

actions should be presented to the Board at the next meeting for consideration of adoption into the Policy Manual.

6.2 Policy Adoption

A simple majority vote by the Board shall be required to add, delete, or modify a policy statement in the Policy Manual. Notice of motion shall be given at least one meeting before the vote is taken.

6.3 Policy Dissemination

The official copy of the *Board Policy Manual* is the one maintained by the Secretary-Treasurer. Once approved by the Board, the Secretary-Treasurer shall ensure that the approved policy and any associated administrative procedures and exhibits be distributed to all school administrators, supervisors, and posted on the division website.

6.4 Policy Review and Revision

The Board of Trustees of the Sunrise School Division believes that in order to maintain a strong and relevant school system; it needs to review divisional policies on a continual basis in an effort to ensure that policies are compliant with federal and provincial laws, consistent with community values and meet the educational needs of all students.

The Board shall review all policies, at a minimum, on a four year cycle to coincide with the term of each newly elected Board. During the course of the policy review cycle, the role of the Board and its committees shall be to determine the need for new policies and review current policies.

6.5 Suspension of Policies

Policy may be suspended by the unanimous agreement of the Board present at the meeting. A suspension of policy shall apply only to the particular policy relating to the matter under discussion and not to the Policy Manual as a whole.

6.6 Administrative Procedures

Administrative procedures are the delegated responsibility of the Superintendent and may be developed, altered and modified without prior approval of the Board, except in those areas specifically identified through Board policy as requiring Board approval.

Reference:

Introduction

Policy 1 – Vision, Values and Mission

Policy 2 – Board Governance Model & Process

Policy 4 – Board Operational Goals

Policy 7 – Board Operations

Policy 8 – Board Member Code of Conduct and Conflict of Interest

Policy 9 – Board and Superintendent Relationship

Policy #7: Board Operations

The Board of Trustees is committed to representing the interests of the Sunrise School Division through effective governance.

7.1 Board Organization

It is the Board as a body that speaks for the division and Board practice recognizes that it is the Board, not Board members, who have authority. There are roles and responsibilities for individual Board members derived from the roles and responsibilities of the Board as a whole group.

7.2 Role of the Chair

The Chairperson is elected by the Trustees to lead the processes of the Board. The Board recognizes that the Chairperson is not the head of the division. The Chairperson is typically the official spokesperson of the Board, signs all legal documents on behalf of the Board, and chairs most of the meetings of the Board.

7.3 Principles Surrounding Committee Structure

Committees of the Board are established to enhance and complement the work of governance; they report to the Board and are different from administrative committees. Board Committees do not assist or advise staff and shall only request information from staff through the Superintendent. Standing Committees and Ad Hoc Committees of the Board are established by the Board for a specified purpose. In keeping with the broad focus of the Board, Board committees will not normally have direct dealings with staff operations.

7.4 Standing Committees

The Board assigns contact/committee responsibilities to individual trustees in the following areas:

- **Audit/Finance Committee**
- **Negotiation Committees**
- **Policy Committee**

7.5 Ad Hoc Committees

The Board may create ad hoc committees as required. Ad hoc committees deal only with matters that have been referred to it by the Board. Ad hoc committees are responsible for action and policy recommendations to the Board on all matters referred to them.

7.6 Public Participation at Board Meetings

The Board invites public participation at public Board meetings. The agenda for Board meetings will include the opportunity for the public to ask questions. A delegation wishing to address the Board at a meeting must advise the Secretary-Treasurer. The Secretary-Treasurer will advise the delegation of guidelines as outlined in Board by-laws.

7.7 Meetings

i. Re-organizational Meeting

It is the role of the Board to commence the first meeting of the Board in accordance with *The Public Schools Act*. The first meeting of the Board shall take place in September. In a Trustee election year, the first meeting of the Board shall take place within 14 days after Trustee general elections.

ii. Regular Meetings

The agenda reflects the business the Board must monitor, attend to and pursue in its governance role. A proposed agenda is presented at the beginning of each regular Board meeting, which shall take place on the first and third Tuesday of each month, except July, August and December. The parliamentary authority used for Sunrise School Division meetings is Roberts Rules of Order. Regular meetings should not normally be convened without the Superintendent and Secretary-Treasurer present.

iii. Special Meetings

Special Board meetings may be convened at any time by the Chair with the consent of a quorum of the Trustees, as per provincial legislation. Special meetings are not usually convened without the Superintendent and Secretary-Treasurer present.

iv. In-camera Meetings

In-camera meetings are held in accordance with the *PSA* of Manitoba. However, at times, it is appropriate for the Board to meet behind closed doors when the Board must deal with sensitive matters such as negotiations, personnel matters, litigation, student files, land acquisitions/disposal, large financial transactions, security and disciplinary matters. All discussion is, and shall be, confidential.

v. Delegations to the Board Meeting

Delegations from the public are welcome to present to the Board at a public Board Meeting. The requesting delegation shall submit their request in writing as per guidelines provided by the Secretary-Treasurer and outlined in the Board by-laws. Any associated documentation and background information will be considered by the Board. The Board will not offer their decision to the delegation at the time of the presentation.

7.8 Commitment to Respect the Decisions of the Board

According to provincially-legislated authority, the Board is a corporate body established to provide governance and leadership for the Sunrise School Division. As members of a democratically-elected body, it is important and necessary for individual Trustees to be active participants at Board meetings, and to encourage and represent a diversity of viewpoints. Individual trustees are ultimately accountable to the public to bring forward the voice and views of the people within the jurisdiction of the Sunrise School Division. This *Commitment to Respect the Decisions of the Board* does not demand unanimous decisions, but does require that all Trustees shall respect the decisions of the Board. According to this *Commitment to Respect the Decisions of the Board*, Trustees:

- i. Support Board decisions. Trustees are expected to contribute and to influence the decisions of the Board. Board decisions are only those that have been voted upon and are reflected in the minutes of the Board meetings as policies or resolutions. Once the Board has made a decision, each Trustee will respect the decision of the Board.
- ii. Never attempt to exercise individual authority over the organization or the Superintendent. While the Board expects individual Trustees to be given common courtesy, it does not require the Superintendent or any other staff member to heed any individual Trustee's opinions or instructions. Individual Trustees have no authority over staff and staff operations.
- iii. As members of a governance board, Trustees will focus on what needs to be accomplished for effective governance while at the Board table.
- iv. State the applicable policy when issues are raised by community members, staff or Trustees. Board discussion shall center on whether the concerns justify changes to the policy or whether monitoring of the policy is necessary, not on the details of the issue.
- v. Recognize that the Chairperson is the official spokesperson of the Board, unless that responsibility has been delegated by the Board.

7.9 Community Connections

The Board will establish formal connections with the community, with government, and with other relevant agencies and organizations to support the achievement of Board goals for the school division. The Board will share information, proactively identify issues of importance, work collaboratively and build relationships.

7.10 Liaison with School Board Associations

The Sunrise School Division Board will remain a member of the Manitoba School Boards Association and pay such fees as are levied by that association unless otherwise decided by a majority vote.

Reference:

Introduction

Policy 1 – Vision, Values and Mission

Policy 2 – Board Governance Model & Process

Policy 8 – Board Member Code of Conduct and Conflict of Interest

Policy 15 – Community Engagement

Legal Reference: *The Public Schools Act*

Policy #8: Board Member Code of Conduct and Conflict of Interest

The Board commits itself and its trustees to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as trustees.

- 8.1 Trustees must have loyalty to the ownership **and operations of the Board**, without conflict in loyalties to staff, other organizations, and any personal interest as a consumer.
- 8.2 Trustees must avoid conflict of interest with respect to their fiduciary responsibility:
- (i) There will be no self-dealing or business by a member with the organization. Trustees will disclose their involvements with other organizations, with vendors, or any associations which might be, or might reasonably be seen as being, a conflict. No member of the Board shall take part in the discussion of any questions in which he has a personal or pecuniary interest beyond his/her interest as an ordinary ratepayer, nor shall he/she vote on the same. Refer to *The Public Schools Act* Section 36 to 39.8 inclusive.
 - (ii) When the Board is to decide upon an issue, about which a trustee has an unavoidable conflict of interest, that trustee shall absent herself or himself without comment from not only the vote, but also from the deliberation.
 - (iii) Trustees will not use their Board position to obtain employment in the organization for themselves, immediate family members, or close associates. *A trustee shall absent herself or himself without comment from not only the vote, but also from the deliberation of employment pertaining to family members, close associates, or the trustee her/himself.* Should a trustee be successful in securing employment with the Sunrise School Division, he or she must resign from the Board prior to start of employment.
- 8.3 Trustees must not attempt to exercise individual authority over the organization:
- (i) Trustees' interaction with the Superintendent or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - (ii) Trustees' interaction with public, press or other entities must recognize the same limitation and the inability of any Board trustee to speak for the Board except to repeat explicitly stated Board decisions.

- (iii) Except for Board deliberation about whether reasonable interpretation of Board policy has been achieved by the Superintendent, trustees will not express individual judgements of performance of employees or the Superintendent.
- 8.4 Trustees will maintain confidentiality appropriate to sensitive issues and information that otherwise may tend to compromise the integrity or legal standing of the Board, especially those matters discussed during the in camera session.
- 8.5 Trustees shall keep in confidence any personal or confidential information obtained in his or her capacity as a trustee and not disclose the information except when required by law or authorized by the school board to do so.
- 8.6 Trustees shall not leave the room when the Chair has put a question on the floor.
- 8.7 Trustees will adhere to the Respectful Workplace Policy.
- 8.8 Trustees shall not speak to the question or in reply for longer than 3 minutes without leave of the Chair.
- 8.9 Trustees shall not speak more than once on the same question without leave of the Chair. The trustee who proposes the question is permitted to reply and thereby close debate. A member may speak more than once for clarification only.
- 8.10 Trustees will notify Board Chair or designate of absence from any meeting prior to the meeting. Board trustees missing **three** (3) consecutive Regular Board meetings will vacate his/her seat unless the Board passes a motion to excuse those absences based on rationale provided by the absent trustee.
- 8.11 To build trust among members and to ensure an environment conducive to effective governance, members will:
- (i) Focus on issues rather than personalities
 - (ii) Respect others who have differing opinions
 - (iii) Respect decisions of the full Board
 - (iv) Exercise honesty in all written and interpersonal interaction, never intentionally misleading or misinforming each other

(v) Criticize privately, praise publicly

(vi) Make every reasonable effort to protect the integrity and promote the positive image of the division and one another.

8.12 Trustees shall adhere to Code of Conduct for School Trustees as outlined in *The Public Schools Act*.

8.13 Process for Addressing Breaches of the Code of Conduct

Trustees are committed to faithful compliance with the provisions of the Board's policies. In the event of an individual trustee's demonstrated willful and/or continuing breach of policy, any trustee(s) may seek remedy by the following process:

- (i) Notification of the violation presented to the Chair of the Board of Trustees.
- (ii) Notification, if feasible, in a private setting between the alleged offending trustee and the Chair of the Board of Trustees or, if applicable, the Board member who initiated the notice of the violation.
- (iii) If not resolved, discussion in a private session between the offending member and the entire Board of Trustees.
- (iv) If resolution cannot be achieved at this point, between the offending member and the Board, the Board will impose sanctions which may include:
 - Censuring the trustee;
 - Barring the trustee from attending all or part of a meeting of the Board or a committee of the Board;
 - Suspending the trustee from the Board, including suspending all the trustee's rights, duties and privileges as a member of the Board, for up to three months as per the PSA 35.2(1)
- (v) Appeal of Sanction:
 - A Trustee sanctioned under 8.13(iv) may initially seek an appeal to the Board, in camera. If the outcome of this appeal remains unsatisfactory to the Trustee, she/he may appeal to a single adjudicator appointed by the Minister [*The Public Schools Act*, Sec. 35.3(1)]; or

- A Trustee sanctioned under 8.13(iv) may initially seek an appeal to a single adjudicator appointed by the Minister [*The Public Schools Act*, Sec. 35.3(1)].

(vi) Chair/Presiding Officer

- The Code of Conduct applies equally to the Chair of the Board. In the case of an allegation of a breach of the Code by the Chair, wherever a process requires action by the Chair, it shall be modified to read the Vice-Chair.
- The Chair of the Board or Presiding Officer of any meeting of the Board or committee of the Board shall exercise their powers in a fair and impartial manner having due regard for every Trustee's opinion or views.

References:

Policy 1 – Vision, Values and Mission

Policy 3 – Role of the Board

Policy 7 – Board Operations

Legal Reference: *The Public Schools Act*

Policy #9: Board and Superintendent Relationship

The Superintendent, as Chief Executive Officer of the Board, shall be responsible for the management, under the Board's policies, of all sectors of the school system. The Board's sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled Superintendent.

- 9.1** The Superintendent will take the necessary measures to ensure the Board is informed, supported and protected in its work.
- 9.2** The Superintendent is accountable to the Board. The Superintendent shall have the authority to delegate to other Division personnel the exercise of some powers and the discharge of some duties imposed upon the Superintendent by Board policies or by vote of the Board. The delegation of power or duty does not, however, relieve the Superintendent of responsibility for the action taken under such delegation.
- 9.3** The employment agreement between the Board and the Superintendent is in the form of a written contract.
- 9.4** Only authorized decisions of the Board are binding on the Superintendent. Official directives to the Superintendent shall be through motion. The Superintendent is authorized to establish further administrative procedures, make all decisions, and take all actions within the policy parameters established by the Board.
- 9.5** Decisions and instructions from individual Trustees are not binding on the Superintendent. Reporting to individual trustees is not binding on the Superintendent. In the case of Board members or committees requesting information or assistance without Board authorization, the Superintendent may refuse requests that, in the opinion of the Superintendent, require significant amounts of staff time or funds, or are disruptive to the goals of the division. The Trustee may refer a request to the full Board of Trustees for the Board's consideration.
- 9.6** The Superintendent is responsible for the actions of the staff of Sunrise School Division, therefore the Board or individual Trustees will never give instructions to people who report directly or indirectly to the Superintendent.

9.7 The Board and individual Trustees shall refrain from evaluating, either formally or informally, any staff other than the Superintendent.

9.8 Superintendent Evaluation

- i. The evaluation of the Superintendent shall be carried out by the Board and/or its committee. The evaluation shall be based on established criteria and guidelines which are known to both the Superintendent and the Board.
- ii. The Superintendent shall be formally evaluated annually for the first two years and every two years thereafter during the month of April or May, or more often at the discretion of the Board, or through mutual agreement.
- iii. The results of the evaluations shall be provided in writing to the Superintendent, by the Board.

9.9 Responsibilities of the Superintendent and the Board

General Board and Administration Constraints / Decision-Making Matrix

The Sunrise School Division will not operate illegally, unethically, imprudently, or in contravention of Board policies. The Board is committed to regular evaluation of all operations and encourages involvement of the public in decision-making. The Superintendent shall provide the Board with continuous and candid reports and will not cause, allow, or fail to take reasonable measures to prevent any practice, activity, decision, or organization circumstance which is imprudent, illegal, in violation of commonly accepted business practices and ethics, or is contrary to the *Board Policy Manual* of the Sunrise School Division, *The Public Schools Act*, *The Safe Schools Charter of Manitoba*, *The Education Administration Act*, or any other federal, provincial or municipal law. The following decision-making matrix outlines the General Board and Administration Constraints.

<i>Superintendent has authority to decide & act.</i>	<i>Superintendent has authority to decide and act and the responsibility to inform the Board.</i>	<i>Superintendent may recommend. The Board has the responsibility and authority to decide and act.</i>
<ul style="list-style-type: none"> • Hire and evaluate staff • Administer collective agreements • Implement Board policy • Employ appropriate means to provide for continuous and candid reports by staff of accomplishments in the pursuit of the goals and objectives guided by the vision statement • Administrative procedure 	<ul style="list-style-type: none"> • Student suspensions up to six weeks • New grant applications • Administrative procedure <ul style="list-style-type: none"> ○ New ○ Controversial changes ○ That may result in public concern • Professional development • Student overnight travel • Evaluate programs • Emergency school closures • Crisis situation (e.g. lockdown with immediate notification via e-mail) • Superintendent professional development • Acceptance of resignations • Staff out of province travel • Student out of province travel • Staff leaves of absence • Year-end staffing reports 	<ul style="list-style-type: none"> • Policy development and approval • Student expulsion • Employee compensation and benefits • Approval of budget • Setting staffing levels • Special levies • Appeals • Corporate sponsorship • New programming • School calendar • Hiring and assignment of senior administration and supervisory positions as outlined in the PSA (53) • Teacher termination as outlined in the PSA (92) • Change the administrative organization chart • Expenditures within budget which exceed the threshold of \$50,000 • Over budget expenditures • Hiring additional staff outside formula • Strategic planning • Out of country student field trips

Reference:

Policy 2 – Board Governance Model

Policy 3 – Role of the School Board

Policy #10: Board Evaluation

All Trustees engage in the pursuit of Board excellence through Board development and Trustee development training and education.

The Board will annually evaluate board effectiveness through monitoring of goals, policy and function. The evaluation will consist of tools that evaluate the board as a team, as well as a self-evaluation that measures the contributions of individual trustees to the board's work.

Reference:

- Policy 1 – Vision, Values and Mission
- Policy 2 – Board Governance Model and Processes
- Policy 3 – Role of the Board
- Policy 4 – Board Operational Goals
- Policy 5 – Annual Planning Cycle

Policy #11: Contingency Planning

In order to protect the Board and the school division from the sudden loss of services under the prevue of the Superintendent, the Superintendent will have at least one other school division administrator familiar with matters of the Board and Superintendent, including the principles of policy leadership and good governance.

The Board will ensure that measures are in place to allow for the timely continuation of division services in the event of a crisis resulting in the loss of said services. A contingency plan will be monitored regularly to comply with changes within the division.

Reference:

Policy 3 – Role of the School Board

Policy 5 – Board Operations

Policy 9 – Board and Superintendent Relationship

Policy #12: **Respect for Human Diversity**

12.1 PURPOSE

Whereas the Sunrise School Division is itself comprised of staff and students from diverse communities, it asserts its commitment to appreciating, respecting, accommodating and supporting human diversity in all its forms. This commitment is based on the following beliefs:

- Recognition of the inherent dignity and of the equal and inalienable rights of all members of the human family is the foundation of freedom, justice and peace in the world and is fundamental to the public education system.
- Safe, caring and inclusive environments are necessary to fulfill our purpose.
- Heterogeneous groups facilitate creativity, problem solving and the exchange of new ideas and they enrich the experience of our staff and students.
- All individuals have the right to be treated in all matters solely on the basis of their personal merits.

Continually striving for actions that support this commitment will ensure that our Division is an inclusive community in which staff, students and visitors feel welcomed, accepted, valued and empowered to engage, learn and contribute fully and thus will share their unique viewpoints and life experiences for the benefit of all.

12.2 SCOPE

This policy applies to all staff, students and independent contractors. The principles apply to everyone involved in the school community including: parents, coaches, volunteers and others while providing or receiving goods or services on Division property.

12.3 DEFINITIONS

Human diversity encompasses all the ways in which individuals are both similar and different. Some of these differences may be visible, others less so. Consistent with the principles reflected in the Manitoba Human Rights Code, diversity characteristics may include but are not limited to ancestry, religion, age, gender, sexual orientation, family status, source of income, and physical or mental disability.

Respect for human diversity means accepting, understanding and celebrating the uniqueness of every individual as a result of the many variables that shape an

individual's attitudes, behaviours and perspectives. Respecting diversity allows individuals to acquire new ideas, skills and solutions, and thus improves the collective strength of the group as a whole.

12.4 RESPONSIBILITIES

The Superintendent, or designate, is responsible for the implementation of this policy. The Superintendent's Department will provide resources and learning experiences that encourage all staff and students to honour the provisions of this policy.

Division administrators and supervisors are leaders in promoting respect and will support staff and/or students who request to form groups that promote gender equity, anti-racism, awareness of people with disabilities, Gay-Straight Alliances or groups of any other name that are consistent with the promotion of a positive work and/or school environment and that are respectful of all human diversity.

All schools will implement appropriate, provincially approved, curricula that supports student learning about human diversity.

Division staff members are responsible to embrace an inclusive approach and to promote respect for human diversity. School-based staffs are role models for appropriate student conduct and are responsible to support students in issues of human diversity and empower them to treat each other with respect.

Division staff and students, as well as independent contractors, parents, coaches, volunteers and others are expected to monitor their own interactions to ensure their personal conduct supports safe, caring and inclusive environments by respecting human diversity and to refrain from expressing negative comments or actions.

12.5 COMPLIANCE

Compliance with this policy will be continually reviewed. Employee incidents and student suspensions will be monitored to inform future policy refinements. Failure to comply, will subject staff and students to corrective and/or disciplinary action in accordance with respective policies. Independent contractors, volunteers and others in the school community may have certain rights and privileges suspended for failure to comply with these principles.

References:

Policy 1 – Vision, Values and Mission

Policy 14 - Safe Schools

The Public Schools Act, Section 41(1) (b.4) and 41(1.6), (1.7) and (1.8).

Policy #13: Learning Environment, Programs and Services

The Board of Trustees of the Sunrise School Division is responsible for public education, Grades 1 through 12, throughout the division according to provincial guidelines. The division follows the Manitoba Curriculum for all English programming and schools offer the entire core curriculum, as well as many optional components. The division is committed to additional programming including:

- French Immersion from Kindergarten to Grade 12
- Ukrainian Heritage Language program, Kindergarten to Grade 8; and
- Student Support Services

In response to Sunrise School Division's stated vision, values and mission, the Board expects effective, engaging and caring learning communities.

The Superintendent will:

13.1 Ensure that programs and services are in compliance with provincial requirements.

13.2 Implement assessment and evaluation practices which

- i. Ensure the achievement of provincial, division and school goals;
- ii. Foster an effective and efficient school system;
- iii. Promote growth and improvement.

13.3 Establish and enforce administrative procedures to maintain safe and effective environments for all students and staff.

13.4 Establish a dispute resolution process to be followed if there is disagreement about the appropriateness of the educational programming being provided to student.

13.5 Take appropriate action with staff, students or volunteers who demonstrate behaviours, actions, or attitudes that threaten the academic progress and/or well-being of students.

13.6 Ensure a culture characterized by mutual respect.

The Superintendent shall not tolerate practices within the school division that:

- i. Conflict with provincial requirements or Board policy
- ii. Are not consistent with sound pedagogy

iii. Jeopardize the safety or well-being of students

Reference:

Policy 1 – Vision, Values and Mission

Policy 4 – Board Operational Goals

Policy 9 – Board and Superintendent Relationship

Policy 12 – Respect for Human Diversity

Policy 14 – Safe Schools

Legal Reference: *The Public Schools Act*

Policy #14: Safe Schools

The Sunrise School Division Board believes that learning requires a safe, caring, respectful and inclusive environment. The Board expects that schools and workplaces are directed to focus on safety and responsible citizenship as defined by the Sunrise School Division values and the legislative requirements of Canada and the Province of Manitoba. Specifically, the *Public Schools Act* states that every school board shall ensure that each pupil within their jurisdiction “*is provided with a safe and caring school environment that fosters and maintains respectful and responsible behaviours*”. [Sec. 41(1) (b.1)]

The Board is committed to working in collaboration with all of its education partners to ensure and enhance the safety of the Sunrise schools and school communities.

The Superintendent must:

- 14.1 Ensure that each Principal, in consultation with the School Advisory Council or its equivalent at that school, will establish a code of conduct for pupils and staff.
- 14.2 Ensure that each Principal, in consultation with the School Advisory Council or its equivalent at that school, will establish an emergency response plan for the school.
- 14.3 Ensure that each school’s code of conduct and emergency response plan are reviewed annually.
- 14.4 Ensure that the administrative procedures, operations and practices implemented in the school division are compliant with national and provincial legislative requirements regarding safe schools and safe workplaces as well as division foundations. These include:
 - *Canadian Charter of Rights and Freedoms* (Canada)
 - *The Public Schools Act* (Manitoba)
 - *Safe Schools Charter* (Manitoba)
 - *The Education Administration Act* (Manitoba)
 - *The Human Rights Code* (Manitoba)
 - *Freedom of Information and Privacy Protection Act* (Manitoba)
 - *Criminal Code* (Canada)

- *The Workplace Safety and Health Act (Manitoba)*

References:

Policy 1 – Vision, Values and Mission

Policy 2 – Board Governance Model & Process

Policy 3 – Role of the Board

Policy 9 – Board and Superintendent Relationship

Policy 12 – Respect for Human Diversity

Reference Document: *Positive School Environments and Student Behaviour – A Reasonable Interpretation* (This document should be reviewed to ensure it complies with legislation and reflects SSD's Vision, Values and Mission.)

Policy #15: Community Engagement

The Board will develop and implement strategies to enhance the Board's communication and engagement with communities, ratepayers and the citizens of Sunrise School Division. These strategies will include:

- 15.1** Formal connections with the community, with government, and with other relevant agencies and organizations in order to support the achievement of Board goals for the division. The Board will share information, proactively identify issues of importance, work collaboratively and build relationships.
- 15.2** The Board believes that all reasonable efforts should be made to identify the desires of the community and to be responsive, through its actions, to those desires. There are two major ways in which the will of the community shall influence the development of Board policies.
 - (a) The people of the Division are responsible for electing Board members to represent their ward.
 - (b) All citizens of the Division will be encouraged to express ideas, concerns, and opinions about the schools through such means as:
 - i. written suggestions or proposals;
 - ii. presentations at hearings or at Board meetings;
 - iii. responses to surveys made regarding education;
 - iv. attendance at open meetings of the Board; and
 - v. active involvement with the school's Parent Council
- 15.3** Keeping the public informed of the Board's and division challenges, deliberations, policies, and actions by encouraging the attendance of media at all meetings with the exception of in-camera meetings.
- 15.4** Designating a Board spokesperson who will endeavour to be current on all matters of Board governance and policy. In most cases this will be the Board Chair or the Chair's designate.
- 15.5** The Superintendent or his/her designate will act as the primary spokesperson for operational or administrative matters.

References:

Policy 1 – Vision, Values and Mission
Policy 3 – Role of the Board
Policy 5 – Board Operations

Policy #16: Finances

Sunrise School Division is publicly accountable for its financial resources. The budget is a monetary statement of the Board's goals and objectives for education in Sunrise School Division. The budget is a blueprint for action, accomplishment and fiscal control.

Resources are managed in an efficient, effective and ethical manner in accordance with our mission statement and educational beliefs, and in compliance with *The Public Schools Act* and other applicable legislation.

16.1 Responsibilities of the Superintendent

The Board places responsibility for fiscal prudence, risk management and compliance in the office of the Superintendent and as prescribed with the *PSA* purchases are made in the most economical manner possible. The Sunrise School Division shall not be operated in ways which jeopardize its financial health and stability, nor shall it be operated in ways which jeopardize the effective, efficient use of its financial resources.

- i. The Superintendent will ensure that the school division operates its annual financial affairs in accordance with Section 42 of the *PSA*.
- ii. The Superintendent will ensure that all accounting practices of the school division are within the generally accepted accounting principles as outlined by the Province of Manitoba.
- iii. The Superintendent will provide the Board with an operating statement on a monthly basis beginning in the second quarter.
- iv. The budget development process is presented to the Board annually.
- v. The Board of Trustees annually approves a budget for the fiscal year July 1 to June 30. The Superintendent of Schools and Secretary-Treasurer develop the budget in consultation with staff, the Board of Trustees, and the public.

16.2 Commitment to Resourcing Good Educational Services

The Board further acknowledges that good educational services cannot be obtained without a reasonable expenditure of money and, therefore, seeks to negotiate contracts that will attract and keep competent staff members.

16.3 Commitment to Goodwill and Cooperation in Contract Negotiations

The Board further endeavours to establish and maintain a relationship of good will and cooperation during negotiations in order to create an atmosphere of trust and understanding between the Board and the negotiating party.

Reference:

Introduction

Policy 1 – Vision, Values and Mission

Policy 2 – Board Governance

Policy 3 – Role of the Board

Policy 5 – Annual Planning Cycle

Policy 9 – Board and Superintendent Relationship

Policy #17: Audits

Each year, the Board shall appoint an auditor, and the Board will furnish a duly audited financial statement and summary, available for public perusal, in compliance with Section 41 of Manitoba's *Public Schools Act*.

The Board shall appoint an audit committee on an annual basis to monitor the internal control function.

The Audit Committee shall meet annually with the appointed external auditor both to receive and review matters that may be reported by the auditor, and to receive and review the Audited Financial Statements.

Reference:

Introduction

Policy 1 – Vision, Values and Mission

Policy 9 – Board and Superintendent Relationship

Policy 16 – Finances

Legal Reference: *The Public Schools Act*

Policy #18: Assets

The Sunrise School Division shall not be operated in ways which fail to protect and maintain its assets, or which unnecessarily risk its assets.

Consequently, the Superintendent/CEO shall:

- 18.1 Adhere to provincial requirements.
- 18.2 Protect against theft, casualty and liability losses to the Board, staff, or school division itself through proper insurance.
- 18.3 Not allow uninsured personnel access to material amounts of funds.
- 18.4 Not expose the school division, the Board or its staff to claims of liability.
- 18.5 Maintain a safe and efficient transportation system.
- 18.6 Not acquire, encumber, or dispose of school division real property (land and any permanent fixtures on it) without the prior approval of the Board.

References:

Policy 1 – Vision, Values and Mission
Policy 2 – Board Governance
Policy 3 – Role of the Board
Policy 9 – Board and Superintendent Relationship
Policy 16 - Finances
Policy 17 – Audits
Legal Reference: *The Public Schools Act*

APPENDIX A

Ward Map

