Chilliwack Board of School Trustees

November 2022

Thank you!

Thank you for being willing to serve your community as a publicly elected trustee for the Chilliwack School District. A strong, healthy and effective Board of School Trustees is the best investment the community can make in their children's education.

Our Session Today

➢ Purpose and Expectations for today's work

➢ Materials to take away

➢ What we will explore together today

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The main governance functions of the Board
- what is Board governance anyway?

Strengthening and developing relationships
that support the work

Dynamics of a wise and effective Board

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Governance is the process of providing strategic leadership and responsible stewardship to public education and the local school district and community. It involves setting direction, making policy and strategy decisions, overseeing and monitoring organizational performance, and ensuring overall accountability.

The Co-Governance Model

➢ Accountability

➢ Public Trust

➢ Legitimate Expectations

Who do you serve?

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Governance: Sets direction and high-level goals, and provides oversight

Management: Executes direction set by board

Operations: Programs and services implementation

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MISSION IMPACT

SUPPORT THE CEO

PROTECT & STEWARD ASSETS

SUSTAINABLE RESOURCES

AMBASSADORSHIP

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Duty of Care	Duty of Loyalty	Statutory Duties
➤ Ensure the organization has the resources it requires	➤ Put the organization's interests above your own	• Ensure compliance with bylaws and legal filings

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1. Act honestly and in good faith

2. Exercise care, diligence and skill

3. Act with a view to the purposes of the work

Which Hat? Trustee? Community Member? or Parent?

➤ How do Board members handle competing hats?

➤ What does it mean to have the trustee's hat?

Confidentiality

➢ In-camera discussion

➢ The difference between confidential Board business and privileged information- and why both matter
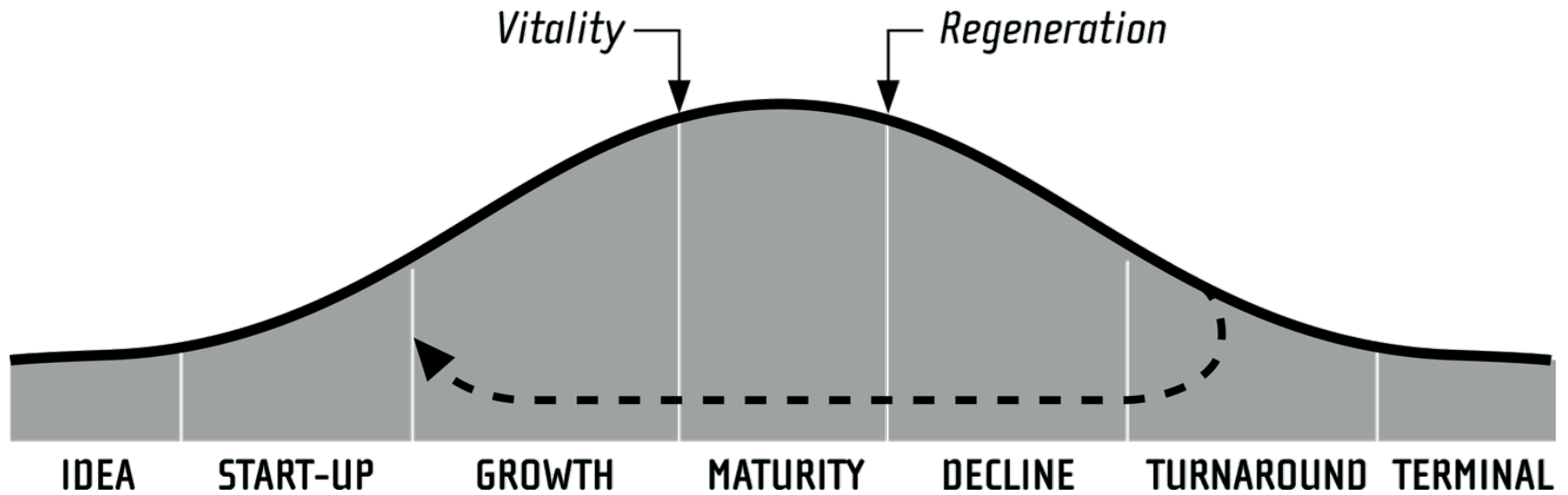
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What are the potential results of a Board member:

➢ 'Crossing the line' as a parent?
➢ Gossiping or sharing Board business in the community or on social media?
➢ Becoming a 'parking lot' Board member?
➢ Crossing boundaries with partner groups?

Where in the Life Cycle do you believe your district is? Why?

Where in the Life Cycle do you believe your Board (or Board Chair) is? Why?

Where in the Life Cycle do you believe your Superintendent is? Your Secretary-Treasurer Why?

The Relationships that Strengthen the Work

The Work Together

Whose Job is Whose?

➤ Relationships within the Board

➤ Relationships with the Board Chair

➤ Relationships with the Superintendent and Secretary-Treasurer

➤ External relationships

The Role of the Board

➢ Supports the Chair and Senior Staff

➢ Holds the Chair, Senior Staff and the Board accountable respectfully

➢ Prepares carefully and takes an active role in debate and decision-making

➢ Supports the decision of the Board even if it does not reflect your vote

➢ Supports one voice of the Board

The Role of the Board Chair

➢ A specific and individual perspective of the Board and the school district, unlike any other

➢ Facilitates and fosters the strength of the Board

➢ Leads by example, modelling trust, integrity, respect, candor and clear commentary

➢ A consensus-builder, leader, coach and mentor

The Role of the Superintendent

➢ CEO as part of the Board

➢ Compatible but separate governance responsibilities for the Board

➢ The trusted educational leader, guiding the strategic direction of the Board

The Role of the Secretary Treasurer

➢ The formal role under the School Act

➢ The trusted partner and advisor, heading up the business functions which provide for delivery of the mission – the education of students

Balancing Partners and Stakeholders

- ➢ Understanding and respecting their role

- ➢ Accepting the Board's role in relation to partners in the community

- ➢ Bringing forward concerns or questions partners raise

Hot and Pressing Items

➢ Asking for information that all trustees are entitled to receive

➢ Requests and concerns from parents and community members

➢ The process to bring forward items to the Board table for consideration

Competing Priorities

➢ What are the competing priorities?

➢ Separating the fiduciary priorities from the less formal but critical priorities and pressures

➢ Operating "above the forest", remembering who you serve

- How do you know if it's a healthy relationship?

- What kinds of things can go wrong?

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➢Ambiguity

➢Salience

➢Stakes

➢Strife

Constructive Debate

➤ The purpose of debate and using it to inform and guide stewardship

➤ Prepare- send questions on reports ahead to time to staff for preparation

➤ The Chair commonly allows for at least two rounds of questions and closes with the mover

Dynamics at Work

➢ The role of debate

➢ When is the natural tension inherent in governance healthy and when does it move to a less constructive or even destructive place?

➢ Ensuring that constructive agreement or disagreement is on an issue that matters

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Generative

Strategic

Fiduciary

GREAT GOVERNANCE happens here
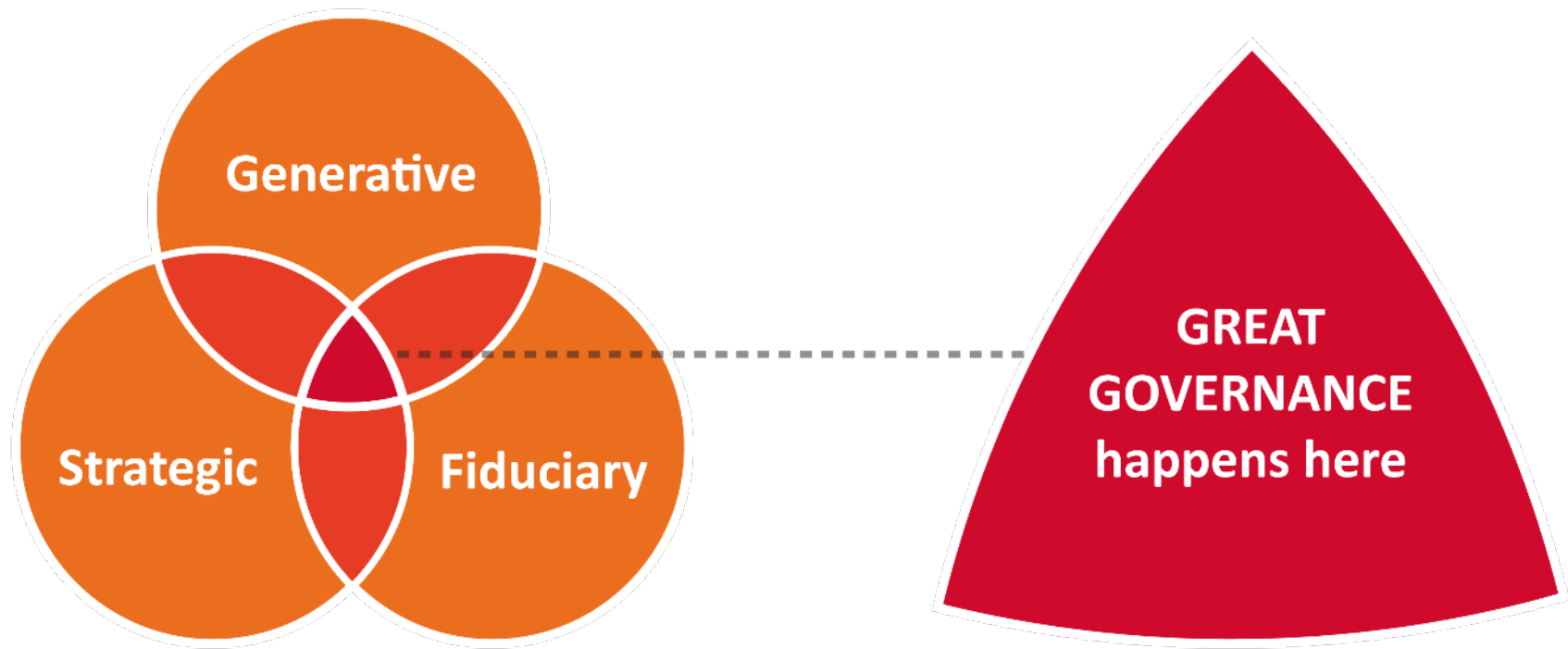
*Adapted with permission from **Governance as Leadership** by Chait, Ryan and Taylor*

➢Can we afford it? What's the opportunity cost?

➢Is the budget balanced?

➢Is it legal? Is it ethical?
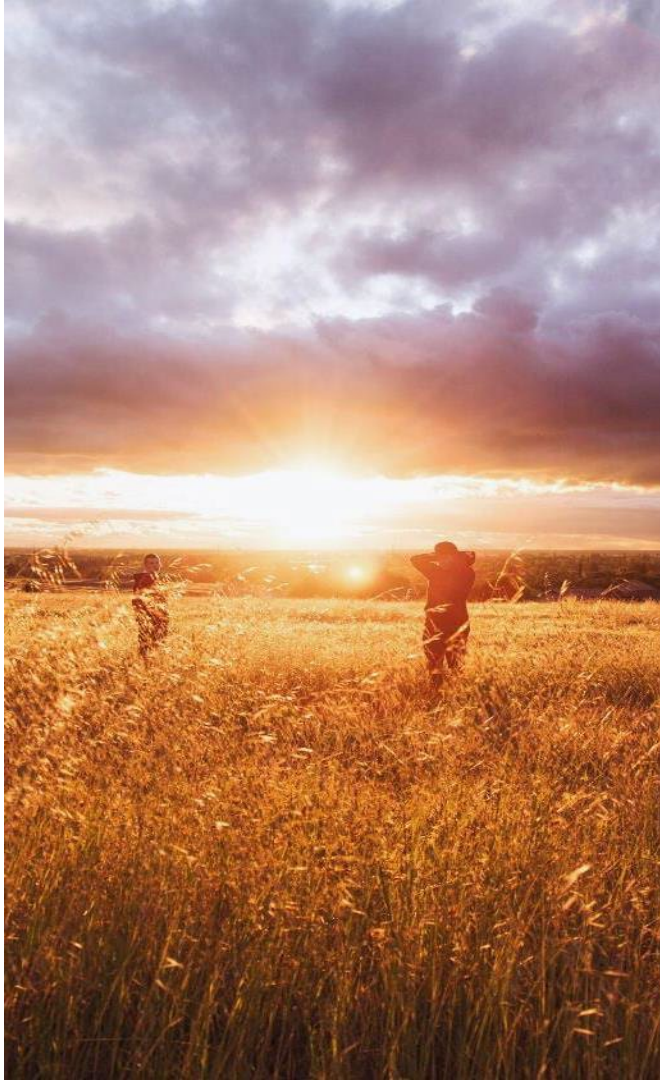
➢Are the programs producing the intended outcomes?

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➢Is our business model viable?

➢What are our core competencies?

➢What trends and factors should we consider?

➤ How does this reflect our organizational values and beliefs?

➤ How can we reframe this issue?

➤ How does this affect our vision for the future?

➤ Who do we serve? Are we relevant?

3 Modes of Governance

Can you think of an issue/decision/initiative your district is facing and what are the questions to be asked in the 3 modes of governance?

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- What role does policy serve?

- A road map to guide and support the organization

- When do you take a "detour" from the road map and when/how do you use policy to sustain an ethical organization?

Agreements to Work on?

What are the main fundamentals of strong governance the Board can commit to work on for the benefit of the students of the Chilliwack School District?

Thank you!

Thank you for being willing to serve your community and the students of Chilliwack. A strong Board of Trustees is the best investment this community can make in the education of their children.