

**BY-LAWS, PROCEDURES
AND PROTOCOLS
FOR
BOARD OF TRUSTEES**

(April 2018)



FRONTIER
SCHOOL DIVISION
Excellence and Experience in Education

FRONTIER SCHOOL DIVISION

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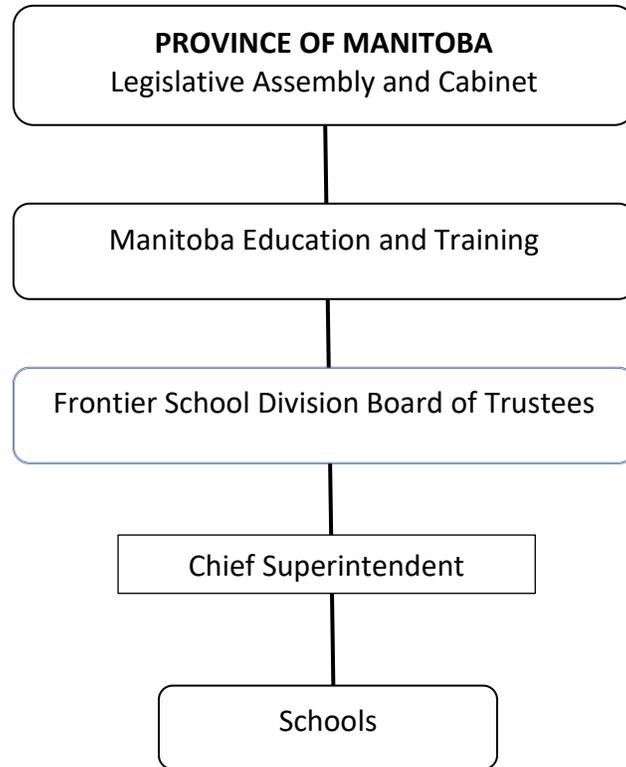
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The intent of this manual is to outline the responsibilities of the Board of Trustees of Frontier School Division and to indicate how these responsibilities are carried out within a framework of provincial and federal legislation, Division policy, and Board by-laws and procedures.

This information should assist trustees, staff and the public to clearly understand the role and responsibilities of an individual trustee and of the Board and to become familiar with the operations of the Board.

The manual will be shared with school committees, area advisory committees and appropriate staff.

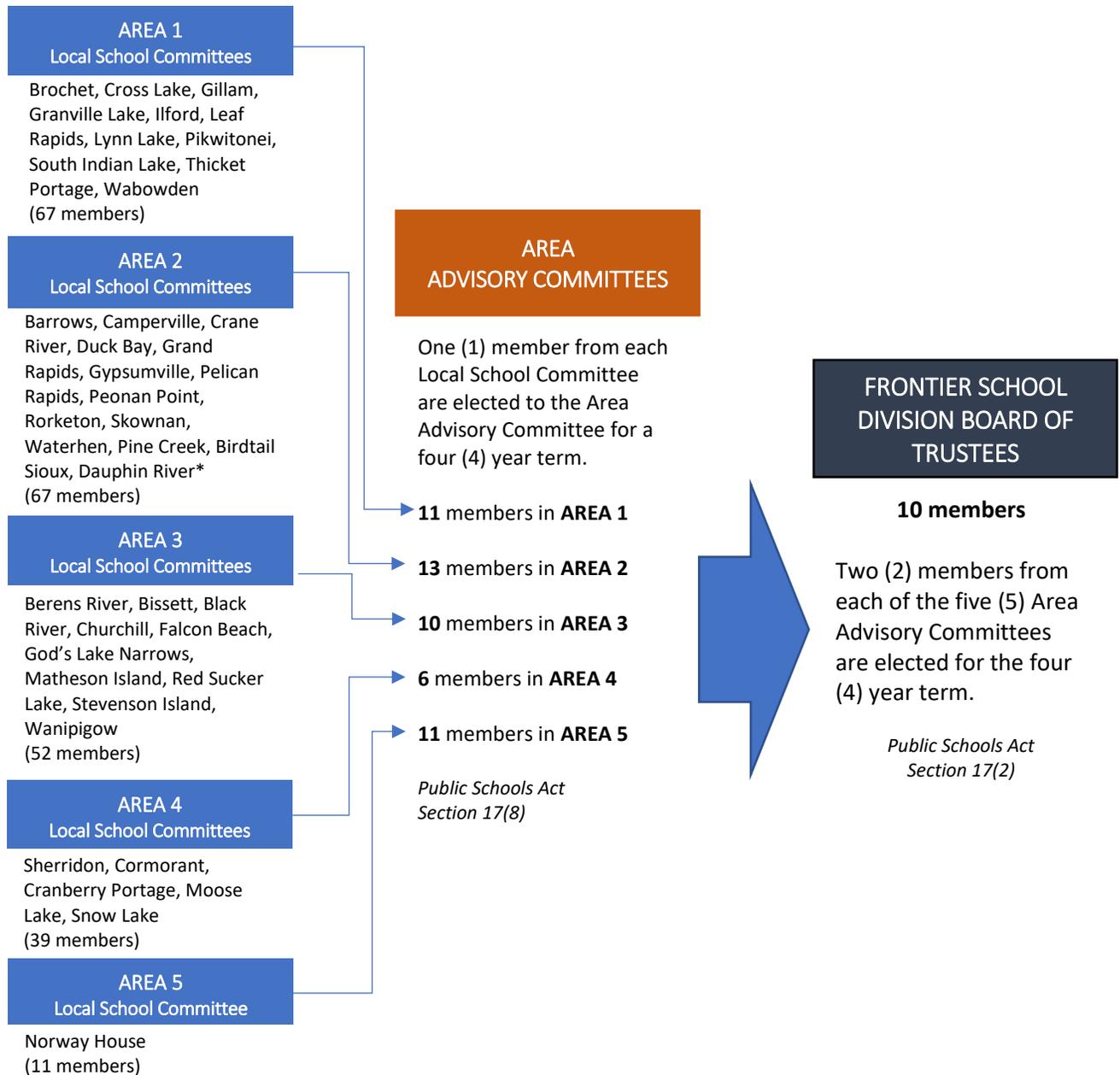
Frontier School Division is one school division within Manitoba's public education system. The framework is outlined below:



The Public Schools Act, The Education Administration Act, and The Municipal Councils and School Boards Elections Act of Manitoba legislate the election of trustees as well as school board responsibilities and duties.

In addition to these acts, a school board must comply with the laws of all higher levels of government as well as with the requirements of several other pieces of legislation which impact on board policies and procedures. More details on this are provided in Sections Three and Four.

Within this provincial framework, Frontier School Division has a unique three-tiered governance system. Parents and community members form the foundation of this governance by participating in school committees, area advisory committees, and the Board of Trustees. The election and responsibilities of these groups is also covered by provincial legislation. The chart on the next page illustrates this three-tiered governance system.



*Number of members for the Dauphin River School Committee pending.

The *Frontier School Division Elections Resource Manual* and the *School Committee Resource Manual* outline the election procedures in the Division. The *School Committee Resource Manual* provides details on the duties and responsibilities of these committees. Both manuals are available from the Division.

This handbook outlines the responsibilities of the Board and details the By-Laws and procedures that govern the operation of the Board.

The Public Schools Act (Section 17) provides the legal framework for the governance system in Frontier School Division. The three-tiered election system is detailed in the previous section. *The Public Schools Act* excerpts are available online. A copy is available at the Board office.

To become a school trustee in Frontier School Division, a candidate must be

- a Canadian citizen,
- is of the full age of 18 years, or will be of the full age of 18 years at the date of the election ,
- is an actual resident in the school division or school district, and will have been so for a period of at least six months at the date of the election, and
- elected or appointed as a school committee member, and then be elected as an area advisory committee member, and
- is not disqualified under any other provision of *The Public Schools Act* or under any other Act, and is not otherwise prohibited by law from being a trustee or from voting at elections in the school division or school district.
(*Public Schools Act*, Section 22(1))

A candidate may not be

- a member of the Manitoba Legislative Assembly, or a member of the Senate or House of Commons of Canada,
- a pupil in regular attendance at a school within the same school division or district
(PSA Section 22(2)).

As per Section 39.6(1) of *The Public Schools Act*, a trustee will be disqualified from holding office if he or she:

- (a) violates any provision of *The Public Schools Act*; or
- (b) is convicted of
 - (i) an offence punishable by imprisonment of five years or more, or
 - (ii) an offence under section 122 (breach of trust by public officer), 124 (selling or purchasing office) or 125 (influencing or negotiating appointments or dealings in office) of the *Criminal Code* (Canada).

Candidates may be employees of the Division, but they must take an unpaid leave of absence from that employment in order to serve as a trustee. (Policy E.D.3 – Leave of Absence for Political Reasons)

In addition to *The Public Schools Act* and Division publications, further information on elections may be obtained by reference to *The Municipal Councils and School Boards Elections Act* which is available on the province's website at

<http://web2.gov.mb.ca/laws/statutes/ccsm/p250e.php>

Introduction

The Board of Trustees is responsible for the governance of the Division. The Board oversees and directs the planning and delivery of educational programs and services. In addition, the Board, as an advocate for all residents of the Division, responds to the interests of the communities and attempts to influence government policy accordingly. Board actions reflect the values and needs of the community.

The Board's responsibility to govern the Division and respond to community needs is carried out primarily by the development of policy, strategic planning, and the establishment of a budget reflecting the Board's priorities. However, the policies and practices of the Board of Trustees must comply with the laws of all higher levels of government, that is, the provincial and federal governments. The Manitoba *Public Schools Act* and *The Education Administration Act*, and related regulations, define the general duties of boards. In addition, board operations are impacted by

- *The Charter of Rights and Freedoms (Federal),*
- *The Youth Criminal Justice Act (Federal),*
- *The Personal Information Protection and Electronic Documents Act (Federal),*
- *The Workplace Safety and Health Act,*
- *The Labour Relations Act,*
- *The Employment Standard Code,*
- *The Freedom of Information and Protection of Privacy Act,*
- *The Personal Health Information Act,*
- *The Manitoba Human Rights Code,*
- *The Municipal Councils and School Boards Elections Act,*
- *The Public Schools Finance Board Act,*
- *The Non-Smokers Health Protection Act,*
- *The Student Aid Act,*
- *The Teachers' Pension Act,*
- *The Workers Compensation Act.*

As well, appropriate federal legislation and policies related to First Nations governance, funding, and Treaty Rights to Education must be considered by the Board. In particular, federal legislation and policies impact Education Agreements between various First Nations and the Division. These agreements are contracts between the First Nation and Frontier for the provision of education services, supports, and programs. Approximately 60 % of the Division's students are impacted by Education Agreements.

Within the context of their legislative responsibilities and parameters, the Board developed an outline of their roles and responsibilities, as well as processes for the development of policy, strategic planning and the establishment of an annual budget. The Board established committees to assist in their work. In addition, the Board developed a plan to communicate with the Division's residents and staff. These topics will be covered in this section.

A. POWERS AND DUTIES

The powers and duties of the Frontier School Board are defined in *The Public Schools Act*.

The Act gives a school division full power to operate the local public schools in compliance with provincial mandates and pertinent laws. *The Public Schools Act* is available online and a copy is available at the Board office.

B. ROLES AND RESPONSIBILITIES

The Board developed a work plan that supports legislative requirements and Board priorities. The work plan reinforces the responsibilities and strategic directions and outlines related monthly and yearly duties of the Board.

This section of the manual outlines the roles and responsibilities of the Board in eight main areas. Details on each of the areas follows.

- i. Accountability to Provincial Government
- ii. Accountability to the Community
- iii. Strategic Plan
- iv. Policy
- v. Chief Superintendent/Board Relations
- vi. Political Advocacy
- vii. Board Development
- viii. Fiscal

i. **Accountability to Provincial Government**

As elected officials with responsibilities outlined in *The Public Schools Act*, the Board must act in accordance with all statutory requirements to implement provincial and Divisional educational standards and policies.

Key duties for accountability to the provincial government include:

- selecting a chairperson and vice-chairperson,
- establishing standing and ad-hoc committees,
- approving audited financial statements,
- reviewing and approving the educational strategic plan,
- ensuring that each school in the school division prepares an annual school plan (Section 41(1), *The Public Schools Act*),
- reviewing budget and capital planning processes, and
- approving annual budget and Five Year Capital Plan.

ii. **Accountability to the Community**

The Board of Trustees is responsible for making decisions which reflect the values and interests of the entire Division.

Key duties for accountability to the community include:

- making decisions which reflect the values and interests of the community,
- evaluating Board effectiveness (board self evaluation),
- establishing processes and opportunities for input (communication plan),
- developing appeal procedures as required by statute and/or Board policy,
- circulating the Divisional Annual Report,
- reporting on the Division audit,
- hosting the Annual School Committee Conference and presenting “Governance and Operations Report”,
- attending and reporting to area and local meetings,
- soliciting input on policies,
- holding Board meetings in communities,
- reviewing, directing, and approving the process for initiating, developing, and implementing Education Agreements.

iii. **Strategic Plan**

Through the Mission Statement, the Board provides direction by establishing the strategic plan, “Our Children, Our Success, Our Future”. The Board reviews and approves annually this plan to set the educational course for the Division for the next several years.

Key duties for strategic planning include:

- reviewing and approving the annual budget in support of the strategic plan,
- providing direction to the Chief Superintendent,
- receiving reports from the Chief Superintendent on the progress of strategic educational goals.

iv. **Policy**

Policies are principles and procedures approved by the Board to chart a course of action for staff to implement.

Key duties related to policy include:

- establishing the Policy Review Committee,
- identifying the need for policy,
- developing policy based on approved procedures,
- ensuring that policies are reviewed and discussed locally,
- ensuring the Chief Superintendent implements policies.

v. **Chief Superintendent/Board Relations**

The Board of Trustees is elected to govern the Division. The Chief Superintendent is the prime consultant to the Board of Trustees in support of their collective role. An effective

working relationship between the Board of Trustees and the Chief Superintendent is critical in order to provide quality education.

Key duties related to Chief Superintendent/Board relations include:

- providing the Chief Superintendent with clear corporate direction,
- clarifying Board and Chief Superintendent roles and responsibilities through approved job descriptions and annual work plans,
- evaluating the Chief Superintendent,
- planning for Chief Superintendent succession.

vi. Political Advocacy

An important responsibility of the Board is to advocate for the Division. This advocacy is conducted by the Board in a positive and proactive manner.

Key duties related to political advocacy include:

- establishing a Lobbying Committee,
- identifying issues which require action through the Lobbying Committee,
- addressing issues.

vii. Board Development

The Board increases its effectiveness through professional learning, both for individual trustees and the Board as a whole.

Key duties related to Board development include:

- identifying individual and Board training and development needs,
- reviewing and participating in professional learning opportunities.

viii. Fiscal

The Board of Trustees is responsible for ensuring that public funds are used effectively and appropriately in support of education and the operation of the Division.

Key duties related to fiscal include:

- establishing the Finance, Support Staff Liaison, Employee Pension, and the Employee Benefits Committees,
- annually appoint a Division Auditor,
- review and approve monthly expenditures,
- receiving and approving audit report,
- reviewing budget guidelines,
- reviewing and approving annual budget,
- reviewing and approving Five Year Capital Plan,
- ratifying collective agreements,

- monitoring and approving adjustments to the Division Pension Plan,
- reviewing, directing, and approving the process for initiating, developing, and implementing Education Agreements.

The work plan is included as Appendix A.

C. DEVELOPING POLICY

The Board's most effective governance tool is policy. A policy:

- is a statement of principles which outline the course of action the Board wishes to take,
- reflects the values and viewpoints of the parents and residents of the Division, and
- explains what is to be done and why it is to be done.

A regulation details or describes how a policy is to be implemented. It is the responsibility of the Board to develop policy and the responsibility of staff to ensure its implementation.

There are a number of questions which may assist as a reference for trustees in the policy development process:

- Does it reflect the values and viewpoints of the parents and residents of the Division?
- Is it within the scope of the Board's authority as granted by provincial statutes?
- It is consistent with all provincial and federal laws and regulations?
- Does it clearly state what is wanted and why?
- Is it reasonable and fair?
- Does it relate to a valid educational objective or concept?
- Is it consistent with other Board policies?

It should be noted that, while the following procedure may be adjusted at times depending on the topic being considered, the overall process continues to provide for maximum input from stakeholders.

Questions or issues regarding policy can be raised in a number of ways:

- staff may raise issues through the Chief Superintendent,
- school committees may raise issues through their local school committee, area advisory committee, or through the Board,
- parents and other residents may contact the Board directly or through the Chief Superintendent, or
- boards may be directed by the provincial government to develop policies in specific areas.

The following steps usually take place showing the evolution of a policy; first when an issue is raised to the final implementation of a policy:

- the Board requests the Chief Superintendent to develop a discussion paper on the topic,
- the Chief Superintendent and staff gather information for discussion at the Board table,
- following this discussion, the Board refers the topic to their Policy Review Committee,

- staff prepare a draft policy based on the discussion paper and on Board direction, and the draft is reviewed with the Policy Review Committee. The Committee may direct it be revised or rewritten,
- the Policy Review Committee brings the draft policy to a Board meeting recommending it be distributed for comment. The Board may pass a motion approving the draft policy be circulated. This is not approval of the policy but simply approval to circulate for comment,
- the draft policy is then forwarded to all schools, school committees, area offices, Winnipeg office and various staff groupings. A minimum of forty-five days is provided to ensure enough time is provided for review and comment,
- after the deadline, comments are compiled and reviewed by the Policy Review Committee. The Policy Review Committee may approve the draft policy at this point, or may suggest revisions to it based upon the feedback received. If revisions are required, the draft policy is placed on the agenda at a subsequent meeting for final Board approval,
- once a policy is approved by the Board, it is communicated to staff and school committees noting the policy(ies) are available on-line on the Division's web site. Revisions to current policies or new policies are noted in the "Board Highlights". Other measures may also be taken by the Board as every possible channel is used to inform the Division of the new policy,
- once approved, staff is legally obligated to implement the policy and directions in it. The Chief Superintendent is responsible for ensuring the policy is implemented.

The Policy Review Committee is mandated to review all policies to ensure relevance and periodically provides recommendations to the Board. The Policy and Procedures Manual is accessible on the Division's website.

The mandate and operation of the Policy Review Committee is outlined in Section 4. F. Board Committees.

D. DEVELOPING STRATEGIC PLAN

One of the Board's most important functions is the development of strategic goals which support student achievement and success.

A planning process enabling school committees and schools to identify educational priorities and budget proposals assists the Board in developing a strategic plan and a budget which supports this plan. "Our Children, Our Success, Our Future— A Strategic Plan for Frontier School Division" outlines the planning model and process. It details strategic areas including the outcomes, strategies and indicators for each goal. While the plan is a multi-year plan, the Board updates it annually.

Twice a year the Board meet with the Superintendent Group to review data as it relates to the Strategic Plan and to ensure the focus goals and related strategies are working for student improvement. One two-day meeting is held in the fall with the other one-day meeting taking place in the spring.

As part of their monthly meeting agenda, the Board also holds conversations at their monthly meetings regarding all or individual aspects of the Strategic Plan, As well, regular reports from

Section 4 Roles and Responsibilities

the Chief Superintendent, and scheduled reports from Area or Assistant Superintendents take place at monthly Board meetings.

In June, the Board review suggestions or recommendations for refinements to the Strategic Plan and approve the document for implementation in the Division.

School committees are encouraged to ask questions of their administrators to ensure the school plan is carrying out the Divisional plan. An example of a question could be “How do you make sure your Principal is carrying out the plan in their school?”

E. DEVELOPING BUDGET

The planning and developing of the Division budget supports the strategic planning process for the Division.

EVENT	TIMING
<p> School Committees and Schools Identify Priorities. School committees and schools identify the educational topics they feel should be priorities in the Division. This identification process must include the school committee and school staff and may include community meetings. School committees/schools submit educational priorities directly to the Board.</p>	<ul style="list-style-type: none"> September – December
<p> School and School Committees Prepare Budget Proposals. The Board directs the preparation and circulation of a budget package for each school/committee. Committees and schools are asked to prepare budget proposals for their local school and submit them to the Secretary-Treasurer and to the Area Superintendent. Budget proposals will be reviewed and analyzed by the Secretary-Treasurer, Area Superintendents, and supervisory staff with budget responsibilities.</p>	<ul style="list-style-type: none"> September – December
<p> Board Reviews Strategic Plan. The Board will review proposals and provide direction on the Division’s strategic plan. The plan will shape the draft budget. Budget development continues.</p>	<ul style="list-style-type: none"> January – April
<p> Budget. The Board approves the budget and the five year capital plan for the coming year. The budget reflects the strategic plan.</p>	<ul style="list-style-type: none"> April
<p> School Plans. The strategic plan approved earlier by the Board is distributed to schools and school committees to assist in developing school plans.</p>	<ul style="list-style-type: none"> June
<p> Community Report. The local report required by Manitoba Education and Training is completed for the community by each school and distributed locally and copied to the Area Superintendent, Chief Superintendent, and Manitoba Education and Training.</p>	<ul style="list-style-type: none"> June
<p> Division Report. An annual report is prepared, presented to the Board, and circulated to communities. This report recaps the long-term strategic plan, reviews the results of the plan, highlights major accomplishments, and provides a financial report.</p>	<ul style="list-style-type: none"> Fall

F. BOARD COMMITTEES

The Board of Trustees establishes committees to assist in the work of the Board. They are:

- i. Policy Review Committee
- ii. Finance Committee
- iii. Lobbying Committee
- iv. Support Staff Liaison Committee
- v. Employee Pension Committee
- vi. Employee Benefits Committee
- vii. Awards Panel
- viii. Special Leave Sub-Committee
- ix. Divisional Hiring Committee for the Program for the Education of Native Teachers (P.E.N.T.)

Trustees are named annually each September (November during an election year). A description of each committee's role, duties and membership follows.

i. Policy Review Committee

The purpose of the Policy Review Committee is to ensure policy leadership and direction from the Board and to ensure policies are current and appropriate to meet Division, community and student needs.

Key duties of the Policy Review Committee include:

- identify policy needs and give direction for the drafting of new policies for Board consideration,
- identify obsolete policies and recommend deletion to the Board,
- identify policies for refinement and give direction for draft changes, and
- ensure appropriate input.

A total of four (4) members (Board Chairperson and three (3) trustees), are elected/appointed to this committee. The Chief Superintendent and the Assistant to the Chief Superintendent also sit on this committee, and other staff as required.

ii. Finance Committee

The purpose of the Finance Committee is to ensure financial leadership and direction from the Board and to ensure the Division's financial system reflects the Board's strategic plan.

Key duties of the Finance Committee include:

- identify and analyze financial issues including policy impact,
- provide recommendations to the Board on financial issues and processes,
- review on-going capital topics and issues and recommend the Five Year Capital Plan for approval to the Board, and

- review the draft budget in support of the Board’s strategic plan and recommend the budget for approval to the Board.

A total of four (4) members (Board Chairperson and three trustees), are elected/appointed to this committee. The Secretary-Treasurer and the Chief Superintendent also sit on this committee.

iii. **Lobbying Committee**

The Lobbying Committee has two purposes. The first is to increase general awareness and strategic support for the Division. The second is to obtain political and financial support on major specific issues.

The Board directs the Lobbying Committee to act on certain issues.

Once an issue has been identified by the Board of Trustees, the Lobbying Committee will develop a strategy. The lobbying strategy generally identifies the following:

- target audience (organizations and individuals),
- jurisdiction,
- Division designate to conduct lobbying,
- timeframe,
- location, and
- budget.

The members of the Lobbying Committee are the Board Chairperson, Vice-chairperson, Chairperson of the Finance Committee, the Chief Superintendent and the Secretary-Treasurer. Depending on the issue to be dealt with, other trustees may sit on this committee.

iv. **Support Staff Liaison Committee**

The purpose of the Support Staff Liaison Committee is to provide a voice for all non-unionized support staff in matters relating to terms and conditions of employment. It provides an opportunity to raise issues and recommend solutions to administration and the Board, and annually present proposals to the Board regarding amendments to salary, terms and conditions of employment, including amendments to or the development of policies.

Key duties of the Support Staff Liaison Committee include:

- improving and promoting effective communication, mutual respect and understanding amongst non-union and administrative staff and the Board,
- discuss educational needs, trends, and innovations with respect to their implications, and
- make recommendations to appropriate parties concerns matters dealt with by the committee.

The committee consists of ten members, five of which are selected from the school/area work site and the Division (Winnipeg) Office, and the remaining five consisting of two Board trustees (one from the Finance Committee and one from Policy Review), the Chief Superintendent, the Secretary-Treasurer and the Human Resources Manager. Meetings occur three times annually with the chairperson elected from within the five school/area work site members noted above.

v. Employee Pension Committee

The purpose of the Employee Pension Committee is to assist in administering the plan, and to provide a voice to employees and retirees.

Key duties of the Employee Pension Committee include:

- oversee and monitor the administration and asset management of the pension plan,
- ensure the committee receives timely and relevant pension and investment expertise,
- ensuring a discussion forum occurs with a high level of pension and investment expertise, and
- providing appropriate and well-researched recommendations to the Board of Trustees
- report to employees and retirees on all matters related to the pension fund.

The committee consists of nine members:

- six members with voting privileges:
 - the Board's Finance Committee Chairperson, and two Trustees);
 - one non-union staff representative (Chairperson of the Support Staff Liaison Committee);
 - one United Steelworkers representative (union employees), and
 - one retiree.
- three members without voting privileges:
 - Secretary-Treasurer,
 - Representative from the Human Resources department, and
 - the Division's Actuary.

The Chairperson of the Finance Committee is automatically named as the Chairperson of the Employee Pension Committee. If the Chairperson is not available, an alternate trustee will be appointed.

vi. Employee Benefits Committee

The purpose and key duties of the Employee Benefits Committee is to oversee and recommend changes/additions, amendments or termination of the Division's benefit plans to the Board of Trustees.

The committee consists of eight members. Five members with voting privileges:

- one non-union support staff representative (Chairperson of the Support Staff Liaison Committee),
- one representative from the United Steelworkers (union employees),
- one representative from the Frontier Teachers' Association,
- one retiree representative,
- one trustee.

Three members without voting privileges:

- representative from Payroll department,
- Secretary-Treasurer,
- Representative from the Human Resources department.

Meetings occur once annually with the chairperson and the vice-chairperson elected annually from within this committee.

vii. Awards Panel

The purpose and key duties of the Awards Panel is to review nominations and forward recommendations to the Board for three Divisional awards:

- Frontier Achievement Award,
- Award for Outstanding Contribution – School Committee Members (Policy B.3.H)
- Award for Outstanding Contribution – Employees (Policy E.1.P)

The Panel consists of the Board Chairperson, the Board Vice-Chairperson, one trustee-at-large, the Chief Superintendent, and the Senior Governance Support Officer.

The Panel meets twice a year: once in the late fall/early winter to review nominations for the Frontier Achievement Award and the Outstanding Contribution Award; and once in the spring to review nominations for the Award for Outstanding Contribution – Employees. Recommendations to the Board follow each meeting.

Once the Board determines/selects recipients of the awards, the Chairperson, on behalf of the Board, contacts recipients to notify them of the Board's decision. Administration then follows up with recipients for selection of awards, and procedures for accepting the(se) awards.

viii. Special Leave Sub-Committee

Two trustees are required to sit on the Special Leave sub-committee, as outlined in Policy E.3.N. The Special Leave sub-committee meets before the February Board meeting to review applicants for special leave. Trustees and the Chief Superintendent provide recommendations to the Board for the special leave at the February Board meeting.

ix. Divisional Hiring Committee for Program for the Education of Native Teachers (P.E.N.T.)

The purpose of the Divisional Hiring P.E.N.T. Committee is to select candidates for the Divisional program. Two trustees are required to sit on the Divisional Hiring Committee, as outlined in Policy E.1.C. The Hiring Committee usually meets in January.

G. COMMUNICATION PLAN

A school board is responsible for connecting to the ownership of the Division. The Board must act on behalf of, and in the interest of, the “owners” of the Division and must also provide connections between the “owners” and the Division. In addition, the Board is responsible for setting explicit governing policies which reflect the values and viewpoints of the “owners”. To carry out these responsibilities effectively, the Board must have a two-way communication plan which will provide information to the Division’s owners and will receive feedback from them.

Plan

A. Obtain Feedback

Annual School Committee Conference	Once yearly
Budget input	Once yearly
Educational priorities	Once yearly
Area Advisory Committee meetings	Three times yearly
School Committee meetings	Monthly
Community visits/meetings	Once yearly
Trustee visits/meetings	Varies
Correspondence	Varies
Chief Superintendent travel	Ongoing
Policy response	Ongoing
Surveys	As needed

B. Provide Information

Division Strategic Plan	Once yearly
Annual Report	Once yearly
Audit statements to First Nations	Once yearly
Financial presentations to local governments	As requested
Correspondence	Varies
Board Minutes	Monthly
Board Highlights	Monthly
Frontier Northerner	Twice yearly
Annual newspapers and newsletters	Varies
Division Website (Home page)	Ongoing
Draft policy circulation	Ongoing

By ensuring this communication plan is carried out the Board is connecting effectively with the owners of the Division.

A. TRUSTEE CODE OF CONDUCT

The expectations of a trustee on the Board of Trustees of Frontier School Division have been outlined in a code of conduct developed by the Board, and based upon refinements to provincial legislation.

Trustees elected in Frontier School Division are responsible for establishing the policies by which the schools are to be administered. A trustee's first and greatest concern is the best interest of each and every one of the Division's students.

A trustee shall:

- abide by all provisions of all federal, provincial and local legislation, including but not limited to human rights statutes, *The Public Schools Act*, and school division by-laws and policies,
- provide effective and credible service by devoting time, thought and study to duties of a school board member,
- conduct themselves, at all times, in a manner that is becoming of a person in an office of public trust, always displaying fairness, honesty and integrity, and not use their positions as trustee to garner favour,
- recognize that the Board is the legal authority and that an individual trustee has authority only as a member of that Board,
- abide by and uphold the final, majority decision of the Board,
- maintain strict confidentiality of privileged information,
- recognize that the Board is responsible for establishing the policies by which schools are run and, within these policies, the administration of the programs and the conduct of Division business is the responsibility of the Chief Superintendent and staff,
- work as a team with the administrative staff and support all members of the team,
- treat fellow trustees with respect, honesty, and openness and work with them in harmony and cooperation,
- strive to be informed on local, provincial and national educational issues,
- participate in trustee organizations and activities.

(Policy B.1.1, and *The Public Schools Act*, 35.1-35.5)

AN EFFECTIVE TRUSTEE

The Manitoba School Boards Association lists the following as indications of an effective trustee:

- Serves in the interests of all students and all citizens with the division/district.
- Respects the authority of the school board and takes no individual action which might compromise the board.
- Is well acquainted with divisional and school policies but refrains from involvement in administration or operational matters.
- Is a good listener and demonstrates openness to diverse perspectives and ideas.
- Gives careful consideration to all available information about an issue before making decisions.
- Supports the majority decisions of the board while retaining the right to seek changes through ethical and constructive channels.
- Respects the need for confidentiality concerning particular aspects of board business.
- Understands that his/her behaviour and attributes impact the reputation of the school board.

BY-LAW 1 – BOARD MEETINGS

This section provides information on the operation of the Board. It outlines the following:

- A. Dates and Locations
- B. Agenda
- C. Minutes
- D. Procedural By-Law 1 – Board Meetings
 - i. Description of Meeting Types
 - ii. General Regulations for Board Meetings
 - iii. Election of Officers
 - iv. Election of Committee Members and Committee Operations
 - v. Duties of the Chairperson
 - vi. Duties of the Vice-chairperson
 - vii. Motions
 - viii. Voting
 - ix. Petitions and Communications
 - x. Hearings or Delegations
 - xi. Variation in Rule of Procedure and Point of Order

A. Dates and Locations

- Board meetings are usually held monthly from September to June.
- Meetings usually are two-days in duration except when held in conjunction with another activity (example, Annual School Committee Conference).
- Each March/April the Board sets their meeting calendar for the coming year and publishes the dates in the Division calendar. Dates are changed only with the agreement of the majority of trustees.
- Meetings are held in the boardroom of the Division (Winnipeg) office. Once a year the Board strives to hold meetings in communities based upon Board-approved guidelines.

B. Agenda

- The Chief Superintendent's office receives agenda items and prepares the agenda in consultation with the Board chairperson.
- Deadline for receiving agenda items is ten days prior to the meeting.
- Except for general discussion items, trustees are requested to provide all agenda items prior to the meeting.
- Meeting packages are sent electronically to trustees at least one week prior to the meeting.
- The agenda format which has been developed by the Board follows:

DIVISION LOGO

Board Meeting Draft Agenda

Date

Location

1.00	Approval of Agenda
2.00	Approval of Minutes
3.00	In-Camera
4.00	Delegations
5.00	Action Items
6.00	Committee Reports
	a. Policy Review Committee
	b. Finance Committee
	(Other Board committee reports as required.)
7.00	Chairperson's Report
8.00	Education and Board Development
9.00	Administration Reports
	9.01 Chief Superintendent's Report
	Strategic Plan Dialogue
	9.02 Secretary-Treasurer's Report
10.00	Conference/Meeting Reports
11.00	General Discussion
12.00	Correspondence
13.00	Adjournment

Items requiring Board action should follow the following format:

- **Topic:** The topic which appears on the agenda is repeated here.
- **Background:** provides the information required in order for the Board to come to a decision including research and background data, and legislative requirements. The information should answer any questions related to the topic, for example, what, who, why, how and so on.
- **Recommended Action:** outlines the Chief Superintendent's recommendation to the Board. The recommendation could be for approval or denial, options to consider, or no recommendation provided.

C. Minutes

- The Board minutes follow the agenda format and duly records any official actions of the Board.
- The Secretary-Treasurer is responsible for the Board minutes and ensures they are properly recorded, signed, and stored (*Public Schools Act*, Section 55(1)).
- The Assistant to the Chief Superintendent records the minutes and drafts the "Board Highlights" and distributes as quickly as possible to trustees, school committees, schools and staff (and other individuals in the case of the "Board Highlights").
- Trustees are requested to read the minutes prior to the next meeting and come prepared with any errors or omissions or business arising from the draft minutes.
- Minutes are approved, or adjusted and approved, at the following Board meeting.

D. Procedural By-Law 1 – Board Meetings

A school board is required by law to establish procedures by which the Board will operate. Section 33(1) of *The Public Schools Act* states:

"Subject to the provisions of the Act and the regulations, each school board shall pass by-laws establishing the rules of procedure for the guidance of the school board in the conduct of its meetings."

The procedures outlined in this section form procedural By-Law 1 – Board Meetings. This by-law shall be approved by Board motion.

i. Description of Meeting Types

Board meetings are open to the public.

- **First Meeting** - The first meeting of the Board shall be in September except during an election year when the first meeting shall be in November.
- **Special Meetings** - Special meetings may be requested by the chairperson, or a quorum of the Board, to discuss special business only, and a quorum of the Board must agree to such a meeting. All trustees must be notified and the notice must state the items of business that will be voted upon.

- **Emergency Meetings** - A school board may hold a meeting at any time and any place to deal with an emergency situation if all the trustees consent thereto and are present thereat. (Refer to *The Public Schools Act*, Section 30(1).)
- **Teleconference Meetings** - Subject to legislative requirements, the Board may hold meetings by teleconference. (Refer to *The Public Schools Act*, Electronic Meetings Regulation 201/2004.)

ii. General Regulations for Board Meetings

- Each and every member of the Board has equal rights.
- The chairperson calls the meeting to order precisely at the hour for which the meeting is called, providing a quorum is present.
- A quorum is a majority of the whole Board and no business can be legally transacted without a quorum being present.
- If there is no quorum when the meeting is scheduled to begin, those trustees present, operating as a committee, may wish to proceed with the business of the meeting.
- When a quorum is present, the legally constituted meeting would then be asked to approve the decisions made by the committee. This committee would not be referred to as a committee of the whole because a quorum for a committee of the whole would be the same number as would be a quorum for the Board.
- If weather “going out” causes an expected quorum not to attend, the attending members may conduct regular business, provided motions are sent to the rest of the voting members for ratification within two weeks.
- If a quorum is present, but the chairperson is absent, the vice-chairperson should call the meeting to order. If both the chairperson and the vice-chairperson are absent, the trustees present will select a chair for that meeting and then conduct a regular Board meeting. The first person recognized by the chairperson as desiring to speak has the right to the floor. No trustee shall be interrupted while speaking, unless he/she is out of order, or on point of privilege, or for clarification.
- When any matter is before the Board, the consideration of the matter cannot be interrupted except by a motion to adjourn, to table, to postpone, to refer, or to amend.
- Every trustee, prior to taking the floor, shall address the chair.
- Any trustee who feels aggrieved by a decision of the chair has the right to appeal by a motion which is duly moved and seconded.
- Corporate acts must be done at Board meetings. An act or proceeding of a board that is not done or taken at a regular or special meeting of the board is not valid or binding. (*Public Schools Act*, Section 35.)
- If a decision is made by the Board, it cannot be reversed unless written notice of a proposal to reverse the decision has been given from at least one meeting to another, and, a majority of the trustees vote in favour of a reversal. (*Public Schools Act*, Section 33 (2).)

iii. Election of Officers

- At the first meeting of the Board in September, the trustees present shall elect, from among themselves, a chairperson and vice-chairperson for the next ensuing year (*Public Schools Act*, Section 29(1) and (2)).
- The Secretary-Treasurer shall preside at the election or, if there is no Secretary-Treasurer present, the trustees present shall select one of themselves to preside at the election and the member selected to preside may vote on the election.

iv. Election of Committee Members and Committee Operations

- At the first meeting of the Board trustees shall name members to Board standing committees.
- Committees are Policy Review Committee, Finance Committee, Lobbying Committee, and trustee representatives to sit on the F.C.I. School Committee, Support Staff Liaison Committee, Employee Pension Committee, Employee Benefits Committee, Awards Panel, Special Leave Sub-Committee, and the Divisional P.E.N.T. Hiring Committee.
- Ad hoc committees may be appointed at any regular meeting.
- If a committee chairperson is not named by the Board, it is the duty of the first named to convene the first meeting of the committee. At the first meeting, the members will select a chairperson.
- The number of trustees on any committee should be less than a quorum of the Board.
- Meetings of committees may be held in-camera.
- After every committee meeting, the committee will submit either a report or minutes to the Board outlining discussions and recommendations if any.

v. Duties of the Chairperson

- A chairperson's main duty is to preside at the meetings and ensure that each member has a full and fair opportunity to be heard and understood so that a collective opinion can be developed.
- A chairperson shall maintain the order and proper conduct and decorum of the meeting, and decide questions of order, subject to an appeal of the rest of the Board.
- The chairperson may vote with the other trustees on all questions and any question on which there is an equality of votes shall be deemed to be negative. (*Public Schools Act*, Section 31)
- In the absence of the chairperson, the vice-chairperson shall preside and while so presiding the vice-chairperson shall have all the powers of the chairperson.
- If the chairperson wishes to speak on a motion, the chairperson should vacate the chairperson's seat and ask the vice-chairperson to take over. The chairperson should speak just prior to the last speaker who will be the mover of the motion. The mover of the motion has the right to close the debate.

- The chairperson 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 two members duly moved and seconded.
- The Board chairperson is a member of the Finance, Policy Review, Frontier School Division/Frontier Teachers' Association Liaison, Lobbying committee, and the Awards Panel.

vi. Duties of the Vice-Chairperson

- The vice-chairperson of the Board shall act as chairperson in their absence and when doing so shall assume all the powers and responsibilities of the chairperson.
- The vice-chairperson of the Board shall chair the Division's Negotiations committees.
- The vice-chairperson sits on the Lobbying Committee.

vii. Motions

The procedures to be used when making a motion follow:

- To begin a motion "I move that" is the correct phrase.
- A motion made must be seconded, and repeated by the chairperson or read aloud before it is debated, and every motion shall be provided in writing if the chairperson or any member requires it.
- A trustee who has made a motion may withdraw it, with the consent of the seconder, before any debate has taken place on it. It cannot be withdrawn after it has been debated without the approval of the majority of the Board.
- An amendment may be moved on any motion, and shall be decided before the original motion. No more than one amendment to an amendment shall be considered. An amendment can only modify the motion, not change the intent of the motion.
- A motion for adjournment is always in order and shall be decided without debate, except that it cannot be considered when the Board is voting on another matter or while a trustee is addressing the Board.
- A motion can be postponed to a specific date where it automatically appears on the agenda at that time. A motion can be referred to a committee and a motion can be tabled indefinitely. A tabled motion can only be removed from the table by motion and majority vote of the Board.
- A motion for postponement takes precedence over a motion for referral, and a motion for referral takes precedence over a motion to amend or a vote on the original subject.

viii. Voting

- Generally, votes are not recorded and voting is by a show of hands.
- Provided that a request is made prior to a vote any trustee can request that their vote be recorded in the minutes, and any two trustees may request the recording of the yeas and nays on any question.

- Trustees are required to vote on every question unless excused by the chairperson with reason (for example, conflict of interest). If a trustee abstains from voting without permission of the chair, the absentia should be considered as a negative vote.
- If a trustee feels grieved by the decision of the chairperson, they may appeal to the Board, and the vote on such appeals shall be taken without debate except the trustee's reason for appealing and the chairperson may explain the chair's reasons for the ruling.
- During debate on a motion, trustees may call for the question, and unless a majority of the Board decides otherwise, the chairperson shall call the vote.
- Immediately before putting the question, the mover shall have the privilege of summarizing the debate, but shall not introduce new matters.
- No question once decided shall be reversed without notice from at least one meeting to another and without a majority of the whole Board voting in favour of the reversal.

ix. Petitions and Communications

The Board is bound to receive any petition sent to it, and to have it read at a Board meeting whether presented by the Secretary-Treasurer or by a member of the Board or by any resident of the Division.

x. Hearings or Delegations

- Delegations shall be granted permission to address the Board by agreement of the Board Chairperson and/or Vice-Chairperson.
- Delegations should request a hearing with the Board at least ten days prior to a Board meeting.
- Any written material to be discussed in the presentation should be provided in advance of the meeting.
- The chairperson will establish a time limit for the presentation by a delegation.
- During a presentation by a delegation, trustees will only ask questions for clarification. The Board may discuss the presentation during the normal course of the meeting or refer the matter to an appropriate subcommittee, or defer to a future meeting.
- The Board shall not communicate to the delegation any commitments on the matter at hand, either verbally or through non-verbal communication, as no decision shall be reached in the presence of the delegation.

xi. Variation in Rule of Procedure and Point of Order

Any changes to this procedural by-law may be suggested at any regular meeting of the Board by any trustee and, if approved and legal, shall become part of the by-law effective immediately following the meeting. In the proceedings of the Board, when any point of order is raised which is not covered by these rules, the ruling of the Chairperson, subject to appeal to the Board, shall govern.

BY-LAW 2 – TRUSTEE COMPENSATION

Introduction

In order to serve the interests of all students and all citizens in the Division, an effective trustee will spend many hours listening, studying, discussing, attending meetings, and traveling. Attending to Board business necessitates significant time being spent away from a trustee's home and family, and work or business. While trustees, like school committee and area advisory committee members, are volunteers, the significant time requirements to be an effective trustee on the Frontier School Board are considerable. These requirements, plus recognition that public funds are being utilized, are acknowledged in this compensation by-law.

Public Schools Act Authority

In the province of Manitoba, all school boards have the legal authority under *The Public Schools Act* to set appropriate compensation levels and related parameters and payment procedures for trustees and staff. The Act states:

Payment of annual indemnity

56(1) A school board may, by by-law, provide for the payment of an annual indemnity to the chairman and to each trustee payable in such amount and at such times and under such conditions as provided in the by-law.

Additional indemnities

56(2) In addition to the indemnity referred to in subsection (1), each member of the school board may be paid and may accept

- (a) such amount per mile as set by by-law of the school board for each mile actually and necessarily traveled from his place of residence in the school division or school district to the place of meeting and return to his place of residence, allowable only once for each school board meeting;*
- (b) such amount per hour as set by by-law of the school board for each hour actually and necessarily spent by him under authority previously given by resolution of the school board in the performance of such duties, work or services as he is required or authorized under the resolution to perform; and*
- (c) such amount per mile, as set out by by-law of the school board, for each mile actually and necessarily traveled by him in the performance of the duties, work or services to which clause (b) applies; but the remuneration or mileage mentioned in clauses (b) and (c) is not payable until an account showing the work or service performed, verified by statutory declaration, has been filed with the secretary-treasurer and payment thereof authorized by resolution of the school board.*

Reimbursement for expenses

56(3) A school board may reimburse its trustees, trustees-elect or employees for expenses necessarily incurred while attending conventions or carrying out duties assigned or approved by the school board and at such rates and under such conditions as the school board may determine.

The preceding text from the *Public Schools Act* referencing “actually” and “necessarily” means real and required expenses. “Real” means money was expended, and “required” means this expenditure was necessary in order to do Division business. Receipts are required to support real expenses (except in the case of meal expenses). In addition to specific direction arising from the *Public Schools Act*, the Division applies the principle of “most economical means” in managing expenditures related to this By-Law.

Principle of “Most Economical Means”

The principle of “most economical means” relates to managing the expenditure of public funds to meet the needs of the Division. The keys are to address the:

- legislated direction of *The Public Schools Act*,
- requirements of the Board to conduct its affairs, and the
- fair and equitable application of this By-Law to support each trustee in meeting their responsibilities.

This principle applies in all matters related to Board operations and for all forms of trustee expenses. The Division believes that, in most cases, air travel is the most effective and convenient means of transportation for trustees in meeting their responsibilities. Trustees, similar to staff members, have options regarding how they travel and organize their personal matters in combination with Division business. However, the Division leadership staff members such as the Chief Superintendent and the Secretary-Treasurer must ensure the principle of “most economical means” for calculating approved expenses is consistently and clearly applied. A few examples follow and provide clarity in support of these options and choices.

Example 1

- Choosing to drive rather than fly.

The key point is that the trustee chooses to drive and all other eligible expenses continue to be based on the “most economical means” principle. Trustees are eligible for reimbursement for:

- the lesser of mileage or airfare for travel,
- meals that would be eaten if the mode of travel was flying,
- meals based on the approximate travel/flight schedules,
- the stipend for ½ day based upon normal time for traveling to airport,
- hotels required based on flying.

In other words, the choice to drive rather than fly means that most economical application of the Travel Expense Policy and By-Law will impact all aspects of the trip, including meals, hotel, and the stipend.

Example 2

- Extending a meeting for personal reasons.

The key here is that eligible expenses are those required to support Division needs. Costs related to personal matters are the responsibility of the trustee. Trustees are eligible for reimbursement for:

- hotel costs due to Division rather than personal needs,
- meals based upon a reasonable schedule to conduct Division matters,
- stipends due to meeting or travel time required by the Division,
- travel as appropriate to return home.

In establishing a compensation by-law under this legal authority, the Board has considered many factors including public transparency, accountability, setting a positive example, reasonableness and trustee growth and development. The Board believes that the compensation by-law which follows is reflective of these considerations and is in the best interests of the Division. Under the legal authority of *The Public Schools Act*, the Board of Trustees of Frontier School Division may receive, with Board approval, four types of compensation. They are:

- Annual indemnity,
- Professional Learning - expenses related to conventions, professional development or learning,
- Stipend for assigned duties and related travel, and,
- Reimbursement of travel expenses for Board meetings and related duties.

The above four types of compensation are detailed below.

A. Annual Indemnity

The indemnity paid to trustees is compensation for the time spent on regular Board business including:

- Board meetings and travel to and from Board meetings,
- Annual School Committee Conference,
- Division planning sessions, and,
- any sub-committee meeting which meets **on the same day** as the scheduled Board meeting (e.g. Policy Review Committee, Finance Committee).

i. Indemnity Amount

Effective July 1, 2016 trustees receive the following indemnity:

Trustees	\$ 22,154.00
Vice-chairperson	\$ 24,425.00
Chairperson	\$ 26,699.00

ii. Deductions

Deductions include:

- Income Tax – One-third (1/3) of the indemnity is non-taxable. The tax rate on the balance is dependent upon TD-1 information.
- Canada Pension Plan – 3.2% of indemnity less exemption of \$3,500.00 per annum, adjusted annually.

iii. Adjustments to Indemnity

Rates are adjusted annually in accordance with budget determinations on employees' salaries. Approval of any increase to the annual indemnity will be by Board motion for a revision to this compensation by-law.

iv. Procedure for Payment

Payment of all trustee compensation items will be processed and completed in a timely manner. The method of payment for the annual indemnity will be by direct payment into each trustee's individual designated bank account.

B. Professional Learning

The Board believes that professional development can assist trustees in acquiring the experience, knowledge and training necessary to deal with the complex issues which face all school boards. As a result, the Board has developed Policy BBA (Appendix D) outlining the principles and procedures which will guide the professional development of trustees. Costs for trustee professional development are included in the Compensation By-law.

i. Activities

Some professional learning activities which the Board deems appropriate include:

- Manitoba School Boards Association annual convention,
- Manitoba Teachers' Society and Manitoba Association of School Superintendents conferences,
- Continuing education courses on appropriate topics,
- Area and Division level professional learning for staff,
- Canadian School Boards Association conferences, and
- Provincial, national or international conferences.

Trustees are expected to make a report on the learning activity at the next regular Board meeting and are encouraged to share any information they receive with their fellow trustees.

A file on future conferences is compiled by the Chief Superintendent's office and is available for perusal at any time. As well, some information is included in Board meeting packages.

There are some activities, supported by the Board, that raise the Division's profile and address northern and Frontier-related issues. These activities are funded apart from the professional learning budget. Examples include:

- Manitoba School Boards Association Region 4 business meeting(s),
- representation at the UCN Linkages conference,
- Northern Association of Community Councils Annual General Meeting,
- Manitoba Metis Federation Annual General Meeting,
- Northern Health Summit.

ii. **Budget**

An equal amount of funding is allocated to each trustee in the annual budget. The amount is currently set at \$4,000.00. In order to plan more appropriately for attendance at major and more costly events, trustees may carry over funds for one year. Professional learning funds may be transferred from one trustee to another. Associated travel costs are as per Division policy. In order to ensure fairness, calculation of travel costs begins from Winnipeg.

For purposes of equity, all registration costs and travel expenses (from Winnipeg) are charged to the trustee's professional learning budget. The Secretary-Treasurer will provide a monthly statement regarding each trustee's professional learning budget.

The Secretary-Treasurer's department will register the trustee and make any necessary arrangements.

All expenses related to attending the conference shall be covered by Division policy. For purposes of clarification related to travel expenses, "most economical means" is the basis for reimbursement of expenses.

The Secretary-Treasurer's department will make arrangements for hotel (night before the beginning day of the conference and the night after the end of the conference) and return air fare (day before the conference). For example, if the conference on a Sunday at noon and ends on a Wednesday noon, then the Division will cover the hotel for the Saturday night arrival and Wednesday night for Thursday morning departure.

Trustees wishing to extend their stay must make their own arrangements and do so at their own expense.

If trustees are wishing to drive to a conference location, they should first contact the Secretary-Treasurer's department for clarification of costs to be reimbursed.

iii. Procedure for Payment

Trustees must complete a claim form outlining expenses. Expenses related to professional development activities will be by direct payment into each trustee's designated bank account, or, with prior approval of the Secretary-Treasurer, payment may be made in advance of the activity. In the latter circumstance, if any reimbursement to the Division is required, it will be done through deductions to the trustee's next indemnity payment and will be for the full amount owing. An expense claim form is included as Appendix C.

C. Stipends for Assigned Duties and Related Travel (Other than Board Meetings)

i. Activities

From time to time, trustees are required to serve on Board-approved committees and to attend Board-approved activities in addition to regular Board meetings. These additional assignments/duties require trustees to provide further time commitments in conducting the Division's business. Some examples of meetings and duties that may be assigned are:

- Policy Review Committee,
- Finance Committee,
- Negotiations Sub-committee,
- Lobbying Committee,
- Support Staff Liaison Committee,
- Employee Pension Committee,
- Employee Benefits Committee,
- Divisional P.E.N.T. Hiring Committee,
- Awards Panel,
- Special Leave Committee,
- Frontier Collegiate Institute Committee,
- Special meetings (e.g. Meetings with Ministers, MLAs, First Nations, community or tribal councils),
- Frontier Teachers' Association/Division Liaison meetings,
- Education Agreement signings,
- Meetings with Government agencies (e.g. Public Schools Finance Board, Indian and Northern Affairs Canada),
- Division hiring committees for executive level positions.

As well, the chairperson and vice-chairperson are required to attend planning sessions in preparation for other Board activities. Some examples are preparation for the Annual School Committee Conference and the Division planning session in August.

To compensate trustees for their time carrying out these additional duties and the travel required to do so, the Board has approved the payment of a stipend for the assigned duties and travel.

ii. Payment of Stipend

The stipend for assigned duties and travel is set at a maximum of \$100.75* per day. This stipend is allocated as follows:

- When duties or travel are directed by the Board, excluding regular Board meetings.
- When duties or travel take four (4) hours or less, the payment is \$50.38* (half day).
- When duties or travel take over four (4) hours, the payment is \$100.75* (full day).
- When duties or travel are required in the evenings after 6:00 p.m., the payment is \$50.38*.
- When special teleconference meetings are required, participating trustees will be paid an hourly rate of \$15.00.
- When additional assignments/duties are held in conjunction with Board meetings and on the same day, no stipend is paid for travel or for meeting.
- When assignments/duties are held in conjunction with Board meetings and on day(s) prior to or following the Board meeting, no stipend is paid for travel but trustees are paid the stipend for the meeting.
- When the duties are conducted totally apart from Board meeting days, a trustee is eligible for the travel and meeting payment as is outlined above.
- The stipend is not payable for area travel.
- Professional learning activities are discretionary and the daily stipend does not apply except where attendance at the professional learning activities is directed by the Board. Examples of this would be the chairperson attending the Manitoba Association of School Superintendents meetings or the vice-chairperson attending negotiation seminars.
- Circumstances beyond control of the trustee while doing Division business and requested by the Division. The Division will assume all costs associated with travel requirements including meals. The trustee would receive the stipend. Situations involving personal illness will be dealt with on a case-by-case basis and may require medical documentation.

*Approved by the Frontier School Division Board of Trustees, September 2019.

D. Reimbursement of Travel Expenses for Board Meetings and Related Duties

i. Transportation

Generally, the most economical and reasonable means will be used for transportation. However, factors such as reasonableness, convenience, common sense, and safety must be balanced with costs. All transportation and accommodation arrangements are made by the Secretary-Treasurer's department.

In normal circumstances trustees are expected to travel by the most economical method. If economy airfare is lower than the cost of travelling by car, it is expected that trustees will travel by air.

In the event that trustees choose to travel by personal vehicle, then reimbursement for expenses is based upon "most economical means" of travel.

For purposes of clarification related to travel expenses, "most economical means" is the basis for reimbursement of expenses and is all costs for options to travel.

The Secretary-Treasurer's department will make arrangements for hotel (night before the beginning day of the meeting and the night of the meeting's end) and return air fare. For example, if the meeting begins on Monday morning and ends on Tuesday afternoon, the Division will cover the hotel for the Sunday night arrival and Tuesday night for Wednesday morning departure.

Trustees wishing to extend their stay must make their own arrangements and do so at their own expense.

Travel by air will be booked as far as possible in advance for scheduled Board meetings. However, special circumstances may arise which must be taken into consideration. In these circumstances, the Board may waive the travel requirements. An example of such a circumstance would be if the Board has requested a trustee to attend a special activity as a representative of the Division.

Travel by vehicle is based on the shortest route and the current Division rates per kilometer apply for the use of personal vehicles.

When using personal vehicles, trustees can submit mileage claims for travel to and from their hotel to the Board meeting location.

ii. Accommodation and Meals

Trustees may select the hotel of their choice, based upon reasonableness, moderate pricing, and the selection of an appropriate room for that particular hotel.

If a trustee stays in a private residence, the trustee may claim \$50.00 on their expense sheet.

If changes to hotel reservations are required, trustees are to advise the Secretary-Treasurer's office or, if it is after office hours, on weekends, or during vacation period, then trustees are responsible for making and/or cancelling reservations.

As is done with all Division programs and activities, staff review costs and prepare recommendations on a regular basis. Recommendations regarding trustee transportation, accommodation and meal costs will be provided as appropriate to the Board of Trustees.

iii. Trustee Area Travel and Related Expenses

The Board supports travel by individual trustees planned at the area level. This travel is in support of school committee and other additional meetings within the respective trustee's area. The purpose of this travel is to increase communication and enhance capacity building at the community level. Policy DK – Travel Expenses applies to support this travel. Trustees are ineligible to claim the stipend for this travel. Transportation with staff members is the preferred mode of travel. Every attempt will be made to minimize travel costs. Area Superintendents are allocated a budget of \$1,000 annually in support of this type of travel. Clarification for all of these situations will be provided by the Chief Superintendent or Secretary-Treasurer, with a subsequent report provided by staff members and the trustee to the Board at the next scheduled meeting.

iv. Other expenses

a. Telephone Calls

When trustees are required to make telephone calls related to Board business, they may call collect or attach the appropriate telephone bill to their expense claim for reimbursement. In recognition of each trustee's time commitment to their role, trustees may make a reasonable number of personal calls related to family, work or business while they are on Division assigned duties.

b. Laptop / Surface Tablet Computers

Trustees are supplied with a laptop / surface tablet computer for conducting the governance business of the Division. Trustees must follow Division policy regarding appropriate use of computer technology. The computers are the property of the Division and must be returned at the end of the term of each trustee.

All costs related to the use of the laptop / surface tablet computers are covered by the Division (training, hardware, software, peripheral, maintenance). Access to internet service is available from the local school at no cost to the trustee.

Costs arising from internet access at the trustees' residence are their personal responsibility.

v. Procedure for Payment

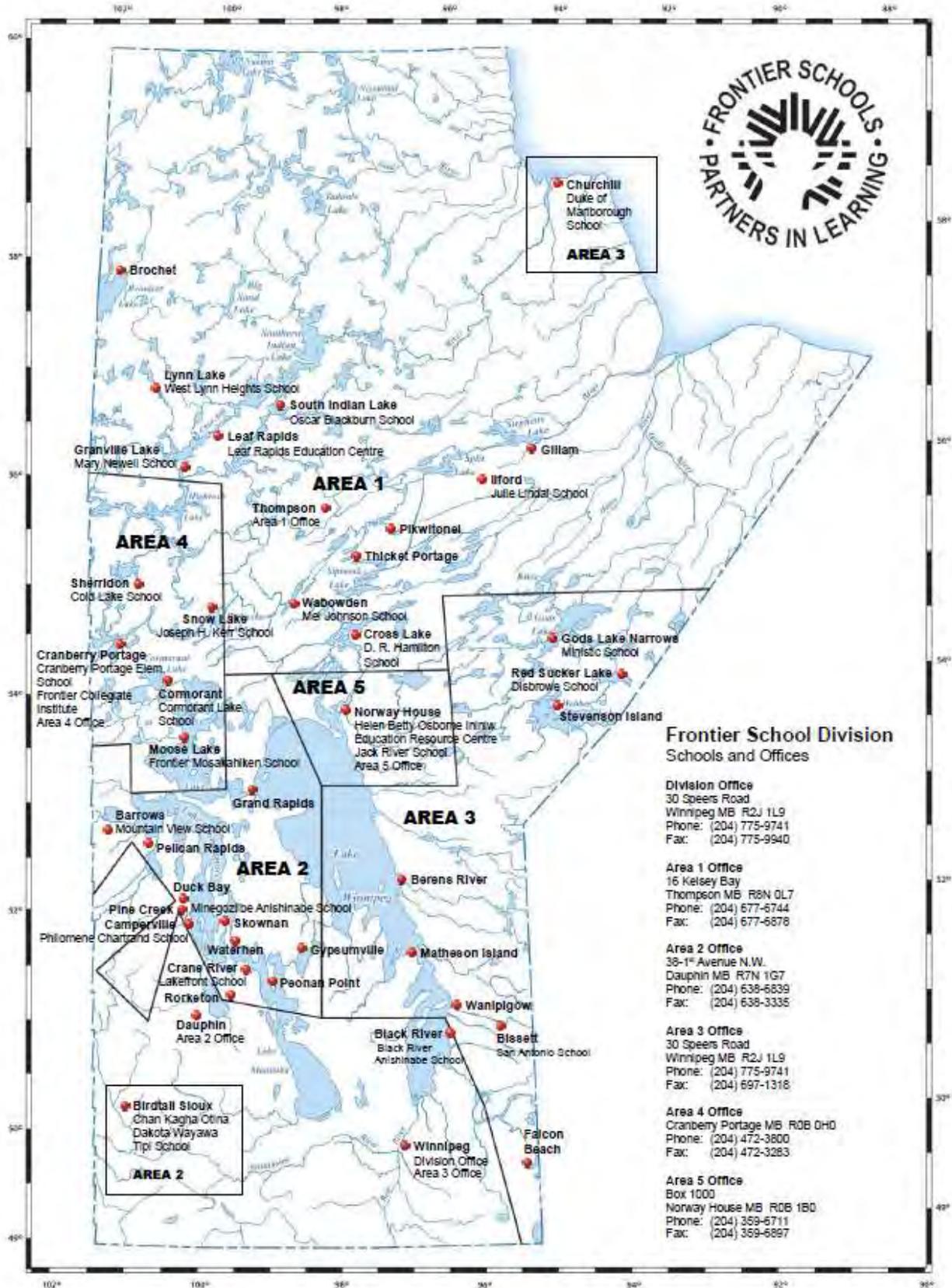
A trustee must complete an expense claim form for any of the above costs. A copy is attached as Appendix C. A trustee may select one of two options for payment:

- direct payment into the trustee’s bank account after the expenses are incurred, or,
- submission of an expense claim form at the beginning of the meeting. A cheque will be provided to the trustee at the end of the meeting. If extenuating circumstances occur, the Secretary-Treasurer’s department will expedite the expense claim(s).

vi. Review, Approval, and Implementation of the Compensation By-law

The Board of Trustees, as per the legislative requirements, will approve this by-law by duly recorded motion at a regular meeting of the Board. Once the by-law is approved, it is the responsibility of staff to ensure that it is implemented. If there is any doubt about the application of this by-law, both trustees and staff shall request clarification from the Board.

The compensation by-law will be reviewed annually at the September meeting of the Board of Trustees. If changes are required, the by-law will be revised and approved by duly recorded motion.



Frontier School Division



Our Children
Our Success
Our Future

Our Vision...Our Beliefs

Students are healthy and successful.

Parents provide support, guidance, and direction.

Families build a strong foundation for students.

Staff are participating members of the community.

High standards of teaching result in academic excellence.

Appropriate educational programming is provided for all students.

School programs reflect the needs and aspirations of the community.

Language and culture celebrated in the community and school builds identity.

Schools are safe places where individuals are respected, cared for, and valued.

Our Division is an innovative and dynamic leader in education.





GOVERNANCE AND LEADERSHIP CHART

Policy C.1.A

The attached chart reflects both the three-tiered governance system and the administrative structure of Frontier School Division. The relationship between governance and administration is illustrated.

Details regarding the structure of specific departments are found on the Division website www.fsdnet.ca

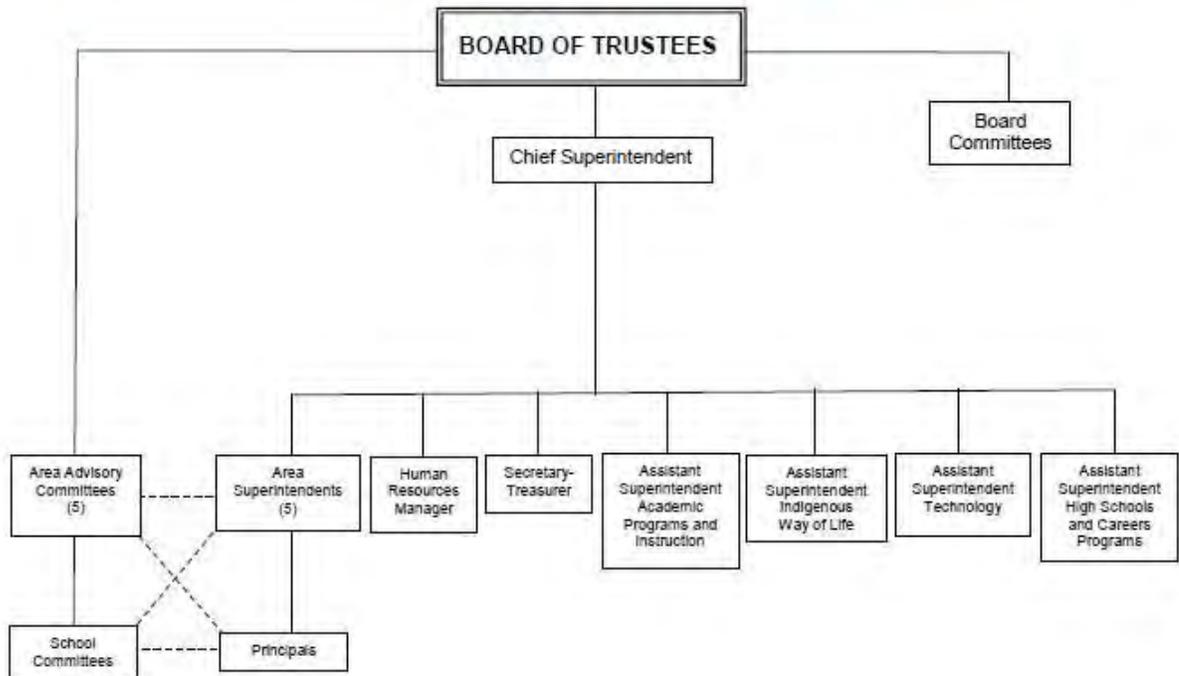
Information: www.fsdnet.ca

Adopted September 1, 2009	Revised May 14-16, 2018	
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GOVERNANCE AND LEADERSHIP CHART

Policy C.1.A



Adopted September 1, 2009	Revised May 23-25, 2012	Revised May 14-16, 2018
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FRONTIER SCHOOL BOARD (2014-2018)

- AREA 1**
- Graeme Montgomery, Box 116, South Indian Lake MB R0B 1N0**
 Work: (204) 374-2324 Home: (204) 374-2020
 Cell: (204) 679-5191 Fax: (204) 374-2154
 Email: Graeme.Montgomery@fsdnet.ca
- Hilbert Mosiondz, Box 33, Wabowden MB R0B 1S0**
 Cell: (204) 679-5165 Home: (204) 689-2178
 Fax: (204) 689-2212
 Email: Hilbert.Mosiondz@fsdnet.ca
- AREA 2**
- Linda Ballantyne, Box 89, Grand Rapids MB R0C 1E0**
 Work: (204) 639-2552 Home: (204) 639-2554
 Cell: (204) 795-8820
 Email: Linda.Ballantyne@fsdnet.ca
- Howard Sanderson, Box 173, Waterhen MB R0L 2C0**
 Home: (204) 628-3160 Fax: (204) 628-3571 (Waterhen School)
 Cell: (204) 647-1749 Email: Howard.Sanderson@fsdnet.ca
- AREA 3**
- Marg Imrie, Box 179, Falcon Beach MB R0E 0N0**
 Cell: (204) 326-8919 Email: Marg.Imrie@fsdnet.ca
 Email: margimrie55@gmail.com
- Tanya Friesen, Box 27, Bissett MB R0E 0J0**
 Home: (204) 277-5043
 Cell: (204) 754-7040 Fax: (204) 277-5043 (call first before faxing)
 Email: Tanya.Friesen@fsdnet.ca
- AREA 4**
- Donna Calvert, Box 12, Sherridon MB R0B 1L0**
 Work/Fax: (204) 468-2033 Home: (204) 468-2025
 Cell: (204) 271-3392
 Email: Donna.Calvert@fsdnet.ca
- Marion Pearson, Box 52, Cranberry Portage MB R0B 0H0**
 Home: (204) 472-3213 Cell: (204) 271-2345
 Email: Marion.Pearson@fsdnet.ca
- AREA 5**
- Kathleen Ettawacappo, Box 693, Norway House MB R0B 1B0**
 Work: (204) 359-6296 Home: (204) 359-4927
 Cell: (204) 359-5022 Fax: (204) 359-6262 (Education Centre)
 Email: Kathleen.Ettawacappo@fsdnet.ca
- Darlene Osborne, General Delivery, Norway House MB R0B 1B0**
 Work: (204) 359-6786 Home: (204) 359-6431
 Cell: (204) 359-5328
 Email: Darlene.Osborne@fsdnet.ca or dosborne@nhcn.ca

The Board developed a Job Description and Work Plan which supports legislative requirements and Board priorities. These plans reinforce the responsibilities and strategic directions and outlines related yearly, monthly, ongoing and as required duties of the Board. Refer to the Work Plan document for year-round activities.

RESPONSIBILITY

1. Accountability to Provincial Government

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

2. Accountability to the Community

- Make decisions which reflect community values and represent the interests of the entire community.
- Establish processes and provide opportunities for community input.
- Develop procedures for and hear appeals as required by statute and/or Board policy.
- Model a culture of respect and integrity.

- ONGOING
- Conduct and monitor system satisfaction survey results.
 - Attend area and local meetings.
 - Solicit advice on policies and consider feedback.
 - Schedule Board meetings in communities.

- AS REQUIRED
- Review, direct, and approve the process for initiating, developing, and implementing Education Agreements.

3. Strategic Plan (Increase Focus)

Provide overall direction for the Division by establishing mission, vision, Strategic Plan, key results, and accountability reports.

- ONGOING
- Monitor system satisfaction results.
 - Monitor enrollment reports.

- MONTHLY
- Review monthly financial report.

4. Policy (Increase Clarity of Boundaries and Processes)

- ONGOING
- Determine policies which outline how the Board and Division are to function.
 - Approve policy statements which meet criteria identified by the Board.
 - Solicit advice, and consider feedback.
 - Monitor policy impact to determine if policy has created the desired change.

- ONGOING
 - Delegate authority to the Chief Superintendent and define commensurate responsibilities.
 - Policy approvals and reviews.

5. CEO/Board Relations (Increase Potency)

The following items were removed from the Work Plan Chart:

- Delegate, in writing and review annually, administrative authority and identify responsibility subject to provisions and restrictions of The Public Schools Act.
- Annually evaluate the CEO in regard to the job description and additional Board direction (e.g. hold the CEO accountable for achievements in the Strategic Plan).

- ONGOING
 - Provide the CEO with clear corporate direction.

- AS REQUIRED
 - Select CEO.
 - Provide for CEO succession planning as required.

6. Political Advocacy (Increase Influence)

- ONGOING
 - Develop a yearly plan for advocacy.
 - Meet with the Minister of Education and the local MLA’s, MP’s, and senior government officials, to present Board advocacy priorities, build positive relations and provide advice with respect to education.
 - Meet with municipal government and neighbouring educational/public service governing authorities to achieve political ends, including Assembly of Manitoba Chiefs, Manitoba Metis Federation, and local and regional councils and boards.

7. Board Development (Increase Capacity)

8. Fiscal

- ONGOING
 - Monitor fiscal management for the Division.
 - Ratify collective agreements with bargaining units.

- AS REQUIRED
 - Review, direct, and approve the process for initiating, developing, and implementing Education Agreements.

- MONTHLY
 - Review Accounts Receivable Sheets,
 - Receive report from Finance Committee.

Appendix A Job Description and Work Plan

	Accountability to Provincial Government	Accountability to Community	Strategic Plan	Policy	CEO/Board Relations	Political Advocacy	Board Development	Fiscal
AUGUST			Planning sessions with Administrators (August Gathering). Orientation for new teachers.					
SEPTEMBER	Select Chairperson and Vice-Chairperson. Establish standing and ad-hoc committees and appointments.			Policy Review Committee meeting (as scheduled).	Area meetings	Develop and review lobbying plan. Area meetings. F.S.D./F.T.A. Liaison Meeting.	Annually evaluate Board effectiveness. Develop a plan for Board / trustee development. Consider increasing knowledge of role, processes, issues (current educational and other issues that impact on Board's job). Annually review Board Job Description and Work Plan.	Finance Committee Report.
OCTOBER		Circulate Division Annual Report.	Data review (Division and Provincial standards tests). Joint meeting with Superintendent Group. Identify corporate Board priorities at the outset of strategic plan review.	Policy Review Committee meeting (as scheduled).				Finance Committee Report. Employee Pension Committee Report. Support Staff Liaison Committee Report.
NOVEMBER	In a General Election Year: Select Chairperson and Vice-Chairperson. Establish standing and ad-hoc committees and appointments. Approve audited financial statements.			Policy Review Committee meeting (as scheduled).				Receive and approve Audit Report and ensure quality indicators are met.
DECEMBER		Report Division financial statements.		Policy Review Committee meeting (as scheduled).		F.S.D./F.T.A. Liaison Meeting.		

Appendix A Job Description and Work Plan

	Accountability to Provincial Government	Accountability to Community	Strategic Plan	Policy	CEO/Board Relations	Political Advocacy	Board Development	Fiscal
JANUARY	Budget Process. Capital Plan Process.	Approve recommendation from Awards Panel re Frontier Achievement Award, Outstanding Contribution Award – School Committees.	Evaluate the effectiveness for achieving key results identified by the Board.	Policy Review Committee meeting (as scheduled). Special Leave applications.				Finance Committee Report. Employee Pension Committee Report. Support Staff Liaison Committee Report.
FEBRUARY	Budget Process. Capital Plan Process.	Host Annual School Committee Conference.		Policy Review Committee meeting (as scheduled).		Area Meetings.		Finance Committee Report.
MARCH	Budget Process. Capital Plan Process.			Policy Review Committee meeting (as scheduled).		F.S.D./F.T.A. Liaison Meeting.	Manitoba School Boards Association annual convention.	Finance Committee meeting (all day). Approve Mill Rate. Review Trustee Indemnity.
APRIL	Approve Annual Budget. Approve Five Year Capital Plan. Approve School Year Calendar.	Circulate Board Activity Report.	Data review (Division and Provincial standards tests). Joint meeting with the Superintendent Group. Confirm or refine priorities for the Strategic Plan.	Policy Review Committee meeting (as scheduled).				Approval Annual Budget. Approve Trustee Indemnity.
MAY		Community / School visit. Approve recommendation from Awards Panel re Employee Award.		Policy Review Committee meeting (as scheduled).		Area Meetings.		
JUNE	Approve Strategic Plan.		Approve Strategic Plan.	Policy Review Committee meeting (as scheduled).		Area Meetings. F.S.D./F.T.A. Liaison Meeting.		
JULY							Canadian School Boards Association annual convention.	



TRAVEL EXPENSES

Policy D.3.D

Frontier School Division is a geographically large school division. In order for staff and trustees to perform their duties as Frontier School Division employees and elected officials, travel is required and costs are incurred.

Guidelines for reimbursement of appropriate travel expenses shall be established and shall be based on fairness, equity, economy and accountability. These guidelines will outline travel requirements, clarify appropriate expenses and provide reimbursement procedures. The guidelines will be reviewed as needed by the Finance Committee, and revisions to the guidelines shall be approved by the Frontier School Board.

Basic travel expense and claim procedures are included in the accompanying regulation.

Information: [Frontier School Division Staff Travel Guidelines](#)

Adopted September 1, 2009	Revised April 19-20, 2012	
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TRAVEL EXPENSES

Regulation D.3.D-R

1. Mileage Rates

Effective July 1, 2016, the mileage rates are as follows:

North of 53 rd parallel	.45 per km.
South of 53 rd parallel	.40 per km.

The mileage rate will be reviewed annually during the budget process by the Finance Committee of the Board of Trustees.

2. Meal Allowance

Effective July 1, 2016, the meal allowance will be as follows:

Breakfast	\$10.00
Lunch	\$15.00
Dinner	\$25.00
Total	\$50.00

The meal allowance will be reviewed annually during the budget process by the Finance Committee of the Board of Trustees.

3. Expense Claims

Expense claims shall be submitted according to the Staff Travel Guidelines.

Adopted September 1, 2009	Revised September 15-16, 2011	Revised June 6-7, 2016
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**BOARD OF TRUSTEES PROFESSIONAL
LEARNING**
Policy B.1.G

The Board of Trustees believes that professional learning opportunities can assist trustees in acquiring the experience, knowledge and training necessary to deal with the complex issues which face all school boards. The Board of Trustees believes it is important to have a planned and continuing program of professional learning which assists them in acquiring such knowledge and experience and which is relevant to Division goals. Consequently, the Board encourages the participation of trustees at appropriate conference, workshops and conventions.

Procedures guiding professional development activities are included in the attached regulations and in the By-laws, Procedures and Protocols of the Board of Trustees.

Information: [Frontier School Division By-laws, Procedures, and Protocols of the Board of Trustees](#)

Adopted September 1, 2009		
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**BOARD OF TRUSTEES PROFESSIONAL
LEARNING**
Regulation B.1.G-R

The following procedures will guide the professional learning activities of trustees.

- a. Each year the Board will decide on an amount to be placed in the budget for trustee development.
- b. An equal amount shall be allocated for each trustee.
- c. The Division shall maintain a calendar of board conferences, conventions and workshops.
- d. Trustees shall decide a schedule for trustee attendance at conferences for the year.
- e. Each trustee shall decide which activities are supportive of Divisional goals and which are most beneficial to him/her and shall request the Secretary-Treasurer's office to register him/her.
- f. Trustees' expenses will be limited to the annual amount budgeted for each trustee. However, in order to plan more appropriately for attendance at major and more costly events, trustees may carry over funds for one year.
- g. For the purposes of equity, all registration costs and travel expenses (from Winnipeg) are charged to the trustee's professional learning budget.
- h. All expenses related to attending the conference shall be covered by the Division Policy D.3.D Travel Expenses. For the purposes of clarification related to travel expenses, "most economical means" is the basis for reimbursement of expenses.
- i. Professional learning funds may be transferred from one trustee to another.
- j. A trustee who has participated in a professional learning activity will report on the activity at the first regular meeting of the Board following attendance at the activity.

Information: [Frontier School Division By-laws, Procedures, and Protocols of the Board of Trustees](#)

Adopted September 1, 2009		
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