



**BOARD OF EDUCATION OF
SCHOOL DISTRICT NO. 46 (SUNSHINE COAST)**

COMMITTEE OF THE WHOLE AGENDA

Tuesday, May 28, 2019, 9:30 a.m.
School Board Office - Gibsons, BC

	Pages
1. Call to Order	
2. Strategic Plan - Final Review	1 - 4
3. Celebrations (2.g.)	
4. International Students (3.c.)	
5. Regulation Process Review	5 - 6
6. Trustee/Board Evaluation Process	7 - 7
7. Regulations for Review:	
a. Reg. 5010 – Decentralized Decision Making	8 - 11
b. Reg. 2120 – Selection and Appointment of Senior Executive	12 - 15
8. Communication Plan (standing item)	16 - 17
9. Adjourn	

**Strategic Plan Final Review
Committee of the Whole
Superintendent Patrick Bocking
May 28th, 2019**

Since December of 2018, the Board, students, staff, and community have been involved in developing the 2019 – 2023 Strategic Plan. Committees of the Whole have supported the structure for plan development, confirmed key questions, reviewed themes from extensive consultations, and edited and supported the goals in draft format. The draft goals have circulated extensively over the last month. Committees and the Leadership Team have contributed important ideas to support an engaging and powerful document.

Please find below the final draft for the committee’s review. Should the committee so desire, a recommendation to the Board of Education meeting in June for acceptance of the 2019 – 2023 Strategic Plan would be the next step. Staff will develop published documents from this plan which will be launched at the Board meeting in September, 2019. Further, a plan for communicating and sharing the Strategic Plan extensively throughout the district will be shared with the Board.

**Strategic Plan Draft Goals (2019-2023)
Excellence in All We Do**

Vision: We are a community engaged in lifelong learning and educational excellence.

Mission: We support and inspire each student to experience joy and fulfillment in realizing their potential as a knowledgeable, confident and contributing citizen in the global community.

The Board of School District No. 46 affirms its commitment to Indigenous Peoples and Reconciliation by building relationships and deepening understanding of Indigenous history, worldviews and ways of knowing.

Values:

Ethics: We ensure an environment of mutual trust and respect by prioritizing ethics and transparency.

Inclusion: We strive to be a diverse and dynamic community that is welcoming and inclusive to everyone.

Collaboration and Equity: We create meaningful connections and a sense of belonging by working together.

Innovation: We aspire to excellence by encouraging creativity and risk-taking in personal and collective actions.

Respect and Responsibility: We support aware citizens and a healthy future for our local and global community by emphasizing social and professional responsibility.

Celebration: We build unity, add depth, and bring joy to our work together by celebrating the contributions of students, staff and community members.

GOALS

Students:

1(a): Our students will thrive in their **early years, and throughout their education**, within schools, families, and communities that inspire learning, respect and connection.

1(b): Our students will engage in ongoing reflection, experiential learning and personalized inquiry by applying the **Core Competencies**.

1(c): Our students will be **literate**. They will be effective communicators, critical thinkers and engaged citizens.

1(d): Our students will be **numerate**. They will have the skills and tenacity to interpret and apply mathematical understandings in flexible, functional and creative ways.

1(e): Our **students' voice** will be respectfully heard and acted upon.

1(f): Our students will apply **social and emotional skills** to successfully live, work and play together. They will have the resilience and attitudes to deal with life's challenges and to manage their **mental health**.

1(g): Our students will apply skills to support their **physical health**.

1(h): Our students will explore **Indigenous** cultures in our community and the **diversity of cultures** in the world.

1(i): Our students will have the knowledge, skills and attitudes to contribute to the care **of our planet and its changing climate**.

1(j): Our students will have the **digital literacy** skills to enhance and communicate their learning, and responsibly navigate technology.

1(k): Our students will actively participate in expanded **fine arts** programs.

1(l): Our students will **graduate** with specific life skills and a clear focus on their personal future directions.

Staff:

2(a): Our staff will be a **healthy and inspired team** in which everyone feels respected for their individual gifts, skills, and contributions.

2(b): Our staff will be **fully supported** for the work that we ask of them and that they ask of themselves through research-based professional development.

2(c): Our staff will apply a deep understanding of **inclusive education** practices.

2(d): Our staff will be **leaders** in their work.

2(e): Our staff will engage in **positive partnerships** with students and their families.

District:

3(a): Our district will actively engage in **visioning and planning** with local governments.

3(b): Our district will pursue opportunities that **enhance collaboration and deepen partnerships** throughout our community.

3(c): Our district will effectively **communicate** with students, staff, and the community.

3(d): Our district will support comprehensive **environmental initiatives**.

3(e) Our **district facilities** will be safe, engaging and energy efficient.

3(f): Our district will ensure safe and efficient **transportation strategies** for our students.

3(g): Our district will recruit students from around the world to live and learn with us in a welcoming **international student program**.

This strategic plan is supported with an implementation plan that details how the goals will be achieved. Public reports on strategic plan goals are presented regularly to the Board of Education. The board report minutes can be found at www.sd46.bc.ca.

ADMINISTRATIVE REGULATIONS

Title: **Process for Administrative Regulations**
 Category: **Education**
 Number: **1230**

I. Rationale

Having clear processes to develop regulations ensures all community members can discuss and provide input for our district obligations.

II. Process

A. The following process must be followed when a new administrative regulation is developed or when an existing regulation requires revision.

1. New regulation or revision to existing regulation developed by Superintendent of Schools.
2. Draft regulation or draft revision forwarded to relevant Board committee.
3. Draft regulation or draft revision presented to Board of Education.
4. Draft regulation or draft revision circulated and posted by management at all centres for input. (Note: all centres = Board, Management Staff, all school sites, PACs, DPAC, CUPE, SCTA)
5. Input (in writing) received for 8 weeks.
6. Input reviewed by Superintendent of Schools.
7. Changes to regulation reviewed by relevant Board committee (if substantive changes).
8. Final draft presented to Board of Education for receipt.
9. Received/signed regulation distributed to regulation manual holders and web site updated.
10. The following information shall be included with each regulation:
 - a) Regulation approval:
 - (1) Date Received
 - b) References: (if applicable)
 - (1) The School Act/Ministerial Orders
 - (2) School District No. 46 Board Policy

B. The following process must be followed when an administrative regulation is to be repealed:

1. Decision to repeal a regulation by Superintendent of Schools.
2. Regulation to be repealed forwarded to relevant Board committee.
3. Regulation to be repealed presented to Board of Education.
4. Regulation to be repealed circulated and posted by management at all centres for input.



ADMINISTRATIVE REGULATIONS

Title: **Process for Administrative Regulations**
Category: **Education**
Number: **1230**

5. Input (in writing) received for 4 weeks.
6. Input reviewed and considered by Superintendent of Schools.
7. Regulation to be repealed presented to Board of Education.
8. Notification of repealed regulation distributed to all centres and web site updated.
9. In the event that a regulation must be repealed due to matter of urgency, the above process will be suspended and the repealed regulation will be addressed at the next board meeting.

Received: December 2018

References: Board Policy 11.19, *School Act* Section 85



Synopsis of Previous Year's Board Evaluations

- 2012-2013: Board Evaluation Survey using the Role of the Trustee as a basis for evaluation. Survey results were discussed in a closed Committee of the Whole working session on July 2, 2013. The meeting notes were disclosed at the October 14, 2014 regular meeting.
- 2013-2014: Board Evaluation Survey using the Role of the Board as a basis for evaluation. Survey results were discussed in a closed Committee of the Whole working session on August 27, 2014. The meeting notes were disclosed at the September 9, 2014 regular meeting.
- 2014-2015: Board Self-Evaluation Survey that asked three questions: What do you feel is going well with our work as a collective Board? What areas in our work need improvement or attention in the next year? What are any new areas of work you think we should be initiating? A meeting to discuss survey results was rescheduled several times. The survey results were included for discussion in the following year's survey review on June 21, 2016.
- 2015-2016: Board Evaluation Survey using the Strategic Plan as a basis for evaluation. The 2015-2016 survey results, the results of the prior year's survey, and the Special Advisor's Report for SD83 were discussed at a Special Closed Meeting on June 21, 2016.
- 2016-2017: Individual interviews with each trustee to discuss thoughts on process. Summary provided at the May 16, 2017 Committee of the Whole.
- 2017-2018: Questions considered by the board in preparation for 2017-2018 Board Evaluation included the following:
 1. Why are we here?
 2. How do we define success?
 3. How can the board—this board—be of most value to the organization?
 4. What behavior are we settling for?
 5. What five things should we track as a board?

The board met in a closed working session on July 3, 2018. The notes of the meeting were disclosed to the public and included in the regular agenda package of October 10, 2018

ADMINISTRATIVE REGULATIONS

Title: **Decentralized Decision Making**

Category: **Finance**

Number: **5010**

I. **Rationale**

The Board of Education of School District No. 46 (Sunshine Coast) realizes that the needs of students are diverse and, because of that, school operating decisions generally should be made at the school level rather than at the district level. This also allows for greater input into operating decisions by staff, students, parents and members of the public who are actively involved in the school community and are aware of a community's needs and can be called upon to assist in the local decisions.

II. **Procedures:**

A. Funding at the school level will include provisions for:

1. administrative costs
2. all school-based teaching staff
3. all school-based support staff, excluding school custodians
4. short-term staff absences
5. all instructional supplies
6. equipment replacement
7. office operating costs
8. learning resources

B. Based on estimated enrolments, a school will be expected to develop an operating budget, including staffing needs, prior to April 15th of each year. To facilitate this, funding allocations will be made available to schools as soon as practicable after ministry funding announcements -- generally around March 31st. As part of this process, principals should consult with school staff and parents regarding budget priorities for the subsequent year.

C. In developing the budgets, schools are expected to consult and get advice from staff, students, parents and members of the public. Preliminary budgets will be reviewed by district staff to ensure sufficient funds have been allocated to comply with collective agreements, ministry directives and targets and the school's operating needs. Budgets will be recalculated based on September 30th enrolments and finalized prior to October 31st of each year. Once completed, and prior to the end of November, principals should share and discuss with school staff and parents the budget showing final staffing and supply/operating budgets.



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Title: **Decentralized Decision Making**
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Number: **5010**

D. A school having a surplus at the end of a school year will be able to carry this forward into the subsequent school year. A school may not incur a deficit without the approval of the Secretary Treasurer, and any deficits so approved will be applied to the next school year's operations with the intent that they be fully retired during that year.

E. Senior Management will consult with principals and stakeholders regularly regarding the internal allocation system and recommend changes to the Board as part of its budget cycle.

F. Schools will be able to expend funds within their budgets subject to the district's internal controls and policies.

Received:

References:



ADMINISTRATIVE REGULATIONS

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I. Rationale

The Board of Education of School District No. 46 (Sunshine Coast) realizes that the needs of students are diverse and, because of that, school operating decisions generally should be made at the school level rather than at the district level. This also allows for greater input into operating decisions by staff, students, parents and members of the public who are actively involved in the school community and are aware of a community's needs and can be called upon to assist in the local decisions.

II. Procedures

~~II.A.~~ Funding at the school level will include provisions for:

- ~~A.1.~~ administrative costs
- ~~B.2.~~ all school-based teaching staff
- ~~C.3.~~ all school-based support staff, ~~including~~excluding school custodians
- ~~D.4.~~ short-term staff absences
- ~~E.5.~~ all instructional supplies
- ~~F.6.~~ equipment replacement
- ~~G.7.~~ office operating costs
- ~~H.8.~~ learning resources
- ~~I.~~ ~~accreditation~~

~~III.B.~~ Based on estimated enrolments, a school will be expected to develop an operating budget, including staffing needs, prior to April 15th of each year. To facilitate this, funding allocations will be made available to schools as soon as practicable after ministry funding announcements -- generally around March 31st. As part of this process, principals should ~~share with school staff and parents the budget allocation sheet from the finance department, showing preliminary staffing and supply allocations.~~ consult with school staff and parents regarding budget priorities for the subsequent year.



ADMINISTRATIVE REGULATIONS

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~~IV.C.~~ In developing the budgets, schools are expected to consult and get advice from staff, students, parents and members of the public. Preliminary budgets will be reviewed by district staff to ~~ensure~~ sufficient funds have been allocated to comply with collective agreements, ministry directives and targets and the school's operating needs. Budgets will be recalculated based on September 30th enrolments and finalized prior to October 31st of each year. ~~Following October 31st and before November 15th Once completed, and prior to the end of November,~~ principals should share ~~and discuss~~ with school staff and parents the budget ~~allocation sheet from the finance department~~ showing final staffing and supply/operating budgets.

~~V.D.~~ A school having a surplus at the end of a school year will be able to carry this forward ~~into the subsequent school year~~. A school may not incur a deficit without the approval of ~~senior management~~ the Secretary Treasurer, and any deficits so approved will be applied to the next school year's operations with the intent that they be fully retired during that year.

~~VI.E.~~ ~~A committee of district staff and administrative officers will review the funding allocation system annually, usually in January. Recommendations will be presented to all school administrators before being incorporated into the system. Senior Management will consult with principals and stakeholders regularly regarding the internal allocation system and recommend changes to the Board as part of its budget cycle.~~

~~VII.F.~~ Schools will be able to expend funds within their budgets subject to the district's internal controls and policies, ~~although any purchase over \$10,000 must have the prior approval of the Secretary Treasurer. The latter is in recognition of the fact that education funds are from local taxation and should be spent as economically as possible.~~

Received:

References:



Title: **Selection and Appointment of Senior Executive**
Category: **Personnel**
Number: **2120**

I. **Rationale:**

Students and staff deserve a culture of learning, innovation and support to be their best in all that they do. A senior executive staff that is experienced, fully trained and prepared to engage effectively with students, staff, the community and the Board is a requirement to fulfill the vision and mission of the Board. A clear process for doing so supports the board's capacity to meet this objective.

II. **Procedures:**

A. As vacancies occur, the Board shall have the opportunity to review the assignment and qualifications before any competition is held.

B. Any senior executive vacancies identified for external/internal competition will normally be recruited through postings at each School District No. 46 (Sunshine Coast) facility as well as locally and provincially/nationally using a the most effective resources and strategies.

C. The Board may invite representatives of school administration, partner groups and personnel with whom the executive staff will be working, to participate in the selection process as appropriate.

D. When a competition occurs, the Superintendent or designate will coordinate the advertising, short listing and selection process except when the Superintendent's position is being recruited. In that case, the Board may designate another member of the senior executive to coordinate the process or the Board may engage an external resource person.

E. Prior to interviews, shortlisted candidates may be invited to, tour the district office and other facilities as appropriate and have an opportunity to meet key members of the school district community.

F. The successful candidate will have met essential criteria related to the posting including, but not limited to:

1. Training, professional and academic qualifications and certification including eligibility for a Ministry of Education Certificate of Qualification
2. A high degree of previous success in creating a culture of care, learning and professional connection in public education.



ADMINISTRATIVE REGULATIONS

Title: **Selection and Appointment of Senior Executive**
Category: **Personnel**
Number: **2120**

3. Highly effective public relations, employee relations and interpersonal skills

4. Initiative, loyalty to the organization and potential for further growth and development

G. Individuals involved in the hiring process and who are in a conflict of interest shall remove themselves at the outset of the process.

Received:**References:** Board Policy 2.10

ADMINISTRATIVE REGULATIONS

Title: **Selection and Appointment of Senior Executive**
 Category: **Personnel**
 Number: **2120**

I. Rationale:

Students and staff deserve a culture of learning, innovation and support to be their best in all that they do. A senior executive staff that is experienced, fully trained and prepared to engage effectively with students, staff, the community and the Board is a requirement to fulfill the vision and mission of the Board. A clear process for doing so supports the board's capacity to meet this objective.

II. Procedures:

I.A. As vacancies occur, ~~processes will be in place to allow~~ the Board shall have the opportunity to review the assignment and qualifications before any competition is held.

II.B. Any senior executive vacancies identified for external/internal competition will normally be recruited through postings at each School District No. 46 (Sunshine Coast) facility as well as locally and provincially/nationally using a ~~variety~~ the most effective of resources and strategies.

III.C. The Board may invite representatives of school administration, partner groups and personnel with whom the executive staff will be working, to participate in the selection process as appropriate.

IV.D. When a competition occurs, the Superintendent or designate will coordinate the advertising, short listing and selection process except when the Superintendent's position is being recruited. In that case, the Board may designate another member of the senior executive to coordinate the process or the Board may engage an external resource person.

V.E. Prior to interviews, shortlisted candidates may be invited to ~~meet with the Board and executive staff~~, tour the district office and other facilities as appropriate and have an opportunity to meet key members of the school district community.



ADMINISTRATIVE REGULATIONS

Title: **Selection and Appointment of Senior Executive**
 Category: **Personnel**
 Number: **2120**

~~VI. Interviews for senior executive positions will be conducted by the Board and assisted by the senior executive staff. Representatives from school administration, partner groups and staff in the department(s) under the supervision of the position will, as appropriate, be invited to observe and to provide feedback following the interviews.~~

~~VII.F.~~ The successful candidate will have met essential criteria related to the posting including, but not limited to:

~~A.1.~~ Training, professional and academic qualifications and certification including eligibility for a Ministry of Education Certificate of Qualification

~~2.~~ Proven experience and a high degree A high degree of previous success in creating a culture of care, learning and professional connection in public education.

~~VIII.3.~~ Highly effective public relations, employee relations and interpersonal skills

~~A.4.~~

~~B.~~ Demonstrated excellence in managing and leading in public education

~~C.~~ Highly eEffective public relations, employee relations and interpersonal skills

~~D.5.~~ Initiative, loyalty to the organization and potential for further growth and development

~~IX.G.~~ Individuals involved in the hiring process and who are in a conflict of interest ~~who find themselves in conflict of interest~~ shall remove themselves at the outset of the process.

Received:

References: Board Policy 2.10



DRAFT - BOARD COMMUNICATION PLAN

		AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY
REGULAR BOARD MTG	Strat Plan		N/A	Vision 1.g. Outdoor Education 2.d. Parent Communication	Inaugural Meeting Mission 1.i. Technology 2.j. Sustainable Practices	Inclusion 1.b. Reading 2.b. Reading Teachers 2.e. Healthy Staff 2.h. Safe / Healthy (Cultural)	Innovation
	Recurring		F/S Approval	Student Trustee Appointment SSCFGS Submission BCSTA Prov Council Motions Enrolment Report	Board Elections	Committee Appointments PAC Appointments BCSTA AGM & Prov Motions BCPSEA AGM Motions	
COMMITTEE THE WHOLE	Strat Plan		Implementation Plan (Year 4)		2.h. Safe / Healthy (Cultural)	Strat. Plan Planning	Strat Plan Development 3.d. Gov's Visioning 2.a. Prof dev
	Recurring		SSCFGS Discussion	External Committees Report		School Growth Plans	Draft School Calendar Review School Visit Debrief
	Other		Communication (standing) Partners in Learning Update	Communication (standing) Truth & Reconciliation Report	Communication (standing)	Communication (standing)	Communication (standing)
EDUCATION COMMITTEE	Strat Plan		1.g. Outdoor Education 2.d. Parent Communication	1.i. Technology	1.b. Reading 2.b. Reading Teachers		1.d. SEL 3.b. Collaboration 1.a. Early Learning
	Recurring		Grad Report Curriculum (standing) Parent Engagement (standing)	MDI Curriculum (standing) Parent Engagement (standing)	Curriculum (standing) Parent Engagement	Curriculum (standing) Parent Engagement	
	Other						
OPERATIONS COMMITTEE	Strat Plan		Summer Work Review	2.j. Sustainable Practices	2.e. Healthy Staff		
	Recurring		Zoning Referrals	Prelim. Budget Timelines Zoning Referrals	Budget discussion Zoning Referrals	Zoning Referrals	Amended Budget Joint Use Update Zoning Referrals
	Other						
POLICY COMMITTEE	Policies						Role of the Trustee
	Recurring						
	Other						
OTHER	Annual Report to Trustee Audit Info Session	DSL/Trustee Dinner Supt Evaluation Cmte BCPSEA Symposium	General Election	Intergovernmental Meeting Trustee Academy	Supt Evaluation Cmte	School Visits BCPSEA AGM	
CONSULTATIONS				Preliminary Budget Consults.	Preliminary Budget Consults.	Preliminary Budget Consults.	

Legend: **Moved** **Removed** **Added**

DRAFT - BOARD COMMUNICATION PLAN

		FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY
REGULAR BOARD MTG	Strat Plan	Collaboration 1.a. Early Learning 1.d. SEL 2.a. Prof dev 3.b. Collaboration 3.d. Gov's Visioning	Equity 1.c. Math 2.f. Leaders 2.h. Safe / Healthy (Ops)	Respect 1.e. Mental / Phys Health 3.g. Cap U & Post Sec	Responsibility 1.f. Music 1.k. Grad 2.i. Facilities	1.h. Experiential Learning 1.j. indigenous learning 3.f. SIB/Squamish Nation 2.g. Celebrations 3.c. Int'l students Strat Plan Approval	
	Recurring	Amended Annual Budget	School Calendar	BCSTA AGM Motions School Allocation Rates Min. Approved Projects / Capital Plan Bylaw	Budget Approval / Bylaw	District Report to Ministry Budget Approval (if required) Five-Year Capital Plan Motion	
COMMITTEE THE WHOLE	Strat Plan		Strat Plan - Data Review	Strat Plan - Draft Goals FMR	Strat Plan - Final Review 2.g. Celebrations 3.c. Int'l students	Strat Plan - Communication plan	
	Recurring	School Calendar Recommendation				Strategic Plan Yr in Review	
	Other	Communication (standing) Risk Management	Communication (standing)	Communication (standing)	Communication (standing) Trustee Eval. Process	Communication (standing)	
EDUCATION COMMITTEE	Strat Plan	1.c. Math 2.f. Leaders	1.e. Mental / Phys Health 3.g. Cap U & Post Sec	1.f. Music 1.k. Grad	1.h. Experiential Learning 1.j. indigenous learning 3.f. SIB/Squamish Nation		
	Recurring				District Report to Ministry	Untargeted Donations?	
	Other						
OPERATIONS COMMITTEE	Strat Plan	2.h. Safe / Healthy (Ops)		2.i. Facilities	Risk Management		
	Recurring	Prelim. Budget Considerations Prelim. Budget Discussion Enrolment Projections Zoning Referrals	Staffing Timelines Funding Announcement Zoning Referrals	Budget Summary AFG Plan Zoning Referrals	Five-Year Capital Plan AFG Plan Budget (if required) Zoning Referrals	Emergency Preparedness Summer Work Zoning Referrals	
	Other			<i>Defer scheduling to end of month</i>			
POLICY COMMITTEE	Policies	Role of the Chair				Role of Board Committees (JU)	
	Recurring	Appeals Bylaw Review					
	Other						
OTHER		Review March cmte schedule BCSTA AGM Motion Deadline (Extr - Feb 14/Subst. Feb 24)	Supt Evaluation Cmte Partners in Learning	Student Forum Service Recognition BCSTA AGM Trustee Honorarium Ad Hoc	Bursary Tea Intergovernmental Meeting Board Retreat Trustee Honorarium Cmte	Retirement Celebration Grad Ceremonies ACE-IT Ceremonies	
CONSULTATIONS		Draft School Calendar Circulation					

Legend: Moved Removed Added