



The Governing Board Chair and the School Principal

Working in Tandem

**MOVING
AHEAD
TOGETHER**

**ALLEZ
DE L'AVANT
ENSEMBLE**

Presented by
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COMMISSION SCOLAIRE
Eastern Townships
SCHOOL BOARD

Agenda

(Éric)

Objectives

Why we are here?

Election of Governing Board members

Governing Board composition

The right to vote

Election of the Governing Board Chair

Role and Qualifications of the Chair

The General Assembly

Rules of Internal Management



Agenda (cont'd)

Preparation of the Agenda

Quorum

Different Types of Power

Governance and Management

Parent Participation Organization (P.P.O.)

Fundraising

Communication

Accountability and credibility

Conclusion



Objectives

- ✓ Outline the principal rules concerning chairing a Governing Board (G.B.)
- ✓ To foster collaboration between the Principal and the Governing Board Chair
- ✓ To increase the efficiency of the Governing Board



Governing Boards

- ✓ On July 1, 1998 linguistic school boards were formed as part of a wide reform of the educational system in Quebec
- ✓ G.Bs are a component of the educational reform. They were created to decentralize powers so that they are concentrated at the school level



Governing Boards (cont.)

- ✓ A Governing Board is a group of people, either **elected** or **appointed**, who are genuinely interested in education. Every member has or should have the same goal, which is to **promote student success**
- ✓ The Governing Board has an important role to play in interpreting and achieving school success through the school's **educational project** and its **success plan**



Why are we here?

There is only one reason :

✓ For the students !

Every decision of the governing board must be made in the best interests of the students (art. 64 EA).



Election of Governing Board Members

Each year before September 30th, the chair of the G.B. or, if there is none, the principal shall by written notice call a meeting of the parents of the students who attend the school to elect parent representatives to the G.B. The notice shall be sent at least four days before the meeting is held.



Election of Governing Board Members

(cont'd)

All representatives must be elected by September 30th

- ✓ The general assembly of parents:
 - i) elects parent representatives and alternates (art. 47);
 - ii) decides if it wishes to form a P.P.O., decides on the number of members and elects them (art. 96).
- ✓ Staff members hold meetings in September to elect their representatives (art. 48, 49, 50)
- ✓ Students are appointed by the Students' Council or the association representing the students; if they do not exist. Students meet in September to elect their representatives (art. 51)

*The community representatives are appointed by the GB members; therefore they are not included in the September 30th timeline



Governing Board composition

G.Bs must be composed of no more than 20 members (art. 42):

- ✓ At least four parents
- ✓ At least four school staff members (two must be teachers), one non-teaching staff and/or one support staff
- ✓ One daycare representative (elementary level)
- ✓ Two students (high school level)
- ✓ Two community representatives (who are not members of school staff)

*Schools with fewer than 60 students: The school board may, after consulting the parents and staff, vary the rules governing the composition of the G.B. (art. 44).

Governing Board composition (cont'd)

- ✓ The composition of the G.B. is **determined by the school board** (art.43)
- ✓ The total number of seats for staff representatives **must be equal** to those for parent representatives (art. 43)
- ✓ The term of office for parent representatives is **two years**; the term for representatives from other groups is **one year** (art. 54)



Governing Board composition (cont'd)

Community Representatives

- ✓ These are appointed by the G.B. as a whole upon their suggestion and invitation
- ✓ Not required to have them
- ✓ Should bring value to the G.B. and not just there to fill a seat



The right to vote

- ✓ Does the Chair vote?
- ✓ Parents
- ✓ Teachers
- ✓ Non-teaching staff/Support staff
- ✓ Daycare staff
- ✓ Students



No right to vote

- ✓ Community representatives
- ✓ The Principal
- ✓ Commissioner(s)



Election of the Chair

(Daniel)

- ✓ The G.B. chooses its chair from among the parent representatives on the G.B. who are not members of the personnel of the school board
- ✓ The term of office of the chair is one year (art. 56 & 58)



Collaboration between the Chair and the Principal

The role of the Chairperson *(arts. 56-60 EA)*

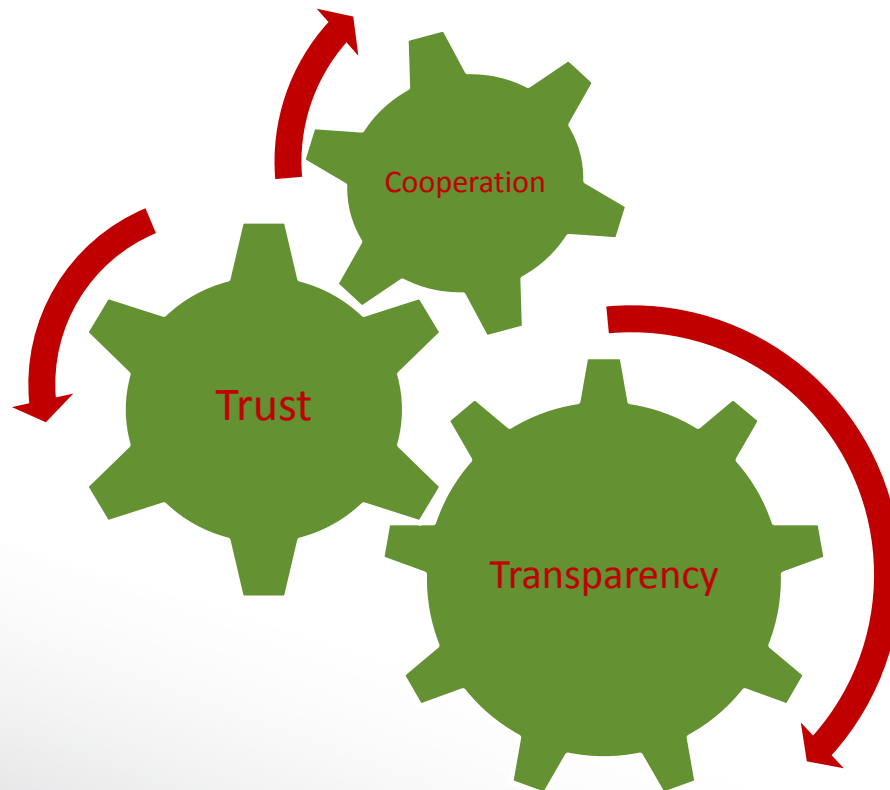
- ✓ The Education Act provides the G.B. Chair with only one function; chairing the meetings
- ✓ In reality, he/she has many other responsibilities

In a partnership the Chair plays an important role amongst the members of the G.B. and external relationships.



Collaboration between the Chair and the Principal

Basic values...



Role of the Chairperson

- ✓ Calls and presides over the annual General Assembly (art. 47)
- ✓ Prepares the meetings with the principal
- ✓ Presides over meetings of the G.B. (art. 59)
- ✓ Follows the agenda, confers the right to speak, prepares a summary of opinions and ensures that a decision is made
- ✓ Has the deciding or casting vote in the event of a tie (art. 63)
- ✓ Is free to vote for or against the motion, regardless of the way he or she voted previously
- ✓ Acts as spokesperson for the G.B. at the school board or during public relations activities



The Chair as the G.B. Representative

- ✓ Representing whom ?

The whole Governing Board and the school community

- ✓ Representing when ?

Under the mandate of the Governing Board

- ✓ Representing how ?

Prepare and obtain approval from the other members of the G.B.



Qualifications of the Chair

- ✓ A Parent of the G.B.
- ✓ Not an employee of the school board
- ✓ Has Leadership skills
- ✓ Able to draw the G.B. into a working unit
- ✓ Is elected by all G.B. members at their first meeting
- ✓ In the absence of the Chair, G.B. members designated from the other parents who will replace him/her
- ✓ One year mandate

Works to insure the success of ALL the
students!



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What Constitutes a Good Chair?

- ✓ Is well prepared for the meeting
- ✓ Respects the rules of internal procedure; keeps a speaker list, keeps order and ensures speakers remain on topic
- ✓ Listens attentively and encourages all members to speak up and explain their views
- ✓ Clarifies interventions and summarizes the various opinions
- ✓ Speaks no more than is necessary, but helps to clarify and gives information
- ✓ Starts and ends meetings on time



What Constitutes a Good Chair? (cont'd)

- ✓ Ensures that all pertinent information circulates properly to all members
- ✓ Is concerned with the needs and expectations of the community
- ✓ Develops a good working relationship with the school principal
- ✓ Demonstrates leadership
- ✓ Team Player
- ✓ Never forgets the needs of the students



General Assembly of Parents

(Éric)

- ✓ The G. B. Chair calls the General Assembly of Parents
 - ✓ The notice of the meeting is made in writing
 - ✓ At least 4 days in advance
 - ✓ Be held before September 30th
- ✓ The Chair presides over the General Assembly



General Assembly Agenda

- (Before starting) Greeting and presences.

1) Adoption of the agenda

2) Nomination of the General Assembly Chair

3) Nomination of the General Assembly Secretary

4) Adoption of the minutes of the last General Assembly of Parents

5) Business arising

6) Information about opportunities for parents' participation (Governing Board (GB), composition, functioning, number of parents to be elected (art. 42 ...).

N.B. 2 year mandates.

7) Governing Board Annual Report (EA 83)

8) Parents' Committee (PC) (composition, functioning, election of the school representative at Parents' Committee (art. 189).

N.B. 1 year mandate

9) Parent Participation Organization (PPO) (Does the General Assembly want one? role, composition, functioning and members nomination (art. 96..).

N.B. 1 year mandate



General Assembly Agenda (cont.)

10) Adoption of the rules of election

N.B. show of hands or secret ballots?

11) Nomination of the President of Elections

12) Nomination of 2 scrutineers

13) Election of the representative for the Parents' Committee and an alternate (art. 47).

N.B. From among of the parents of the GB.

14) Parent Participation Organization (art. 96).

- Does the General Assembly want one?
- Election of the members

15) Information from the Principal

- MESA
- Events
- Etc.

16) First Governing Board meeting date

17) Adjournment



Rules of Internal Management

(Daniel)

- ✓ Required by the Act (art.67) to have such rules
- ✓ These are created or changed at the first meeting of the G.B.
- ✓ The G.B. establishes its own rules of internal management
- ✓ These rules should reflect the needs of the members of the G.B. and should be reviewed every year
- ✓ Must provide for at least five (5) meetings
- ✓ Rules for questions from the public must be determined by members of the G.B. and be included in the rules of internal management



Rules of Internal Management

- Should include:
 - ✓ Date, time and place of meetings
 - ✓ Procedure to extend meetings
 - ✓ Calling of Special meetings
 - ✓ Deadlines to send out minutes, agendas and other documents
 - ✓ Guidelines or restrictions about the public's participation at meetings
 - ✓ How the rules can be amended throughout the year
 - ✓ Rules of Order to be used
 - ✓ Often has guidelines regarding the Chair's role as the representative of the G.B.
 - ✓ Any other points that would help with the smooth operation of the G.B.



Working in Tandem with the Principal

- ✓ Work in harmony
- ✓ Meet and set expectations right from the start
- ✓ Remember the principal is a resource not an enemy
- ✓ If there is a problem
 - Have a conversation
 - Secretary General of the ETSB, Eric Campbell
 - FCPQ www.fcpq.qc.ca or 1-800-463-7268



Planning

- ✓ Have an action plan
- ✓ Meet with the principal at the beginning of the year
 - A unifying project
 - Develop a shared vision
 - One or two things to improve
 - Realistic and achievable
- ✓ Share information
- ✓ Transparency is necessary for a successful outcome



Preparation of the agenda

- ✓ Number of meetings
- ✓ Calling of the meeting – how far in advance
- ✓ Time for the public input
- ✓ Consultation – making decisions
- ✓ Time for points of information
 - ✓ Central Parents' Committee
 - ✓ Community representatives
 - ✓ Commissioner(s)



Example of a Meeting's Agenda

September

- Prepare and call a general assembly of parents (art. 47)
- Annual Report (presentation and adoption) (art. 82)

October

- Election of the Chair (art. 56)
- Governing Board budget (art. 66)
- Calendar of meetings
- Declaration of interests
- Community members (criteria)
- Educational Activities (art. 87)

November

- School Success Plan and Educational Project (art. 74 & 75)
- Nomination of the community members
- Anti-Bullying and Anti-Violence Plan (art. 75.1)
- Educational activities (art. 87)
- Action plan – Goal to attain

December

- Other consultations
- Fundraising activities (optional) (art. 94)
- Educational activities (art. 87)



Example of a Meeting's Agenda

January

- Follow-up of the school budget (revised budget)
- Follow-up of the daycare budget
- Follow-up of the noon hour supervision budget
- Fundraising activities (assessment)
- Follow-up of the action plan
- Educational activities (art. 87)

February

- Framework Policy – rules of conduct (deposit)
- Framework of daycare organization (deposit)
- Information meeting on the budgetary process
- Subject time allocation (elementary)
- School programs (secondary)
- Follow-up of the Action Plan
- Educational activities (art. 87)

March

- School calendar
- Selection criteria for the appointment of a principal (art. 79)
- Model of daycare organization (sharing)
- Educational activities (art. 87)
- Recognition – Choose a volunteer

April

- Framework Policy – rules of conduct (approval) (art. 76)
- Framework of daycare organization (approval)
- End-of-year activity
- Educational activities (art. 87)

May

- Fees charged to parents - guidelines (study)
- School budget (adoption) (art. 95)
- Daycare budget (adoption)
- Noon-hour supervision budget (adoption)
- Educational activities (art. 87)
- Planning for next year (project)

June

- Annual report (preparation) (art. 82)
- List of materials to purchase (approval) (art. 77)
- Back-to-school activity
- General meeting (schedule the date)



Sample Agenda

2015- 2016
GOVERNING BOARD
XYZ High School

AGENDA
Regular Meeting No. 3
Monday, December 14, 2015, 7p.m.
School Library

1. Call the Meeting to Order, verification of quorum
2. Approval of the Agenda
3. Approval of the minutes
4. Question Period: (visitors)
5. Business Arising
 - 5.1 xxxxx
 - 5.2 yyyy
6. Reports for information
 - 6.1 Student's representatives
 - 6.2 Principal
 - School results
 - Drop-out results
 - Special Program Survey results
parents & students
 - 6.3 Staff
 - Teaching
 - Non-teaching
 - 6.4 Chairman/ Central Parents Committee
 - 6.5 Community representatives
 - 6.6 Commissioner(s)
- 7 New business
 - 7.4 Field trips
 - 7.5 Varia
- 8 Second Question period for visitors, if needed
- 9 Date of next meeting:
- 10 Adjournment



Subjects Outside the Mandate of the Governing Board (not exhaustive)

- ✓ Personnel management (hiring, assignment of workload, choice of substitution teachers, discussion about members of staff)
- ✓ The situation of a particular student
- ✓ Teaching methods: choice of approaches, activities and types of homework to achieve the objectives of the programs
- ✓ Class size and organization
- ✓ School Calendar
- ✓ Professional improvement of the staff



Minutes and follow up

- ✓ Elect a secretary (not the Chair or School Principal!)
Best if it is for the whole year
- ✓ Approval
- ✓ Signature
- ✓ Registry
- ✓ Monitoring decisions



Quorum

(Peggy)

- ✓ Two levels of attendance needed for quorum
- ✓ A majority of the members of the governing board who are in office, including at least half of the parent representatives, is a quorum of the governing board



Example of Quorum

A G.B. consists of 13 members	A quorum consists of seven members
Six parents	Three parents (half)
Four teachers	Two teachers
One member of support staff	
One daycare worker	One daycare worker
One community representative	One community representative



Example of Quorum

A G.B. consists of 10 members	A quorum consists of five members
Four parents	Two parents (half)
Two teachers	One teacher
One member of support staff	One support staff
One daycare worker	One daycare worker
Two community representatives	No community representatives*

*In this situation, the G.B. had the possibility of having 10 members. There were only 8 active members due to the fact that no community members came forward. Quorum is now based on 8 members.



Different Types of Power

Adoption

The G.B. has the power to change, adapt, add, or remove one or more elements of a proposal submitted by the principal.

The Governing Board Adopts

- The Educational Project (art. 74)
- The school's annual budget (art. 95, 96.24)
- The G.B.'s annual operating budget (art. 66)
- Annual activity report (art. 82)



Different Types of Power

✦ School Budget (Adoption)

ORIGINAL BUDGET BREAKDOWN
BOARD BASED FUNDS
4XX-X-XXXXX-XXX

SCHOOL NAME: _____

		BASIC OPERATING GRANT	BUILDING & EQUIPMENT GRANT	CAPITAL GRANT	GOVERNING BOARD GRANT	PRE-K PROGRAM	TOTAL
SCHOOL BOARD ALLOCATION							
TOTAL REVENUES							
SALARIES & BENEFITS	182XX	-----		-----			
TRAVELS	8XX			-----			
MATERIALS/SUPPLIES	4XX			-----			
SERVICES/CONTRACTS	5XX			-----			
EQUIPMENT/FURNITURE	7XX	-----	-----				
OTHER EXPENSES	8XX			-----			
TOTAL EXPENSES							
ENDING BALANCE							40 \$57,863

Different Types of Power

✦ School Budget (Adoption)

ORIGINAL BUDGET BREAKDOWN
SELF-FINANCED ACTIVITIES
5XX-X-XXXXX-XXX

SCHOOL NAME: _____

		CONSUMABLE FEES	FIELD TRIPS	FUNDRAISING ALL COMMITTEES	DONATIONS / FINANCIAL CONTRIBUTIONS	DAYCARE MEERS/ PARENTS	STUDENT SUPERVISION BOARD/PARENTS	CAFETERIA	RENTALS	OTHERS SPECIFY
REVENUES										
SCHOOL BOARD ALLOCATION										
TOTAL REVENUES										
SALARIES & BENEFITS	182XX									
TRAVELS	8XX						----			
MATERIALS/SUPPLIES	4XX						----			
SERVICES/CONTRACTS	5XX						----			
EQUIPMENT/FURNITURE	7XX						----			
OTHER EXPENSES	8XX						----			
TOTAL EXPENSES										
ENDING BALANCE										

Different Types of Power (cont'd)

Approval

The G.B. accepts or rejects the proposal without the possibility of making changes (the power to say yes or no). If rejected, a new proposal should be submitted to the G.B. for approval before its implementation.

Due to the fact that the proposals to be approved are connected to the responsibilities attributed to the school staff, the nature of this power is more limited (restrictive) than the power of adoption.

Before a proposal of this nature is presented to the G.B., the principal has an obligation to develop the proposal with the participation of the staff.



Different Types of Power (cont'd)

Approval

To approve means, in this case, to give the Board's agreement. If the Board has reservations, it cannot modify a document immediately; it must be revised and re-submitted to the Governing Board before coming into effect or being implemented.

In other words, the school cannot move ahead with a proposal unless the Governing Board has seen and accepted the proposal.



The Governing Board approves

- ✓ The school's success plan (art.75)
- ✓ The draft of the management and educational success agreement (art.209.2)
- ✓ The anti-bullying plan and anti violence plan (art 75.1)
- ✓ The rules of conduct and safety measures (art. 76)
- ✓ The list of school supplies (art.77.1)
- ✓ The application of the basic pedagogical (art.84)
- ✓ Overall approach for the enrichment and local programs (art.85)
- ✓ Time allotted to each subject (art.86)
- ✓ The programming of educational activities (art.87)
- ✓ The approach for the implementation of the student services and special educational services programs (art. 88)
- ✓ Use of the buildings (art. 93)
- ✓ The organization by the school board, on the school premises, of cultural, social, sports, scientific or community services



Different Types of Power (cont'd)

Consultation

The G.B. provides an opinion on any matter with the possibility of influencing the final decision.

The G.B. has to be consulted by the school board and the principal on certain issues related to the operation of the school.

The G.B. may also take the initiative to advise the school board.



Different Types of Power (cont'd)

Information

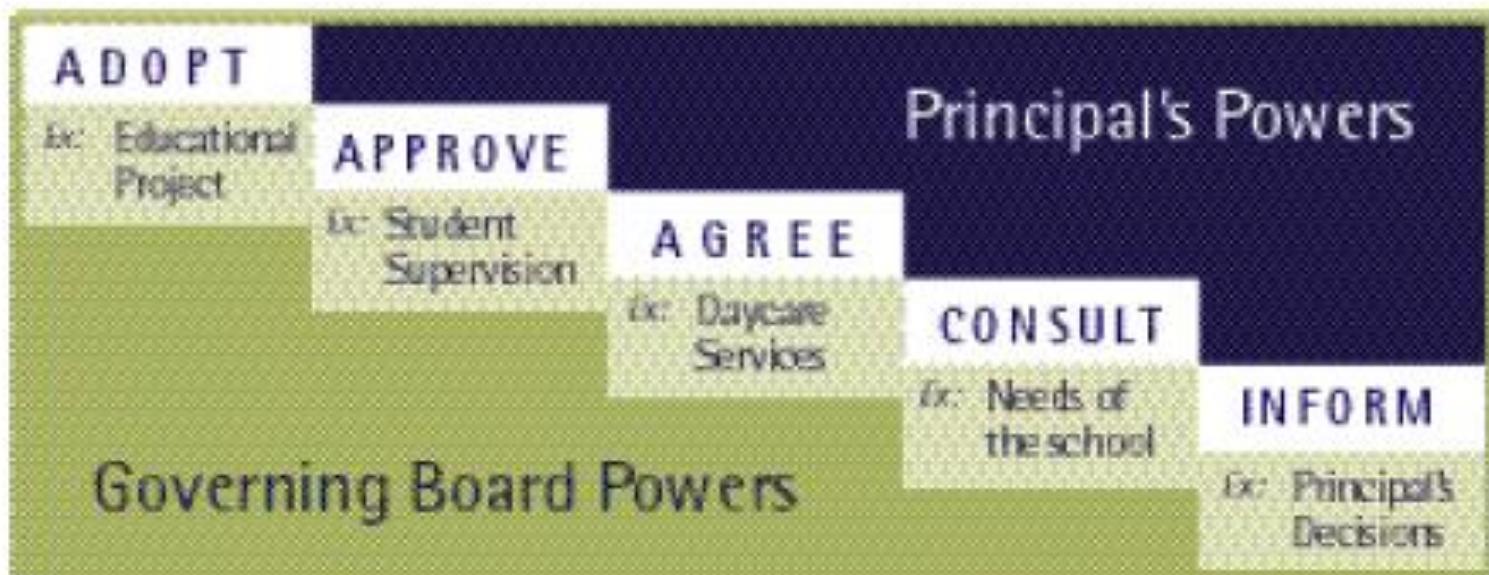
The G.B. receives information after a decision is made by the principal with no possibility to reconsider the decision.

Other G.B. Powers

The G.B. should agree with the school board on the manner in which some services will be organized.



G.B. and School Principal



“Governance” and “Management”

- ✓ Governing is setting goals
- ✓ G.Bs govern; they do not manage
- ✓ Managing is taking action to ensure that these goals are met and ensuring that the decisions of the G.B. are implemented
- ✓ School administrators manage and serve as resources to help guide you in setting goals
- ✓ G.Bs determine what the school should achieve through the educational project



“Governance” and “Management” (cont’d)

- ✓ School administrators ensure that the objectives of the educational project are achieved; they coordinate the analysis of the school situation and the work related to the educational project
- ✓ School administrators are the academic and administrative directors of the school; they ensure that the decisions of the G.B. are implemented
- ✓ Teachers carry out educational activities based on the school’s objectives

It’s important that everyone respects each other’s role!



Parents Participation Organization (P.P.O.)

- ✓ The P.P.O. is the only recognized forum for parents and is to promote the participation of parents in school life
- ✓ The goals of the P.P.O. are to promote parent participation in the academic success of students, collaboration in developing, implementing and evaluating the school's educational project and to advise the parents' representatives on the G.B. (art. 96.2 96.3)
- ✓ The parents meeting determines annually if there will be a P.P.O., determines its name, operating rules and elects its members. (art. 96)
- ✓ They also organize and find funds for special activities but only with the approval of the G.B.



Fundraising (art. 94)

The governing board may, in the name of the school board, solicit and receive gifts, legacies, grants and other voluntary contributions from any person or public or private organization wishing to provide funding for school activities.

The governing board may not, however, solicit or receive gifts, legacies, grants or other contributions to which conditions incompatible with the mission of the school are attached, particularly conditions relative to any form of commercial solicitation.

The contributions received shall be paid into a designated fund created for that purpose in respect of the school by the school board; the funds making up the fund and the interest earned shall be appropriated to the school.

The school board shall keep separate books and accounts for the operations of the fund.

The management of the fund shall be supervised by the governing board; the school board must, at the request of the governing board, give access to the records of the fund and provide the governing board with any account, report or other information relating to the fund.

Communication

(Éric)

- ✓ Directed to parents
 - In collaboration with the school principal
- ✓ The ability to consult with parents
 - Parents on the governing board may consult the parents of the children in the school on any matter relating to educational services, in particular on report cards and on any other way in which parents are to be informed of the academic progress of their children, proposed under section 96.15. (art. 89.1)
- ✓ The communication services of the ETSB



Accountability (art.83)

- ✓ Each year, the Governing Board shall inform the parents and the community served by the school of the services provided by the school and report on the level of quality of such services
- ✓ The Governing Board shall make public the educational project and the success plan of the school
- ✓ Each year, the Governing Board shall report on the evaluation of the implementation of the success plan



Accountability (cont'd)

- ✓ A document explaining the educational project and reporting on the evaluation of the implementation of the success plan shall be distributed to the parents and the school staff. The governing board shall see to it that the wording of the document is clear and accessible.
- ✓ Legal protection

The school board will assume the defence for any member of the governing board who is prosecuted by a third person for an act done in good faith in the exercise of governing board function. (art.72 & 73)



Credibility – the key to success

- ✓ Respect for people and their roles
- ✓ A question of attitude, accepting others
- ✓ Fight or debate: seek consensus and show solidarity
- ✓ Debate ideas not people
- ✓ Use an approach of partnership



Conclusion

- ✓ Providing guidance and positive influence is the G.B's principal function
- ✓ The exchange of information and expertise helps to break down barriers

“Open collaboration encourages greater accountability, which in turn fosters trust.” –

[Ron Garan, *The Orbital Perspective: Lessons in Seeing the Big Picture from a Journey of 71 Million Miles*](#)

“For collaboration to be effective; when we come together we must put aside our interests and agendas, and unite.”

– [JA Perez](#)

- ✓ Teamwork is the key to a successful operation of the G.B.

Teamwork can't be legislated; it can only be built!



Interesting Links

- ✓ Eastern Townships School Board: www.etsb.qc.ca - 819-868-3100
- ✓ Education Act <http://legisquebec.gouv.qc.ca/en/ShowDoc/cs/I-13.3>
- ✓ *Fédération des comités de parents du Québec*: www.fcpq.qc.ca
- ✓ *Ministère de l'Éducation, de l'Enseignement supérieur et de la Recherche* : <http://www.education.gouv.qc.ca>
- ✓ Poster of Functions and Powers of GBs:
<http://www.education.gouv.qc.ca/en/teachers/administratif/governing-boards/frequently-asked-questions/governing-boards-of-a-school/functions-and-powers/>



Question period



The end

Thank you!



**MOVING
AHEAD
TOGETHER**

**ALLEZ
DE L'AVANT
ENSEMBLE**



COMMISSION SCOLAIRE
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