

**LAKESHORE SCHOOL DIVISION
Board of Trustees
EXECUTIVE LIMITATIONS Policies**



LAKESHORE

SCHOOL DIVISION

DEVELOPED WITH TRAINED GUIDANCE WITHIN THE POLICY GOVERNANCE® MODEL by Susan Rogers* who has completed the POLICY GOVERNANCE® ACADEMY. POLICY TEMPLATES PROVIDED TO SUSAN WITH PERMISSION OF ©JOHN CARVER AND MIRIAM CARVER. *Susan Rogers of ROGERS Leadership Consulting, 2-400 River Avenue, Winnipeg, MB, R3L 0C5 Phone: (204) 284 3388 Fax: (204) 284 3533 E-mail: susan@rogersleadership.ca , www.RogersLeadership.ca

LAKESHORE SCHOOL DIVISION
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EXECUTIVE LIMITATIONS Policies



Policy Title:	GLOBAL EXECUTIVE CONSTRAINT
Policy Type:	EXECUTIVE LIMITATIONS
Policy Number:	EL - 1
Policy Review:	November 2006; September 11, 2007; October 11, 2011; March 13, 2018

The Superintendent will not cause or allow any organizational practice, activity, decision, or circumstance which is either unlawful, imprudent or in violation of commonly accepted business and professional ethics and practices.

**LAKESHORE SCHOOL DIVISION
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Policy Title:	TREATMENT OF STUDENTS
Policy Type:	EXECUTIVE LIMITATIONS
Policy Number:	EL - 1.1
Policy Review:	November 2006; September 11, 2007; October 11, 2011; March 13, 2018

With respect to interactions with students and others or those applying to be students, the Superintendent will not cause or allow conditions, procedures, or decisions that are unsafe, undignified, or unnecessarily intrusive.

The Superintendent will not:

1. Elicit information for which there is no clear necessity.
2. Use methods of collecting, reviewing, transmitting, or storing student information that fail to protect against improper access to the material elicited.
3. Fail to operate facilities with appropriate accessibility and privacy.
4. Fail to establish with students a clear understanding of what may be expected and what may not be expected from the program offered.
5. Fail to inform students of this policy, or to provide a way to be heard for persons who believe they have not been accorded a reasonable interpretation of their protections under this policy.

**LAKESHORE SCHOOL DIVISION
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Policy Title:	TREATMENT OF STAFF
Policy Type:	EXECUTIVE LIMITATIONS
Policy Number:	EL - 1.2
Policy Review:	November 2006; September 11, 2007; October 25, 2011; March 13, 2018

With respect to the treatment of paid and volunteer staff, the Superintendent will not cause or allow conditions that are unsafe, unfair, undignified, disorganized, or unclear.

The Superintendent will not:

1. Operate without written personnel rules which:
 - (a) Clarify rules for staff,
 - (b) Provide for effective handling of grievances, and
 - (c) Protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.
2. Retaliate against any staff member for non-disruptive expression of dissent.
3. Allow staff to be unprepared to deal with emergency situations.
4. Prevent staff from grieving to the Board when (a) internal grievance procedures have been exhausted and (b) the employee alleges that board policy has been violated to his or her detriment.
5. Fail to acquaint staff with the Superintendent's interpretation of their protections under this policy.

**LAKESHORE SCHOOL DIVISION
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Policy Title:	FINANCIAL PLANNING & BUDGETING
Policy Type:	EXECUTIVE LIMITATIONS
Policy Number:	EL - 1.3
Policy Review:	November 2006; September 11, 2007; October 25, 2011, March 13, 2018

Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from the Board's Ends priorities, risk fiscal jeopardy, or fail to be derived from a multi-year plan.

The Superintendent will not allow budgeting that:

1. Risks incurring those situations or conditions described as unacceptable in the board policy "Financial Condition and Activities."
2. Omits credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
3. Provides less for Board prerogatives during the year than is set forth in the Cost of Governance policy.

**LAKESHORE SCHOOL DIVISION
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Policy Title:	FINANCIAL CONDITION AND ACTIVITIES
Policy Type:	EXECUTIVE LIMITATIONS
Policy Number:	EL - 1.4
Policy Review:	November 2006; September 11, 2007; November 8, 2011, March 13, 2018

With respect to the actual, ongoing financial condition and activities, the Superintendent will not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from Board priorities established in Ends policies.

The Superintendent will not:

1. Expend more funds than those in the Board-approved budget.
2. Fail to settle payroll and debts in a timely manner.
3. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
4. Fail to actively pursue receivables after a reasonable grace period.

**LAKESHORE SCHOOL DIVISION
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Policy Title:	EMERGENCY SUPERINTENDENT SUCCESSION
Policy Type:	EXECUTIVE LIMITATIONS
Policy Number:	EL - 1.5
Policy Review:	March 5, 2007; September 11, 2007; November 8, 2011, April 24, 2018

In order to protect the Board from sudden loss of Superintendent services, the Superintendent will have no fewer than one other executive sufficiently familiar with Board and Superintendent issues and processes to enable either to take over with reasonable proficiency as an interim successor.

**LAKESHORE SCHOOL DIVISION
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Policy Title: **ASSET PROTECTION & RISK MANAGEMENT**
Policy Type: **EXECUTIVE LIMITATIONS**
Policy Number: **EL - 1.6**
Policy Review: **March 5, 2007; September 11, 2007; May 13, 2008;
November 29, 2011, April 24, 2018**

The Superintendent will not cause or allow corporate assets to be unprotected, inadequately maintained or unnecessarily risked.

The Superintendent will not:

1. Fail to insure adequately against theft, casualty losses and against liability losses to board members, staff and the organization itself.
2. Allow unbonded personnel access to material amounts of funds.
3. Subject plant and equipment to improper wear and tear or insufficient maintenance.
4. Unnecessarily expose the organization, its board or staff to claims of liability.
5. Make any per item purchase: (a) wherein normally prudent protection has not been given against conflict of interest; (b) of over \$5000.00 without having obtained comparative prices and quality; (c) of over \$20,000 without a stringent method of assuring the balance of long term quality and cost. Orders shall not be split to avoid these criteria.
6. Fail to protect intellectual property, information and files from loss or significant damage.
7. Receive, process or disburse funds under controls that are insufficient to meet the Board-appointed auditor's standards.
8. Compromise the independence of the board's audit or other external monitoring or advice. Engaging parties already chosen by the Board as consultants or advisers is unacceptable.
9. Endanger the organization's public image, credibility, or its ability to accomplish Ends.
10. Change the organization's name or substantially alter its identity in the community.

LAKESHORE SCHOOL DIVISION
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Policy Title:	COMPENSATION AND BENEFITS
Policy Type:	EXECUTIVE LIMITATIONS
Policy Number:	EL - 1.7
Policy Review:	November 2006; March 5, 2007; September 11, 2007, April 24, 2018

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Superintendent will not cause or allow jeopardy to fiscal integrity or to public image.

The Superintendent will not:

1. Change the Superintendent's own compensation and benefits.
2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
3. Create obligations over a longer term than revenues or budget can be safely projected.
4. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
 - A. Incur unfunded liabilities.
 - B. Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited.
 - C. Allow any employee to lose benefits already accrued from any foregoing plan.

**LAKESHORE SCHOOL DIVISION
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**LAKESHORE
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Policy Title:	COMMUNICATION AND SUPPORT TO THE BOARD
Policy Type:	EXECUTIVE LIMITATIONS
Policy Number:	EL - 1.8
Policy Review:	November 2006; September 11, 2007, May 29, 2018

The Superintendent will not permit the Board to be uninformed or unsupported in its work.

The Superintendent will not:

1. Neglect to submit monitoring data required by the Board in Board-Management Linkage policy "Monitoring Superintendent Performance" in a timely, accurate and understandable fashion, directly addressing provisions of board policies being monitored, and including Superintendent interpretations consistent with Board-Management Linkage policy "Delegation to the Superintendent" as well as relevant data.
2. Allow the Board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy, regardless of the Board's monitoring schedule.
3. Allow the Board to be without decision information required periodically by the Board or let the Board be unaware of relevant trends.
4. Let the Board be unaware of any significant incidental information it requires including anticipated media coverage, threatened or pending lawsuits and material internal changes (including key issues in transportation, scholarships, expulsions and out of province or overnight trips for students).
5. Allow the Board to be unaware that, in the Superintendent's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Management Linkage, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and the Superintendent.
6. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.
7. Allow the Board to be without a workable mechanism for official board, officer or committee communications.
8. Deal with the Board in a way that favours or privileges certain board members over

others except when (a) fulfilling individual requests for information or (b) responding to officers or committees duly charged by the Board.

9. Fail to submit to the board a Required Approvals agenda containing items delegated to the Superintendent yet required by law, regulation, contract to be Board-approved, along with applicable monitoring information.

**LAKESHORE SCHOOL DIVISION
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Policy Title:	ENDS FOCUS OF GRANTS OR CONTRACTS
Policy Type:	EXECUTIVE LIMITATIONS
Policy Number:	EL - 1.9
Policy Review:	March 5, 2007; September 11, 2007, May 29, 2018

The Superintendent will not enter into any grant or contract arrangements that fail to emphasize the production of ends and the avoidance of unacceptable means.

The Superintendent will not

1. Fail to prohibit particular methods and activities to preclude grant funds from being used in imprudent, unlawful or unethical ways.
2. Fail to assess and consider an applicant's capability to produce appropriately targeted, efficient results.

LAKESHORE SCHOOL DIVISION
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GOVERNANCE PROCESS Policies



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**LAKESHORE SCHOOL DIVISION
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GOVERNANCE PROCESS Policies**



Policy Title:	GLOBAL GOVERNANCE COMMITMENT
Policy Type:	GOVERNANCE PROCESS
Policy Number:	GP - 1
Policy Review:	November 2006; June 2007; March 8, 2011; September 26, 2017

The purpose of the board, on behalf of the people of our Division, is to see to it that the Lakeshore School Division:

- (a) Achieves appropriate results for appropriate persons at an appropriate cost (as specified in Board Ends Policies), and
- (b) Avoids unacceptable actions and situations (as prohibited in board Executive Limitations Policies).

LAKESHORE SCHOOL DIVISION
Board of Trustees
GOVERNANCE PROCESS Policies



Policy Title: **GOVERNING STYLE**
Policy Type: **GOVERNANCE PROCESS**
Policy Number: **GP - 1.1**
Policy Review: **November 2006; June 2007; March 8, 2011; September 26, 2017**

The Board will govern lawfully with an emphasis on:

- (a) Outward vision rather than an internal preoccupation
- (b) Encouragement of diversity in viewpoints
- (c) Strategic leadership more than administrative detail
- (d) Clear distinction of board and chief executive roles
- (e) Collective rather than individual decisions
- (f) Future rather than past or present, and
- (g) Pro-activity rather than reactivity.

Accordingly:

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

LAKESHORE SCHOOL DIVISION
Board of Trustees
GOVERNANCE PROCESS Policies



Policy Title:	BOARD JOB DESCRIPTION
Policy Type:	GOVERNANCE PROCESS
Policy Number:	GP - 1.2
Policy Review:	February 1, 2007; March 5, 2007; June 2007; March 8, 2011; September 26, 2017

Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the Board has direct responsibility to create:

1. The link between the ownership and the operational organization.
2. Written governing policies that address the broadest levels of all organizational decisions and situations.
 - A. Ends: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good, for which recipients, at what worth).
 - B. Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
 - C. Governance Process: Specification of how the board conceives, carries out and monitors its own task.
 - D. Board - Management Linkage: How power is delegated and its proper use monitored; the Superintendent role, authority and accountability.
3. Assurance of successful organizational performance on Ends and Executive Limitations.
4. Negotiated Contracts with Division staff.
5. Participation in the interview process for hiring senior administrators.
6. Board will have input prior to major changes to bus/transportation routes.

LAKESHORE SCHOOL DIVISION
Board of Trustees
GOVERNANCE PROCESS Policies



Policy Title:	AGENDA PLANNING
Policy Type:	GOVERNANCE PROCESS
Policy Number:	GP - 1.3
Policy Review:	February 1, 2007; June 2007; May 10, 2011, September 26, 2017

To accomplish its job products with a governance style consistent with Board policies, the Board will follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves Board performance through Board education and enriched input and deliberation.

1. The cycle will conclude each year on the last day of June so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board's most recent statement of long term Ends.
2. The cycle will start with the Board's development of its agenda for the next year.
 - A. Consultations with selected groups in the ownership, or other methods of gaining ownership input will be determined and arranged in the first quarter, to be held during the balance of the year.
 - B. Governance education, and education related to Ends determination, (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.) will be arranged in the first quarter, to be held during the balance of the year.
3. Throughout the year, the Board will attend to Required Approvals agenda items as expeditiously as possible.
4. Superintendent monitoring will be included on the agenda if monitoring reports show policy violations, or if policy criteria are to be debated.

LAKESHORE SCHOOL DIVISION
Board of Trustees
GOVERNANCE PROCESS Policies



Policy Title:	ROLE OF THE BOARD CHAIR
Policy Type:	GOVERNANCE PROCESS
Policy Number:	GP - 1.4
Policy Review:	November 2006; June 2007; March 8, 2011, September 26, 2017

The Board Chair, a specially empowered member of the Board, assures the integrity of the Board's process and, secondarily, occasionally represents the Board to outside parties.

Accordingly:

1. The assigned result of the Board Chair's job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - A. Meeting discussion content will be on those issues which, according to Board policy, clearly belong to the Board to decide or to monitor.
 - B. Information that is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as such.
 - C. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
2. The authority of the Board Chair consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-Management Linkage, with the exception of (a) employment or termination of a Superintendent and (b) where the Board specifically delegates portions of this authority to others. The Board Chair is authorized to use any reasonable interpretation of the provisions in these policies.
 - A. The Board Chair is empowered to chair board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
 - B. The Board Chair has no authority to supervise or direct the Superintendent or to make decisions about policies created by the Board within Ends and Executive Limitations policy areas.
 - C. The Board Chair will represent the Board to outside parties in announcing Board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
 - D. The Board Chair may delegate this authority, but remains accountable for its use.

**LAKESHORE SCHOOL DIVISION
Board of Trustees
GOVERNANCE PROCESS Policies**



Policy Title:	VICE CHAIR'S ROLE
Policy Type:	GOVERNANCE PROCESS
Policy Number:	GP - 1.5
Policy Review:	February 1, 2007; June 2007; March 8, 2011; October 31, 2017

The Vice Chair is a specially empowered member of the Board whose purpose is to assist the Chair in ensuring the integrity of the board's governance.

Accordingly:

1. The Vice Chair will act in the absence of the Chair as defined in Policy GP #1.4 Board Chair's Role.
 - A. The Vice Chair will be familiar with all responsibilities normally exercised by the Chair.
 - B. The Vice Chair will be familiar with current and pending Board issues and processes.
 - C. The Vice Chair will preside at meetings of the Board in the absence of the Chair.
 - D. The Vice Chair will preside at the "in camera" sessions.
2. The authority of the Vice Chair is restricted by the Board's policies which will rigorously follow Policy Governance principles.

LAKESHORE SCHOOL DIVISION
Board of Trustees
GOVERNANCE PROCESS Policies



Policy Title:	BOARD MEMBERS' CODE OF CONDUCT
Policy Type:	GOVERNANCE PROCESS
Policy Number:	GP - 1.6
Policy Review:	November 2006; June 2007; May 10, 2011; October 31, 2017

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

1. Board members must have loyalty to the ownership, unconflicted by loyalties to staff, other organizations, and any personal interest as a consumer.
2. Board members must avoid conflict of interest with respect to their fiduciary responsibility.
 - A. There will be no self-dealing or business by a member with the organization. Board members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
 - B. When the Board is to decide upon an issue, about which a member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
 - C. Board members will not use their Board position to obtain employment in the organization for themselves, family members, or close associates. Should a Board member be successful in securing employment, he or she must first resign from the Board.
3. Board members may not attempt to exercise individual authority over the organization.
 - A. Board members' interaction with the Superintendent or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
 - B. Board members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - C. Except for participation in Board deliberation about whether the Superintendent has achieved any reasonable interpretation of Board policy, members will not express individual judgments of performance of employees of the Superintendent.

4. Board members will respect the confidentiality appropriate to issues of a sensitive nature.
5. Board members will be properly prepared for Board deliberation.
6. Board members will support the legitimacy and authority of Board decisions, irrespective of the member's personal position on the issue.

LAKESHORE SCHOOL DIVISION
Board of Trustees
GOVERNANCE PROCESS Policies



Policy Title:	BOARD COMMITTEE PRINCIPLES
Policy Type:	GOVERNANCE PROCESS
Policy Number:	GP - 1.7
Policy Review:	November 2006; June 2007; April 12, 2011; June 14, 2011; November 28, 2017

Board committees, when used, will be assigned so as to reinforce the wholeness of the Board's job and so as never to interfere with delegation from Board to Superintendent.

Accordingly:

1. Board committees are to help the Board do its job, not to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board's broader focus, Board committees will normally not have direct dealings with current staff operations.
2. Board committees may not speak or act for the board.
3. Board committees cannot exercise authority over staff. Because the Superintendent works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.
4. Board committees are to avoid over-identification with organizational parts rather than the whole. Therefore, a Board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
5. Committees will be used sparingly and ordinarily in an *ad hoc* capacity.
6. This policy applies to any group which is formed by board action, whether or not it is called a committee and regardless whether the group includes board members. It does not apply to committees formed under the authority of the Superintendent.

LAKESHORE SCHOOL DIVISION
Board of Trustees
GOVERNANCE PROCESS Policies



LAKESHORE
SCHOOL DIVISION

Policy Title:	BOARD COMMITTEE STRUCTURE
Policy Type:	GOVERNANCE PROCESS
Policy Number:	GP - 1.8
Policy Review:	February 1, 2007; June 2007; April 12, 2011; June 14, 2011; November 28, 2017

A committee is a Board committee only if its existence and charge come from the Board, regardless whether Board members sit on the committee. The only Board committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

1. Ownership Linkage Committee

- A. Product: Ownership linkage plan for annual board consideration – by no later than May 31 of the previous school year.
- B. Authority: To incur reasonable costs and reasonable hours of staff time.
- C. Composition: Three Board members as chosen by the Board and senior administration.

2. Negotiations Committee

- A. Product: Negotiated contracts with Division staff.
- B. Authority: To incur reasonable costs and reasonable hours of staff time.
- C. Composition: Three board members as chosen by the Board and senior administration.

3. Partnership Representation: Fieldstone Ventures Education Centre and Lakeshore Recreation Commission.

LAKESHORE SCHOOL DIVISION
Board of Trustees
GOVERNANCE PROCESS Policies



Policy Title:	COST OF GOVERNANCE
Policy Type:	GOVERNANCE PROCESS
Policy Number:	GP - 1.9
Policy Review:	February 1, 2007; June 2007; June 14, 2011; November 28, 2017

Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.

Accordingly:

1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - A. Training and retraining will be used liberally to orient new members and candidates for membership, as well as to maintain and increase existing member skills and understandings.
 - B. Outside monitoring assistance will be arranged so that the board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.
 - C. Outreach mechanisms will be used as needed to ensure the board's ability to listen to owner viewpoints and values.
2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of superior capability.
 - A. Up to \$10,000 in a fiscal year for training, including attendance at conferences and workshops.
 - B. Up to \$25,000 in a fiscal year for audit and other third-party monitoring of organizational performance.
 - C. Up to \$2,000 in a fiscal year for surveys, focus groups, opinion analyses, and meeting costs.
 - D. Up to \$21,000 in a fiscal year for board materials and meeting costs.
 - E. Up to \$60,000 in a fiscal year for trustees' compensation/expenses.

LAKESHORE SCHOOL DIVISION
Board of Trustees
BOARD MANAGEMENT LINKAGE Policies



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LAKESHORE SCHOOL DIVISION
Board of Trustees
BOARD MANAGEMENT LINKAGE Policies



Policy Title:	GLOBAL GOVERNANCE-MANAGEMENT CONNECTION
Policy Type:	BOARD MANAGEMENT LINKAGE
Policy Number:	BML - 1
Policy Review:	November 2006; June 2007; September 13, 2011; January 16, 2018

The Board's sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, titled Superintendent.

**LAKESHORE SCHOOL DIVISION
Board of Trustees
BOARD MANAGEMENT LINKAGE Policies**



LAKESHORE
SCHOOL DIVISION

Policy Title:	UNITY OF CONTROL
Policy Type:	BOARD MANAGEMENT LINKAGE
Policy Number:	BML – 1.1
Policy Review:	March 5, 2007, June 2007; September 13, 2011; January 16, 2018

Only officially passed motions of the Board are binding on the Superintendent.

Accordingly:

1. Decisions or instructions of individual Board members, officers, or committees are not binding on the Superintendent except in rare instances when the Board has specifically authorized such exercise of authority.
2. In the case of Board members or committees requesting information or assistance without Board authorization, the Superintendent can refuse such requests that require, in the Superintendent's opinion, a material amount of staff time or funds or is disruptive.

**LAKESHORE SCHOOL DIVISION
Board of Trustees
BOARD MANAGEMENT LINKAGE Policies**



Policy Title:	ACCOUNTABILITY OF THE SUPERINTENDENT
Policy Type:	BOARD MANAGEMENT LINKAGE
Policy Number:	BML – 1.2
Policy Review:	March 5, 2007; June 2007; September 13, 2011; January 16, 2018

The Superintendent is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Superintendent.

Accordingly:

1. The Board will never give instructions to persons who report directly or indirectly to the Superintendent.
2. The Board will not evaluate, either formally or informally, any staff other than the Superintendent.
3. The Board will view Superintendent performance as identical to organizational performance, so that organizational accomplishment of Board stated Ends and compliance with Executive limitations will be viewed as successful Superintendent performance.

LAKESHORE SCHOOL DIVISION
Board of Trustees
BOARD MANAGEMENT LINKAGE Policies



Policy Title: **DELEGATION TO THE SUPERINTENDENT**
Policy Type: **BOARD MANAGEMENT LINKAGE**
Policy Number: **BML – 1.3**
Policy Review: **March 5, 2007; June 2007; September 27, 2011; January 16, 2018**

The Board will instruct the Superintendent through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the Superintendent to use any reasonable interpretation of these policies.

Accordingly:

1. The Board will develop policies instructing the Superintendent to achieve specified results, for specified recipients at a specified relative worth. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues as defined above are Means issues.
2. The Board will develop policies that limit the latitude the Superintendent may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the board, even if they were to be effective. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The Board will never prescribe organizational means delegated to the Superintendent.
 - a. Below the global level, a single limitation at any given level does not limit the scope of any foregoing level.
 - b. Below the global level, the aggregate of limitations on a given level may embrace the scope of the foregoing level, but only if justified by the Superintendent to the Board's satisfaction.
3. As long as the Superintendent uses *any reasonable interpretation* of the Board's Ends and Executive Limitations policies, the Superintendent is authorized to establish all further procedures or regulations, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Superintendent shall have full force and authority as if decided by the Board.
4. The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and Superintendent domains. By doing so, the Board changes the latitude of choice given to the Superintendent. But as long as any particular delegation is in place, the board will respect and support the Superintendent.

**LAKESHORE SCHOOL DIVISION
Board of Trustees
BOARD MANAGEMENT LINKAGE**



Policy Title: **MONITORING SUPERINTENDENT PERFORMANCE**
Policy Type: **BOARD MANAGEMENT LINKAGE**
Policy Number: **BML – 1.4**
Policy Review: **February 1, 2007; March 5, 2007; June 2007; September 27, 2011;
February 13, 2018**

Systematic and rigorous monitoring of Superintendent job performance will be solely against the only expected Superintendent job outputs: organizational accomplishment of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations.

Accordingly:

1. Monitoring is simply to determine the degree to which Board policies are being met. Information that does not do this will not be considered to be monitoring information.
2. The Board will acquire monitoring data by one or more of three methods:
 - (a) by internal report, in which the Superintendent discloses compliance information, along with his/her justification for the reasonableness of interpretation;
 - (b) by external report, in which an external, disinterested third party selected by the board assesses compliance with policies, augmented with the Superintendent's justification for the reasonableness of his/her interpretation; and
 - (c) by direct Board inspection, in which a designated member or members of the Board assess compliance with policy, with access to the Superintendent's justification for the reasonableness of his/her interpretation.
3. In every case, the standard for compliance shall be *any reasonable Superintendent interpretation* of the board policy being monitored. The Board is final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by Board members or by the Board as a whole.
4. All policies that instruct the Superintendent will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

<u>Policy</u>	<u>Method</u>	<u>Frequency</u>
1. Global Executive Limitation	Internal	June
1.1 Treatment of Consumers	Internal	September
1.2 Treatment of Staff	Internal	October
1.3 Financial Planning/Budgeting	Internal	January - March
1.4 Financial Condition & Activities	Internal	Jan/April/Aug/Oct
	External	TBD with auditor
1.5 Emergency Superintendent Succession	Internal	November
1.6 Asset Protection & Risk Management	Internal	February
1.7 Compensation & Benefits	Internal	May
1.8 Communication & Support	Internal	October
1.9 Ends Focus of Grants & Contracts	Internal	April
ENDS	Internal	January

LAKESHORE SCHOOL DIVISION
Board of Trustees
BOARD MANAGEMENT LINKAGE Policies



Policy Title:	SUPERINTENDENT MONITORING PROCESS
Policy Type:	BOARD MANAGEMENT LINKAGE
Policy Number:	BML – 1.5
Policy Review:	February 1, 2007; March 5, 2007; June 2007; September 27, 2011

The Board, in the format described below, will conduct a formal evaluation of the Superintendent, based solely on the achievement of Board's Ends policies and non-violation of its Executive Limitations policies over the course of the past year.

Accordingly:

1. The Board will present the formal evaluation to the Superintendent annually at the February Board meeting.
2. The board's formal process will consist of:
 - a) an in-camera discussion in which the board reviews the compilation of the monitoring reports the Superintendent has provided throughout the year, and
 - b) a follow-up discussion with the Superintendent in which the board seeks any further clarification and understanding of the monitoring reports, for these are the only criteria against which Superintendent performance can be assessed.
3. The 'presentation' of the evaluation will be in the form of a letter from the board that:
 - a) indicates its receipt of the monitoring reports and comments on the timeliness of them,
 - b) indicates its level of satisfaction/any issues with the accomplishment of or rate of progress the Superintendent has made towards organizational ENDS, and
 - c) indicates its level of satisfaction/any issues related to the Superintendent's compliance with EXECUTIVE LIMITATIONS policies.

LAKESHORE SCHOOL DIVISION
Board of Trustees
ENDS Policies



LAKESHORE

SCHOOL DIVISION

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LAKESHORE SCHOOL DIVISION
Board of Trustees
ENDS Policies



Policy Title: **MEGA – END AND SUCCESSIVE ENDS LAYERS**
Policy Type: **ENDS**
Policy Number: **E - 1, 2.1, 2.2 and 2.3**
Policy Review: **January 2007; February 1, 2007; March 5, 2007; June 2007; January 10, 2012**

1. MEGA END

Lakeshore School Division exists so that all students will have equal opportunities to be successful at a cost that justifies the results achieved.

This is further defined, *in order of priority*, as:

All students will have the work and social skills necessary to communicate and interact appropriately in society, including:

- a) Students will show respect for self and others
- b) Students will practice honesty and integrity
- c) Students will demonstrate a strong work ethic
- d) Students will be contributing members of society

All students will have opportunities to achieve their utmost potential in the areas of:

- a) Literacy
- b) Numeracy
- c) Technology
- d) Problem-solving
- e) Critical thinking
- f) Accessing information

All students will have the skills to make healthy lifestyle choices.