

Board Governance and Leadership Development Services

Improving Student Achievement through Effective Governance and Leadership

BOARD POLICY PROCESSES FOR EFFECTIVE GOVERNANCE

...a key tool for implementing board goals, clarifying roles, enhancing working relationships and ensuring accountability

This workshop builds upon two previous workshops:

1. *Creating a School Board Legacy*, and
2. *Role Clarification for a Successful Corporate Board/Director of Education Professional Working Relationship*.

This comprehensive service accomplishes the following:

1. reviews all board policies, administrative procedures and forms in detail, aligning them with the job descriptions for the district school board and the director of education that were developed in earlier workshops;
2. supports the corporate board in articulating those policy statements that are pivotal in attaining its mission and goals;
3. streamlines the policy handbook to contain only 15 to 20 board policies that are essential for board governance and accountability, written in a well-organized, clear and succinct format;
4. provides the board with a new policy handbook in

electronic format, ready for posting on the board website;

5. clarifies that actions and initiatives that are not included in board policy are the responsibility of the director, whose leadership is articulated in administrative procedures;
6. presents the director of education with a new administrative procedures manual, ready for posting on the board website, that is aligned with his or her job description and provides clear direction to staff members; and
7. supplies the district with a new forms manual in electronic format, that is aligned with the policies and procedures.

Key Features of the Board Policy Process Model

- the clarity of the roles of the corporate board, director of education, trustee, board chair/vice-chair and board committees;
- a strong governance role for the board;
- an important leadership role for the director and other system administrators;
- the alignment of policies with the description of the board's role;
- the alignment of administrative procedures with the director of education's job description; and
- system accountability, through the evaluation of the director and annual board reviews.

Board Policies for Consideration:

1. The board's key outcomes and statement of goals;
2. Board job description;
3. Director of Education job description;
4. The board's delegation of authority to the director;
5. The trustee code of ethics;
6. The role of the trustee;
7. The role of the board chair;
8. The role of the vice-chair;
9. Board operations;
10. Committees of the Board;
11. Board representatives to other organizations;
12. Development of board policy;
13. Appeals regarding student matters (suspensions, expulsions);
14. Hearings on teacher termination;
15. School accommodation; and

16. Selection of the director.

Other policies may be substituted or added, as determined by the needs of individual boards.

The OESC Team is made up of seasoned education professionals with proven track records, led by Barry O'Connor. The team is committed to helping boards and directors work effectively together to attain system goals and leave an inspiring legacy. The team:

- consistently receives outstanding evaluations from clients;
- provides highly valued, cost-effective services for member boards;
- has access to expert legal services;
- keeps current on all matters related to policy-making; and
- customizes services to meet individual board requirements.

What does the service involve?

- The service builds on the two core workshops (*Creating a District School Board Legacy and Role Clarification for a Successful District School Board/Director of Education Working Relationship*).
- It starts with a one-day workshop with the board and director to explain the process, gain agreement about the board's direction regarding board policy, and agreement regarding the roles of the board and the director in the board policy process.
- Based on the information developed during the workshop, draft policy, administrative procedures and forms manuals are prepared over a period of one to two months by the OESC Team. The chair of the board, director and senior administrators are consulted as necessary during the development period.
- A second half-day to one-day workshop provides the board and the director with an opportunity to review the draft board policy handbook, the administrative procedures manual and forms manual.
- The final review concludes with the provision of the handbook and two manuals in electronic format.
- Costs depend on the amount of work and time involved. OESC will provide a firm quotation on the cost of the service for an individual board when requested. The estimated total costs to the board for this service are currently \$25,000 to \$35,000. This is much less than the cost of comparable services.

How do we access this service?

Contact Bob Williams at OESC
416-340-2540 ext. 118
bwilliams@opsba.org



What is the Ontario Education Services Corporation?

The OESC is a non-profit agency formed in 2002 by the four Ontario Trustees' Associations and the Council of Directors of Education to provide valuable services to all Ontario Boards and to save boards money. Currently OESC provides the following services to boards:

- Police Record Checks.
- Intervention on behalf of all boards at the Ontario Energy Board (the School Energy Coalition).
- Board Governance and Leadership Development.