

# Policy 7

## BOARD COMMITTEES AND REPRESENTATIVES

---

The Board may delegate specific powers and duties to Standing Committees and Ad Hoc Committees of the Board, subject to the restrictions on delegation in the [Education Act](#).

Standing committees are established to assist the Board with work of an ongoing or recurring nature.

Ad hoc committees are established to assist the Board on a specific project for a specific period of time. The terms of reference for each ad hoc committee will be established by Board motion at the time of the formation.

The Board may appoint trustees to represent the Board on various external committees, agencies and organizations after reviewing their terms of reference and determining if they further the work of the Board. Such representation is established at the discretion of the Board to facilitate the exchange of information on matters of mutual concern and/or to discuss possible agreements between the Division and other organizations.

The Board Chair shall act as an ex-officio member, with voting privileges, on all committees appointed by the Board, with the exception of the Student Expulsion Committee.

The Superintendent may appoint resource personnel to work with a trustee representative(s) on external committees, agencies and organizations and shall determine the roles, responsibilities, and reporting requirements of resource personnel.

Standing committees and Ad Hoc committees with Board representation will be listed in Appendix A and Appendix B of this policy annually and will be identified as per the Board Annual Work Plan, in [Policy 2](#), Appendix A.

The external committees/organizations that will have Board representation will be identified as per the Board Annual Work Plan, in [Policy 2](#), Appendix A.

Legal Reference: [Relevant Legislation & Guidelines](#)

# Appendix A

## STANDING COMMITTEES

---

Agenda Planning Committee

ATA Employee Liaison Committee (Joint)

Audit Committee

Board Committee of the Whole

Labor Relations Committee

Milestones Committee

Student Expulsion Committee

Teachers' Employer Bargaining Association (TEBA)

# Terms of Reference

## AGENDA PLANNING COMMITTEE

---

### **PURPOSE**

To make decisions regarding agenda items for regular Board meetings.

### **COMPOSITION**

The Agenda Planning Committee is comprised of the Board Chair, the Vice-Chair, and the Superintendent and designate(s).

### **RESPONSIBILITIES**

The Committee will:

- after careful consideration, determine items to be placed on the agenda of regular Board meetings, including requests for presentations to the Board.
- within the framework for Board agendas, determine the order of items placed on the agenda of regular Board meetings.
- adhere to Policy 6 – Appendix C regarding delegations at Regular Board Meetings.

### **MEETINGS**

The Board Meeting Agenda Planning Committee will meet eight (8) days prior to each regular Board meeting.

### **REFERENCES**

[Policy 6 – Board Operations](#)

# ATA EMPLOYEE LIAISON COMMITTEE

---

## BACKGROUND

The ATA Employee Joint Liaison Committee is a standing committee, referenced in the Collective Agreement with the Alberta Teachers' Association, established to assist the Board of Trustees in its efforts to build, support, and maintain collaborative professional relationships. The structure of each meeting is a Q&A session with the Superintendent responding to questions and issues brought forward by ATA representatives.

## PURPOSE

To establish and maintain effective communication between trustees, teachers, and the Superintendent.

## COMPOSITION

The committee will consist of two Trustees, the Superintendent (or delegate) and three representatives of the Local ATA.

## RESPONSIBILITIES

The ATA Employee Joint Liaison Committee representatives will:

- engage in conversations in response to questions and issues brought forward by the ATA representatives.
- build relationships.
- prepare a memorandum to communicate to the Board the current issues and concerns facing teachers within the division.

## MEETINGS

The ATA Employee Joint Liaison Committee shall meet virtually or in person, at least four (4) times a year.

## REFERENCES

[Collective Agreement between the Foothills School Division and the Alberta Teachers' Association \(2018\)](#)

# AUDIT COMMITTEE

---

## **PURPOSE**

To enable the Board of Trustees and the Superintendent of Schools to fulfill their oversight responsibilities for the financial reporting process, the system of internal control over financial reporting, the audit process, and monitoring the Division's compliance with laws and regulations pertaining to the financial operations.

## **AUTHORITY**

The Audit Committee is empowered to:

- Recommend external auditors to the Board;
- Review the annual financial statements and report to the Board;
- Attend to other matters as the Board may determine in the establishment of the audit committee;
- Meet with Division staff, external auditors or outside counsel as necessary;
- Seek any information it requires from employees – all of whom are directed to cooperate with the committee's request – or external parties; and
- With the consent of the Board of Trustees, retain outside counsel, accountants or others to advise the committee or assist in the conduct of an investigation.

## **COMPOSITION**

The Audit Committee shall comprise of the following members:

- Committee of the Whole
- The Assistant Superintendent, Corporate Services, and the Director of Financial Services; as well the Superintendent and/or other members of the Executive Team may attend;
- Two (2) "at large" members of the general public, who are independent from the Division, have no relationship to the audit firm and who are financially literate.

## **REMUNERATION**

Trustees and the "at large" members of the Audit Committee will receive per diem based upon Board Policy 6 and reimbursement of expenses based on Administrative Procedure AP-514.

## **RESPONSIBILITIES**

The Audit Committee will carry out the following responsibilities:

### **Financial Statements**

- a. Review significant accounting and reporting issues, including complex or unusual transactions;
- b. Review with management and the auditors the results of the audit, including any difficulties encountered;
- c. Review the annual financial statements, and consider whether they are complete, consistent with the approved budget for the school year in question and other information known to committee members, and reflect appropriate accounting principles; and
- d. Review with management and the auditors all matters required to be communicated to the entire Board of Trustees.

### **Internal Control**

- a. Consider the effectiveness of the Division's internal controls over annual reporting, including information technology security and control; and
- b. Understand the scope of the auditor's review of internal control over financial reporting, and obtain reports on significant findings and recommendations, together with management's responses.

### **Audit**

- a. Review the auditor's proposed audit scope and approach;
- b. Review the performance of the auditors;
- c. Review and confirm the independence of the auditors by obtaining statements from the auditors on relationships between the auditors and the Division, including non-audit services, and discussing the relationship with the auditors;
- d. On a needs basis meet separately with the auditors to discuss any matters that the Audit Committee or auditors believe should be discussed privately.

### **Compliance**

- a. Review the findings of any examinations by regulatory agencies, and any audit observations; and
- b. Obtain regular updates from management and Division's legal counsel regarding compliance matters
- c. Obtain and review from legal counsel an update on any outstanding legal matters that may have a significant impact upon board operations.

## **MEETINGS**

The Audit Committee will meet at least twice a year, with authority to convene additional meetings, as circumstances require. The Audit Committee will invite members of management, auditors, or others to attend meetings as necessary. It may hold private meetings with auditors

and/or any members of the executive team. Minutes of meetings will be prepared and kept/stored at the Division Office.

An Audit Committee report, including a memorandum with a recommendation, shall be provided at a regular meeting of the Board of Trustees. The Assistant Superintendent, Corporate Services, or the Director of Financial Services (or a designated appointee) shall act as the Secretary to the Audit Committee.

## BOARD COMMITTEE OF THE WHOLE

---

### **BACKGROUND**

The Board Committee of the Whole is established as a standing committee of the Board, with responsibility for work as detailed below.

### **PURPOSE**

- To allow the Board to explore matters to much greater depth than can be accomplished in a scheduled regular meeting of the Board.
- To solicit and receive information from the Superintendent and/or designate(s) relevant to the development of various system activities and plans.

### **COMPOSITION**

The Board Committee of the Whole is comprised of the Board of Trustees and the Superintendent and/or designate(s).

### **RESPONSIBILITIES**

Trustees will:

- Make recommendations for agenda items for subsequent Board meetings.
- Maintain confidentiality of proceedings unless otherwise stated.

### **MEETINGS**

The Board Committee of the Whole Meetings will be held at least monthly, as required, dependent upon agenda items.



## LABOUR RELATIONS COMMITTEE

---

### **PURPOSE**

To negotiate and conclude Memoranda of Agreement for recommendation to the Board.

### **COMPOSITION**

The Board of Trustees will identify two (2) trustees to represent the Board, with one (1) alternate to attend on behalf of a representative.

The Foothills School Division is represented by Assistant Superintendent, Corporate Services and Assistant Superintendent, Employee Services.

### **RESPONSIBILITIES**

Trustees will:

- Report to the Board from time to time.
- Maintain confidentiality of negotiation proceedings.

### **MEETINGS**

The Labour Relations Committee will meet on an as need basis. Meetings to be coordinated and scheduled by either the Assistant Superintendent, Corporate Services or the Assistant Superintendent, Employee Services.

## MILESTONES COMMITTEE

---

### **PURPOSE**

To collaboratively and meaningfully recognize the contributions and service of Division staff in supporting the vision and mission of the Division through the annual Board sponsored Milestones recognition event.

### **COMPOSITION**

The Board of Trustees will identify one (1) trustee to represent the Board.

The Foothills School Division is represented by Assistant Superintendent, Employee Services.

### **RESPONSIBILITIES**

The trustee representative will:

- attend meetings as required.
- communicate to the Board the work of the Milestones Committee.
- assist the Milestones Committee in its preparation for the Milestones Event.

### **MEETINGS**

Committee meetings will be coordinated and scheduled by the Assistant Superintendent, Employee Services.

## STUDENT EXPULSION COMMITTEE

---

### PURPOSE

To make decisions regarding the recommendations for the expulsion of any student.

### COMPOSITION

The Board of Trustees will identify three (3) trustees to represent the Board committee; one (1) of whom must be the Chair or Vice-Chair.

The Foothills School Division is represented by the Superintendent and/or their designate(s).

### RESPONSIBILITIES

The Student Expulsion Committee will:

- on a recommendation for expulsion, reinstate or expel the student. (If reinstated, state date for return and conditions to be met. If expelled, state term of expulsion and conditions for re-entry).

### MEETINGS

The Student Expulsion Committee will meet in accordance with [Policy 11 – Appeals and Hearings Regarding Student Matters](#) .

The timelines for convening a hearing of a Student Expulsion Committee will be consistent with those prescribed in the *Education Act*. A hearing must be held within ten (10) school days from the first day of suspension. Meetings will be virtually or in person.

# TEACHERS' EMPLOYER BARGAINING ASSOCIATION (TEBA) COMMITTEE

---

## **PURPOSE**

TEBA committee work operates in compliance with provincial guidelines:

- Provincial Requirement to prepare for negotiating the central and local table matters.

## **COMPOSITION**

The Board of Trustees will identify one (1) trustee to represent the Board for the entire 4 year term.

The Foothills School Division is represented by Assistant Superintendent, Corporate Services and Assistant Superintendent, Employee Services.

## **RESPONSIBILITIES**

The trustee representative will:

- Attend TEBA meetings as required.
- Communicate to the Board the work of the TEBA Committee.
- Act as the Board's representative as required under TEBA's Bylaws and Procedures

## **MEETINGS**

TEBA meetings will be called by the TEBA Committee/ Minister of Education.

# Appendix B

## AD HOC COMMITTEES

---

Alberta School Boards Association (ASBA) Zone 5

Alberta Teachers' Association (ATA) Professional Development Committee

Edwin Parr Selection Committee

Policy Review Committee

Regional Planning Committee

Rural Caucus

Staff Advisory Council

Students' Matters Committee

Trustee Handbook Committee

Trustee Professional Learning Committee

# Terms of Reference

## ASBA ZONE 5 COMMITTEE

---

### **PURPOSE OF THE ASSOCIATION ZONES**

- Act as a forum for discussion of relevant, timely and emerging issues identified from individual boards, Alberta School Boards Association (ASBA) Board of Directors, Alberta Education, and other sources.
- Discuss, and/or develop, policy issues for submission at the Fall General Meeting of ASBA.
- Facilitate the development of trustee skills and knowledge.
- Act on action requests from ASBA Board of Directors.

### **COMPOSITION**

The Board of Trustees will identify one (1) trustee to serve as the Division's ASBA Zone 5 representatives, with one (1) alternate to attend on behalf of the representative. In the event that the trustee identified to serve as the Division's Zone 5 representative is named Zone Chair, the alternate trustee will become a full member of the committee. All trustees may attend Zone 5 meetings.

### **RESPONSIBILITIES**

The ASBA Zone 5 representative will:

- attend ASBA Zone 5 meetings.
- represent the Board's positions and interests at the Zone level.
- prepare a memorandum to communicate to the Board the work of Zone 5.
- build relationships.

### **MEETINGS**

ASBA Zone 5 meetings are held monthly, or as called by Zone 5 Chair. Meetings will be virtually or in person.

## ATA PROFESSIONAL DEVELOPMENT (PD) COMMITTEE

---

### **PURPOSE**

To oversee the distribution of ATA Professional Development funds to its members.  
To liaise with both Division staff and other school PD representatives in the area of professional development.

### **COMPOSITION**

The Board of Trustees will identify one (1) trustee to represent the Board, with one (1) alternate to attend on behalf of the representative.

### **RESPONSIBILITIES**

The ATA PD Committee representative will:

- attend ATA PD meetings as required.
- build relationships.
- prepare a memorandum to communicate to the Board the work of the ATA PD Committee.

### **MEETINGS**

ATA PD Committee meetings are to be coordinated and scheduled by the ATA Local #16.  
Meetings will be virtually or in person.

## EDWIN PARR SELECTION COMMITTEE

---

### **PURPOSE**

To review nominations, interview, and select the successful candidate to represent the Foothills School Division's to the ASBA Zone 5 Edwin Parr nominee competition.

### **COMPOSITION**

The Board of Trustees will identify two (2) trustees to represent the Board. The Foothills School Division is represented by the Assistant Superintendent, Employee Services.

### **RESPONSIBILITIES**

Trustees will:

- Review the candidate profiles and interview questions 3 days prior to the interview;
- Interview and select Foothills School Division's Edwin Parr representative for the Zone competition;
- Report to the Board the selected representative;
- Introduce and celebrate all nominees to the Division at a Board meeting;
- Maintain confidentiality of discussion and selection as required.

### **MEETINGS**

The Edwin Parr Selection Committee will meet once a year, prior to the award nomination deadline in March. The meeting will be coordinated and scheduled by the Assistant Superintendent, Employee Services.

### **REFERENCES**

ASBA Edwin Parr Teacher Award Nomination Package



# FLOURISHING COMMUNITIES COMMITTEE

---

## MANDATE

Effectively engaging stakeholders results in several benefits including:

- ensuring being more responsive to local needs;
- increasing stakeholder understanding of education matters;
- improving decision making;
- providing assurance and accountability in advancing student growth and achievement

The committee's work includes operational consultation on annual assurance actions (i.e., budget, education plan, AERR) and/or emergent issues (i.e., post pandemic planning forward). The committee is committed to communicating, collaborating, thinking critically, and solving problems together to advance educational excellence that fosters flourishing communities.

## PURPOSE

The committee's purpose is to consult and gather feedback, voice, and recommendations for the executive team to consider in operational decision making.

## COMPOSITION

The Board of Trustees will identify one (1) trustee to represent the Board.

The Foothills School Division is represented by the Superintendent and will include representation from:

- Executive Team
- Manager of communications and community engagement
- School leaders x 3 (representation from High Country, Okotoks and area, High River and area as well as Div1/2, Div 3, Div 4)
- Indigenous Advisory Circle parent representation
- Indigenous Learning facilitator
- Teachers x 3 (Div1/2, Div 3, Div 4)
- School based support staff x 2
- Exempt staff, Spitzee Crossing
- Transportation
- Facilities
- Parents x 3 (High Country, Okotoks and area, High River and area as well as Div1/2, Div 3, Div 4))
- Business/Community x 3 (High Country, Okotoks and area, High River and area)

## **RESPONSIBILITIES**

The trustee representative will:

- attend meetings as required.
- communicate to the Board the work of the Flourishing Communities Committee.

## **MEETINGS**

Committee meetings will be coordinated and scheduled by the Superintendent or designate.

Meeting Schedule:

- October: in advance of AERR to consult upon results and data gathered to date and gather any suggested changes, strategies prior to approval
- April: in advance of budget and Education Plan approval to consult upon any suggested changes, strategies prior to approval of both in late May
- Ad hoc based on emergent issues, active engagements or consultations

## POLICY REVIEW COMMITTEE

---

### **PURPOSE**

To review policies and ensure they align with Foothills School Division vision and mission.

### **COMPOSITION**

The Board of Trustees will identify three (3) trustees to represent the Board.

The Foothills School Division is represented by the Superintendent and/or their designate(s).

### **RESPONSIBILITIES**

The Board's Policy Committee shall be responsible for assisting the Board in its policy role by:

- reviewing policies and the schedule for policy review;
- recommending to the Board changes resulting from the review; and
- including evidence of policy updates in the Annual Board Evaluation.

### **MEETINGS**

The Policy Review Committee shall meet virtually or in person, as required.

### **REFERENCES**

[Education Act](#) (see sections 33, 53)

## REGIONAL PLANNING COMMITTEE

---

### **PURPOSE**

The Regional Planning Committee will facilitate a collective discussion on complex issues and related topics as presented by the member organizations and to develop and action an integrated strategy and plan for schools regionally within the boundary of the Foothills County with focus on the highest growth areas, the Town of Okotoks and the immediate County area up to the northern boundary of Foothills School Division.

### **COMPOSITION**

The Board of Trustees will identify two (2) trustees to serve on the Regional Planning Committee.

The Regional Planning Committee includes representatives from the Town of Okotoks, Foothills County, Foothills School Division (FSD), Christ the Redeemer Schools (CTRS), and Southern Francophone Education Region No. 4.

The Foothills School Division is represented by the Superintendent and/or their designate(s).

### **RESPONSIBILITIES**

The Regional Planning Committee is responsible for:

- proactively and collaboratively leading the development and design of future school sites.
- will prepare a memorandum to the Board regarding issues, recommendations, or actions discussed at the Regional Planning Committee meeting and highlighting those most relevant to Foothills School Division.
- build relationships.

### **MEETINGS**

The Regional Planning Committee meets twice a year, once in the fall and once in the spring of any given school year. Member organizations rotate hosting and chairing responsibilities of the meetings.

The Foothills School Division Superintendent and/or their designate(s) is responsible for coordination and facilitation of the meetings.

Meetings will be virtually or in person.

# RURAL CAUCUS COMMITTEE

---

## **BACKGROUND**

The Rural Caucus of Alberta School Boards was created to provide interested Rural Alberta School Boards a way to discuss transportation issues. The Rural Caucus was formalized in 2017 with the purpose of being one voice for rural school boards and to create an awareness of the many issues they face in providing education to students in rural Alberta. Foothills School Division's Board of Trustees chose to participate in the Rural Caucus to represent Foothills School Division by providing input on provincial issues related specifically to the delivery of rural education in Alberta.

## **PURPOSE**

To represent The Foothills School Division at the Rural Caucus of Alberta School Boards by providing input on provincial issues related specifically to the delivery of rural education in Alberta.

## **COMPOSITION**

The Board of Trustees will identify one (1) trustee and one (1) alternate to serve as the Division's Rural Caucus of Alberta School Boards representative. In the event that the trustee identified to serve as the Division's Rural Caucus representative is named Chair or Director, the alternate trustee will become a full member of the committee.

## **RESPONSIBILITIES**

The Rural Caucus of Alberta School Boards representative will:

- represent the Board at the provincial Rural Caucus Committee meetings.
- build relationships.
- prepare a memorandum for the Board regarding issues, recommendations, or actions discussed at the Rural Caucus of Alberta School Boards meeting and highlighting those most relevant to Foothills School Division.

## **MEETINGS**

The Rural Caucus of Alberta School Boards meets three times a year.

The meetings occur in conjunction with the ASBA Spring General Meeting, the ASBA Fall General Meeting, and the Alberta Rural Education Symposium.

Meetings will be virtually or in person.

## STAFF ADVISORY COMMITTEE

---

### **PURPOSE**

To provide feedback that supports the Division in achieving its vision of *Engagement, Support, and Success for each learner* by informing and advancing Divisional priorities.

### **COMPOSITION**

The Board of Trustees will identify one (1) trustee to serve as the Board's representative on the Staff Advisory Council. All trustees are invited to attend meetings.

### **RESPONSIBILITIES**

Trustees will:

- attend Staff Advisory Council meetings as required.
- prepare a memorandum that communicates to the Board the work of the Staff Advisory Council.
- build relationships.

### **MEETINGS**

Trustees will attend Staff Advisory Council meetings as scheduled. Meetings will be virtually or in person.

## STUDENTS' MATTERS COMMITTEE

---

### **PURPOSE**

To empower students to provide feedback that supports the Division in achieving its vision of *Engagement, Support, and Success for each learner* by informing and advancing Divisional priorities.

### **COMPOSITION**

The Board of Trustees will identify one (1) trustee to serve as the Board's representative on the Students' Matters Committee. All trustees are invited to attend meetings.

### **RESPONSIBILITIES**

Trustees will:

- attend Students' Matters Committee meetings as required.
- prepare a memorandum to communicate to the Board the work of the Students' Matters Committee.
- build relationships.

### **MEETINGS**

Trustees will attend Students' Matters meetings as scheduled. Meetings will be virtually or in person.

## TRUSTEE HANDBOOK COMMITTEE

---

### PURPOSE

To ensure the Foothills School Division Trustee Handbook reflects quality leadership standards in board governance and enriches the understanding of the role and responsibilities of the governing Board and how individual Trustee leadership can enhance the positive, value-added impact for all learners across the Division.

### COMPOSITION

The committee will consist of up to four (4) Trustees and may include representation from the Executive Team.

### RESPONSIBILITIES

The Board's Trustee Handbook Committee shall be responsible for:

- assisting the Board in its 'welcoming/on-boarding' of new Trustees;
- updating the FSD Trustee Handbook to guide Trustees in developing greater knowledge and skills in applying good governance principles; and
- ensuring that the Trustee Handbook aligns with FSD Policies 1 through 8.

### MEETINGS

The Trustee Handbook Committee shall meet virtually or in person, as required.

### REPORTING

The Committee will present the revised and updated trustee handbook to the Board for their approval and adoption.

### REFERENCES

*The Governance Core: School Boards, Superintendents, and Schools Working Together* Davis Campbell and Michael Fullan. (2019)

Board Policies

The website for Fraser Cascade School Division 78, Hope, British Columbia, Canada can be found at <http://sd78.bc.ca/wp-content/uploads/2017/10/Trustee-Handbook.pdf>



## TRUSTEE PROFESSIONAL LEARNING (PL) COMMITTEE

---

### PURPOSE

To collectively engage in guiding Trustee Professional Learning to maintain and enhance knowledge and skills of effective governance principles and to apply this learning to meet the vision and mission of Foothills School Division.

### COMPOSITION

The Board of Trustees will identify three (3) trustees to represent the Board.

### RESPONSIBILITIES

The Trustee PL Committee shall be responsible for assisting the Board in its professional learning by:

- recommending an annual plan for professional development to the Board that aligns with the vision and mission of Foothills School Division by designating 3 professional learning days;
- contributing to improving the knowledge and skills of the Lead Team through collaborative study, expertise exchange, and professional dialogue;
- proposing and planning innovative methods to increase professional development opportunities for the Lead Team; and
- including evidence of Professional Learning and actions resulting from learning in Annual Board Evaluation.

### MEETINGS

The Trustee PL Committee shall meet virtually or in person, as required.

### REFERENCES

The website for Good Governance for School Boards: Trustee Professional Development Program (Ontario Education Services Corporation) can be found at <https://modules.ontarioschooltrustees.org/>

Campbell, D., Fullan, M. (2019). *The Governance Core: School Boards, Superintendents, and Schools Working Together*. Thousand Oaks, Ca. Corwin.

Kouzes, J.M., Posner, B.Z., (2017) *The Leadership Challenge: How to make Extraordinary Things Happen in Organizations*. Hoboken, NJ. John Wiley and Sons Inc.