

**GOVERNANCE CULTURE**  
**GC-3: Board Job Description****Monitoring Method: Board Self-assessment**  
**Monitoring Frequency: Annual**

The Board's job is to act in the best interest of The Calgary Board of Education. The Board shall govern the organization by establishing expectations for organizational results, expectations for quality operational performance, and monitoring actual performance against those expectations.

The Board will:

- 3.1 Ensure that the *Results* are the dominant focus of organization performance.
- 3.2 Initiate and maintain constructive two-way dialogue with provincial and municipal elected officials.
- 3.3 Advocate for The Calgary Board of Education and the students it serves.
- 3.4 In accordance with GC 2.4(d), when appropriate, communicate with, inform and involve parents/guardians, students, employees and the citizens of Calgary as a means to engage all the different stakeholders in the work of the Board and the organization.
- 3.5 Develop written governing Board policies (Results, Operational Expectations, Governance Culture, Board/Chief Superintendent Relationship and Board Meeting Procedures policies are collectively referred to as "Board Policies") that address:
  - a. **Results:** These policies define the outcome the organization is expected to achieve for each student it serves. The Results policies are the performance targets for the Chief Superintendent and the organization, and form the basis for judging the success of the organization and the Chief Superintendent on reasonable progress towards achieving the Results.
  - b. **Operational Expectations:** These policies define both the non-negotiable expectations and the clear boundaries within which the Chief Superintendent and staff must operate. The Chief Superintendent is required to comply with the Board's stated values about operational conditions and actions as set out in these policies.

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- c. **Governance Culture:** These policies define the individual and collective behaviour required to establish a culture of good governance. These policies establish standards for how the Board performs its work, including policies that define the Board's job, its purpose and its accountability.
  - d. **Board/Chief Superintendent Relationship:** These policies define the degree of authority delegated to the Chief Superintendent, and sets out how the Chief Superintendent's performance, and ultimately the organization's performance, will be evaluated.
  - e. **Board Meeting Procedures:** This policy outlines the procedures for regular and special meetings of the Board of Trustees, whether public or private.
- 3.6 Hire the Chief Superintendent (Chief Education Officer) for the Calgary Board of Education and ensure acceptable Chief Superintendent performance through effective monitoring of *Results* and *Operational Expectations* policies.
- 3.7 Ensure acceptable Board performance through effective evaluation of Board *Governance Culture* and *Board/Chief Superintendent Relationship* policies, actions and processes.
- 3.8 Appoint an independent auditor to conduct an annual external review of the organization's financial condition and report directly to the Board.
- 3.9 Name or rename the organization, schools, portions of schools, school grounds, and other Calgary Board of Education facilities.
- a. Review of the existing name of the organization, schools, portions of schools, school grounds, and other Calgary Board of Education facilities may occur if one of the following occur:
    - i. the Board of Trustees decide that a name review is needed in keeping with Board Policies; or
    - ii. a petition requesting a name review is received in accordance with Administrative Regulation 1007.

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- b. The Board may consider the name of the organization, schools, portions of schools, school grounds, and other Calgary Board of Education facilities for renaming under this policy if:
  - i. the current name does not align with the Board's commitment or its legal responsibilities to promote a welcoming, caring, safe, respectful and inclusive learning environment;
  - ii. the current name constitutes a significant departure from generally-recognized standards of public behaviour which is seen to undermine the credibility, integrity or relevance of the Board's contemporary values;
  - iii. the Board, in conjunction with the school, has developed a new identity for the school;
  - iv. the name is after an area of curricular concentration or educational value that is no longer relevant or valid because of programming changes; or
  - v. the name is after a geographical area and there are substantial changes to the geographical area to warrant consideration of a change of name.
- 3.10 Hear appeals under section 42 or section 212 of the *Education Act*.
- 3.11 Approve the bargaining mandate and ratify all collective agreements for unionized employees.
- 3.12 Approve the total compensation packages for all exempt employees.
- 3.13 Oversee the Calgary Board of Education's risks related to its strategic and operational objectives, including approval of the risk appetite and risk tolerance levels.
- 3.14 Perform other duties required by law or not otherwise delegated to the Chief Superintendent, including but not limited to:
  - a. through its *Results* annual monitoring, focus on student achievement in the areas of academic success, citizenship, personal development and character;

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- b. adopt a three year capital plan which forecasts the school capital needs of the Calgary Board of Education;
- c. adopt an education plan that sets out Board priorities and system strategies to improve student learning and results;
- d. adopt an annual budget that provides educational programming to meets the needs of all CBE students including the achievement of the Board priorities and strategies set out in the education plan;
- e. adopt an annual education results report that provides an analysis and interpretation of the effectiveness of CBE's programs in service of student learning and achievement. The results are reported to parents, student, employees, the public and Alberta Education.

3.15 Trustees also have responsibilities as set out in Section 34 of the *Education Act* and through Board Policies, as outlined in GC-3E(1): Trustee Responsibilities.

Adopted: April 18, 2023

Policy Exhibits:

GC-3E(1): Trustee Responsibilities

GC-3E(2): Closure of Schools Procedure

GC-3E(3): The Calgary Board of Education Ward Boundary Review