

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

The Board's job is to represent, lead and serve the owners and to 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 Advocate for the organization and the students it serves.
- 3.3 Initiate and maintain constructive two-way dialogue with students, employees, parents and the citizens as a means to engage all stakeholders in the work of the Board and the organization.
- 3.4 Develop written governing policies that address:
  - a. **Results:** The intended outcomes for the students served by the district;
  - b. **Operational Expectations:** Statements of the Board's values about operational matters delegated to the Chief Superintendent, including both actions and conditions to be accomplished and those prohibited;
  - c. **Governance Culture:** Definition of the Board's own work, the processes it will employ and conditions within which it will accomplish that work;
  - d. **Board/Chief Superintendent Relationship:** The role relationship of the Chief Superintendent and the Board, including the specified authority of the Chief Superintendent and the process for monitoring organization and Chief Superintendent performance.

- 3.5 Ensure acceptable Chief Superintendent performance through effective monitoring of *Results* and *Operational Expectations* policies.
- 3.6 Ensure acceptable Board performance through effective evaluation of Board *Governance Culture* and *Board/Chief Superintendent Relationship* policies, actions and processes.
- 3.7 Appoint an independent auditor to conduct an annual external review of the organization's financial condition and report directly to the Board.
- 3.8 Name or rename the organization, schools, portions of schools, school grounds, and other Calgary Board of Education facilities.
- 3.9 Approve the bargaining mandate and ratify all collective agreements for unionized employees.
- 3.10 Approve the total compensation packages for all exempt employees.
- 3.11 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.
- 3.12 Perform other duties required by law or not otherwise delegated to the Chief Superintendent.

Adopted: September 15, 2020