

GOVERNING BOARD INFODOC for SCHOOLS

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QUEBEC PROVINCIAL ASSOCIATION of TEACHERS

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The Context of Quebec's Governing Boards

- The education reform undertaken in Québec in the late 1990s included several lines of action whose ultimate goal was the academic success of the greatest possible number of young people. One such line of action provided for greater autonomy for schools, through the decentralization of certain powers and responsibilities with respect to educational services. In this regard, amendments to the *Education Act* allowed for the creation of a governing board within each educational institution.
- The governing board is a decision-making body which, by establishing a management dynamic between the institution and the school board, gives schools or vocational training and adult education centres the resources required to meet the educational needs of all students.
- The governing board carries out its responsibilities in a collegial manner, taking into account the respective roles of all members. This is an essential condition for ensuring that the educational action taken by the various participants serves a common goal, namely, the academic success of the greatest possible number of students.

1. Role of the Governing Board

Context

- The Quebec Education Act defines the powers and responsibilities of the school between the governing board and principal.
- The governing board powers are defined under (articles 74-95), while those of the principal are defined under (article 96.12-96.26).
- The governing board is the focal point for decisions that affect the life of the school.
- The members of the governing board must act within the scope of the functions and powers conferred on them, and exercise the care, prudence and diligence that a reasonable person would exercise in similar circumstances; they must also act with honesty and loyalty and in the interest of the school, the students, the parents, the school staff and the community (article 71).
- The governing board members voice the opinions of the groups they represent.
- The governing board discusses general orientations.
- The governing board is to work in a collegial manner.
- The governing board is to work in the students' best interests.
- The governing board encourages cooperation in the best interest of the school.

"Governance"

- Governing is setting goals and therefore, governing boards govern (they do not manage) by working with the principal to set goals and monitor the successes of achieving those goals.
- Managing is taking action to ensure that these goals are met and ensuring that the decisions of the governing board are implemented.
- Principals are expected to provide resources to help guide the governing board in setting goals.
- The principal and the governing board shall analyze the situation prevailing at the school through the development of an Educational Project under (article 74) which focusses on the needs of the students, the challenges tied to student success and the characteristics and expectations of the community served by the school. Based on the analysis and taking into account the strategic plan of the school board, the governing board shall adopt, oversee the implementation of and periodically evaluate the school's educational project. In exercising such functions, the governing board shall seek the collaboration of persons having an interest in the school. To that end, the governing board shall encourage the communication of information, dialogue and concerted action between students,

- parents, the principal, teachers and other school staff members and community representatives, and their collaboration in helping students to achieve success.
- The principal ensures that the objectives of the educational project are achieved; they coordinate the analysis of the school situation and the work related to the educational project.
 - Principals are the academic and administrative directors of the school; they ensure that the decisions of the governing board are implemented under (article 96.12).
 - The principal, under the authority of the Director General of the school board, shall ensure that educational services provided at the school meet the proper standards of quality.
 - The principal is the academic and administrative director of the school and shall see to the implementation of the decisions of the governing board and of the other provisions governing the school.
 - The principal under (article 96.13.1) shall assist the governing board in the exercise of its functions and powers and, for that purpose, the principal shall:
 - (1) coordinate the analysis of the situation prevailing at the school and the development, implementation and periodical evaluation of the school's educational project;
 - (1.1) coordinate the development, the review and any updating of the school's success plan under (article 96.14) The principal shall see to the implementation and periodical evaluation of the education plan and inform the student's parents on a regular basis.

“Management”

- Decision
 - The governing board has certain responsibilities (obligations) that it should assume and on which it should make a decision.
- Adoption
 - The governing board has the power to change, adapt, add, or remove one or more elements of a proposal submitted by the principal.
- Approval
 - The governing board accepts or rejects the proposal without the possibility of making changes (the power to say yes or no). If rejected, a new proposal should be submitted to the governing board for approval before its implementation.
- Due to the fact that the proposals to be approved are connected to the responsibilities attributed to the school staff, the nature of this power is more limited (restrictive) than the power of adoption. Before a proposal of this nature is presented to the governing board, the principal has an obligation to develop the proposal with the participation of the staff.
- Consultation
 - The governing board provides an opinion on any matter with the possibility of influencing the final decision.
 - The governing board has to be consulted by the school board and the principal on certain issues related to the operation of the school.
 - The governing board may also take the initiative to advise the school board under (article 78). The governing board shall advise the school board concerning:
 - (1) any matter the school board is required to submit to the governing board;
 - (2) any matter likely to facilitate the operation of the school;
 - (3) any matter likely to improve the organization of the services provided by the school board.

2. Guideline for a Timeline for Governing Boards:

September	<ul style="list-style-type: none"> • Final meeting for previous GB to approve annual report and submit to the School Board (if not completed in June) (article 82). • Call general assembly of parents to elect members (article 47). • Establishment of the meeting dates or approval of the calendar of meetings.
October	<ul style="list-style-type: none"> • First meeting of new GB. • Approval of fund-raising activities for the year. • Approval of new rental agreements for the year. • Election of the chairperson and the secretary (article 56). • Review of Rules of Internal Management. • Appoint community reps (article 42.5). • Adoption of the GB's annual operating budget (article 66). • Approval of the school Anti-Bullying and Violence Prevention Plan (article 75.1).
November	<ul style="list-style-type: none"> • Follow-up on the annual school budget (article 95). • Review of the educational project/success plan and MESA (article 75). • Inform the community on the educational project and success plan (article 83).
December	<ul style="list-style-type: none"> • Periodic review of educational project (article 74). • Review rules of conduct and safety measures (article 76).
January	<ul style="list-style-type: none"> • Approve implementation of Basic School Regulation (article 82). • Approval of time allocation for compulsory and elective subjects (article 86). • Budget building consultation begins (article 96.22)
February	<ul style="list-style-type: none"> • Criteria for the selection of the school principal (article 79). • Follow-up on the annual school budget.
March	<ul style="list-style-type: none"> • Consultation on textbooks and instructional materials for the following year (if necessary) (article 84). • Review the GB composition and request change (if necessary) (article 43).
April	<ul style="list-style-type: none"> • Establishment of principles for determining the cost of consumables and approval of the list of materials such as paper, pencils, etc. (article 77.1). • Approval of following year's fees charged to parents (article 77.1). • Major School Changes begins (if applicable) (article 212).
May	<ul style="list-style-type: none"> • Approval of the programming of educational activities for the following year (field trips, etc.). • Adopt proposed school budget in preparation for next year and submit to the Board (article 95). • Assessment of the implementation of the Success Plan and the Management & Educational Success Agreement (MESA) • Approval of the rules of conduct and safety measures for the following year proposed by the principal (article 76).
June	<ul style="list-style-type: none"> • Approval of rental agreements for the following year. • Prepare and adopt the GB end-of-year financial report (article 82) • Prepare and adopt the GB annual report (article 82)

3. Governing Board Functions and Powers

The governing board receives information after a decision is made by the principal with no possibility to reconsider the decision.				
	GOVERNING BOARD	PRINCIPAL	STAFF MEMBERS	SCHOOL BOARD
GENERAL TERMS				
Educational Project	<ul style="list-style-type: none"> Adopts, oversees the implementation of and evaluates (article 74) Informs the community (article 83) 	Coordinates the development, implementation and periodical evaluation (article 96.13)	Participate (article 74)	Facilitates its accomplishment (article 218)
School Success Plan	<ul style="list-style-type: none"> Approves (article 75) Informs the community (article 83) 	Coordinates the development, implementation and periodical evaluation (article 96.13)	Participate (article 74)	Facilitates its accomplishment (article 218)
Management & Educational Success Agreement (MESA)	<ul style="list-style-type: none"> Approves 	Coordinates the development, implementation (article 209.2)		Coordinates the development, implementation (article 209.2)
Rules of Conduct and Safety Measures	<ul style="list-style-type: none"> Approves (article 76) 	Ensures that they are prepared (article 96.13) Proposes (articles 75 and 76)	Participate (article 77)	
Governing Board Annual Report	<ul style="list-style-type: none"> Prepares, adopts and transmits a copy to the school board (article 82) 			Prepares a report on the educational and cultural activities of its schools (article 220)
Services Provided by the School	<ul style="list-style-type: none"> Informs the community and reports on their level of quality (article 83) 			
Amendment or Revocation of the Deed of Establishment	<ul style="list-style-type: none"> Is consulted (article 79) 			Consults & decides (articles 40 & 217)
Selection criteria for the appointment of the principal.	<ul style="list-style-type: none"> Is consulted (article 79) 			Consults & decides (articles 79 & 96.8)
Matters pertaining to the proper operation of the school or to the improved organization of the service provided by the school board.	<ul style="list-style-type: none"> Advises the school board (article 78) 			
Principles for determining the cost of the documents.	Establishes (article 77.1)	Ensures that they are prepared (article 96.13) Proposes (article 77.1)		
List of objects required by students.	Approves (article 77.1)	Ensures that they are prepared (article 96.13)		
Governing Board parents may consult parents of children in the school on any matter relating to Educational Services.	May consult (article 89.1)	Facilitates the request to consult.		

EDUCATIONAL SERVICES				
Approach proposed for the implementation of the basic school regulation.	Approves (article 84)	Ensures that proposals are prepared (article 96.13) Proposes (article 84)	Participate (article 89)	Ensures that the Basic School Regulation is implemented (article 222)
Overall approach in terms of enrichment and adaptation of programs.	Approves (article 85)	Ensures proposals are prepared (article 96.13) Proposes (article 85)	Participate (article 89)	Ensures that the programs are implemented (article 222.1)
Time Allocation for each Subject	Approves (article 85)	Ensures proposals are prepared (article 96.13) Proposes (article 85)	Participate (article 89)	
Local Programs of Study	Is informed	Approves (article 96.15)	Propose (article 96.15)	
Criteria for the introduction of new instructional material.	Is informed	Approves (article 96.15)	Propose (article 96.15)	
Instructional Materials	Is consulted	Consults the governing board and approves (article 96.15)	Propose (article 96.15)	Ensures that only the approved textbooks and instructional materials are used by the school (article 230)
Standards and Procedures for Evaluation	Is informed	Approves (article 96.15)	Proposes (article 96.15)	Ensures that each school evaluates student achievement and administers the examinations imposed by the Minister (article 231) May impose internal exams (article 231)
Rules governing the placement of students and their promotion from elementary to secondary and from cycle 1 to cycle 2 of secondary.	Is informed	Approves (article 96.15)	Proposes (article 96.15)	Establishes rules governing promotion from elementary school to secondary school and from the 1st cycle to the 2nd cycle of the secondary level (article 233).
Programming of educational activities which entail changes in the students' regular time and arrival and departure or which require the students to leave school premises.	Approves (article 87)	Ensures that proposals are prepared (article 96.13) Proposes (article 87)	Participates (article 89)	
Implementation of the student services and special educational services programs.	Approves (article 88)	Ensures that proposals are prepared (article 96.13) Proposes (article 88)	Participates (article 89)	Establishes the programs (article 224)

Student enrollment criteria.	Is informed (article 239)			Sends to governing board 15 days before the beginning of the enrollment period (article 239)
MATERIAL AND FINANCIAL RESOURCES				
Use of the premises.	Approves (article 93)	Proposes (article 93)		Authorizes if terms of agreement exceeds one year (article 93)
Gifts and contributions.	May solicit and receive a gift or contribution and supervises the management of this fund (article 94)			Creates a designated fund, keeps separate books and accounts (article 94)
School's annual budget.	Adopts (article 95)	Prepares (article 96.24)		Allocates resources among the school (article 275) Approves the school's budget (article 276)
Requirements of the school as regards goods and services, and premises.	Is consulted (article 96.22)	Consults with the governing board and informs the school board of the requirements (article 96.22)		
Establish objectives and principals governing revenue distribution.	Is Consulted (article 275)			
OTHERS				
Extra-curricular Services	May organize (article 90) May conclude a contract after having sent a draft of the contract to the school board (article 91)			May indicate its disagreement (article 91)
Noon-hour Supervision	Agrees with the school board on the manner in which supervision is ensured (article 292)			Ensures noon-hour supervision after having agreed upon the manner with the governing board and on such financial conditions as it may determine (article 292)
School Childcare Services	May request (article 256)			Must provide childcare (article 256)
Establish procedures for examining complaints and before appointing a Student Ombudsman.	Is consulted (article 220.2)			

4. Subjects Outside the Mandate of the Governing Board (not exhaustive):

- Personnel management (hiring, assignment of workload, choice of supply teachers, discussion about members of staff);
- The situation of a particular student;
- Teaching methods: choice of approaches, activities and types of homework to achieve the objectives of the programs;
- The choice of report card and exams;
- Class size and organization;
- The school calendar;
- Professional development of the staff.

5. Conclusion

- Working with the principal and staff and providing guidance and positive influence are the governing board's two main functions under (article 74).
- The governing board shall encourage the communication of information, dialogue and concerted action between students, parents, the principal, teachers and other school staff members and community representatives, and their collaboration in helping students to achieve success.
- The governing board should promote the exchange of information and expertise in order to foster positive relationships.
- Teamwork is the key to a successful governing board

6. Resources:

- http://www.swlauriersb.qc.ca/schools/jfk/_pages/governance/gb/InformationAboutTheGoverningBoard.pdf
- http://www2.publicationsduquebec.gouv.qc.ca/dynamicSearch/telecharge.php?type=2&file=/l_13_3/l_13_3_A.html
- <http://www.emsb.qc.ca/elizabethballantyne/documents/parents/governing%20board/GB-QPATGuide.pdf>
- <http://www.education.gouv.qc.ca/en/references/publications/results/detail/article/guide-for-students-and-teachers-acting-as-a-student-representative-on-a-governing-board/>

APPENDIX 1

Quebec EDUCATION ACT

DIVISION

II

GOVERNING BOARD

§ 1. — *Composition*

42. A governing board shall be established for each school.

The governing board, which shall have not more than 20 members, shall include the following persons:

(1) at least four parents of students attending the school who are not members of the school staff, elected by their peers;

(2) at least four members of the school staff, including at least two teachers and, if the persons concerned so decide, at least one non-teaching staff member and at least one support staff member, elected by their peers;

(3) in the case of a school providing education to students in the second cycle of the secondary level, two students in that cycle elected by the students enrolled at the secondary level or, as the case may be, appointed by the students' committee or the association representing those students;

(4) in the case of a school where childcare is organized for children at the preschool and elementary school level, a member of the staff assigned to childcare, elected by his or her peers;

(5) two representatives of the community who are not members of the school staff, appointed by the members elected under subparagraphs 1 to 4.

The community representatives on the governing board are not entitled to vote.

43. The school board shall determine the number of parents' representatives and staff representatives on the governing board after consulting with each group concerned.

The total number of seats for staff representatives referred to in subparagraphs 2 and 4 of the second paragraph of section 42 must be equal to the number of seats for parents' representatives.

44. Where fewer than 60 students are enrolled in a school, the school board may, after consulting with the parents of the students attending the school and with the school staff, vary the rules governing the composition of the governing board provided in the second paragraph of section 42.

However, the total number of seats for staff representatives must be equal to the total number of seats for parents' representatives.

45. Commissioners elected or appointed pursuant to the Act respecting school elections (chapter E-2.3) cannot be members of the governing board of a school under the authority of the school board.

However, when carrying out a mandate under paragraph 4 of section 176.1, a commissioner may take part in meetings of the governing board but is not entitled to vote.

46. The principal of the school shall take part in the meetings of the governing board but is not entitled to vote.

§ 2. — *Formation*

47. Each year during the period beginning on the first day of the school year and ending on the last day of September, the chair of the governing board or, if there is none, the principal shall, by written notice, call a meeting of the parents of the students who attend the school to elect parents' representatives to the governing board. The notice shall be sent at least four days before the meeting is to be held.

At the meeting, the parents shall elect a representative to the parents' committee established under section 189 from among their representatives on the governing board.

At the meeting, a second parents' representative on the governing board may be designated as a substitute to attend and vote at meetings of the parents' committee when the representative elected for that purpose is unable to do so.

48. During the month of September each year, the teachers of the school shall hold a meeting to elect their representatives to the governing board according to the procedure set out in their collective agreement or, failing that, according to the procedure determined by the principal after consulting with the teachers.

49. During the month of September each year, the members of the non-teaching professional staff who provide services to the students of the school shall hold a meeting to elect their representatives to the governing board according to the procedure set out in the collective agreement of the non-teaching professional staff or, failing that, according to the procedure determined by the principal after consulting with the persons concerned.

50. During the month of September each year, the members of the support staff who provide services at the school and the members of the school staff who provide childcare for children at the preschool and elementary school level, if any, shall hold meetings to elect their representatives to the governing board according to the procedure set out in the collective agreement of the support staff or, failing that, according to the procedure determined by the principal after consulting with the persons concerned.

51. During the month of September each year, the students' committee or the association representing the students, if any, shall appoint students' representatives to the governing board. Failing that, the principal shall preside over the election of students' representatives to the governing board in accordance with the rules established by the principal after consulting with the students enrolled at the secondary level.

52. Where the meeting of parents called pursuant to section 47 fails to elect the required number of parents' representatives, the principal shall exercise the functions and powers of the governing board. The fact that the representatives of any other group fall short of the required number shall not prevent the formation of the governing board.

53. The members of the governing board shall take office as soon as all members to be elected under subparagraphs 1 to 4 of the second paragraph of section 42 have been elected or not later than 30 September, whichever occurs first.

54. The term of office of parents' representatives on the governing board is two years and the term of office of the representatives of other groups is one year. However, the term of office of half of the first parents' representatives, elected by the meeting of parents, is one year. The members of the governing board shall remain in office until they are reelected, reappointed or replaced.

55. A parents' representative whose child no longer attends the school may remain a member of the governing board until the next meeting held pursuant to section 47. A vacancy resulting from the departure of a parents' representative shall be filled, for the unexpired portion of the representative's term, by a parent designated by the other parents' representatives on the governing board. A vacancy resulting from the departure or disqualification of any other member of the governing board is filled, for the unexpired portion of the term, according to the mode of appointment prescribed for the member to be replaced.

§ 3. — Operation

56. The governing board shall choose its chair from among the parents' representatives on the governing board who are not members of the personnel of the school board.

57. The principal shall preside over the governing board until the chair is elected.

58. The term of office of the chair is one year.

59. The chair of the governing board shall preside at meetings of the governing board.

60. If the chair is absent or unable to act, the governing board shall designate a person from among the members who are eligible for the office of chair to exercise the functions and powers of the chair.

61. A majority of the members of the governing board who are in office, including at least half of the parents' representatives, is a quorum of the governing board.

62. If the governing board is unable to hold a meeting for lack of a quorum after three consecutive notices have been sent at intervals of at least seven days, the school board may order that the functions and powers of the governing board be suspended for the period determined by the school board and that they be exercised by the principal.

63. The decisions of the governing board are made by a majority vote of the members present and entitled to vote. If votes are equally divided, the chair has a casting vote.

64. Every decision of the governing board must be made in the best interests of the students.

65. The governing board may hold its meetings on the school premises.

The governing board may also use the school's administrative support services and facilities free of charge, subject to the conditions determined by the principal.

66. The governing board shall adopt and oversee the administration of its annual operating budget and render an account thereof to the school board.

The budget must maintain a balance between expenditures, on the one hand, and the financial resources allocated to the governing board by the school board, on the other.

67. The governing board shall establish rules for its internal management. The rules shall provide for at least five meetings every school year.

The governing board shall fix the date, time and place of its meetings, and inform the parents and the members of the school staff.

68. The meetings of the governing board are open to the public; however the governing board may order that a meeting be closed to the public if a matter is to be examined which could cause injury to a person.

69. The minutes of the proceedings of the governing board shall be recorded in a register kept for that purpose by the principal or by a person specially designated by the principal. The register is open to the public.

The minutes, after being read and approved at the beginning of the following meeting, shall be signed by the person presiding over the meeting and countersigned by the principal or by the person designated by the principal under the first paragraph.

The reading of the minutes is not required provided that a copy of the minutes was delivered to each member present at least six hours before the beginning of the meeting at which the minutes are to be approved.

A copy of an extract from the register may be obtained on payment of a reasonable fee fixed by the governing board.

70. Every member of the governing board who has a direct or indirect interest in an enterprise that places the member's personal interest in conflict with the interest of the school must, on pain of forfeiture of office, disclose the interest in writing to the principal, abstain from voting on any matter concerning the enterprise and avoid influencing the decision relating to it. The member must, in addition, withdraw from a meeting while the matter is discussed or voted on.

A disclosure under the first paragraph must be made at the first meeting of the governing board

- (1) after a person having such an interest becomes a member of the governing board;
- (2) after a member of the board acquires such an interest;
- (3) during which the matter is dealt with.

71. The members of the governing board must act within the scope of the functions and powers conferred on them, and exercise the care, prudence and diligence that a reasonable person would exercise in similar circumstances; they must also act with honesty and loyalty and in the interest of the school, the students, the parents, the school staff and the community.

72. The members of a governing board may not be prosecuted for an act performed in good faith in the exercise of governing board functions.

73. The school board shall assume the defence of any member of the governing board who is prosecuted by a third person for an act done in the exercise of governing board functions.

In the case of penal or criminal proceedings, the school board may require a member who has been prosecuted to repay the defence expenses, except if the member had reasonable grounds to believe that the act was in conformity with the law, if the proceedings were withdrawn or dismissed or if the member was discharged or acquitted.

As well, the school board may require repayment of the defence expenses by the member if the member was found liable for damage caused by an act done in bad faith in the exercise of governing board functions.

§ 4. — *Functions and powers*

1. GENERAL FUNCTIONS AND POWERS

74. The governing board shall analyze the situation prevailing at the school, principally the needs of the students, the challenges tied to student success and the characteristics and expectations of the community served by the school. Based on the analysis and taking into account the strategic plan of the school board, the governing board shall adopt, oversee the implementation of and periodically evaluate the school's educational project.

In exercising such functions, the governing board shall seek the collaboration of persons having an interest in the school.

To that end, the governing board shall encourage the communication of information, dialogue and concerted action between students, parents, the principal, teachers and other school staff members and community representatives, and their collaboration in helping students to achieve success.

75. The governing board is responsible for approving the school's success plan, and any updated version of the plan, proposed by the principal.

75.1. The governing board is responsible for approving the anti-bullying and anti-violence plan, and any updated version of the plan, proposed by the principal.

The main purpose of the plan must be to prevent and stop all forms of bullying and violence targeting a student, a teacher or any other school staff member.

In addition to any elements the Minister may prescribe by regulation, the plan must include

- (1) an analysis of the situation prevailing at the school with respect to bullying and violence;
- (2) prevention measures to put an end to all forms of bullying and violence, in particular those motivated by racism or homophobia or targeting sexual orientation, sexual identity, a handicap or a physical characteristic;
- (3) measures to encourage parents to collaborate in preventing and stopping bullying and violence and in creating a healthy and secure learning environment;
- (4) procedures for reporting, or registering a complaint concerning, an act of bullying or violence and, more particularly, procedures for reporting the use of social media or communication technologies for cyberbullying purposes;
- (5) the actions to be taken when a student, teacher or other school staff member or any other person observes an act of bullying or violence;
- (6) measures to protect the confidentiality of any report or complaint concerning an act of bullying or violence;
- (7) supervisory or support measures for any student who is a victim of bullying or violence, for witnesses and for the perpetrator;
- (8) specific disciplinary sanctions for acts of bullying or violence, according to their severity or repetitive nature; and
- (9) the required follow-up on any report or complaint concerning an act of bullying or violence.

A document explaining the anti-bullying and anti-violence plan must be distributed to the parents. The governing board shall see to it that the wording of the document is clear and accessible.

The anti-bullying and anti-violence plan must be reviewed each year, and updated if necessary.

75.2. The anti-bullying and anti-violence plan must specify the form and nature of the undertakings to be given by the principal to a student who is a victim of bullying or violence and to his or her parents.

It must also prescribe what action must be taken by the principal to deal with the perpetrator and his or her parents, and specify the form and nature of the undertakings they must give in order to prevent any further act of bullying or violence.

75.3. Every school staff member shall collaborate in implementing the anti-bullying and anti-violence plan and shall see to it that no student in the school is a victim of bullying or violence.

76. The governing board is responsible for approving the rules of conduct and the safety measures proposed by the principal.

In addition to the elements the Minister may prescribe by regulation, the rules of conduct must specify

- (1) the attitudes and conduct that are required of students at all times;
- (2) the behaviours and verbal or other exchanges that are prohibited at all times, including during school transportation, regardless of the means used, including social media; and
- (3) the applicable disciplinary sanctions, according to the severity or repetitive nature of the prohibited act.

The rules of conduct and the safety measures must be presented to the students during a civics session held each year by the principal in collaboration with the school staff, and must be sent to the parents at the beginning of each school year.

77. The plans, rules and measures provided for in sections 75 to 76 shall be developed in collaboration with the school staff.

The collaboration procedure shall be established by the persons concerned at general meetings called for that purpose by the principal or, failing that, shall be determined by the principal.

77.1. Based on the principal's proposal, the governing board shall establish the principles for determining the cost of the documents mentioned in the second paragraph of section 7. Those principles are taken into account when the choice of textbooks and instructional materials must be approved under subparagraph 3 of the first paragraph of section 96.15.

The governing board shall also approve, on the principal's proposal, a list of the objects mentioned in the third paragraph of section 7.

The principles are established and the list is approved, taking into consideration the school board's policy adopted under section 212.1 and the other financial contributions that may be claimed for services referred to in sections 256 and 292.

78. The governing board shall advise the school board concerning

- (1) any matter the school board is required to submit to the governing board;
- (2) any matter likely to facilitate the operation of the school;
- (3) any matter likely to improve the organization of the services provided by the school board.

79. The school board must consult with the governing board concerning

- (1) the amendment or revocation of the deed of establishment of the school;
- (2) the selection criteria for the appointment of the principal;
- (3) (*paragraph repealed*).

80. The governing board may, within the scope of its powers, enter into an agreement with another educational institution of the school board concerning the pooling of goods and services or the holding of joint activities.

81. The governing board shall furnish to the school board, on the date and in the form specified by the school board, any information required by the school board for the exercise of its functions.

82. The governing board shall prepare and adopt an annual activity report and shall transmit a copy of the report to the school board.

83. Each year, the governing board shall inform the parents and the community served by the school of the services provided by the school and report on the level of quality of such services.
The governing board shall make public the educational project and the success plan of the school.
Each year, the governing board shall report on the evaluation of the implementation of the success plan.

A document explaining the educational project and reporting on the evaluation of the implementation of the success plan shall be distributed to the parents and the school staff. The governing board shall see to it that the wording of the document is clear and accessible.

83.1. Each year, the governing board shall evaluate the results achieved by the school with respect to preventing and dealing with bullying and violence.

A document reporting on the evaluation must be distributed to the parents, the school staff and the Student Ombudsman.

2. FUNCTIONS AND POWERS RELATING TO EDUCATIONAL SERVICES

84. The governing board is responsible for approving the approach proposed by the principal for the implementation of the basic school regulation.

85. The governing board is responsible for approving the overall approach proposed by the principal for the enrichment or adaptation by the teachers of the objectives and suggested content of the programs of studies established by the Minister and for the development of local programs of studies to meet the specific needs of the students at the school.

The governing board is also responsible for approving the conditions and procedures proposed by the principal for integrating, into the educational services provided to the students, the activities or content prescribed by the Minister in the broad areas of learning.

86. The governing board is responsible for approving the time allocation proposed by the principal for each compulsory or elective subject and shall satisfy itself

- (1) that the compulsory objectives of the programs of studies established by the Minister will be achieved and their compulsory contents will be acquired;
- (2) *(paragraph repealed)*;
- (3) that the rules governing the certification of studies prescribed by the basic school regulation are complied with.

87. The governing board is responsible for approving the programming of educational activities, proposed by the principal, which entail changes in the students' regular time of arrival and departure or which require the students to leave school premises.

88. The governing board is responsible for approving the approach proposed by the principal for the implementation of the student services and special educational services programs prescribed by the basic school regulation and determined by the school board, or provided for in an agreement entered into by the school board.

89. Proposals under sections 84, 87 and 88 shall be developed in collaboration with the school staff; proposals under sections 85 and 86 shall be developed in collaboration with the teachers.
The collaboration procedure shall be established by the persons concerned at general meetings called for that purpose by the principal or, failing that, shall be determined by the principal.

89.1. Parents on the governing board may consult the parents of the children in the school on any matter relating to educational services, in particular on report cards and on any other way in which parents are to be informed of the academic progress of their children, proposed under section 96.15.

3. FUNCTIONS AND POWERS RELATING TO COMMUNITY SERVICES

90. The governing board may organize educational services other than those prescribed by the basic school regulation, including instructional services outside teaching periods during the school days of the school calendar or on non-school days, and may organize social, cultural or sports services.

It may also allow other persons or organizations to organize such services on school premises.

91. For the purposes of section 90, the governing board may, in the name of the school board and within the scope of the school's budget, contract with a person or body for the provision of goods or services. In addition, it may require a financial contribution from users of such goods and services.

A draft of a contract to be entered into under the first paragraph must be sent to the school board at least 20 days before its conclusion. Within 15 days after receiving it, the school board may indicate its disagreement on the ground of non-compliance with the standards governing the school board; in the absence of such indication, the contract may be concluded.

92. Revenues derived from the provision of goods and services under section 90 shall be credited to the appropriations allocated to the school.

4. FUNCTIONS AND POWERS RELATING TO PHYSICAL AND FINANCIAL RESOURCES

93. The governing board is responsible for approving the use of the premises or immovables placed at the disposal of the school, proposed by the principal, subject to the obligations imposed by law for the use of the school premises for election purposes and to agreements for the use of school premises entered into by the school board before the issue of the deed of establishment of the school.

Any agreement entered into by the governing board for the use of the premises or immovables placed at the disposal of the school requires prior authorization from the school board if the term of the agreement exceeds one year.

The governing board is responsible for approving the organization by the school board, on the school premises, of cultural, social, sports, scientific or community services.

94. The governing board may, in the name of the school board, solicit and receive gifts, legacies, grants and other voluntary contributions from any person or public or private organization wishing to provide funding for school activities.

The governing board may not, however, solicit or receive gifts, legacies, grants or other contributions to which conditions incompatible with the mission of the school are attached, particularly conditions relative to any form of commercial solicitation.

The contributions received shall be paid into a designated fund created for that purpose in respect of the school by the school board; the funds making up the fund and the interest earned shall be appropriated to the school.

The school board shall keep separate books and accounts for the operations of the fund.

The management of the fund shall be supervised by the governing board; the school board must, at the request of the governing board, give access to the records of the fund and provide the governing board with any account, report or other information relating to the fund.

95. The governing board is responsible for adopting the school's annual budget proposed by the principal, and shall submit the budget to the school board for approval.

Appendix 2

SUGGESTIONS FOR RULES OF INTERNAL MANAGEMENT for SCHOOLS

According to section 42 of the Education Act, a governing board is established for each school. Sections 42 to 95 of the Education Act (Appendix 1) outline the legal requirements with respect to the composition, the formation, the operation as well as the functions and powers of the governing board.

Furthermore, section 67 of the Education Act states that the governing board shall establish rules for its internal management. To this end, the (name of school) governing board has adopted the following rules:

1. Role of the Chair

The Chair prepares the agenda in collaboration with the school principal and ensures that meetings unfold in accordance with the rules of procedure that are in place.

The Chair maintains order and decorum at meetings. The chair is the official spokesperson for the governing board.

2. Meetings

All meetings are conducted according to *Robert's Rules of Order* (see Appendix 2).

- Regular meetings are held _____ (must be at least 5) times per year (or once per month) from _____ p.m. to _____ p.m. and may be extended by resolution.
- The annual calendar of meetings is adopted with the plan of action and is distributed to all parents.
- A meeting may be adjourned to a specific date and time if it appears that important business will not be concluded within the time limit of a regular meeting.
- A special meeting may be called to consider a matter that cannot wait until the next regular meeting. A notice shall go out to the governing board members and parents 48 hours prior to the special meeting. If the governing board is unable to hold a special meeting within the time required to consider the **urgent topic**, all members will be contacted by email or telephone to state their opinions on the urgent matter. The topic **must be voted on** at the next regular meeting of the governing board. Members cannot vote by email.
- In order to provide a welcoming atmosphere for the public, the members of the governing board will have name cards placed in alphabetical order. The tables will be set up so that all members are facing the public.

3. Public Question Period

A public question period is included on the agenda at the beginning or at the end of every meeting. The period will not exceed 15 minutes and is for questions to be addressed to the Chair of the governing board only. Persons interested in making a presentation must make a request to the school principal prior to the meeting.

4. Rules of Decorum

Members of the governing board and of the public must:

- Be recognized by the Chair for the right to speak
- Address the Chair when speaking
- Show respect for the points of view of others
- Respect the right to speak of others
- Refrain from speaking out of turn
- Refrain from using profanity
- Maintain a respectful tone at all times

5. Reports

Oral reports from the school principal, commissioner or other persons will be permitted and the governing board sets aside 5 (or 10, etc.) minutes for each report.

6. Agenda

- The agenda is sent to the members (Specify delay) prior to the meeting (by email, etc.) and is posted in the school.
- The items are listed on the agenda by order of priority, (Decisional items first
- Consultation items second, Information items, third etc...)
- Items can be added to the agenda at the meeting subject to approval by the members.

7. Minutes of the governing board

- The minutes of the proceedings of the governing board must be sent to the members with the documents for the following meeting.
- The minutes of a meeting are approved at the beginning of the following meeting and will be modified if they are inaccurate.
- After being approved by the governing board, the minutes should be signed by the Chair that adopted them and countersigned by the principal or a person designated by the principal, who keeps them in the register of the minutes.
- The principal or a person designated by the principal is responsible for the registers and documents of the governing board.

8. Modifications to the Rules of Internal Management

These Rules of Internal Management are reviewed in October of each school year and any modifications deemed necessary are proposed at that time. Proposals for changes to the rules must be approved by the members.

APPENDIX 3

ROBERT'S RULES OR ORDER

Robert's Rules of Order is the standard for facilitating discussions and group decision-making. Copies of these rules are available at most bookstores and can be found online.

Below are the basic elements of *Robert's Rules of Order*, used by most organizations:

1. **Motion:** To introduce a new piece of business or propose a decision or action. A motion can be made by any group member ("I move that....."), not necessarily a voting member. Usually, a second motion must then also be made (raise your hand and say, "I second it."). After limited discussion the group then votes on the motion. In most cases, a majority vote is required for the motion to pass.
2. **To Postpone Indefinitely:** This tactic is used to kill a motion. When passed, the motion cannot be reintroduced at that meeting. It may be brought up again at a later date. This is made as a motion ("I move to postpone indefinitely..."). A second is required. A majority vote is required to postpone a motion under consideration.
3. **To Amend:** This is the process used to change a motion under consideration. Perhaps you like the idea proposed but not exactly as offered. Raise your hand and make the following motion: "I move to amend the motion on the floor." This also requires a second. After the motion to amend is seconded, a majority vote is needed to decide whether the amendment is accepted. Then a vote is taken on the amended motion. In some organizations, a "friendly amendment" is made. If the person who made the original motion agrees with the suggested changes, the amended motion may be voted on without a separate vote to approve the amendment.
4. **To Commit (or To Refer to a Committee):** This is used to place a motion in committee. It requires a second. A majority vote must rule to carry it. At the next meeting the committee is required to prepare a report on the motion committed. If an appropriate committee exists, the motion goes to that committee. If not, a new committee is established.
5. **To Question (or Call for a Vote or To Limit Debate):** To end a debate immediately, the question is called (say "I call the question for a vote") and needs a second. A vote is held immediately (no further discussion is allowed). A two-thirds vote is required for passage. If it is passed, the motion on the floor is voted on immediately.
6. **To Table:** To table a discussion is to lay aside the business at hand in such a manner that it will be considered later in the meeting or at another time ("I make a motion to table this discussion until the next meeting. In the meantime, we will get more information so we can better discuss the issue.") A second is needed and a majority vote required to table the item being discussed.
7. **To Adjourn:** A motion is made to end the meeting. A second motion is required. A majority vote is then required for the meeting to be adjourned (ended).

Note: If more than one motion is proposed, the most recent takes precedence over the ones preceding it. For example if #6, a motion to table the discussion, is proposed, it must be voted on before #3, a motion to amend, can be decided. In smaller or more informal meetings, like a committee meeting, often only four motions are commonly used:

- To introduce (motion.)
- To change a motion (amend.)
- To adopt (accept a report without discussion.)
- To adjourn (end the meeting.)

These rules are designed to ensure that everyone has a chance to participate and to share ideas in an orderly manner. They should not be used to prevent discussion of important issues.

Some Tips in Parliamentary Procedure:

The following summary contains some tips on how to use *Robert's Rules of Order*:

- **A main motion must be moved, seconded, and stated by the Chair before it is discussed.**
- **If you want to move, second, or speak to a motion, address the Chair.**
- **If you approve a motion as is, vote for it.**
- **If you disapprove a motion, vote against it.**
- **If you approve the idea of a motion but want to change it, move to amend it.**

- **If you want advice or information to help you make your decision, move to refer the motion to an appropriate person or committee with instructions to report back.**
- **If you feel they can handle it better than the assembly, move to refer the motion to an appropriate person or committee with power to act.**
- **If you feel that there the pending question(s) should be delayed so more urgent business can be considered, move to lay the motion on the table.**
- **If you want time to think the motion over, move that consideration be deferred to a certain time or date (to table).**
- **If you think that further discussion is unnecessary, move to call the question for a vote.**
- **If you think that the assembly should give further consideration to a motion referred to a person or committee, move the motion be recalled.**
- **If you think that the assembly should give further consideration to a matter already voted upon, move that it be reconsidered.**
- **If you think that too much time is being consumed by speakers, you can move a time limit on such speeches.**
- **If a motion has several parts, and you wish to vote differently on these parts, move to divide the motion.**

IN THE MEETING:

TO INTRODUCE A MOTION, when no one else has the floor, address the Chair and wait to be recognized.

- Now that you have the floor and can proceed with your motion say "I move that...". State your motion clearly.
- Another member may second your motion. A second merely implies that the seconder agrees that the motion should come before the assembly and not that he/she is in favor of the motion.
- If there is no second, the Chair says, "The motion is not before you at this time." The motion is not lost, as there has been no vote taken.
- If there is a second, the Chair states the question by saying "It has been moved and seconded that (state the motion...), is there any discussion?"

DEBATE OR DISCUSSING THE MOTION:

- The member who made the motion is entitled to speak first.
- Every member has the right to speak in debate.
- The Chair should alternate between those "for" the motion and those "against" the motion.
- The discussion should be related to the pending motion.
- Avoid using a person's name in debate.
- All questions should be directed to the Chair.
- Unless there is a special rule providing otherwise, a member is limited to speak once to a motion.
- Asking a question or a brief suggestion is not counted in debate.
- A person may speak a second time in debate with permission.

VOTING ON A MOTION:

- Before a vote is taken, the Chair puts the question to the assembly. After the vote, the Chair states either "The motion is carried." or "The motion is denied."
- If a member is in doubt about the vote, she/he may call out "division." A division is a demand for a standing vote.
- A majority vote is more than half of the votes cast by persons entitled to vote.
- A 2/3 vote means at least 2/3 of the votes cast by persons entitled to vote.
- A tie vote is a lost vote, since it is not a majority.