

Toronto Catholic District School Board
Building Capacity for Effective School Board Governance: Phase 1 June 2010-2011

Timelines	Strategy /Action	Outcome/Results
June 14	External facilitation of professional learning for supervisory officers to explore good governance principles in an exemplary organization	Knowledge building of senior leadership team on components of Bill 177 and model of policy governance
June/July	<p>Pan-Canadian research of best practices in policy governance and governance models in effective school boards and other corporate boards</p> <p>Researched current trustees' code of conduct and ethics used by school boards</p> <ul style="list-style-type: none"> · Sought input from trustees, OCSTA,OESC and ministry on codes of conduct and effective governance · Consultation with internal and external legal counsel 	<p>In-depth knowledge of policy governance practices across Canada and samples of Trustee Codes of Conduct</p> <p>Refining understanding of what policy governance model and code of conduct rooted in Catholic faith tradition and ethical decision making should look like</p> <p>Working draft of a code of conduct with a template for feedback and input from trustees, senior staff and other stakeholders</p>
August 18	Collaborative working session with eight of twelve trustees and Director's Council	A draft code of conduct developed in collaboration with senior staff and trustees to provide guidance and further knowledge of Bill 177 and understanding of their duties as governors, advocates and community leaders.
August 31	In their addresses both Supervisor and Director identify improving school board governance as a key focus of 2010/2011 and emphasize the importance that school and system leaders play in ensuring effective governance	<p>School and system leaders are made aware of the strategic direction to continue to on moveforward with an effective governance model rooted in the mission and vision of the TCDSB</p> <p>Effective governance seen as foundational to ensuring excellence in Catholic leadership and learning</p>

September 20	Presentation to Education Council on governance and salient points of Bill 177, Provincial Interest Regulations, Trustee Code of Conduct, and Communication policy	Knowledge and capacity building of supervisory officers regarding interconnectedness of leadership, learning and good governance and alignment with system priorities
September 23	Presentation to Catholic Parent Involvement Committee on salient points of Bill 177, Provincial Interest Regulations, proposed communication policy and Trustee Code of Conduct	Knowledge and capacity building of parent community with regard to their role in a renewed model of effective policy governance
September 29	Trustee Code of Conduct to be brought to Board meeting	A Trustee Code of Conduct to help move the TCDSB forward in an informed and effective governance system which recognizes the distinct roles and responsibilities of trustees and senior staff
September /October	Archdiocese's request for parent support in coordinating Trustee All Candidates' Meetings	CPIC Coordination of 14 Trustee All Candidates Meetings across Wards hosted in central school locations
September /October	Research of policies and by-laws in Catholic and other boards across the Canada Consultation with internal and external legal counsel	Development of a draft of new by-laws and policies to define roles and responsibilities of elected officials and senior management
October 12	Collaborative session with trustees to revise and update by-laws to reflect Bill 177	New set of TCDSB by-laws to guide effective committee structure, meetings and succession planning
October 13 Area 1/2 and 7/8	Presentations to principals in regional meetings on governance and salient points of Bill 177, Trustee Code of Conduct and policy revisions:	Knowledge and capacity building with school leadership on governance and its relevance and impact on the local school Communication policy is a key component; local policy and practice needs to be aligned with the system's priorities and corporate interests of the entire board
October 14 Area 3/4 and 5/6		
October 25	Briefing to Education Council on input from principals Revised draft of communication policy shared Showed short video on <i>Changing Education Paradigms</i> featuring Ken Robinson to provide big picture thinking for adapting to an improved governance model	Building knowledge and awareness of supervisory officers on governance issues and deepening the understanding of the challenges principals have regarding governance and role supervisory officers play in supporting them

October/November	Input and feedback from parents, school and system leadership to guide drafting of print materials to support communication of governance practices	System wide knowledge sharing of communication policy and good governance practices in formats geared toward specific stakeholders
November 4	Revised version of communication policy capturing recommendation from senior staff, principals, trustees and parents has evolved into <i>Draft Policy, Process and Guidelines for Trustees and Staff in Addressing Parent and Stakeholder Concerns</i> This draft sent to union and association representatives for their feedback	System wide knowledge sharing of communication policy and good governance practices in formats geared toward specific stakeholders
November 5	Recommendations received from trustees on further revisions to by-laws is reviewed and many incorporated in final draft for Board Report	Revised TCDSB By-law 175 reflects the collective efforts of trustees, staff, legal counsel, best practices across the province and aligns with Bill 177
November 6	Two workshops on ‘Growing Responsible, Ethical and Sustainable Governance’ presented at CPIC Conference <ul style="list-style-type: none"> · Three trustees participated in workshops · Power point handout given to all trustees who were present at the CPIC Conference 	Building knowledge and capacity with parents in governance issues, salient points of Bill 177 and sharing basic tenet of the draft policy on addressing parent and stakeholder concerns Gained valuable feedback from parents including the following: <ul style="list-style-type: none"> ○ communicate to parents all of the steps taken during and following ministry supervision to ensure compliance with Bill 177 and previously stated strategic renewal directions ○ include parents in strategic planning and visioning
November 8	Presentation on governance to Community Advisory Committee	Opportunity to share steps taken in to build effective governance and to gain further input on <i>Draft Policy, Process and Guidelines for Trustees and Staff in Addressing Parent and Stakeholder Concerns</i>
November 9	Presentation on governance to Union /Staff Liaison Committee	Feedback from union representatives is to delay bringing policy forward for approval until December 8 th Board Meeting
November 10	Elected Trustees invited to a meet and greet with ministry supervisor, director, senior staff and support staff	Set welcoming and collaborative tone for building right relationships between trustees and senior staff and support staff
November 11	Regular Board Meeting to review and approve revised by-laws Draft Policy, Process and Guidelines for Trustees and Staff in Addressing Parent and Stakeholder Concerns will be presented but not brought for approval until Dec.8 Board	Updated by-laws and operating procedures that reflect Bill 177 Opportunity for more in-depth contribution from all stakeholders to improve policy and ensure better implementation

	Meeting	
November 12	Ministry In-Service for Trustees in Milton attended by 9 Trustees including the Chair	Opportunity to deepen trustee knowledge and understanding of school board governance focused on student achievement and well being and to network with trustee colleagues from around the province
November 22	Case Study workshop on governance with senior staff	Practical application and implications of Bill 177
November 23	In-service for Administrators' Officers, Managers and Co-ordinators on salient points of Bill 177, Trustee Code of Conduct, Policy for Addressing Parent/Stakeholder Concerns	Build knowledge and capacity of key personnel in their understanding of effective governance and the role each of them plays in the ongoing implementation process
December 8	Inaugural Board Meeting and Commissioning ceremony <i>Draft Policy, Process and Guidelines for Trustees and Staff in Addressing Parent and Stakeholder Concerns</i> deferred and staff directed to host a workshop for parents to get further input on policy scheduled for Dec. 16	A Board of Trustees focused on moving forward to renew the confidence and trust of TCDSB community and stakeholders A substantive consultation process on draft policy for communications protocol that reflects best practices and Bill 177
December 11, 2010	Trustee and Senior Staff Orientation Session <ul style="list-style-type: none"> · Opening Liturgy with Archbishop Collins presiding · Presentations by Director/Staff on: TCDSB Multi-Year Strategic Directions: <ul style="list-style-type: none"> ○ Academic Programs and Student Services ○ Stewardship of Fiscal Resources ○ Planning and Facilities ○ Effective Governance –copies of revised By-Law 175, Trustee Code of Conduct distributed 	Knowledge and capacity building of trustees and senior leadership team in a collaborative and purposeful manner on Bill 117 and Provincial Interest Regulations Opportunity for building trust and developing a shared vision by continuing to learn our way forward together
December 15, 2010	Workshop for Trustee and Senior Staff on Governance Workshop on effective governance processes for senior staff and trustees featuring Jean Pierre Boisclair, Vice-president and CFO of the Conference Board of Canada,	Trustees, Director and Senior Staff continue to gain knowledge and understanding of excellence in governance

<p>December 16, 2010</p>	<p>Workshop for Parents on Governance and Bill 177</p> <p>Parents, trustees and senior staff participated in the workshop that included an excellent presentation on Governance and Bill 177 from Assistant Deputy Minister Barry Pervin</p> <p>Opportunity for further dialogue and input on <i>Draft Policy, Process and Guidelines for Trustees and Staff in Addressing Parent and Stakeholder Concerns</i></p>	<p>Deeper knowledge and understanding of establishing lines of communication and effective governance to better serve parents and to support more effectively all students in their learning and well being</p>
<p>January 12, 2010</p>	<p>Final Board Meeting under Ministry Supervision</p> <p><i>Policy, Process and Guidelines for Trustees and Staff in Addressing Parent and Stakeholder Concerns</i> is approved.</p>	<p>Board of Trustees equipped with increased knowledge of good school board governance, better understanding of distinct but mutually supportive roles of trustees, the director and staff</p>
<p>January 12</p>	<p>Succession Planning process for Director of Education shared with chair of the board by Dr. Alway</p>	<p>Chair is made aware of exemplary practices in succession planning for Director of Education</p>
<p>January 14 and 15</p>	<p>Ontario Catholic Trustees Association Orientation Session for Trustees</p>	<p>Learning opportunity for trustees to deepen their knowledge and skill</p>
<p>January 24</p>	<p>Workshop for Trustees and Senior Staff on <i>Draft Equity and Inclusive Education Policy</i></p>	<p>Opportunity for trustees and staff to work together and grow in their understanding of the <i>Draft Equity and Inclusive Education Policy</i></p>
<p>January 28</p>	<p>Meeting with Chair, Vice-Chair, Acting Director and potential candidate for role of expert facilitator to assist trustees and senior team with Multi-Year Strategic Plan</p> <p>Letter from Minister of Education sent to chair of board to release board from ministry supervision</p>	<p>Successful meeting with possible candidate and a further opportunity to build right relationship between senior staff and trustees</p> <p>Minister's letter highlight conditions for success</p>
<p>February 3</p>	<p>First Board meeting out of supervision– hiring of external facilitator to support Multi-Year Strategic Planning process brought to board for Private Session for approval -deferred</p>	<p>Identifies challenge of developing a Board Agenda that reflects strategic directions and major initiatives rather than operational and day to day management</p>
<p>February 8 areas 5 & 6, 7&8</p> <p>February 9 areas 1&2, 3&8</p>	<p>Presentation to principals on new <i>Policy, Process and Guidelines for Trustees and Staff in Addressing School Related Concerns</i></p> <p>Emphasized importance of parents in supporting student achievement, link between local policy and practice to system policies, building right relationships with local trustee</p>	<p>Principals interested and engaged in the process –supportive of new policy –greater knowledge and understanding of aligning good governance with both system and local leadership</p> <p>Focused learning on Leadership Domains: <i>Setting Direction</i> (through policy) and <i>Building Relationships</i></p>

February 14	Presentation to Elementary Vice-principals on new <i>Policy, Process and Guidelines for Trustees and Staff in Addressing School Related Concerns</i> emphasized importance of parents in supporting student achievement, link between local policy and practice to system policies, building right relationships with local trustee	Principals interested and engaged in the process –supportive of new policy –greater knowledge and understanding of aligning good governance with both system and local leadership
February 15	Presentation to Secondary Principals on new <i>Policy, Process and Guidelines for Trustees and Staff in Addressing School Related Concerns</i> emphasized importance of parents in supporting student achievement, link between local policy and practice to system policies, building right relationships with local trustee	More in-depth workshop with secondary principals on connecting local and system policy and the link with leadership –very keen and engaged issues of leadership and governance
February 15	Presentation to teacher candidates on governance and its connection to the Catholic School Graduate Expectations	Invitation to present to York University Teacher Candidates allowed for an opportunity to build on relationship between Ontario Catholic school Graduate Expectations and issues of system and local leadership,
February 15	Special Meeting of the Board of Trustees –focus on Draft Equity and Inclusive Education Policy	Board attempts to dissolve into private session – legal counsel intervenes and session continues in public
February 17	Presentation to Special Education Advisory Committee (SEAC) on new <i>Policy, Process and Guidelines for Trustees and Staff in Addressing School Related Concerns</i> and good governance practices and the connections to the SEAC committee.	Opportunity to develop understanding of effective governance with members of SEAC
March 4	Invitational RFP sent out to possible candidates for role of external facilitator to support multi-year strategic planning process Grant from ministry to support hiring of facilitator	An opportunity to assist both senior staff and trustees in a deeper understanding of good governance and the distinct roles that each play in developing a strategic vision and plan
March 22	In-service for Chair on Robert’s rules Copy of Robert’s Rules purchased for each trustee	Developing Chair of Board’s knowledge regarding norms and rules of effective meetings
March 23	Director, Associate Director meet with expert facilitator begin process of establishing work plan and setting dates	Expert facilitator in Strategic Planning selected –collaborative process initiated

March 31	Workshop led by parliamentarian, internal and external legal counsel on Robert's Rules, Code of Conduct and By-laws	Knowledge building and deeper understanding of collective responsibility for ensuring effective board meetings
April 7	<p>Launch of Strategic Planning Process</p> <ul style="list-style-type: none"> · Setting overall direction and themes · Parameters for Environments Scan shared 	Trustees and staff led by an external facilitator begin a collaborative process of strategic planning rooted in exemplary practices
April	Ad Hoc Committee established to develop succession plan for new director	RFP sent out for an Executive Search Team – Promeus hired
April to May	<p>Environmental Scan</p> <p>Facilitator meets with key stakeholders: CPIC, various associations, Union/Staff Liaison Team, Community Advisory Committee, Special Education Advisory Committee, Catholic Student Leadership Impact Team</p> <p>Relevant materials prepared by senior staff</p>	Key Stakeholders involved in strategic planning process through involvement in the environmental scan and learn more about good governance practices
April 15, 16	<p>Strategic Planning Session</p> <p>Review of the environmental scan, planning assumptions, and key outputs from the Working Groups</p>	Session was interactive and collaborative – robust dialogue and in-depth conversation among staff and trustees resulted in focused strategic decision-making and provide foundation for the draft of a Multi-year Planning Document
April and May	Working groups meet to integrate feedback from the strategic planning sessions to prepare materials to support the identified directions	Trustees and staff working in collaboration on identified strategic priorities
May 11	Meeting with key trustees to plan policy governance committee meeting	Gained support for an improved process
May 11	<p>Inaugural meeting of Policy Governance Committee</p> <p>Presentation by external facilitator on MYSP and Governance</p>	Title of Committee changed to Governance Framework Committee and terms of reference re-drafted to
May 12	Meeting with Chair and Vice-Chair re: input on MYSP	Building deeper understanding among trustees of strategic thinking and planning

May 12	Workshop for Trustees and senior staff on Equity and Inclusive Education Policy	Legal implications regarding Equity and Inclusive Education Policy examined
May 31	Collaborative session with senior staff and trustees to review mission, vision, values and goals of Draft Multi-Year Strategic Plan	A working document reflective of collective wisdom and strategic thinking of trustees and senior staff informed by an environmental scan and ready to be refined through a consultation process
June	Executive Search firm hired to begin process for search for Director	Firm with support from staff establishes a consultation process with key stakeholders Expected date of hire for new director – September 30
June 16	Draft Multi-Year Strategic Plan tabled for information and consideration and for further consultation on action statements in August/September	Trustees, Director, Staff, Parents and Stakeholders have a clear, concise and well articulated working document to consider and to give further input and suggestions for improvement
Timelines	Strategy	Outcome
June 2010- June 2011	<p>Several workshops and learning opportunities for trustees, staff on parents on salient points of the Education Act, Provincial Regulations and effective school board governance</p> <p>Collaborative development and adoption of :</p> <ul style="list-style-type: none"> ✓ Trustee Code of Conduct (posted on TCDSB homepage) ✓ Revised By-Law 175 that reflects distinct roles and responsibilities of trustees and the director ✓ <i>Policy, Process and Guideline for Addressing School Related Concerns</i> implemented ✓ Draft Multi-Year Strategic Plan with updated mission, vision, values and goals statements ✓ Establishment of a Governance Framework Standing Committee 	<p>Trustees, staff and parents have a deeper knowledge and understanding of good school board governance for the purpose of supporting the TCDSB in more fully realizing it's mission and vision through a Catholic leadership lens focused on:</p> <ul style="list-style-type: none"> ○ Academic Achievement and well being of all students ○ Student health and safety ○ Good governance of the school board ○ Performance of the Director ○ Parent Involvement <ul style="list-style-type: none"> · Deeper appreciation of the interconnectedness of effective governance, leadership and learning · Respectful relationships between Trustees, Staff, Parents and students in realizing mission, vision and MYSP · Improved strategic planning and action at a system level to move the TCDSB forward as a genuine learning organization and community of faith committed to continuous improvement through meaningful collaboration with all stakeholders