



**BOARD OF EDUCATION OF  
SCHOOL DISTRICT NO. 46 (SUNSHINE COAST)**

**COMMITTEE OF THE WHOLE  
AGENDA**

October 28, 2014 from 9:30-11:30 a.m.  
School Board Office – Gibsons, BC

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1. Strategic Plan Term Wrap-up
2. Policy Review: Policy 3 – Role of the Trustee

NOVEMBER 13, 2012

# ***STRATEGIC PLAN 2012 – 2015***

***Sunshine Coast School District***



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*Our Board of Education is pleased to present the 2012–2015 Strategic Plan for School District No. 46 (Sunshine Coast). This document presents our three main strategies: student achievement, relationship building and learning environments.*

*This is our second consecutive Strategic Plan since 2009. Our first Plan proved to be successful in articulating a community-oriented vision, mission and values as a foundation for positive learning and working environments. Through the Plan we also clarified the governance role of our elected Board and stabilized our financial operations.*

*If there is a general theme to these next three years, it is now to successfully implement the district's vision, mission and values in our schools in support of student achievement. This overall goal will require more outreach of our Plan into our classrooms and communities, improved engagement at all levels in the district's Achievement Contract, and a stronger district-wide focus on student achievement. To achieve the objectives of the Plan at the operational level, our administrators have constructed a complementary implementation plan with concrete actions, schedules and measurement.*

*Any Strategic Plan is a living document, so we encourage community, employee and student feedback into its strategies and progress at any time. This Plan is “owned” just as much by our entire community as by our Board, so as your elected representatives we welcome feedback and observations at [board@sd46.bc.ca](mailto:board@sd46.bc.ca).*

*Sincerely,*

*Silas White, Chair, Board of Education*



**Board of Education:**

L-R back row: Betty Baxter (Vice-Chair), Dave Mewhort, Greg Russell, Lori Dixon

L-R front row: Christine Younghusband, Silas White (Chair), Lori Pratt

## MISSION

*...to enable and inspire our students to realize their full potentials, as knowledgeable, confident and contributing citizens in a global community.*

## VISION

*...a community engaged in lifelong learning and educational excellence.*

## VALUES STATEMENT

- **Engaged, Lifelong Learning for a Diverse, Creative Community.** We believe in a dynamic invigorating and safe educational environment that engages learners educationally, intellectually, physically, socially and emotionally. We support and enhance the Sunshine Coast's identity as a centre for innovation, creativity, critical thinking, environmental awareness, and participation in community, volunteerism and the arts. Families and communities play a key role in the education of children, and it is vital that our public schools are welcoming, inclusive centres for family involvement and lifelong learning. We are excited about the opportunities and choices our students will have in the global community – as responsible, informed, skilled and compassionate citizens. We feel honoured to operate on the traditional territories of the Sechelt and Squamish Nations, to welcome their cultures into our schools, and to work together for our students' educational needs and values.
- **Accessibility, Safety and Equity of Opportunity.** Public education on the Sunshine Coast is an authentic reflection of our unique local communities – yet also reaches far beyond. Our schools offer a broad exposure to educational opportunities in safe and accessible environments. We ensure that every student has the support, resources, options and teaching in order to realize and reach his or her full potential. The cultural diversity of our students, staff and communities is an asset to be treasured and respected in our schools.

## VALUES STATEMENT (cont'd)

- **Health, Social Responsibility and Environmental Sustainability.** *It is essential that our students and employees are safe, healthy and comfortable in their working environments. Emotional and physical health must be free from bullying and discrimination, and enriched through physical activities, extra-curricular opportunities, positive social interactions and community connections. Environmental sustainability is key to both responsible citizenship and a healthy future, and we play a fundamental role in advancing it through education, from our schools on out to our local and global communities.*
- **Transparency, Accountability and Fiscal Responsibility.** *Clear, respectful and reciprocal communications are central to public education, from student expectations through to board expectations. The best way to achieve accountability is by the community being aware of and openly engaged in decisions, budgets, challenges and other aspects of public education governance. We take the responsibility for public education – and the public's trust – very seriously, as a significant tax investment, and a far greater societal investment. Programs and services must be delivered as efficiently and effectively as possible.*
- **Honesty, Trust, Respect and Recognition.** *Co-operation holds our local public education system together. For a function as imperative and sensitive as the education of our children, we place strong ethics in high regard. Especially in a small “community of communities,” it is critical that we foster and maintain an atmosphere of mutual trust and respect. The contributions and achievements of students, employees, parents and other community members are to be recognized, celebrated, and cherished.*



***Student Achievement:***

*School District No. 46 will emphasize educational excellence, lifelong learning and student achievement in every facet of our operations and decision-making.*



***Relationship-Building:***

*School District No. 46 will engage the community in our vision and mission by building and strengthening relationships within our organization and throughout our region.*



***Learning Environments:***

*School District No. 46 will promote safe and healthy learning environments that are welcoming, culturally responsive and environmentally responsible.*





**Strategy 1, Student Achievement:**

*School District No. 46 will emphasize educational excellence, lifelong learning and student achievement in every facet of our operations and decision-making – by:*

- *Making the district's Achievement Contract an accessible document in which our school communities are actively engaged.*
- *Expanding Career and Apprenticeship programs to better engage all our students in learning and to improve completion rates, while recruiting adult students to increase enrolment and enhance their opportunities in the community.*
- *Supporting our Early Learning programs.*
- *Adopting a measured approach to technology, supported by a District Technology Plan, that is intended to improve access to current technology and enhance educational opportunities.*
- *Maintaining and enhancing distributed learning initiatives.*
- *Exploring improved coordination and promotion of outdoor/science/environmental learning, utilizing community opportunities.*
- *Fostering an atmosphere where educational initiatives, ideas and learning experiences are shared district-wide.*
- *Reviewing our budgeting model to ensure the greatest impact on student success.*
- *Improving instructional excellence through consistent professional growth planning at the teacher support staff, administrative and senior administrative levels.*
- *Acknowledging and celebrating achievements and educational excellence in the district.*





### **Strategy 2, Relationship-Building:**

*School District No. 46 will engage the community in our vision and mission by building and strengthening relationships within our organization and throughout our region – by:*

- *Increasing communication and encouraging leadership throughout our school communities.*
- *Coordinating resources and relationships with other community agencies to support vulnerable students and families on the Sunshine Coast, and participating in plans and advocacy to address local poverty/ social issues.*
- *Promoting our facilities and grounds for community use.*
- *Advocating for community planning and decision-making that supports families, children and education.*
- *Building relationships with the Sechelt and Squamish Nations, including cultural learning and exchange, and a signed Enhancement Agreement.*
- *Renewing the joint-use working relationship with the Sunshine Coast Regional District;*
- *Expanding post-secondary partnerships, including with Capilano University.*
- *Implementing a budget consultation process that ensures engagement of staff, students, parents and members of the public at the district and school level.*
- *Promoting public education and School District No. 46 in our community, and throughout the province.*
- *Developing a process for board evaluation.*







**Strategy 3, Learning Environments:**

*School District No. 46 will promote safe and healthy learning environments that are welcoming, culturally responsive and environmentally responsible – by:*

- *Successfully rebuilding Gibsons Elementary as a Neighbourhood Learning Centre that meets the educational, social, environmental and cultural needs of our students and community.*



- *Developing an international program to prepare our students for a culturally diverse “global community.”*





- *Investing in health and safety of our employees and students, including emergency preparedness and employee wellness.*
- *Ensuring our schools are safe and welcoming for everyone.*



- *Addressing future school over-crowding.*
- *Examining the district's support of "neighbourhood schools" by determining costs and funding for different-sized schools.*
- *Reducing our carbon emissions and energy consumption in all our facilities.*





**Excerpted from the minutes of the June 10, 2014 Regular Board Meeting:**

**MOTION:** Pratt/Mewhort

“TO make the following change to Policy 3 – Role of the Trustee:

*“3.11 Refrain from getting involved in or expressing judgments on any school-level disputes or concerns, but listen to complainants and refer them to the district’s communications ~~Complaints and/or Appeals~~ process.”*

**MOTION:** Pratt/Russell

“TO refer discussion to Committee of the Whole.”

Carried.

### **3 ROLE OF THE TRUSTEE**

The Board and Trustees shall operate in an ethical, respectful and professional manner. This policy shall be recognized as the Board's Code of Conduct. Consequently, trustees shall:

- 3.1 Be prepared for the work of the Board by devoting time, thought and study to meeting agendas, policies and bylaws, rules of order, provincial educational issues, community issues, the Board strategic plan and other relevant information.
- 3.2 Attend all Board meetings, working sessions, and meetings of all committees of which they are Board-appointed members, except when absence is necessary.
- 3.3 Work harmoniously with all other trustees in the spirit of openness, cooperation and trust; respect and encourage the free and appropriate expression of opinions by other trustees.
- 3.4 Immediately share with the Board and/or senior administration, through the Board Chair, any significant information that may impact the Board or School District No. 46 (Sunshine Coast), and not withhold from the Board any information necessary to make an informed decision.
- 3.5 Be knowledgeable and respectful of the roles of those who work with and for the Board.
- 3.6 Endeavour to fairly, impartially and equitably ensure the district and schools are administered by the most qualified and appropriate personnel.
- 3.7 Be loyal and accessible to the community at large, superseding any conflicting loyalties to employee, advocacy or interest groups; political parties; other councils or boards; individual employees, schools, electoral areas or communities; or personal interests.
- 3.8 Respect and maintain the confidentiality of confidential business of the Board and School District No. 46 (Sunshine Coast), including individual statements and opinions expressed in closed sessions.
- 3.9 Conduct themselves in a manner that represents the Board and School District No. 46 (Sunshine Coast) in a positive light, taking no action that compromises, or will compromise, the Board and its decisions.
- 3.10 Recognize that any interactions they have as individuals with staff, the public, press or other entities lack board authority; and always clarify, within reason, that personal, individual opinions do not reflect the corporate position of the Board.
- 3.11 Refrain from getting involved in or expressing judgments on any school-level disputes or concerns, but listen to complainants and refer them to the district's Complaints and/or Appeals process.
- 3.12 When appointed to a liaison position, faithfully keep apprised of any concerns or circumstances of the particular school, PAC or external organization that are relevant to the Board, and report them to the Board Chair for the arrangement of appropriate discussion, decision or delegation.
- 3.13 Share any materials or ideas gained from external professional development activities with the Board.
- 3.14 Carry out their fiduciary duty to vote on every motion before the Board, expressing their opinions during Board debate, but always abiding by majority decisions of the Board.

- 3.15 Make no disparaging remarks or accusations, in or out of Board meetings and including in election campaigns, about other members of the Board or their opinions, nor about Board employees.
- 3.16 Disclose the nature of any conflict of interest to the Board, and avoid exerting any influence on any school district issue when in conflict of interest—as defined by legislation, policy or personal declaration—including absenting oneself from discussing or voting on issues when in a conflict of interest.
- 3.17 Refrain from sitting on the board or executive of any corporation or organization that receives funding from School District No. 46 (Sunshine Coast).
- 3.18 Refrain from sitting on any specific school-related or program-related group in the district, including Parent Advisory Councils except as a liaison from the Board.
- 3.19 Comply with Policy 3 (Role of the Trustee), and all policies and bylaws of the Board of School District No. 46 (Sunshine Coast).