

# CASS CONFERENCE

MARCH 2025

Dr. Lynne Paradis, Superintendent





"How was your school board meeting?"



# Good Intentions

*Most people want to do a good job and feel they are adding value to the organization they serve.*

# What is Governance?

*This includes how an educational community defines its mission, identifies its challenges, develops its strategies, involves its stakeholders, and makes its decisions – determines whether a school can thrive.*

G. Douglass Lewis

# THREE MAIN FUNCTIONS OF BOARDS

Strategic – What are we doing or going to do?

Fiduciary – How can we do it? Can we afford it? Is it legal?

Generative – Why are we doing this? What led us here?





**OH**

**OH**

**NOT**

**A**

**GOOD**

**DAY**

# AB School Systems

Public  
Separate  
Francophone  
Charter  
Private

# Lines of Communication

BOARD CHAIR AND DIRECTORS

Governance areas

SUPERINTENDENT

Governance, Leadership and Management

SECRETARY TREASURER - CFO

Fiscal (physical plant, HR, Finance)

PRINCIPAL

School daily operations



# TABLE CHAT

***1. How well understood and respected is this within your school authority?***

***2. Is there anything more you could you do as a systems education leader?***

## GOVERNANCE/MINISTRY

Minister of Education

Chair and Board

## ADMINISTRATION

Gov Bureaucracy  
(Deputy Min and staff)

Superintendent  
Secretary Treasurer  
Principal and staff

Parents and Students



# Pertinent Documents

## Legislative:

Education Act

Societies Act

Charter School Regulations

## Jurisdiction:

Bylaws of society/organization

Board policies \*\*\*

Administrative Procedures \*\*\*\*

# Director Roles

Policy development

Fiduciary responsibility

Superintendent performance

Land, labor and legal

Strategic Planning

Added value in decision making



**SUPT  
AND  
BOARD  
CHAIR**

**ON THE  
SAME  
PAGE**

# Superintendent and Board

Primary employee

\*Support functions-- Optimize  
admin support services

Governance Accountability

Supporting Administration  
Boundaries



# Stay In Your Lane



# Funding and Accountability

Critical role of CFO

Government grants

School fees/revenue generators

Specialized grants for initiatives

Education Plans (spring)

Annual Ed Results Review Report (Nov)

Strategic plan aligns with budget

# Effective Meetings

## Role of the Chair

### Local protocols:

- Code of conduct and rules of order
- Confidentiality agreements
- Guidelines for effective discussion
- Formal language
- Address discussion through Chair

## Motions and discussion

## In Camera Sessions (Land, Labor and Law)

# Managing Board Work

Timed agendas

Consent agendas

Committee roles

Education Plans

Strategic plans (big picture)

Board PD

Board Work Plan

Prep with Board Chair



## TABLE CHAT

*How can the CEO prepare or avoid this stressful scenario?*

# Challenges

Coaching and mentoring Board Chair

Early intervention with problematic board members actions

Value of ongoing PD/Coaching in board effectiveness

Keeping to the priorities and strategic plan

Coaching all members in professional actions

Management v.s. Governance



## Be Attentive To..

Managing parent/director role

Conflict of interest areas

Criticizing current/ former members

Messing with administrative functions

Fair and equitable actions

Everyone gets a chance to speak

Positive language

Boundaries in formal board meetings

**We came. We discussed. We conquered.  
And we still got home by 9 p.m.**







**HAPPY  
BOARD**

**HAPPY CEO**

**JOYFUL**

**WORKPLACE**

# Energy Break

# Credit and thanks to:

- McLennan Ross LLP

Case studies borrowed from resource materials provided by Teresa Haykowsky from McLennan Ross LLP and a two day PD session she facilitated:

**School Board Governance,  
Leadership and the Law**

# **CASE STUDY FOCUS QUESTIONS**

- 1. Identify the most important issue in the case.**
- 2. What should be done FIRST to address the issue?**
- 3. In addition to the primary issue, are there others that need attention?**
- 4. What could have been done differently by the people in the case to avoid the situation entirely?**



What story do you have to share?

We learn a great deal from our  
peers.

*What is a learning take away you  
would share with a new Supt coming  
to you for advice?*

