



ONTARIO PUBLIC  
SCHOOL BOARDS'  
ASSOCIATION

Leading Education's Advocates

# OPSBA Guide to Roles and Responsibilities



***Voting Delegate and Alternate Voting Delegates***

***Officers***

***Board of Directors***

***Executive Council***

***Director and Alternate Director***

***Regional Councils***

***Core Issue Work Groups***

***Ad Hoc Work Groups***

*Updated: March 2023*

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*Where there is a discrepancy between the content of this guide and the OPSBA Constitution and By-Laws the [Constitution and By-Laws](#) shall prevail*

# Introduction

In establishing the Ontario Public School Boards' Association ("OPSBA") governance structure, representation from all five of OPSBA's Regions on the Board of Directors and other OPSBA committees is required. A significant strength of OPSBA lies in its ability and willingness to recognize and support the diversity and various interests of the Member Boards, school authorities and children's treatment centres from across the province.

This document provides a summary of the key roles and responsibilities within OPSBA's governance structure. It also outlines roles and responsibilities of elected positions, such as Member Board-appointed Board of Directors members, (Voting) Delegates and their Alternates.

Equity, diversity, inclusion, accessibility, anti-racism and anti-oppression are being integrated into all aspects of the work of OPSBA. All trustees, particularly those who identify as Indigenous, Black, racialized, persons with disabilities, 2SLGBTQ+ and/or any other marginalized equity-deserving community are encouraged to take an active role in the work of OPSBA. This will help ensure OPSBA continues to represent the diverse needs of school boards and their students when advocating to government and legislative committees.

Trustees who are actively engaged in OPSBA help to foster a safe, supportive and positive environment that promotes engagement, networking and information sharing, especially among trustees, values capacity building and professional development and responds to the learning needs of trustees, school boards and OPSBA members, and balances the needs of Member Boards, School Authorities and Children's Treatment Centres in Ontario.

## ***Foundational Principles of Decision Making***

Decision making should take into consideration the following (at a minimum):

- ❖ The role, purpose, mission, vision, values and strategic priorities of OPSBA
- ❖ Equity, inclusion, diversity, accessibility, anti-racism and anti-oppression
- ❖ Data and other relevant sources of information
- ❖ Leadership skills, engagement, capacity building and succession planning
- ❖ Good governance and best practice

Any trustee or school board member may make a request for accommodation when participating in OPSBA meetings or events. These requests will be considered on a case-by-case basis and should be submitted at least three business days prior to a scheduled meeting or event.

# Annual or General Meetings

**The OPSBA Annual General Meeting (“AGM”) will be held at such time and place as determined by the Board of Directors (“BOD”). A General Meeting may be called by the BOD by resolution. Member Boards, School Authorities and Children’s Treatment Centres (“Member Board”) may choose to appoint trustees other than the BOD Member and Alternate to serve as their (Voting) Delegate/Alternate (Voting) Delegate.**

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## **Membership at the Annual and General Meeting(s):**

Each Member Board shall identify a Delegate and Alternate to exercise all rights and privileges of the Member Board which includes voting in accordance with the provisions in Section 16.05 of the OPSBA [Constitution and By-Laws](#).

## **(Voting) Delegates:**

- Represent their Member Board
- Work co-operatively with their OPSBA Director(s) to represent the interests of their Member Board including voting at Annual and/or General meetings
- Make every effort to be knowledgeable of:
  - ❖ Matters currently under discussion at OPSBA
  - ❖ OPSBA’s position on these matters
  - ❖ Their Member Board position on these matters
  - ❖ The full range of services that are available from OPSBA for trustees and school board administration
- Be aware of and understand items under consideration at the AGM by reviewing the AGM Handbook
- Apply the Foundational Principles of Decision Making ([See page 3](#))
- Ensure the Alternate Delegate is present if they are unable to attend and vote at the AGM and Regional Council (“RC”) elections
- Be prepared to respond to matters which may arise for the first time at the Annual or General meeting that would reflect the position of their Member Board
- Acknowledge when a personal opinion is being shared and subsequently confirm it with their Member Board
- Seek opinions of other Delegates about matters of local concern in preparation for voting
- Work with the BOD Member (where applicable) to inform their Member Board of OPSBA activities
- Understand that they are to have one vote and that proxy voting is not permitted
- Consider and vote for the positions of President, First Vice-President, Second Vice-President, Regional Chair, Regional Vice-Chair and Regional Council representatives on Core Issue Work Groups (“CIWG”) on behalf of their Member Board

#### Alternate (Voting) Delegates:

- Should be aware of the role of the Delegate (as outlined above) and prepared to replace them when necessary as a representative of their Member Board

#### Meetings and Logistics for the Annual or General Meetings:

- The AGM for the upcoming year is scheduled as part of the annual OPSBA meetings and events development process each Spring
- Quorum is a majority of the Member Boards; however, no meeting shall be held unless the Member Boards holding a majority of weighted votes are also present
- All votes shall be determined by the (weighted) majority except for those that require at least 2/3 of votes cast pursuant to the [Not-for-Profit Corporations Act](#)
- The total number of votes shall be calculated in accordance with Section 16.05 of the OPSBA [Constitution and By-Laws](#)
- Notice of meetings shall be sent to each Member Board by email or meeting request at least two weeks before the date of the meeting
- Canadian parliamentary rules of procedure govern meeting proceedings and Robert's Rules of Order will be used by the Chair to address related disputes

#### Standard Agenda Items for the AGM:

- Nominations and elections for the positions of President, First Vice-President and Second Vice-President (every two years) \*\* (Executive Director Presides)
- Message from the President
- Minutes of the previous AGM
- OPSBA Annual Report
- Audited Financial Statements
- Appointment of Auditors
- Establishment of CIWGs
- Revisions to the OPSBA Constitution and By-Laws
- Strategic Priorities for upcoming year
- Policy Resolutions from Member Boards

*\*\* Elections for the positions of Regional Chair, Regional Vice-Chair, Regional representative(s) and alternates on CIWGs are held at RC Meetings at the AGM. See below for additional information about these positions.*

**Relevant sections of the [OPSBA Constitution and By-Laws](#): Sections 3.03 and 16.1 to 16.6**

# Officers

**Officers (other than the Secretary) must be a trustee. Officers are selected at an Annual General meeting or are appointed from Member Boards whose pupil enrolment is more than 150,000.**

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## Officers:

President, First Vice-President, Second Vice-President, Immediate Past President, Indigenous Trustees' Council Chair, Five Regional Chairs, Enrolment Representatives and the Executive Director (Secretary).

## President:

- Serves for a two-year term (no term limit)
- Is a member of the Board of Directors ("BOD") and Executive Council ("EC")
- Is an ex-officio member of all OPSBA committees and Core Issue Work Groups ("CIWGs")
- Presides over General and BOD meetings
- Is responsible for calling BOD meetings when required
- Is responsible for the general supervision of OPSBA affairs
- Acts as the official spokesperson for OPSBA
- Has the sole discretion to delegate certain duties to the First Vice-President, Second Vice-President or other designate
- Is a member of the OPSBA Labour Relations Council
- Appoints a designate to serve on the Labour Relations Council
- Collaborates with the Executive Director to plan for General and BOD meetings
- Oversees the annual performance review of the Executive Director
- Applies and encourages the application of the Foundational Principles of Decision Making ([See page 3](#))
- The role of President is similar to (but not the same as) being the Chair of a school board. See [OESC Module 15, What makes a Great Board Chair?](#) for information about the role of chair

## First Vice-President:

- Serves for a two-year term (no term limit)
- Is a member of the BOD and EC
- Presides at General and BOD meetings in the absence of the President
- Performs the duties of the President in their absence or as delegated
- Presides over EC meetings and reports on its behalf to the BOD (this responsibility is alternated with the Second Vice-President)
- Represents OPSBA in the absence of the President, as required
- Collaborates with the Executive Director, President and Second Vice-President to plan for EC meetings

- Acts as the Executive Council Liaison on Core Issue Work Groups
- Applies and encourages the application of the Foundational Principles of Decision Making ([See page 3](#))

#### Second Vice-President:

- Serves for a two-year term (no term limit)
- Is a member of the BOD and EC
- Performs the duties of the President and/or represents OPSBA, as delegated by the President
- Presides over EC meetings and report on its behalf to the BOD (this responsibility is alternated with the First Vice-President)
- Collaborate with the Executive Director, President and First Vice-President to plan for EC meetings
- Acts as the Executive Council Liaison on Core Issue Work Groups
- Applies and encourages the application of the Foundational Principles of Decision Making ([See page 3](#))

#### Regional Chairs:

- Serves a one-year term (no term limit)
- Are members of the BOD and EC
- Advises EC and the BOD of issues and matters affecting Member Boards in their Region
- Recommends items, to the President and Vice-Presidents, for inclusion on EC, General and/or BOD meeting agendas
- Presides over Regional Council ("RC") meetings
- Collaborates with OPSBA staff and the Regional Vice-Chair to plan for RC meetings, which should include an opportunity to network and discuss regional matters
- Should endeavour to be aware of the general perspective of the Member Boards in their Region, on provincial and policy issues and OPSBA directions, in order to effectively represent their needs at EC meetings
- Assesses professional development and information requirements for the Region and provide leadership in helping OPSBA meet those needs
- Regularly reports on OPSBA activities at RC Meetings (E.g., Updates from EC, BOD, conferences, etc.)
- Ensures there is an opportunity for Regional representatives on CIWGs and Ad Hoc Work Groups (where applicable) to provide updates at RC meetings
- Encourages all trustees from Member Boards to be actively engaged in OPSBA
- Engages the Regional Vice-Chair in meeting planning and identify opportunities to build capacity, enhance engagement in OPSBA and support succession planning
- Acts as a resource to trustees from their Member Boards about OPSBA's governance structure and how to find information
- Identifies, supports and promotes reciprocal communication between OPSBA and Member Boards



- Encourages networking among trustees from Member Boards in their Region
- Applies and encourages the application of the Foundational Principles of Decision Making ([See page 3](#))

#### Regional Vice-Chairs:

- Serves a one-year term (no term limit)
- Must be a Director appointed by their Member Board
- Performs the duties of the Regional Chair (see above) in their absence, including presiding over RC meetings and attending EC and BOD meetings
- Collaborates with the Regional Chair to support the RC
- Works with the Regional Chair to build capacity, enhance engagement in OPSBA and plan for RC succession
- Applies and encourages the application of the Foundational Principles of Decision Making ([See page 3](#))

#### Enrolment Representatives:

- Are appointed by their Member Board
- Serves a one-year term subject to renewal
- Attends EC, BOD and local RC meetings
- Provides perspective from their board(s) on provincial issues at EC, BOD and RC meetings
- Performs any other duties as determined by the President
- Applies the Foundational Principles of Decision Making ([See page 3](#))

**Relevant sections of the [OPSBA Constitution and By-Laws](#):** Sections 7.03, 8.01, 8.05, 9.01, 9.02, 10.01 to 10.08, 11.01 to 11.03, 13.01, 13.04

# Board of Directors

**The Board of Directors (“BOD”) is the decision-making body of OPSBA. As a collective, and in accordance with the principles of good governance, the BOD oversees the organization and provides policy and strategic direction to Executive Council (“EC”) and the Executive Director.**

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## Membership on the BOD:

- Officers: President, First Vice-President, Second Vice-President, Indigenous Trustees’ Council (ITC), Immediate Past President (when applicable in accordance with [Section 10.07](#)), Five Regional Chairs and Enrolment Representatives
- At least one trustee appointed to the BOD by each district school board
- One trustee representative from the group of school authorities in North Region
- One trustee representative from the group of school authorities and children’s treatment centres
- One representative identified by the ITC
- In 2022 the [BOD](#) consisted of 50 members

## Term of Office on the BOD:

- Directors are appointed for a one-year term, starting immediately after the Annual General Meeting (“AGM”) or as appointed by their Member Board
- The President, First Vice-President and Second Vice-President are elected for a two-year term, or until their successor(s) are elected
- All Directors are eligible for re-appointment or re-election

## Responsibilities of the BOD (As a collective):

- On the advice of EC and/or other OPSBA committees and advisory bodies the BOD makes decisions on:
  - ❖ Financial matters including; the appointment of an external auditor (if a vacancy occurs between AGMs), approval of the OPSBA budget and financial statements and establishment of membership fees
  - ❖ The revocation of membership of any Member Board or Associate Member which has not paid annual fees
  - ❖ Bestowing OPSBA Honorary Life Membership
  - ❖ The appointment and/or removal of the President, First-Vice-President, Second Vice-President and the Executive Director
  - ❖ Recommendations from the President regarding the Executive Director Performance Appraisal
  - ❖ Policy resolutions submitted by Member Boards at the AGM
  - ❖ The establishment of Core Issue Work Groups (“CIWGs”) and Ad Hoc Work Groups
  - ❖ Appointing EC liaisons to CIWGs
  - ❖ Other responsibilities as adopted by the BOD from time-to-time or as outlined in OPSBA policy

- Make recommendations to the Annual General Meeting on amendments to the OPSBA Constitution and By-Laws
- Apply the Foundational Principles of Decision Making ([See page 3](#))
- Determine the OPSBA Regional Structure
- With regard to Labour Relations, the BOD will:
  - ❖ Receive regular updates in-camera (private) including the critical path to bargaining
  - ❖ Be consulted on and approve the bargaining mandate
  - ❖ Ratify/vote on tentative central agreements/settlements

#### Meetings and Logistics for the BOD:

- The President will preside over BOD meetings with the First Vice-President chairing in their absence
- Canadian parliamentary rules of procedure govern meeting proceedings and Robert's Rules of Order will be used by the Chair to address related disputes
- BOD meetings for the upcoming year are scheduled as part of the annual OPSBA Meeting and Events development process each spring. The BOD must meet a minimum of three times each year. Meetings are customarily scheduled four times each year in September, November, February and April
- An Organizational meeting, of the new BOD, will be convened immediately following the AGM
- Additional meetings may be called by the President or on the written\* request of 10 Directors
- Quorum shall not be less than two-fifths of BOD members
- Directors will be reimbursed for expenses incurred for attendance at BOD meetings in their official capacity in accordance with [OPSBA's Trustee Expenses policy](#). Alternate Directors will only be reimbursed for expenses when replacing an absent Director
- Any Trustee from a member board who is not a member of OPSBA's Board of Directors, may attend Board of Directors' meetings as an observer. These trustees will sit at a table other than the Board table. Observers are not eligible to speak on any matter during the meeting and must withdraw from the meeting for in-camera (private session) discussions.

*\* Written requests may be submitted in the form of an email or a hard copy and include names and where possible signatures (original or electronic) of all Directors making the request.*

#### The Role and Responsibilities of Individual Directors:

*Directors are trustees, empowered by their Member Board, ITC, group of School Authorities or Children's Treatment Centres, to make decisions on their behalf at BOD meetings. In this capacity, individuals should exercise discretion in expressing personal opinions/positions.*

#### Individual Directors:

- Attend BOD meetings
- Understand OPSBA's Governance Structure

- Make proactive efforts to understand their role and responsibilities as a member of the BOD as a representative of their Member Board. The President, Vice-President(s), Past President, Regional Chair or the Executive Director may be contacted for information and clarity about roles and responsibilities of Board of Directors members
- Review and apply resource materials and/or training provided to BOD members
- Bring concerns identified by their Member Board to the Regional Chair or President to discuss next steps
- Vote on OPSBA business as their Member Board representative, based on the general view and priorities of their board. This includes tentative agreements and/or terms and conditions (Labour Relations)
- Report on OPSBA BOD business and other activities at their Member Board, group of School Authorities or Children's Treatment Centres or the ITC to ensure they are informed of OPSBA activities (See below for some leading practices)
- Ensure that OPSBA business discussed in-camera (private) is only shared in-camera (private)
- Apply the Foundational Principles of Decision Making ([See page 3](#))

#### Leading Practices for Directors:

*Directors are a critical communication channel between OPSBA and Member Boards. Directors have a unique opportunity to raise awareness about OPSBA, ensure their Member Board views are part of the consideration of OPSBA business, influence public policy at the Provincial level and foster trustee engagement and training.*

#### *Some leading practices to help support Directors:*

- OPSBA business, discussed at BOD meetings, should be shared with trustees from their board, at regular Board meetings. (E.g. BOD decisions/discussions, advocacy, conferences, events and professional learning, etc.). A summary of BOD business is distributed (by email) to all Directors and Alternates following each meeting. This information is also sent by email to all trustees in [OPSBA Connects](#)
- Support their Member Board in responding to OPSBA requests for information including, but not limited to, participation in the development of policy positions and discussion papers and OPSBA's response to issues in public education
- Advise OPSBA of any changes in positions and contact information at the Member Board (E.g. Chair, BOD Member, (Voting) Delegate, Director of Education, etc.).
- Help build trustee capacity and Member Board commitment to OPSBA through liaison activities and information sharing
- Keep senior administration at their member board informed of OPSBA issues, which may include sharing reports and position papers
- Make OPSBA aware of Member Board needs, issues and events
- Regularly engage with their Alternate Director to share information and build capacity
- Attend Regional Council meetings and encourage local trustees to also attend

- Support their Member Board in selecting their representative(s) to sit on the BOD which may include;
  - ❖ Raising awareness of the role and responsibilities (E.g., sharing this guide and other resource materials, etc.)
  - ❖ Considering trustee engagement, leadership, capacity building, succession planning and equity, diversity, and inclusion
- Being a member of the OPSBA BOD is similar to (but not the same as) being a member of a Board of Trustees. Attributes of an effective board can be found in [OESC Module 2, Effective Governance for Student Achievement and Well-Being: Boards Matter](#)
- Work with the (Voting) Delegate to consider matters on which they are voting

#### Alternate BOD Members (Alternate Directors):

- Replace Directors absent from a BOD meeting with all the same rights and responsibilities and an understanding of the Director's role and responsibilities (see above)
- May also attend with a Director, any BOD meetings (including in-camera (private) portions), but vote ONLY when the Director is absent. Only trustees eligible to vote, may sit at the Board table. All other trustees (e.g. visiting Alternates or Observers) must sit at a table other than the Board table.
- Regularly engage with their BOD Member to build capacity, support their role and be prepared to attend meetings on their behalf

**Relevant sections of the OPSBA [Constitution and By-Laws](#):** Sections 3.02, 3.04, 3.07, 5.01, 5.02, 7.02, 8.01, 8.03 to 8.06, 9.01, 9.03 to 9.06, 10.02, 10.06, 10.07, 11.01, 14.01, 14.04, 15.01, 15.02, 16.03 and 18.01

# Executive Council

**Executive Council (“EC”) possesses and exercises the powers of the Board of Directors (“BOD”) in respect to the management of OPSBA’s financial and operational business and the assignment of priority issues between BOD meetings (subject to any restrictions). EC advises and reports on the work of the Core Issue Work Groups (“CIWGs”) and Ad Hoc Work Groups (“AHWs”).**

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## Membership on EC:

President, First Vice-President, Second Vice-President, Indigenous Trustees’ Council Chair, Immediate Past President (when applicable in accordance with [Section 10.07](#)), Five Regional Chairs and Enrolment Representative(s)

## Term of Office on EC:

- The President, First Vice-President and Second Vice-President are elected at the Regional elections held at the AGM and remain in the role for two-years or until their successor(s) are elected
- The Chair of the Indigenous Trustees’ Council is identified by the Indigenous Trustees’ Council as per their election cycle
- Regional Chairs are appointed for a one-year term starting immediately after the AGM
- Enrolment Representatives are appointed for a one-year term or as determined by their Member Board
- All members are eligible for re-appointment or re-election

## Responsibilities of EC:

- Coordinate OPSBA’s affairs and transacting business between BOD meetings including the management of property and funds
- Assign priority to issues to guide the work of OPSBA (subject to any regulations or restrictions which the BOD may from time-to-time impose)
- Establish Ad Hoc Work Groups, as needed
- Support the President with the Executive Director performance appraisal process
- Provide policy advice and strategic direction which may include measures to support communication with and engagement of trustees, professional development, capacity building and succession planning
- Meet informally as the Labour Relations Steering Committee to consider and vet labour relations strategies
- Other responsibilities as approved by the BOD from time-to-time or as outlined in OPSBA policies
- Apply the Foundational Principles of Decision Making (See [page 3](#))

### Limitations of EC:

*EC may recommend actions to the BOD; however, it cannot act on any of the following, which are the sole responsibility of the BOD:*

- Submitting to Member Boards any matter or question requiring the approval of the Member Boards
- The appointment or removal of the President, Vice-Presidents and/or Executive Director
- Filling vacancies on the BOD or the Office of the auditor between AGMs
- Approving the annual budget and financial statements
- Amending the OPSBA Constitution and By-Laws
- Bestowing OPSBA Honorary Life Membership
- Approving the establishment of CIWGs

### Meetings and Logistics for EC Meetings:

- The First Vice-President and Second Vice-President shall alternately preside over EC meetings
- Quorum is a simple majority of all members
- EC meetings for the upcoming year are scheduled as part of the annual OPSBA Meeting and Events development process each spring. They are generally scheduled once per month, or at any time on the direction of the President or Chair of EC or on written request of any four of its members
- Any member(s) (except for the Past President) who miss(es) three consecutive EC meetings, not formally excused by resolution of EC, will cease to be a member
- Public minutes will be recorded and shared with the BOD for information
- In-camera (private) minutes will be recorded and provided to EC members
- Given the time commitment of approximately 12 full days per year, EC members will receive a small honorarium for each meeting attended
- EC members will be reimbursed for expenses incurred for attendance at EC meetings in their official capacity in accordance with OPSBA's [Trustee Expenses policy](#) (alternates will only be reimbursed for expenses when replacing an absent member)

**Relevant sections of the [OPSBA Constitution and By-Laws](#):** *Sections 10.02, 10.06, 13.01 to 13.06, 15.01 and 15.02*

# Regional Councils

**Regional Councils (“RC”), through the Regional Chair, advise Executive Council (“EC”) and the Board of Directors (“BOD”) of issues and matters affecting their Member Boards. This includes recommending items for the agenda of EC and/or General meetings.**

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## Membership on RCs:

All trustees, elected or appointed in accordance with the *Education Act* and *Municipal Elections Act*, and Indigenous trustees from Member Boards, School Authorities and Children’s Treatment Centres (“Member Boards”) are members of their respective [RC](#) as defined in Section 7.02 of the [OPSBA Operational By-Law](#). The Northern RC is divided into two sub-regions. Student trustees are welcome to attend RC meetings.

## Term of Office on RCs:

- At the Annual General Meeting (“AGM”), each RC is constituted for the upcoming year
- Regional Chairs and Vice-Chairs are elected for a one-year term (no term limit), starting immediately after the AGM

## Responsibilities of RCs (As a Collective):

- Discuss issues and matters affecting their Member Boards and share leading practices
- Appoint representatives and alternates to Core Issue Work Groups (“CIWGs”) and/or Ad Hoc Work Groups (“AHWGs”) as per the Terms of Reference or other OPSBA committees including the OPSBA-Ontario Student Trustees’ Association (OSTA) Liaison Committee
- Review OPSBA matters (E.g., GSN input, annual strategic priority development, etc.) and provide input as a group
- Understand OPSBA Governance structure and the role of RCs
- Promote inclusion and networking among trustees
- Identify professional learning needs
- Reduce and/or eliminate barriers for engagement and elevate the voices of trustees from traditionally marginalized groups, those with lived experiences and student trustees in discussions
- Support succession planning, capacity building and champion engagement in OPSBA
- Apply the Foundational Principles of Decision Making ([See page 3](#))

## Limitations of RCs:

*RCs are intended to be an opportunity for trustees from each [Region](#) to network, collaborate and engage in discussion about local, provincial and OPSBA matters. The Regional Chair and/or Vice-Chair is the conduit of information between RCs, EC and the BOD. Regional representatives on CIWGs or AHWGs share information between the RC and OPSBA committees.*



### Meetings and Logistics for RC meetings:

- No fewer than two meetings will be held each year except in a Municipal Election year
- RC meetings for the upcoming year are scheduled as part of the annual OPSBA Meeting and Events development process each spring. They are generally scheduled three times per year in the fall, winter (at PES) and spring
- In addition, at the AGM, each RC will convene a meeting to conduct elections for the position of Regional Chair, Regional Vice-Chair, Regional representatives on OPSBA CIWGs. The Northern RC shall convene two sub-regional meetings to elect representatives to CIWGs from each area
- Meetings are organized by OPSBA staff; however, it is a leading practice to engage the Regional Chair and/or Vice-Chair in this process
- RCs provide an opportunity for trustees to network, share information, provide input on OPSBA matters and share information/make requests through the Chair to EC
- Quorum is not required as no formal motions are made by RCs
- RC meetings are meant to be informal; therefore, moving in-camera (private) is typically not required

### The Role and Responsibilities of RC Attendees:

*Additional roles and responsibilities of Regional Chairs, Vice-Chairs, Voting Delegates and Alternate Voting Delegates are outlined in relevant sections of this document.*

*The following leading practices and communication strategies apply to all trustees:*

- Review the agenda and attend RC meetings, whenever possible
- Have a general understanding of the OPSBA Governance Structure
- Understand the role and purpose of RCs
- Contact the Regional Chair, Regional Vice-Chair or staff resource(s) for information, clarity about the role of RCs and/or to raise concerns
- Consider opportunities to be engaged in OPSBA committees, events and training
- Educate themselves on OPSBA business (E.g. BOD decisions/discussions, advocacy, conferences, events and professional learning, etc.). Information is sent directly to all trustees by email in [OPSBA Connects](#)□
- Work with the Regional Chair and/or Vice-Chair to identify professional development needs for trustees in the region
- Consider mentoring trustees who are newly elected to assist with their transition into the role and raise awareness of OPSBA
- Apply the Foundational Principles of Decision Making ([See page 3](#))

**Relevant sections of the [OPSBA Constitution and By-Laws](#):** Sections 7.02, 7.03, 14.04, 14.05 and 15.01

# Core Issue Work Groups

**Core Issue Work Groups (“CIWG”) advise the Board of Directors (“BOD”), through Executive Council (“EC”), on matters falling within the identified area of responsibility. Terms of Reference (“TOR”) for Policy Development and Education Program Work Groups are included as Appendix A.**

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## Establishment and Termination of Core Issue Work Groups:

- The BOD, with input from EC, will recommend terms of reference for each CIWG for consideration at the Annual General Meeting (“AGM”)
- CIWGs terminate upon completion of its mandate, by resolution of the BOD or EC (as the case may be) or at the next AGM
- CIWGs may be created to support OPSBA’s Mission, Vision, Values and Annual Priorities (E.g., finance, legislation, education program and curriculum, labour relations, communications and public relations, etc.), and/or projects, etc.

## Membership and Eligibility on CIWGs:

- Membership is defined by the terms of reference approved at each AGM each year
- Any trustee from a Member Board in their local Region is eligible to serve as the Regional Council (“RC”) representative on a CIWG
- Representatives from each Regional Council
- The Indigenous Trustees’ Council (“ITC”) is responsible for appointing representatives as defined in the TOR
- OSTA-AECO’s Public Board Council President
- The BOD will appoint a member of EC to liaise with each CIWG
- Development of the terms of reference should (at a minimum) take into consideration:
  - ❖ Involvement from the ITC
  - ❖ Involvement from other marginalized equity-deserving groups, where applicable
  - ❖ The number of representatives and alternates to be appointed from each RC
  - ❖ Foundational Principles of Decision Making ([See page 3](#))
- Membership on a CIWG terminates automatically if an appointed member fails to attend three consecutive meetings, unless otherwise decided by resolution of EC

## Meetings and Logistics for CIWGs:

- CIWGs advise the BOD, through EC, on matters falling within their mandate
- Quorum is a simple majority of all members
- Each CIWG shall select a chair and vice-chair at their first meeting
- Minutes will be recorded and shared with the EC and the BOD for information
- At least two Joint CIWG meetings will be scheduled each year as part of the OPSBA Meetings and Events planning in the spring

- At the first meeting of each CIWG, a meeting schedule will be established with input from members
- Additional meetings may be scheduled to support OPSBA priorities that fall within the mandate of the CIWG
- CIWG members will be reimbursed for expenses incurred for attendance at meetings in their official capacity in accordance with OPSBA's Trustee Expenses policy (alternates will only be reimbursed for expenses when replacing an absent member)
- Time commitment varies but on average representatives will be serve approximately 20 hours per year over four to six meetings
- CIWG members may be asked to provide comment and feedback between meetings
- Only in exceptional circumstances will CIWGs go in-camera (private) to discuss matters that would typically considered by the BOD in-camera (private) and are directly related to the items under consideration by the CIWG. Minutes will only reference the item discussed with no details.

#### Responsibilities of Individual CIWG Members:

- Participate in CIWG meetings, professional development and other actions
- Work with their Regional Chair/ITC to:
  - ❖ Understand the needs and opinions of the RC to effectively represent their general views on agenda items
  - ❖ Provide updates on the activities of the CIWG at RC/ITC meetings
  - ❖ Share potential agenda items with the CIWG Chair
  - ❖ Raise awareness of the CIWG and encourage trustee participation and engagement and succession planning
- Wherever practicable, ensure the development of OPSBA positions includes the broadest input from members by encouraging and facilitating response to OPSBA requests for information and discussion papers
- Arrange for the alternate to attend a CIWG meeting in their absence, ensure they are briefed on ongoing activities and provide agenda materials
- Clearly state when they are sharing personal views and/or opinions that are different from general views held by Member Boards in their Region
- Apply the Foundational Principles of Decision Making ([See page 3](#))

#### Additional Responsibilities of CIWG Chairs:

- Work with assigned staff to plan and prepare for meetings
- Consider developing a list of items to be considered by the CIWG over the year in support of OPSBA priorities and committee mandate while at the same time remaining flexible to address urgent and/or emergent matters
- Review the terms of reference and roles and responsibilities with members at the first meeting

#### Responsibilities of Alternate CIWG Members:

- Regularly connect with their Regional representative(s) to build capacity and ensure they are aware of issues under discussion at upcoming meetings so that they may be prepared to attend and participate in the absence of CIWG member(s)
- Be aware of the responsibilities of individual CIWG members and perform all duties in their absence
- Attend and observe CIWG meetings for succession planning, awareness and engagement purposes, but participate ONLY when replacing their Regional representative
- Apply the Foundational Principles of Decision Making ([See page 3](#))

#### Responsibilities of the EC Liaison on CIWG:

- Report to the EC on activities of the CIWG including recommendations for action
- Comment on proposed terms of reference when being considered at EC meetings
- Act as a resource to the CIWG Chair, as required
- As a leading practice, only vote on items to break a tie
- Report on activities of the CIWG at BOD meetings (if the CIWG Chair and Vice-Chair are not members or in attendance)

**Relevant sections of the [OPSBA Constitution and By-Laws](#): Sections 14.01 to 14.07**

# Ad Hoc Work Groups

**The Board of Directors (“BOD”) or the Executive Council (“EC”) may from time-to-time appoint Ad Hoc Work Groups (“AHWGs”) as they deem expedient for the purpose of advising the BOD or the EC on specific matters. When appropriate, AHWGs should include representatives from all Regional Councils.**

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The BOD or the EC (as the case may be) shall determine the jurisdiction, responsibilities and rules of procedure of each AHWG.

Each AHWG shall report to the BOD or the EC (as the case may be)

Foundational Principles of Decision Making ([See page 3](#)) should be taken into consideration when developing the committee composition in the Terms of Reference (“TOR”) and in all decision making.

Meetings will be conducted in accordance with the approved TOR.

**Relevant sections of the [OPSBA Constitution and By-Laws](#): Sections 15.01 and 15.02**

## Policy Development Work Group Terms of Reference

### **Mandate:**

To provide recommendations to the Board of Directors, through Executive Council, on issues related to the analysis of legislation and the development of OPSBA policy positions in areas affecting education finance and governance, including, but not restricted to:

- Education finance and education finance reform
- Child care and early years
- School capital
- Financial accounting and reporting
- The role and responsibilities of the Ministry, school boards, school councils
- School board governance
- Relevant legislation and regulations
- Municipal election issues
- Education restructuring, deregulation, privatization
- Any additional needs and services in this area, including:
  - ❖ seeking input/collecting data from member boards on needs and services
  - ❖ providing timely information materials related to school board responsibilities
  - ❖ developing orientation materials, in-service programs, etc. for member boards
  - ❖ consulting and legal services

### **Membership:**

Identification of members shall consider diversity of membership and shall take into consideration the Foundational Principles of Decision Making (See page 3). Membership shall include, at a minimum:

- Two trustees from each region and up to one alternate trustee (to attend in the absence of the regional members) appointed by resolution of each Regional Council
- In the Northern Region, one member will represent sub-region east and one member will represent sub-region west
- Members cannot be appointed from the same district school board
- One representative appointed by the Indigenous Trustees' Council
- One of the two Executive Vice-Presidents will act as liaison member appointed by resolution of the Board of Directors
- Optional (non-voting) senior school board officials appointed by resolution of the Work Group
- OPSBA staff support (non-voting), as assigned

The committee may recommend to Executive Council additional members to support the mandate and ensure involvement from individuals from marginalized equity-deserving groups.

Committee members shall review and understand information contained in the OPSBA Roles and Responsibilities Guide and understand information related to Core Issue Work Groups (See pages 18-20).

**Quorum:**

- Simple majority of the membership

**Reporting Relationship:**

- The Policy Development Work Group reports to the Board of Directors through Executive Council

**Meetings:**

- May be held in person or electronically (E.g., teleconference or videoconference), as required

**Term:**

- Members shall be appointed for a one-year term, which ends at the subsequent Annual General Meeting when new membership is identified

# Education Program Work Group

## Terms of Reference

(Approved at the June 2022 AGM)

### **Mandate:**

To provide recommendations to the Board of Directors, through Executive Council, on issues related to education program reform, children's services and social policy, including, but not restricted to:

- Program restructuring, secondary school reform
- Curriculum/curriculum implementation
- Information technology
- Special education
- Children and Youth Mental Health
- College of Teachers, teacher training
- Education Quality and Accountability Office
- Quality, accountability, testing and assessment
- Immigration, poverty and settlement
- Any additional needs and services in this area, including:
  - ❖ seeking input/collecting data from member boards on needs and services
  - ❖ providing timely information materials related to school board responsibilities
  - ❖ developing orientation materials, in-service programs, etc.
  - ❖ consulting and legal services

### **Membership:**

Identification of members shall consider diversity of membership and shall take into consideration the Foundational Principles of Decision Making (See page 3). Membership shall include, at a minimum:

- Two trustees from each region and up to one alternate trustee (to attend in the absence of the regional members) appointed by resolution of each Regional Council
- In the Northern Region, one member will represent sub-region east and one member will represent sub region west
- Members cannot be appointed from the same district school board
- One representative appointed by the Indigenous Trustees' Council
- One of the two Executive Vice-Presidents will act as liaison member appointed by resolution of the Board of Directors
- Optional (non-voting) senior school board officials appointed by resolution of the Work Group
- OPSBA staff support (non-voting) as assigned



The committee may recommend to Executive Council additional members to support the mandate and ensure involvement from individuals from marginalized equity-deserving groups.

Committee members shall review and understand information contained in the OPSBA Roles and Responsibilities Guide and understand information related to Core Issue Work Groups (See pages 18-20).

**Quorum:**

- Simple majority of the membership

**Reporting Relationship:**

- To the Board of Directors through Executive Council

**Meetings:**

- May be held in person or electronically (E.g., teleconference or videoconference), as required

**Term:**

- Members shall be appointed for a one-year term, which ends at the subsequent Annual General Meeting when new membership is identified