

Board of Directors Meeting  
**MINUTES OF January 28, 2016**  
Nova Scotia School Boards Association  
3-395 Spectacle Lake Drive

**ATTENDANCE**

Susan Ritchie  
Hank Middleton  
Vic Fleury  
Jackie Foster  
Sandra Margettie  
Ron Marks  
Blair Samson  
Dave Wright  
Jennifer Naugler  
Richelle MacLaughlin  
Elizabeth Acker  
4:30)

President  
Vice President  
Past President (excused at 4:30)  
Annapolis Valley Regional School Board  
Cape Breton-Victoria Regional School Board  
Chignecto-Central Regional School Board  
Conseil scolaire acadien provincial  
Halifax Regional School Board  
South Shore Regional School Board  
Strait Regional School Board  
Tri-County Regional School Board (excused at

**REGRETS**

Andrea Noylander  
Eleanor Bernard

Black Educators Association  
Mi'kmaw Kina'matnewey

**STAFF**

Karen Budden  
Nancy Pynch-Worthylake  
Trish Smith  
Michelle MacKinnon

Finance and Office Manager  
Executive Director  
Communications Officer/Executive Assistant  
Finance and Administrative Assistant

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**1. Call to Order**

The president called the meeting to order at 1:00pm

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2. **Record of Attendance** – 8 directors, three executive  
Meeting times have changed due to an impending storm. It was decided that the meeting will not break for dinner at 4:30pm, but instead the board will work through dinner and finish earlier to allow for travel home tonight.

3. **Approval of Agenda**

It was MOVED and SECONDED (MacLAUGHLIN/MARGETTIE)  
**that the agenda be approved.**  
MOTION carried.

4. **Review of NSSBA Strategic Plan**

Sue Ritchie began by explaining that the purpose of the session was to review and update the strategic plan. A background on the current plan was provided, reflecting work from 2009 to present. The current goals have been modified since 2009, but not changed substantively.

The Board of Directors and staff reviewed the four goals and their actions. (attached)

Trish Smith reported on the strategic plan update document that was distributed at the December 2015 board meeting. This document highlights the work that has been done to support the goals. The update was not written specific to the actions from the plan, but related to each of the goals. **(handout attached)**

The group reviewed an environmental scan (political, economic, demographic and governance). Executive director goals for the NSSBA were also reviewed. **(handout attached)**. It is essential that revisions to the strategic plan reflect environmental changes within which the NSSBA functions.

**Review of goals:**

The board had a thorough discussion of the current four goals and agreed to the following:

Goal 1: No change.

Advocate for a sufficiently funded, equitable public education system that meets the diverse learning needs of all students and prepares them for future success.

Goal 2: No change.

Promote quality education for our students as a priority with the public and with government.

Goal 3: Revised.

Provide professional development and support school boards/board members in Nova Scotia to be an effective governing board.

Goal 4: No change:

Develop and maintain strong partnerships for the well-being and learning needs of all students.

Goal 5: New:

It was agreed that a new goal will be added that focuses on the role, autonomy and authority of school boards. Staff is to work on this goal and priorities for discussion at a future meeting.

### **Strategic plan framework:**

The board and staff discussed the format of the strategic plan. A variety of frameworks are used by the member school boards. There is a common annual business plan framework, with which all boards are familiar.

Following discussion, the Board of Directors agreed to the format adapted from the version presented by staff (attached). In this process, the Board of Directors develops goals and priorities and sets accountability standards for actions and measures (how and when staff will provide updates on progress toward targets, and budget implications).

Staff is then held accountable for the development of outcomes/activities and performance measures, including baseline, targets, timelines, and budget implications.

Staff presented a sample of prepared in the proposed format. (**handout attached to minutes**).

**Current initiatives and Strategic Priorities:** The Board of Directors reviewed current initiatives to determine if they are reflected in priorities and to align them with specific goals.

The Board of Directors agreed that all of the initiatives are priorities. Each will become a priority or outcome related to a goals.

<b>Initiative</b>	<b>Goals</b>
Self-Assessment	3
Governance	5
Legislation self-assessment	3
Elections	5
New board orientation	3
Funding and advocacy for education	1
Inspiring Communities (priority or action?)	4
Board professional development	3
School bus red light violations (priority or action?)	4
Early years	?

Identify actual costs of public schooling	1
Communications strategy to support goals and priorities	2
Municipal government links	4
Framework for partnerships	4

If any of the goals appear to be redundant as we do more work on the strategic plan, the Board may consider combining goals.

Staff is directed to review the strategic plan and to present a revised version to the Board of Directors.

**5. Action Plan in follow up to AG recommendations:**

This item was included in the discussion of the environmental scan, and the strategic goals and priorities.

One of the key NSSBA Strategic Plan priorities could focus on an action plan related to school board governance. This would be in keeping with the NSSBA strategic plan and the recent focus on self-assessment. It would also allow the NSSBA to provide leadership and support to follow-up on recommendations from the Auditor General.

The Board of Directors discussed a confidential first draft of a plan/memo that would include support for member school boards related to self-assessment and professional development, as well as research in governance and the development of a governance framework.

The Board of Directors discussed options for an action plan, including funding and the number of years for the plan. In order to implement the plan, the NSSBA will require additional financial and human resource support. One option is to request access to funds that are held by the NSSBA, but not available for general operation. Our funding and budget processes would require EECD approval to access these funds.

A major component of the action plan would be support to member school boards who wish to engage in self-assessment. The action plan would build on the self-assessment work that has been done, including the training and contracting of facilitators to support individual school boards.

It was agreed that it is essential that the NSSBA maintains autonomy, is directed by the needs of and direction from the member school boards, and continues to play an independent advocacy role.

Following extensive discussion and debate, the Directors determined that they were comfortable making a decision on whether to move forward with a self-assessment, PD and governance action plan. It was confirmed that although there are times when Directors prefer to consult with their school boards prior to voting, it is within the

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authority of the Board of Directors to determine whether or not to move forward with an action plan.

It was MOVED and SECONDED (FLEURY/MARGETTIE)

**That the Board of Directors approves work on governance and the use of the funds that the NSSBA currently holds for the Department of Education and Early Childhood Development, if approved by the government.**

MOTION carried. (10 in favour – 1 opposed)

Action: The Executive Director is to develop a simplified overview of the governance framework that can be shared with school boards. (attached)

**6. Budget Implications (if time)**

Staff will include cost pressures/budget implications in the revised strategic plan.

**7. Other**

**By-Law Review Committee:** The latest version of the by-laws will be distributed to the Board of Directors. The Board will need to meet in person or by GoTo to discuss changes.

**Leaders Advisory Committee meeting:** the joint meeting scheduled for January 29 was cancelled due to weather. The next scheduled meeting is April 22. The NSSBA Board of Directors was invited because of the speakers (Nova Scotia Health Authority).

**8. Date of Next Meeting - March 3 & 4, 2016**

**9. Adjournment**

It was MOVED and SECONDED (FOSTER/MacLAUGHLIN)

**that the meeting be adjourned at 5:00pm.**

MOTION carried.

RESPECTFULLY SUBMITTED

APPROVED

Trish Smith

Susan Ritchie

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recorder

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chair