

## 202 – The Superintendent of Schools

### Purpose

The Board of Education (the “Board”) governs the District by setting strategic direction and monitoring results. The Superintendent is the chief executive officer responsible and accountable to the Board for day-to-day operations of Nanaimo Ladysmith Public Schools (“the District”).

This policy sets out role of the Superintendent and the Board’s overarching operational expectations for the Superintendent in relation to managing the District.

### Objectives

In carrying out these expectations, the Superintendent shall:

- a. Align all operations with:
  - the Board’s Strategic Plan;
  - the Board’s policies and by-laws; and
  - applicable legislation and collective agreements.
- b. Honour and uphold the District’s commitments to:
  - student success and well-being;
  - equity, inclusion, and reconciliation; and
  - respectful relationships with Indigenous rights-holders and partners, including the Snuneymuxw, Snaw-naw-as and Stz’uminus First Nations, and community partners such as the Tillicum Lelum Aboriginal Friendship Centre and the Mid Island Métis Nation.
- c. Operate with integrity, transparency, and responsible stewardship of public resources.

### 1. Role of the Superintendent

- 1.1. The Superintendent is responsible for the effective, efficient and lawful operation of the District and for implementation of Board policy and the Strategic Plan.
- 1.2. The Superintendent may establish and implement administrative procedures to carry out Board policy and shall ensure such procedures are:
  - consistent with Board policy and direction; and
  - communicated to and understood by staff.
- 1.3. The Superintendent is accountable to the Board collectively, not to individual trustees.
- 1.4. The Superintendent shall ensure systems are in place to:
  - develop, implement and monitor district-wide plans;

- collect, analyze and report data related to student learning, operations, and risk; and
- support continuous improvement.

### 2. General Operational Expectations

The Board expects the Superintendent to:

- 2.1. Ensure District operations are safe, lawful, ethical, and prudent.
- 2.2. Take all steps necessary to avoid practices that:
  - are unlawful or contrary to Board policy;
  - expose the District to unnecessary or unmanaged risk; or
  - conflict with the Board’s strategic priorities.
- 2.3. Ensure decision-making processes are evidence-informed, transparent, and aligned with Board priorities.
- 2.4. Establish and maintain clear systems of internal control, delegation of authority, and accountability across all areas of District operations.

### 3. Relationships and Culture

The Superintendent shall:

- 3.1. Foster a positive, respectful, and inclusive culture for students, staff, families, and community partners.
- 3.2. Promote and model respectful relationships with:
  - Rights Holders and partners;
  - employee groups and unions;
  - municipal, regional, post-secondary and community organizations; and
  - provincial and federal agencies, as appropriate.
- 3.3. Ensure effective mechanisms for:
  - staff engagement and feedback;
  - parent and caregiver engagement; and
  - student voice, especially for priority populations.
- 3.4. Support working and learning environments free of discrimination, harassment, bullying and violence, consistent with Board policies and applicable law such as the BC Human Rights Code and the Canadian Charter of Rights.

### 4. Programs and Services

The Superintendent shall ensure that:

- 4.1. Educational programs and services:
  - meet or exceed the requirements of the *School Act* and Ministry of Education and Child Care;
  - align with the Board’s Strategic Plan; and

- support success, well-being, and equitable outcomes for all learners.

#### 4.2. Programs and services are:

- responsive to student needs, including students with diverse abilities and learning needs;
- inclusive, culturally safe, and respectful of human rights; and
- informed by data, research, and promising practices.

#### 4.3. Processes for planning, implementing, and reviewing programs and services:

- include appropriate consultation and collaboration with staff, students, families, Indigenous partners, and community as appropriate; and
- include regular evaluation and reporting to the Board.

### 5. Improving Student Outcomes

- The Superintendent is responsible for overseeing the districts educational programming, evaluation, and monitoring towards improving student success.
- The Superintendent ensures that learning environments contribute to the development of skills and habits necessary for the modern work force, post-secondary studies, life-long learning and positive citizenship.

### 6. Financial Stewardship

The Superintendent shall ensure that:

- 6.1. All financial practices comply with legislative and regulatory requirements, Board policy, and generally accepted accounting principles.
- 6.2. The annual budget:
  - aligns with the Board's Strategic Plan and priorities;
  - supports required programs, services and contractual obligations; and
  - maintains the financial sustainability of the District.
- 6.3. The Board is provided with:
  - a recommended annual budget and multi-year financial outlook;
  - timely interim financial reports; and
  - year-end financial statements and variance analyses.
- 6.4. Adequate internal controls are established and maintained to:
  - safeguard public funds;
  - prevent and detect fraud or misuse of resources; and
  - ensure appropriate authorization, recording and reporting of financial transactions.

### 7. Protection of Assets and Risk Management

The Superintendent shall ensure that:

- 7.1. The District's physical, financial, informational and reputational assets are protected by appropriate:
  - insurance coverage;
  - internal controls;
  - safety and security procedures; and
  - privacy and records management practices.
- 7.2. Comprehensive risk management processes are in place to:
  - identify, assess, mitigate and monitor risks; and
  - support continuity of operations, including emergency preparedness and response.
- 7.3. District facilities, equipment, technology and other assets:
  - are maintained in safe and functional condition;
  - are used for authorized educational and District purposes; and
  - are managed in accordance with Board policy and relevant administrative procedures.

### 8. Communications with the Board

The Superintendent shall:

- 8.1. Maintain regular, timely, and transparent communication with the Board on matters relevant to its governance role, including:
  - progress toward Strategic Plan goals;
  - student learning and well-being;
  - significant provincial and federal initiatives that may affect district operations;
  - any matter that may have a substantial impact on the districts budget;
  - major operational initiatives;
  - significant risks and incidents; and
  - emerging issues requiring Board attention.
- 8.2. Provide the Board with information that is:
  - accurate, balanced, and free from material omissions;
  - available to all trustees
  - presented in accessible, clear, understandable formats; and
  - timely enough to enable informed decision-making.
- 8.3. Provide scheduled monitoring reports that:
  - demonstrate compliance with this policy and other Board policies;
  - address agreed-upon performance indicators and evidence; and
  - identify areas for improvement and proposed actions.

- 8.4. Inform the Board in a timely manner of:
  - any actual or potential non-compliance with Board policy of a material nature; and
  - any significant legal, financial, reputational, or operational issues.
- 8.5. Support effective two-way communication between the Board and the broader District community, consistent with Board policy and trustee roles.

### 9. Relationship with the Board

The Superintendent is committed to a respectful, transparent, and productive working relationship with the Board of Education, based on trust and mutual accountability.

The Superintendent shall:

- 9.1. Respect the Board's role as governing authority and be accountable to the Board as a collective body.
- 9.2. Communicate openly and in a timely manner, ensuring the Board is well-informed on matters relevant to its governance role.
- 9.3. Provide professional, balanced advice and faithfully implement Board decisions.
- 9.4. Address concerns constructively and support continuous improvement of Board–Superintendent relations.

### 10. Delegation and Accountability

- 10.1. The Superintendent may delegate responsibilities to other staff.
- 10.2. The Superintendent remains accountable for ensuring that:
  - delegated responsibilities are clearly defined;
  - staff understand their roles and authorities; and
  - appropriate supervision, support and monitoring are in place.

### 11. Monitoring

- 11.1. The Board shall adhere to the following schedule and methods for Superintendent Performance Review.
- 11.2. Prior to May 15 in each year the Board shall schedule the Superintendent Performance Review for the following one-year period of July 1 to June 30. The review schedule shall be included in the Board's Annual Work Plan.
- 11.3. The Board and Superintendent shall agree on Superintendent Performance Review procedures in writing.
  - a. The Superintendent Performance Review process shall involve all Board Members and the Superintendent.
  - b. The methods of performance review shall be structured so that they lead to strengthening communications and the relationship between the Board and Superintendent.

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- c. Performance review sessions are to be facilitated by the Board Chair and assisted by the Superintendent.
  - d. Provision may be made for engaging an external facilitator to conduct sessions when the Board and Superintendent perceive a need or benefit arising from third-party assistance.
- 11.4. Notwithstanding the above schedule and methods, the Board and Superintendent shall continuously monitor Superintendent performance and Board-Superintendent relations through private briefings and other methods determined by the Board Chair and Superintendent.

**Legal References:**

**Monitoring Method:**

**Monitoring Frequency:**

**Adopted:** 2026.06.24