POLICY: ADMINISTRATIVE AND ORGANIZATIONAL STRUCTURES			# 102
SECTION: 100 : Philosophy and Goals and Structure			Page 1 of 5
APPROVAL/REVISION DATE: October 27, 2025	EFFECTIVE DATE: November 4, 2025	REVIEW DATE: November 4, 2030	
CROSS REFERENCE:	Policy 103 - Catholic School Trustees		

A: POLICY

1. 1.1 The Board of Trustees, which is responsible for providing quality educational programs for its Catholic students, acknowledges the practical necessity of discharging its responsibility through the assistance of a staff of professional administrators and through a well-ordered, management structure.

1.2 The Board, therefore, endorses a functional organizational structure, headed by a Chief Executive Officer and a team of supervisory, administrative and consultative personnel to ensure competent leadership and the efficient management and operation of its school system.

B: GUIDELINES

2. The Board of Trustees

2.1 In any school system, the final authority lies in the elected body of officials, the Board of Trustees, which is answerable to its electorate for the management and operation of all school affairs. The Thunder Bay Catholic District School Board consists of seven (7) trustees who are elected to serve for a term of *four* years. The composition of the Board includes:

2.1.1 Six (6) trustees elected by Separate School ratepayers;

2.1.2 One (1) trustee who is appointed to represent the interests of the students from the Fort William First Nation; and

2.1.3 *Three (3) student trustees elected as per Policy 103.*

2.2 As representatives of Catholic ratepayers, trustees must be sensitive to the educational needs of the Catholic community. These community needs will be reflected in the Board's approach to its major function, which is to establish the philosophy, purpose and objectives of the system, which, in turn, influence Board decisions, educational policies, programs, and innovations in the system's schools.

2.3 Through its policy-making function, the Board is able to direct and control the education operation. Board policies are formulated to set out terms of reference, limitations and operational guidelines for all to follow. Since the decisions of administrative officials and other educational personnel must be consistent and harmonious with the spirit of these policies, the Board thereby controls derivative decisions and directly shapes the educational climate, the working conditions and the continuous development of the school system.

2.4 The role of the trustee is a key one, with significant responsibilities. The trustee is required to make decisions on a wide range of issues and problems, including budgeting, construction, personnel, curriculum, and transportation to name a few. The trustee must be kept well informed in order to ensure that Board decisions are responsible.

2.5 The Board of Trustees establishes a meeting schedule on an annual basis and meets in accordance with the approved schedule to address matters relating to education, personnel, finance, legal, and administration. As well, the Board attends to routine issues, reports and recommendations from its committees.

2.6 Board of Trustees Annual Meeting

2.6.1 In November of each year shall be the Annual Meeting. The purpose of the meeting is to elect a Chairperson and Vice-Chairperson for the Board and to form various committees. The Chairperson is a key individual, whose responsibilities include conducting Board meetings in an orderly fashion and acting as the official spokesperson for the Board of Trustees. It is also the Chairperson's responsibility to convey the corporate views and sentiments of the Board to the public, media and to various organizations. It should be noted, however, that neither the Chairperson, nor any individual trustee, has power vested solely in him or her; rather, the Board, by majority decision, gives direction to its administrative staff.

2.7 Board Committees

2.7.1 Frequently, deliberation occurs in committee meetings where items are examined in depth, solutions to problems are explored and proposals are studied in order to assist the Board. Committees have no decision-making powers, nor can they direct any action by themselves. In reaching a conclusion on a specific matter, a committee recommends certain action to the Board as a whole, which has the power to adopt, amend or reject the recommendation by majority vote. Only Board-approved recommendations from committees can be implemented by the administration.

2.7.2 Board committees are established and governed by the Board's Procedural By-Law and are categorized into Committee of the Whole Board and ad hoc committees.

3. Chief Executive Officer (CEO)

3.1 While the Board of Trustees is responsible to the public for the orderly operation of the school system, the size and scope of its activities make it extremely impractical, if not virtually impossible, for trustees to become involved in every educational decision. Consequently, it is the general practice for school boards to concern themselves primarily with broad issues, and to retain contact in all other aspects and decisions through a Chief Executive Officer, (the Exedcutive), who acts as the formal link between the Board, its schools and its educational personnel.

3.2 As the Board's formal representative, the Chief Executive Officer serves in a dual capacity. The Director acts as an advisor to the Board, mobilizing the administrative staff to provide information, expertise and guidance, essential for effective Board decisions. The Director also fulfills the role of administrative manager, overseeing the entire operation of the school

system, delegating authority wherever possible, interpreting and implementing Board policies, always ensuring that the Board's wishes and decisions are executed promptly and efficiently.

3.3 The Chief Executive Officer holds the additional portfolio of *Secretary of the Board*.

3.3.1 As Secretary of the Board, the Chief Executive Officer is legally responsible for the accurate records of all Board proceedings and decisions, and is the official custodian of all legal documents and seals of the Board. The Chief Executive Officer coordinates the business which must go before the Board and/or its committees, and formulates the agenda for the various meetings. Official Board correspondence originates in that office, and it is through the Chief Executive Officer that individual requests, group delegations and reports reach Board level.

3.4 The title of Officer reflects the function of assisting the Board in the operation of its schools in the best interests of the pupils. It also emphasizes the Director's responsibility for providing proper supervision of these schools under the direction of the Board. The primary role of the Chief Executive Officer in the area of supervision is to guide, advise, assist and facilitate staff members in the development of their talents and abilities, in the introduction of new programs, in the innovation of new ideas and techniques, and in the overall upgrading and progress of the system.

3.5 The Board delegates a great deal of authority and responsibility to the Chief Executive Officer. To manage the system efficiently and effectively, the Director must also delegate authority and responsibility to other personnel for daily decision-making related to various matters. A large portion of board policy is transmitted through the Chief Executive Officer to the Superintendents of Education and Business for implementation and regular monitoring. In this way, the Director is freed from daily involvement in the specifics of administration, to concentrate on the coordination and issues facing the system and to plan on a long-range basis. This, in turn, allows the Director to better advise the Board in its policy-making function, and enables the Director to marshal the entire resources of the system toward meeting the objectives as set out by the Board of Trustees.

4. Senior Leadership Team

4.1 The Senior Leadership Team of the Board includes the Chief Executive Officer, Superintendent of Business & Corporate Service and Treasurer and Superintendents of Education. These officials meet regularly as a Senior Team to perform a major three-fold function:

4.1.1 To assist the Board in decision-making and policy development.

4.1.2 To interpret, communicate and implement Board policies and decisions within the system.

4.1.3 To provide a forum for the Director and Superintendents to discuss current issues and seek input, thereby ensuring that the Director is kept informed of all matters.

4.2 The *Senior Leadership Team*, known informally as the Senior Team, has responsibility for all aspects of the administration of the system. Each member is assigned responsibility for *key* functional areas of the Board, including but not limited to: Curriculum, School Effectiveness, Special Education, Student Success, Indigenous Education, Employee Services, Business and Corporate Services. Functioning collaboratively, the Senior Team is responsible for:

Student Achievement K-12

- Supervision of Schools
- Higher levels of student achievement
- Reduced gaps in student achievement
- Equity and Inclusive Education
- Well-being, Healthy Schools, Mental Health
- Increase public confidence
- Curriculum implementation and management
- Professional development
- Instructional resources
- Implementation of the School Effectiveness Framework
- Special education programs, assessments and therapy
- Educational, behavioural and psychological assessments
- Indigenous Education
- Experiential Opportunities and highly skilled workforce
- Technology to enhance learning
- Board Communication
- Educational Community Partnership Programs
- Religious Education

Financial Services

- Budget preparation and analysis
- Accounting and cash flow management
- Maintenance of Awards Trust Fund
- Financial Reporting
- Maintenance of Deferred Salary Leave
- School Generated Funds
- Audits

Business Services

- Purchasing and Procurement
- Contract Management
- Daycares and Before and After School Daycare
- Leases
- Warehouse Management
- Information Technology - maintenance, security
- Municipal Freedom of Information and Protection of Privacy
- Communications

Facility Services
- Custodial services
- Building and Ground Maintenance
- Capital Project Management
- Community Use of Schools

Transportation
- Student Transportation
- Transportation Contract Management

Employee Services
- Staff Services
- Recruitment and Selection
- Staff Orientation
- Training: First Aid, WHMIS, etc.
- Occupational Health and Safety
- Contract Negotiation and Administration
- Employee Relations
- Attendance Support / Disability Support
- Human Resource Information Systems
- Payroll and Employee Benefits
- Health and Wellness

C: The Chief Executive Officer shall maintain an organizational chart.