

Executive Manual



*The Manitoba School Boards Association adopted its current name in March 2009.
Sections of this document may refer to the Association by its previous
name, the Manitoba Association of School Trustees (MAST).*

Executive Manual

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NOTE: *Areas in this section that are highlighted or crossed out reflect housekeeping changes required to make this Act current. We will request the Minister to table these changes in the House at his earliest convenience.*

THE MANITOBA SCHOOL BOARDS ASSOCIATION ACT

Bill 16

The **Manitoba School Boards Association** Act

R.S.M. 1990, C. 240

(Assented to June 23, 1972)

December, 1990

HER MAJESTY, by and with the advice and consent of the Legislative Assembly of Manitoba, enacts as follows:

Definitions

1. In this Act, "association" means The **Manitoba School Boards Association**;

"board" means the board of trustees of a school division, school district, or school area, established under any Act of the Legislature and operated under The Public Schools Act. ~~and includes the Central Advisory Committee of The Frontier School Division;~~

"convention" means a general meeting of the association;

"trustee" means a person elected or appointed as a member of a board.

Association continued

2. The **Manitoba School Boards Association** is continued as a body corporate.

Powers of association

3. The association has all the powers, rights, and privileges, conferred on and vested in a corporation under The Corporations Act and The Interpretation Act.

Objectives of association

4. The objectives of the association are
 - (a) to promote and advance the cause of education in the province;
 - (b) to arouse and increase public interest in educational affairs;
 - (c) to engage in research and study of matters of educational policy;
 - (d) to promote efficiency and improvement in the fulfillment of the duties of trustees and the exercise of the powers of trustees under the laws of Manitoba;
 - (e) to co-operate with Manitoba Education and with other organizations in Canada or elsewhere having aims and objects the same as, or similar to, those of the association; and
 - (f) to take any measures, not inconsistent with this Act or any other Act of the Legislature, or any regulations or rules made under the authority of an Act of the Legislature, that the association deems necessary or advisable to give effect to any policy adopted by it with respect to any question directly or indirectly affecting the purposes and objectives of the association.

Boards as members

5. A board may become a member of the association upon payment of the prescribed membership fee.

Special honorary members

6. (1) A ~~person~~ trustee may be made an honorary life member of the association by resolution at a convention upon the recommendation of the Executive.

Ex officio honorary members

6. (2) Every person who has been the President of The Manitoba School Trustees' Association, The Urban School Trustees' Association of Manitoba, The Manitoba Association of School Trustees, or of ~~the Association~~ the Manitoba School Boards Association is an honorary member of the association.

Rights of honorary members

6. (3) An honorary member of the association has no right to vote on any matter before the association unless the honorary member is also a trustee of a member board.

Composition of Executive

7. (1) The Executive of the association shall be composed of the President, ~~the Vice-President, the immediate Past President,~~ Vice-President (6000 students or more), Vice-President (fewer than 6000 students), the immediate Past President and such number of Directors to be elected or appointed as may be provided for in the by-laws of the association.

Eligibility for Executive

7. (2) Any person who is a member of a board which is a member of the association is eligible to be elected or appointed as a member of the Executive of the association.

Executive officers ceasing to be members

7. (3) Where a member of the Executive other than the immediate Past President ceases to be a member of a board which is a member of the association, he or she shall thereupon cease to be a member of the Executive.

Elected officers

8. Subject to clause 9. (c), the President, ~~the Vice-President,~~ Vice-Presidents and the Directors of the association shall be elected in such manner as the by-laws of the association may from time to time prescribe, and shall hold office until the next ensuing annual convention or until their successors are elected, whichever is the later.

Powers of Executive

9. The Executive may:
- (a) exercise all the powers of the association and administer, direct and supervise its business, property and affairs;
 - (b) exercise such of the powers of the association as it may deem necessary for the promotion and attainment of the purposes and objects of the association;
 - (c) fill any vacancy in the Executive until the next annual convention;
 - (d) incur any expense that it deems necessary in the conduct of the affairs of the association and pay the reasonable expenses of the members of the Executive and committees in the discharge of their duties as such;
 - (e) subject to the by-laws, pass, amend, and repeal, by-laws, rules and regulations not contrary to law, for the purposes aforesaid, and for the purpose of regulating the conduct in any particulars of the affairs of the association;
 - (f) appoint an Executive Director and such other employees as may be required to administer the affairs of the association and fix the remuneration of the Executive Director and other employees;
 - (g) appoint such committees as may from time to time be deemed advisable in the interests of the association and prescribe their duties and functions; and
 - (h) do such other things as may be necessary to carry out the objects of the association.

Confirmation of by-laws

10. A by-law of the association passed by the Executive, or any amendment or repeal of a by-law of the association made by the Executive, ceases to have effect at the close of the annual convention next after the date on which the by-law was passed, amended, or repealed, unless the by-law or the amendment or repeal, as the case may be, is confirmed by resolution passed at the annual convention or a convention prior thereto.

Officers

11. The officers of the association are the President, ~~the Vice-President,~~ Vice-Presidents, the immediate Past President, and such other officers as the by-laws of the association may prescribe.

Powers and duties of officers

12. The powers and duties of the officers shall be as prescribed in the by-laws of the association.

Annual convention

13. A convention shall be held at least once in each year at such time and place as the by-laws of the association may provide or as the Executive may otherwise determine.

Local organization

14. (1) Any group of active members of the association may, with the consent of the Executive, establish a local organization within the association for the furtherance of the association; and the local organization may formulate a constitution, adopt by-laws, and pass resolutions not inconsistent with this Act or the by-laws of the association.

Submission of local by-laws, etc.

14. (2) A copy of every constitution, by-law, and resolution, of a local organization shall, forthwith upon the passing thereof, be submitted to the Executive Director of the association, and except in so far as it may relate to matters of purely local concern, it is not operative or effective until it has been approved by the Executive which may, in every case, decide whether or not the constitution, by-law, or resolution, relates to matters of purely local concern, and its decision with respect thereto is final.

<p><i>Note: The Manitoba School Boards Association no longer receives a government grant so the following section should be removed.</i></p>
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~~Annual statement submitted to minister~~

15. ~~The association shall in each year, not later than April 1, submit to the member of the Executive Council charged with the administration of the public school system in the province, a statement showing the receipts and expenditures of the association for the preceding fiscal year of the association, audited and certified by an independent auditor, who shall be a chartered accountant appointed at the annual convention of the association.~~

Note: This Act replaces S.M. 1972, c. 21.

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BY-LAW #1

Definitions

Unless the context otherwise requires, the words defined in section 1 of the Manitoba Association of School Trustees Act have the same meaning in the by-laws of the Association.

BY-LAW #2

Purposes

Specifically, the purposes of the Manitoba Association of School Trustees (MAST) are to promote and co-ordinate the cause of education by providing leadership and service for boards and trustees, and furthermore, to preserve the public's voice in education through locally elected trustees.

Leadership to boards and trustees will be provided in the following areas:

1. Communication

The Association will

- (a) communicate to the public the role of school trustees and boards;
- (b) liaise with other levels of government and with other education agencies and associations;
- (c) assist school boards to gain greater local community involvement; and
- (d) make the public aware of MAST's position on issues pertaining to education.

2. Education

The Association will provide

- (a) a regular and on-going program of trustee development through leadership and management training sessions; and
- (b) guidance and supportive information to assist trustees in long range planning, establishing goals and setting priorities.

3. Other

MAST will provide leadership to boards in areas deemed appropriate and necessary by the members and will include among others, leadership in administration, negotiations and research.

Service to boards and trustees will be provided in the following areas:

1. leadership seminars and programs;
2. negotiations-financial and salary research, spokesperson role, advice on negotiations, assistance in the conciliation and arbitration stages and legal interpretations;
3. liaison and co-operation with Manitoba Education and Youth, the Manitoba Teachers' Society, the Manitoba Association of School Superintendents, and the Manitoba Association of School Business Officials;

4. educational information pool;
5. policy development;
6. communications and advocacy on matters that affect all school boards;
7. education research;
8. development of new administration tools;
9. other services as deemed appropriate and necessary by member boards.

BY-LAW #3

Rules of Procedure

In all business of the Association, where the rules of procedure are silent, the current edition of Robert's Rules of order shall apply.

BY-LAW #4

Annual Convention

1. Notice

A convention, other than an Annual Convention, may be called upon not less than fourteen days written notice to all members of the Association specifying the reason for the convention.

2. Quorum

One hundred delegates constitute a quorum for a convention.

3. Who Presides

The President shall open and close all conventions of the Association. In the absence of the President, one or the other of the Vice-Presidents, as designated by the President, shall preside.

4. Eligible Voters

Member school boards who have at least one trustee in attendance at the Annual Convention shall be eligible to vote, via board ballots, in the election for President of the Association, and on by-laws and by-law amendments. The number of board ballots assigned to each member board will be determined in accordance with the formula outlined in these by-laws. Board ballots will be distributed, at the Convention, to the trustee or trustees designated by each board to receive those ballots. The method of designating the recipient of board ballots will be communicated to member boards in advance of the Convention.

Trustees from member boards who are registered Convention delegates are eligible to register as voting delegates, and to receive a ballot book and voting delegate card that will be used to vote on resolutions other than by-laws, and for elections other than President.

Only Convention delegates and members of the Executive present at the Convention shall be entitled to vote at Convention; and no person or member shall vote by proxy.

5. Board Ballots

The number of board ballots each board is eligible to receive will be determined in accordance with the following formula:

- (a) each member school board will be eligible to receive one board ballot;
- (b) boards will be eligible to receive one additional board ballot for each 1000 students enrolled in their division or district. For the purpose of determining the number of board ballots a board will receive, student numbers will be rounded up or down to the nearest 1000. The student number used to determine the number of ballots per board will be the immediately previous September 30 K-S4 full-time equivalent count used by the Provincial Government.

6. Method of Voting

Voting on resolutions and elections shall be conducted in accordance with the following rules:

- (a) board ballots shall be used to elect the President of the Association;
- (b) board ballots shall be used to vote on any new by-law, or by-law amendment;
- (c) individual trustee ballots shall be used to elect the Manitoba Director of the Canadian School Boards Association and all members of the Association Executive except for the President, and
- (d) voting on resolutions other than by-laws shall be by a show of hands of individual trustees, unless:
 - (i) the chair in his/her discretion calls for a standing vote before announcing the result of a vote by show of hands, or
 - (ii) immediately after the result has been announced by the chair, one delegate can call for a standing vote.

7. Nominations For Executive Positions

- (a) Nominations shall be received for the positions of President, two Vice-Presidents, and seven Directors at each Annual Convention of the Association.
- (b) Every candidate for office on the Executive shall be a trustee of a member board.
- (c) No person shall hold the office of President for more than two complete consecutive full terms of office. No person shall hold the office of Vice-President for more than three complete consecutive full terms of office. No person shall hold the office of Director for more than three consecutive full terms of office.
- (d) In accordance with MAST committee appointment procedures, the Executive shall appoint a nominating committee of five persons who shall be:
 - (i) the immediate Past President of the Association who shall be Chair of the committee;
 - (ii) the two most recent Past Presidents; and
 - (iii) two trustees at large.

- (e) The Nominating Committee will endeavour to fulfill its function in accordance with the following guidelines:
- (i) The Committee will nominate at least two eligible candidates for the position of President, and at least one eligible candidate for each of the two Vice-President positions and seven Director positions.
 - (ii) The Committee's nominees for the position of President will include at least one candidate from a school board serving fewer than 6000 students, and one from a school board serving 6000 or more students; these nominees will include the Association's two incumbent Vice-Presidents, except where one or the other of the *Vice-Presidents* declines the nomination, or is no longer eligible to serve.
 - (iii) The Committee's nominees for Vice-President (fewer than 6000 students) will come from school boards serving fewer than 6000 students, and the nominees for Vice-President (6000 students or more) will come from school boards serving 6000 or more students. The number of students served by each board will be determined in accordance with Association by-laws.
 - (iv) At least two of the candidates for Director shall be from Region 5 (Suburban); at least one shall be from each of the remaining regions, namely Region 1 (Western/Northwestern), Region 2 (Central/South Central), Region 3 (Interlake/Southeastern), Region 4 (Northern); and Region 6 (Winnipeg S.D. #1). A candidate for Director of a specific region shall be a trustee of a member board in that region.
 - (v) None of the Committee's nominees shall be a member of the Nominating Committee.

Additional responsibilities of the Nominating Committee may be identified by the Provincial Executive in the Committee's mandate.

- (f) Further nominations for any of the positions designated in paragraph (e) may be made from the floor of the Annual Convention by any Convention delegate with the consent of the nominee.

8. Nominations for CSBA Director

Nominations for the position of CSBA Manitoba Director will be received by the Nominating Committee in the same time and manner, and in accordance with the same general guidelines, as are those for Provincial Executive positions. The eligibility requirements for candidates for CSBA Manitoba Director are outlined in By-Law #8.

9. Designation of Boards by Number of Students Served

- (a) The assignment of boards (serving more or less than 6000 students) will be reassessed every 4 years, in the months following school board elections, with any change in assignment to take effect at the first Convention following those elections. Reassignment will be automatic except in those instances where a division/district moves above or below the 6000-student cut-off by fewer than 60 students (that is, 1% of 6000). In that case, a school board *may* elect to remain in its original grouping for the ensuing four years. Where a second, consecutive post-election student count confirms a gain or loss of student population that moves a division or district above or below the 6000-student cut-off, that board will be *required* to move to the appropriate group.

- (b) The September 30 K-S4 full-time equivalent student count used by the Provincial Government will be the student number used for the purpose of determining the number of students served by each board.
- (c) School boards may appeal to the Provincial Executive for re-consideration of their grouping at any time.
- (d) Every four years, the Executive will review the 6000-student division between the two groups, to determine whether that number continues to result in a reasonable degree of equity between the two groups, in terms of total number of students served. In the event that the Executive determines that a change in this number is desirable, it will bring a by-law amendment before the next Convention.

10. Elections

- (a)
 - (i) The Association's President will be elected by means of board ballots. The Association's two Vice-Presidents and the CSBA Manitoba Director will be elected by means of individual trustee ballots cast by trustees from member boards who are registered Convention delegates. Directors will be elected by means of individual trustee ballots cast by trustees who are registered Convention delegates, and who are from member boards that are included within the region a Director will represent upon election.
 - (ii) Any region that consists of only one school board may, at its discretion, elect or appoint its Director at a time or place other than the Annual Convention.
- (b) Where one officer is to be elected, a candidate in order to be elected must receive over 50% of the votes cast. If on the first or subsequent vote no candidate receives over 50% of the votes cast, the name of the candidate receiving the fewest votes shall be deleted and another vote taken.
- (c) Where two or more directors are to be elected at one time, a candidate in order to be elected must receive over 50% of the ballots cast. In the event that more than one ballot is necessary, any successful candidate will be declared elected and the candidate receiving the fewest votes shall be dropped from the ballot; except where this would reduce the remaining candidates to one, in which case only the successful candidate shall be removed from the ballot.
- (d) Prior to the elections at Convention, the President shall appoint an Elections Committee, none of whom shall be voting delegates or staff, and in the event that a vote is required on any election, the election committee shall collect and count the ballots and declare the names of the successful candidates for each office.
- (e) Should a tie vote occur during an election which would have the effect of no change in the make up of the next ballot, a second vote shall be taken, where possible. If the second vote again results in a tie, the successful candidates shall be determined by lot.
- (f) All members elected to the Executive at the Annual Convention shall take office at the conclusion of the Convention.

11. Credentials

- (a) The Resolutions and Policy Committee shall be responsible for issuing to each delegate whose credentials are in order, a card showing his or her standing in the Convention, and no person shall be entitled to a vote who has not been issued a card showing him or her to be a voting delegate.
- (b) The Resolutions and Policy Committee shall be responsible to know the voting strength on the Convention floor at the call of the Chair.
- (c) The Resolutions and Policy Committee shall be responsible for ruling on disputes over issuing of ballots.

12. Resolutions

- (a) The Resolutions and Policy Committee shall be a standing committee of the MAST Provincial Executive.
- (b) Resolutions for consideration at the Annual Convention shall be forwarded to MAST in time for consideration at the appropriate regional meeting.
- (c) Resolutions considered but not adopted by the region will be considered at the AGM if submitted by the sponsoring school board to the Resolutions and Policy Committee not less than six weeks prior to the start of the AGM.

- (d) All resolutions not considered at the regional meetings will be deemed late resolutions and will be accepted by the Resolutions and Policy Committee until one week prior to the first full day of the Annual Convention. Sponsoring boards will be required to supply sufficient copies of the proposed resolution for inclusion in the Convention registration kits.

The Resolutions and Policy Committee will forward late resolutions to the MAST Executive at its meeting prior to Convention. Late resolutions considered by the Executive to be immediate or emergent in nature will go forward as MAST Executive resolutions. Those resolutions not adopted by the MAST Executive will be considered at the annual meeting with the consent of the voting delegates present, upon a two-thirds majority of votes cast being in favour of such consideration. For this purpose, each late resolution will be voted on separately.

- (e) Paragraphs (c) and (d) of this section shall not apply to resolutions arising out of regional or Executive meetings.
- (f) Resolutions shall be subject to consolidation or amendment by the Resolutions and Policy Committee but any member board having submitted a resolution has the right, upon request, to have such a resolution presented as originally submitted.
- (g) The responsibilities of the Resolutions and Policy Committee shall be as outlined in the committee mandate detailed in the MAST procedural manual.

13. Associate Members and Visitors

Secretary-treasurers and superintendents employed by member boards shall be associate members of the Association. Associate members and visitors may register at Convention upon the payment of such fee as the Executive may determine. At the discretion of the Chair, associate members may speak on a point of information but may not enter into debate, move, second nor vote on a motion under consideration by the assembly.

BY-LAW #5

Regions

1. Each member school board (with the exception of the DSFM) shall be assigned to one of MAST's six regions, as follows. DSFM may be represented in multiple regions based on the location of the school community from which individual trustees are elected.

Region 1 (Western/Northwestern):

Beautiful Plains	Rolling River
Mountain View	Brandon
Fort la Bosse	Southwest Horizon
Turtle River	Turtle Mountain
Swan Valley	Park West

Region 2 (Central/South Central):

Border Land	Red River Valley
Prairie Spirit	Portage la Prairie
Prairie Rose	Garden Valley
Western	Division Scolaire Franco-Manitobaine
Pine Creek	

Region 3 (Interlake/Southeastern):

Lord Selkirk	Lakeshore
Sunrise	Evergreen
Seine River	Whiteshell
Hanover	Pine Falls
Interlake	Division Scolaire Franco-Manitobaine

Region 4 (Northern):

Kelsey	Frontier
Flin Flon	Mystery Lake

Region 5 (Suburban):

St.James-Assiniboia	River East Transcona
Pembina Trail	Seven Oaks
Louis Riel	Division Scolaire Franco-Manitobaine

Region 6 (Winnipeg):

Winnipeg

2. Regional Meetings

- (a) Each year, not more than eighty days before the Annual Convention (except in the case of Region #4 where it shall be held not more than 110 days before the Annual Convention), each region shall hold a meeting of trustees from that region to:
 - (i) nominate eligible candidate(s) for Director(s) of the region (the Director(s) to be elected at the Annual Convention);
 - (ii) consider resolutions which the region may wish to bring before the Annual Convention; and
 - (iii) deal with such other regional or Association business as may be identified in the meeting agenda.
- (b) Trustees may attend regional meetings in person or, where appropriate provisions have been made, they may join such meetings via teleconference or other electronic means. In those instances where a trustee participates in a regional meeting through electronic means, he or she will be considered to be in attendance, and shall have all the same rights as those trustees physically present at the meeting.
- (c) Notice of the time and place of regional meetings shall be sent by the Executive Director to the Secretary-Treasurer of each member board in the region at least thirty days before the date of the meeting.

3. Regional Communications Network

Each region shall establish a Regional Communications Network which shall include, at a minimum, the Chair (or his/her designate) of each board in the region, and the MAST Director for that region.

BY-LAW #6

Membership Fees

1. The annual revenue of the Association from membership fees payable by boards shall be set by resolution passed at an Annual Convention.
2. In order to assure the continuity of the Association, the existing revenue from membership fees shall remain in effect until amended at an Annual Convention.
3. The formula for calculating each member board's annual membership fee is as follows:

Each member board shall pay a basic fee in the amount of \$6,500 plus a fee on a per student basis to the Association. The fee shall be calculated as follows:

$$\text{Member Board Fee} = \text{Fee on a Per Student Basis} + \text{Basic Fee}$$

except that the membership fee assessed to any division shall not exceed 8% of the total membership fee required.

4. Notice of a resolution calling for any change in the annual revenue of the Association from membership fees shall be given to all members at least one month prior to the Annual Convention, but such resolution may be amended at the Convention without further notice.
5. A charge will be assessed to boards which have not paid membership fees by the due date equal to one percent above the bank's prime rate of interest for the number of days overdue.
6. Fifty percent of each division's and district's membership fee is to be paid by August 1 in each year and the remaining fifty percent is to be paid by December 31 of the same year.

BY-LAW #7

Executive

1. The Executive of the Association shall be comprised of the President, two Vice-Presidents (one from boards with 6000 or more students, and one from boards with fewer than 6000 students), the Past President, and seven Directors [two from Region 5 (Suburban), and one from each of the other regions].
2. Six members of the Executive shall constitute a quorum for any meeting of the Executive.
3. Any absence of an Executive member over three regularly scheduled consecutive meetings, or a total of four regularly scheduled Executive meetings per term shall cause that member's seat to be declared vacant. Special consideration shall be given to exceptional circumstances.
4. Any question arising at any meeting of the Executive shall be decided by a majority of the members present. The Chair, consistent with the provisions of the Public Schools Act (section 31) as it applies to the Chair of all school boards, has the option of voting with the members of the Executive on all issues.
5. Regular meetings of the Executive may be called by the President or Executive Director on not less than seven days' written notice to all members giving the date and place of the meeting.
6.
 - (a) Except as described in (b) below, emergency meetings of the Executive may be called at the request of the President, any three members of the Executive, or the Executive Director on not less than 24 hours notice in cases where an issue is determined to be emergent in nature. The business conducted at the meeting shall be confined to that stated in the request for an emergency meeting.
 - (b) During the MAST Annual Convention (that is, the period between opening and closing ceremonies), the 24 hour notice requirement for an emergency meeting of the Executive [described in (a) above] will be waived. During that period, an emergency meeting may be called on less than 24 hour notice. All other requirements for the conduct of an emergency meeting remain as described in (a) above.
7. Where a vacancy occurs during the year among the Directors on or before December 15th, a meeting of the affected region shall be called to hold an election to fill that vacancy. If the vacancy occurs after December 15th, the position shall remain vacant until the Annual Convention. Where a vacancy occurs at the President or a Vice-President position on or before

November 15th, an election shall take place to fill the position until the Annual Convention. If the vacancy occurs after November 15th, the position shall remain vacant until the Annual Convention, and the Executive shall appoint from among its membership an individual to fill the position in the interim. Where a vacancy occurs at the Past President position, the position shall remain vacant until the Annual Convention.

BY-LAW #8

Canadian School Boards Association - Manitoba Director

In years where MAST is a member of CSBA:

1. The term of office for the Manitoba member of the Canadian School Boards Association (CSBA) Board of Directors shall be for a period of two years commencing the July 1 immediately following an individual's election to the position at the MAST Annual Convention.
2. Manitoba's Director to CSBA shall be elected by individual trustee ballots by the voting delegates at the Annual Convention of the Association in those years in which the incumbent Director's term of office will expire.
3. No person shall hold the office of CSBA Manitoba Director for more than two consecutive full terms of office.
4. In the event that an incumbent CSBA Manitoba Director is unable to complete his or her term of office, the MAST Executive shall appoint an individual to fill the position until the next Annual Convention.

BY-LAW #9

Executive Director

1. The Executive Director shall have general responsibility for the administration of the affairs of the Association and for the execution of the policies and instructions of the executive.
2. Without restricting the generality of the foregoing, the responsibilities of the Executive Director shall include the following:
 - (a) have charge of the books and correspondence of the Association;
 - (b) properly account for the funds of the Association and keep such records of same as may be directed by the Executive;
 - (c) prepare for presentation at each convention, a financial statement of the Association duly audited by a chartered accountant;
 - (d) keep the funds of the Association in a bank or banks designated by the Executive and make no payments except by cheque countersigned by such officers as the Executive may, by resolution, appoint;
 - (e) attend all meetings of the Executive and keep accurate records of the same and perform such other duties as the Executive may determine; and
 - (f) furnish at the expense of the Association, a fidelity bond in the sum of not less than five thousand dollars.

BY-LAW #10

By-Law Amendment Procedures

1. These by-laws may be amended by board ballot at any regularly called Convention of the Association provided notice in writing of the intended amendments has been given to the Executive Director and circulated to all member boards at least one month prior to the Convention.
2. A favourable vote of not less than two-thirds of the board ballots cast shall be required to approve any amendment to these by-laws.

ASSOCIATION GOVERNANCE

Foundation Statements

Vision

A respected and influential voice for public education in Manitoba
A valued and effective advocate for local education governance

Mission

The mission of the Manitoba Association of School Trustees is to enhance the work of locally elected school boards through leadership, advocacy and service, and to champion the cause of public education for all students in Manitoba.

Mandate

1. To promote and support the work of elected public school boards within the parameters of Manitoba laws and statutes.
2. To promote and advance the cause of public education in the province through research, study and public discourse.
3. To work collaboratively with education partners, stakeholders, and community agencies in addressing the learning and developmental needs of school-aged children and youth.

Beliefs

MAST believes.....

- THAT the public school system is a cornerstone of a free and democratic society and the collective responsibility of all citizens;
- THAT community voice and local control are essential features of a quality public education system;
- THAT the public school system in Manitoba should provide equity of opportunity for all students irrespective of geographic location or community wealth; and
- THAT elected school boards must have the legal authority, the financial flexibility and the local autonomy to reflect the education needs and priorities of their respective communities.

Values

- MAST is committed to excellence in programs and services for member school boards;
- MAST respects the authority and autonomy of locally elected school boards;
- MAST values openness and transparency in its relationship with association members, education partners, stakeholder organizations and the general public; and
- MAST values collaboration, partnership and teamwork in the pursuit of organizational goals.

Brand

Leadership, advocacy and service for Manitoba's public school boards

Adopted March, 2006

A. Statement of Integrity

The Executive, association staff and MAST committee appointees recognize and accept their collective responsibility to represent and support all member school boards in a balanced and effective manner. Moreover, they must endeavour to shape and strengthen public education in Manitoba through representation of school boards' perspectives to Government, stakeholder groups and the general public. We commit, therefore,

1. to devote sufficient time, thought and study to Association duties so as to render effective and credible service on behalf of member school boards and strive to be knowledgeable on those local, provincial and national issues which impact on one's Association responsibilities;
2. to respect the provisions of the MAST Act and the approved by-laws, policies, and procedures of the Association, as well as the laws and regulations governing education in Manitoba, whenever discharging Association responsibilities;
3. to make decisions after careful examination and consideration of all available facts, data and perspectives on an issue, mindful of the effect decisions may have upon the rights and needs of the Association's member school boards, and upon the education, training, safety and general future of the students of Manitoba;
4. to respect the majority decisions of the Executive and/or committee, reserving the right to seek changes to these decisions in the future through ethical and constructive channels;
5. to work with colleagues and partners in a spirit of respect, openness and co-operation, encouraging the free exchange of diverse views on any topic at all times, and expressing any contrary opinions in a respectful and constructive manner;
6. to ensure that all Association funds are used efficiently, economically and in the best interest of member school boards and public education in Manitoba;
7. to respect the strict confidentiality of all privileged information received in the conduct of Association business;
8. to avoid any situation which suggests a conflict of interest or the appearance of impropriety in the performance of his/her Association responsibilities;
9. to respect the role of the MAST President or his/her designate as the primary public spokesperson for the Association and recognize his/her responsibilities to articulate the official policy of the Association when representing the Association; and
10. to recognize the authority and responsibility of the Executive Director or his/her designate to administer the normal operations of the MAST office.

B. Position Descriptions of MAST Provincial Executive Members

In accordance with the MAST Act and By-Laws of the Association, the Executive acts as the governing body for the Association between conventions and makes all decisions related to policy and operations. Executive members shall be a trustee on a member school board. The President, Vice-President (6,000 students or more) and Vice-President (fewer than 6,000 students) are elected at large, at the annual MAST Convention and Directors of Regions #1 to Region #6 are elected by trustees within their region at the annual MAST Convention.

1. Responsibilities of Executive Members

Members of the MAST Provincial Executive share the following responsibilities:

- (a) attend all scheduled Executive meetings, the annual Executive planning retreat and the association's annual general meeting and convention
- (b) keep abreast of current issues in education;
- (c) be familiar with the policies and philosophy of the Association;
- (d) be knowledgeable about the services the organization provides to the membership;
- (e) when requested by the President or designate, be prepared to speak on behalf of the Association in response to requests/questions as well as in the release of public pronouncements;
- (f) when requested by the President or designate, represent the Association at official functions;
- (g) when appointed, attend MAST committee meetings;
- (h) attend leadership seminars, regional meetings, seminars and workshops of the association where possible and within the budget parameters established by the Executive;
- (i) lobby governments and other organizations/groups on behalf of the association;
- (j) annually appoint signing officers for the Association;
- (k) review reports and/or minutes of committees of the association and/or upon which the association has representation;
- (l) visit member school boards where possible within the budget parameters established by the Executive;
- (m) communicate with member boards and/or individual trustees to gather information and/or to identify concerns to be brought to MAST;
- (n) employ the Executive Director and participate in his/her annual performance evaluation;
- (o) participate in the annual Executive evaluation process.
- (p) any other duties, as may be required, consistent with the MAST Act and By-Laws; and

2. Responsibilities of Senior Officers (President, Vice-Presidents and Past President)

In addition to their responsibilities as Executive members listed above, the Association's Senior Officers shall:

- (a) assist in preparation of the agendas for Executive and Liaison meetings, and in planning the annual Executive retreat;
- (b) review monthly budget statements;
- (c) participate as requested in liaison meetings with Government, education partner organizations and other agencies; and
- (d) assist in the preparation and presentation of briefs.

3. Directors

In addition to their responsibilities as Executive members listed above, the Association's Directors shall:

- (a) facilitate communication flow between MAST and the region and amongst the boards within the region;
- (b) chair and assist in the planning of MAST meetings within their respective regions;
- (c) structure appropriate opportunities for boards to identify specific issues for discussion and review
- (d) organize and preside over Regional Communications Network meetings as required
 - via conference call as determined by the Director, or
 - through in-person meetings as determined by the Director in consultation with MAST
- (e) serve as the "alternate" representative on the MUST Fund Committee for their Region

4. Past President

In addition to his/her responsibilities as a member of the Executive and Senior Officers listed above, the Association's Past President shall:

- (a) act in a consultative role with the Executive and senior staff;
- (b) serve as a member of the Resolutions and Policy Committee for a two year term. The immediate past president will report the committee's work to the Executive; and
- (c) chair the Nominating Committee and report the committee's work to the Executive.

5. Vice-Presidents

In addition to his/her responsibilities as a member of the Executive and Senior Officers listed above, the Association's Vice-Presidents' shall:

- (a) attend media training and other workshops in preparation for the role of spokesperson/president; and
- (b) attend, and in the absence of the President, preside at meetings of the Executive as well as at appropriate liaison meetings.

6. President

In addition to his/her responsibilities as a member of the Executive and Senior Officers listed above, the Association's President shall:

- (a) speak on behalf of the Association in response to requests/questions as well as in the release of public pronouncements, or designate others to do so;
- (b) draft and/or review and sign correspondence where necessary;
- (c) communicate regularly with the Executive Director of the Association;
- (d) preside at all meetings of the Executive as well as all Liaison meetings;
- (e) attend MAST committee meetings, where possible, as an ex officio member;
- (f) authorize temporary committee appointments when representation is deemed urgent, and report the appointment to the Executive;

- (g) in consultation with the Executive Director, recommend committee appointments to Executive as required
- (g) delegate and/or share presidential tasks with Executive members;
- (h) open and close the annual convention of the Association.

C. Executive Operations

1. New Executive Orientation and Annual Planning Retreat

An orientation for new MAST Executive members and the annual Executive planning retreat shall take place after each annual convention prior to the first regularly scheduled Executive meeting.

2. Executive Meetings

(a) Meeting Schedule

1. The Executive meets between eight and ten times per year from September to June. The schedule of meetings is set by the Executive at the beginning of each new term of office.

(b) Participation at Executive meetings

1. Executive member attendance at regularly scheduled Executive meetings is outlined in Association By-Law #7 (3.)(4.).
2. Executive meetings are open to trustees of member boards, delegations and to the news media as observers.
3. Delegations will be received by the Executive by invitation only with prior arrangements having been made through the office of the Executive Director. Delegations shall be timed items on the agenda. The Executive reserves the right where it deems appropriate to extend time constraints placed on any delegation.

(c) Meeting Agendas

1. The agenda for Executive meetings shall be prepared under the direction of the Executive Director in consultation with the President and other Executive Officers.
2. Agenda items must be submitted to the Executive Director or MAST President ten days prior to the meeting date.
3. Agenda items submitted to the office of the Executive Director after the deadline date shall be reviewed by the Executive Director, in consultation with the President. On those occasions when late agenda items are added to the agenda, an amended agenda and related additional support materials shall be available at the meeting.

4. Items may not be added to the agenda on the meeting date unless deemed by the Executive to be urgent or emergent in nature and approved by majority vote of the members present. Items not approved for addition to the agenda may be referred to the next regular Executive meeting.
5. Agenda packages (including supporting materials) are mailed to Executive members one week prior to their respective meeting dates.
6. Short notice requests requiring immediate action shall be resolved by the Executive Director, in consultation with the President, and reported to the Executive at the next regularly scheduled meeting.

(d) Incamera Sessions at Executive Meetings.

1. Discussion shall deal with those matters on which informal and private discussion is deemed desirable, these normally being negotiations, personnel matters, land acquisitions/disposal, security and discipline.
2. Part of any duly constituted regular, special or emergency meeting of the Executive may be held in-camera if decided upon by a majority of the board members present and voting.
3. No minutes shall be recorded other than a record in the minutes of the regular meeting of the topic(s) discussed while in-camera.
4. Executive members and other persons invited to attend an in-camera session of the Executive must respect the confidentiality of all discussions.

(e) Meeting Procedures

1. The Association President shall preside at all meetings of the Provincial Executive and may vote with other Executive members on all questions and motions before the Executive.
2. In the absence of the President, Vice-Presidents (on a rotational basis) shall preside with all the authorities of the Chair.
3. All Executive members have equal rights and responsibilities of participation at the Executive table.
4. The Chair shall ensure that all Executive members have the opportunity to speak to issues and motions before the Executive in an orderly and balanced fashion.
5. All Executive members shall vote on every motion unless abstaining for conflict of interest reasons.
6. Any Executive member may request that his/her vote be recorded in the Minutes, providing that notice is given prior to voting.

7 Activity reports of Executive members and staff are presented in written format as information without discussion or vote required. Questions for clarification may be addressed, through the Chair, to the author of the report. Issues arising from activity reports may be referred to a subsequent Executive meeting for discussion and/or action.

(f) Meeting Minutes

1. The Executive Assistant to the Executive Director shall record and retain minutes of all Executive meetings.
2. Minutes of Executive meetings shall record the names of members in attendance as well as the names of those who have communicated their regrets to the Chair. Where individual members arrive subsequent to the commencement of a meeting or leave prior to adjournment, the arrival and/or departure shall be noted in an appropriate portion of the minutes.
3. Minutes of Executive meetings shall record all motions made, the nature of delegations and correspondence, and the essence of topics and issues introduced and discussed under each of the agenda categories.
4. Motions passed by the Executive have effect immediately and do not have to await approval of the minutes at a subsequent Executive meeting as outlined in point 3.
5. Highlights of the Executive meeting will be forwarded to all boards the day following the meeting. The actual minutes of the meeting will be posted to the MAST Website one week following the meeting. These minutes will be “unofficial” until approved by the MAST Executive at its next regular meeting.

3. Executive Authority

- (a) Positions taken by the MAST Executive will reflect the policy resolutions passed by voting delegates at the Annual Convention. The Executive will take actions and measures to promote and advance these policy positions.
- (b) MAST may initiate proposed legislation or amendments to existing legislation. If approved by motion of the Executive, a resolution shall be presented to a general meeting of the membership setting out the main principles of the proposed legislative changes, with a clear statement of intent.
- (c) If approved by motion of the Executive, MAST may enter into negotiations on specific legislative changes with other interest group(s). Any subsequent agreement, if approved by the Executive, must be presented through a complimentary resolution attaching the full text of any joint agreement to a general meeting of the membership for final approval.

- (d) If approved by motion of the Executive, MAST may act directly on any written communication from the Minister or his/her agent(s), (i.e. letter, press release, white paper, bill) being mindful of:
 - existing MAST policy;
 - any opportunity to present the proposed changes with accommodations to an annual general meeting;
 - the recommendation of school boards in any other general meeting; and
 - the general reaction of member school boards.

4. Public Relations

- (a) Official statements or releases on behalf of the association shall be made by the President or his/her designate. In the absence of the President or his/her designate, official statements or releases may be made by the Executive Director if in his/her opinion, it is advisable that a statement or release be made.
- (b) Executive members should avoid making statements which are not in accordance with MAST policy. Where an Executive member feels that a divergent opinion must be expressed, such expression of opinion should clearly indicate that it is the member's own opinion and not that of the association.
- (c) Oral or written public statements by staff personnel must not deviate or appear to deviate from the stated policies of the association.
- (d) A spokesperson should indicate if he/she is speaking on a matter about which there is no official MAST policy.

5. Political Candidacy

As an advocate for public education in the Province of Manitoba, the Manitoba Association of School Trustees must operate in a non-partisan manner. In recognition of this position, the following policy/guidelines shall direct the activities of those MAST Executive members who may consider political office at the provincial or federal level:

- (a) When speaking officially on behalf of MAST, Executive members and designated spokespersons of the Association shall only articulate the policy positions of the Association, as identified within the MAST Policy Manual.
- (b) No Executive member shall be denied the right to seek or obtain nomination as, or to become a candidate in a provincial or federal general election or by-election.
- (c) Any Executive member who is nominated as a candidate or becomes a declared candidate in a provincial or federal general election or by-election shall inform the MAST Executive, in writing, of that candidacy at the first available opportunity.
- (d) Executive members who have been nominated or declared as candidates in a provincial or federal general election or by-election shall take an immediate unpaid leave of absence from the Executive.

- (e) The position of any Executive member successfully elected in a provincial or federal general election or by-election will be considered vacant on the day the election results are officially declared and the vacancy filled by the MAST Executive in accordance with MAST By-Law #7, (7).

6. Executive Evaluation

The MAST Executive recognizes the critical importance of Executive evaluation as a tool for enhancing governance of the organization and fulfilling accountability obligations to the membership.

An annual Executive evaluation will be held in conjunction with the Executive Director's yearly performance review.

Executive Officers are responsible to initiate the Executive evaluation process in accordance with the specific objectives and parameters as determined by the MAST Executive.

D. MAST Regions

Number and Membership

Manitoba is divided into six regions. Boards that fall within each region's geographical boundaries are members of that region. DSFM has membership in multiple regions, and its trustees are assigned to a particular region based on the geographic location of the school community that they represent. Regional membership is listed in by-laws, but changes necessitated by amalgamation are considered housekeeping in nature and can be made without taking the matter to Convention.

Purpose

Regions exist to enhance effective, two-way communication between MAST and its membership. Regions bring together trustees from boards within a geographic area to:

- act as a forum for discussion of relevant, timely, and emerging issues;
- discuss and/or develop resolutions for submission to the MAST Convention;
- nominate and elect Directors to the MAST Provincial Executive;
- facilitate the development of trustee skills and knowledge; and
- act on action requests from MAST.

Meetings

Regional meetings will be held a minimum of once annually. The January meeting will serve as the general meeting of the region, at which nominations will be received for the position of Director to the MAST Executive, MUST Fund representatives will be elected, and matters related to the upcoming Association Convention will be discussed. The process will be as follows:

- meetings will be convened by MAST
- agenda will be set by MAST with input from Directors and boards within the region
- meetings are open to **all trustees** of all boards in the region (also Superintendents and Secretary-Treasurers)
- any additional meetings deemed necessary shall be coordinated by the Provincial Executive

Regional Communications Networks

Each region has a Regional Communications Network that includes the Board Chair or his/her alternate and the MAST Director elected by trustees of member boards from within the region. Regional Communications Network meetings may be held as desired/necessary by participating boards

- via conference call as determined by the Director, or
- through in-person meetings as determined by the Director in consultation with MAST

Budget

The Executive will include in its budget funds to offset the costs of regional meetings and communications. These funds will cover direct costs incurred by the Director's for attendance at Regional Meetings, including transportation and accommodation costs, and a per diem. The Provincial Association may also cover the cost of meeting facilities and meals for participants as required, or may, at its discretion and with advance notice, recover these costs from participating school boards.

E. MAST Recognition Awards

1. Long Service Award

In each year at the MAST Annual Convention, a Long Service Award shall be awarded to trustees who have completed 12, 16 and 20 years of school board service.

2. Presidents' Council Award

The Presidents' Council Award is an interorganizational award open to any Manitoba individual or group in the field of public education. The award recognizes

- exemplary service and outstanding achievement beyond the requirements of the position in the areas of trusteeship, classroom teaching, administration or educational leadership;
- demonstrated innovative thinking and personal initiatives directed at ensuring success for Manitoba students; and
- lasting and pervasive impact on some facet of public education provincially, nationally or internationally.

The award may not be awarded posthumously.

Three months prior to the annual convention of the Association, MAST will solicit nominations for the Presidents' Council Award from member school boards, education partner organizations and other groups or agencies actively involved in the public education system. Where a nominee is not selected to receive the award in any given year, the nomination may be re-submitted for consideration in subsequent years. Nominations and supporting documentation received by the Association will be deemed confidential information for the sole use of the Selection Committee.

Current MAST staff and actively serving Executive members are not eligible for this award.

The Selection Committee consists of the current MAST President and Vice-Presidents, as well as the three most immediate Past Presidents who are active trustees. The Executive Director of MAST is an ex-officio member of the Selection Committee.

The presentation of the Presidents' Council Award will be made each year at the annual convention of the Association.

3. Student Citizenship Award

The Manitoba Association of School Trustees Student Citizenship Award program recognizes students from Manitoba schools who demonstrate their commitment to the values of citizenship through activities such as:

- (a) volunteer service to the community;
- (b) involvement in citizenship or character building organizations;
- (c) participation in student government programs or activities; and
- (d) leadership ability to motivate others to actions which benefit the community.

Seven awards are given annually, one to a student in each of MAST's geographic regions, and one provincial award which recognizes an outstanding student group. There are no age or grade restrictions on these award; all students in regular attendance in the K-12 program at a Manitoba public school are eligible.

Each member school board is invited to nominate one student and one student group annually (with the exception of the board of Winnipeg School Division, which can nominate up to 4 students and one student group). The selection panel consists of members of the MAST Provincial Executive. Regional winners and the student group recipient each receive a cash award in the amount of \$500; all other individual (but not group) nominees receive a \$100 cash award. All nominees also receive a certificate recognizing their achievements.

COMMITTEES

A. General Committee Procedures

1. As a general rule, the purpose of a MAST committee is to gather and evaluate information, consider possible courses of action, and make recommendations to the Executive through the chair of the committee. The Executive may delegate more extensive authority to a committee, but in all cases the Executive remains accountable for the actions of a MAST committee
2. MAST committees shall be entitled to staff assistance. The Executive Director shall assign a staff member to such duty, which will include the keeping of minutes, making arrangements for meetings and any other assistance necessary for the committee to carry out its mandate.
3. The President and the Executive Director are ex officio members of all MAST committees and shall receive notice of all committee meetings.
4. Annually, at the initial meeting of any MAST committee, a chair shall be appointed and the committee mandate shall be reviewed. Any proposed amendments to a committee mandate shall be submitted to the Executive for final approval.
5. The Executive shall:
 - (a) receive and review all committee reports and recommendations;
 - (b) take action where necessary;
 - (c) remain accountable for the actions of all MAST committees.
6. Appointments to committees established by external organizations shall be filled as requests are received, if the Executive deems it desirable to have such representation.
7. Representatives on MAST committees shall provide the Executive with committee reports and committee meeting minutes on a regular basis and submit an annual year end report for distribution to all boards.
8. Committee members are expected to abide by the Association *Statement of Integrity* as outlined in the Association governance section of the manual.

B. Committee Volunteer Procedures

Trustees will be surveyed annually to determine their interest in serving on MAST committees.

C. Committee Appointment Procedures

1. All vacancies on MAST standing committees will be filled as required.
2. All committee appointment recommendations to Executive shall be made by the President in consultation with MAST staff.

3. All committee appointments shall be subject to the final approval of the MAST Executive. The MAST Executive has the right to amend, reject or refer any committee appointment recommendation.
4. When appointing trustees to committees, every effort shall be made to:
 - (a) involve all trustees - those serving on the Executive as well as members at large;
 - (b) distribute appointments equitably and fairly among all trustee members;
 - (c) distribute appointments equally over regions and over divisions/districts within a region
5. If a short notice request for trustee representation is received, and no meeting of the Executive is scheduled within the near future, the Executive Director, in consultation with the President, may make a temporary appointment and request ratification of that appointment at the next regularly scheduled Executive meeting.
6. As a general rule, no trustee shall be re-appointed to a committee after having served two consecutive two-year terms. This does not apply to the MUST Fund or MAST Pension Plan Committees and may be waived in other specific circumstances.

D. Committee Mandates/Information

This section contains the mandates of MAST Standing Committees in alphabetical order. It also includes a listing of external committees on which MAST has representation. Ad hoc committee mandates are available through the MAST office.

DENTAL PLAN TRUST COMMITTEE

Mandate:

To oversee and to manage the MAST/MTS jointly trusted Dental Plan for school divisions/districts personnel.

Committee Composition:

The Board of Trustees is composed of four members appointed by MAST and four members appointed by the Manitoba Teachers' Society. The Board may elect to appoint additional trustees as per the terms of the Trust Agreement. The Committee meets as required which is usually twice per year.

FINANCE/AUDIT COMMITTEE

Mandate:

The Role of the Finance Committee is to oversee all material aspects of the association's financial reporting, control and finance functions. Duties of the Finance/Audit Committee may include, but are not necessarily limited to:

- (a) review and discussion with management policies, processes and internal controls for financial reporting;
- (b) review and approval of draft financial statements and presentation of audited financial statements to the annual general meeting of MAST;
- (c) independent meeting with auditors at least once annually;
- (d) formal review of auditing services provider every fifth year, or sooner where appropriate;
- (e) recommendation of appointment of external auditors, subject to ratification by the membership at MAST's annual general meeting;
- (f) regular review of Executive & Executive Director expense reimbursement claims.

Where the Finance/Audit Committee determines it advisable or necessary to effect a change in service provider arrangements, the Committee will utilize a Request for Proposals approach. Criteria and process for the RFP will be developed jointly by management and the Committee.

Committee Composition:

The MAST Executive serves as the Finance Committee for the Association.

GENERAL INSURANCE MANAGEMENT COMMITTEE

Mandate:

To oversee and manage the operation of the Manitoba Schools Insurance Program (MSI).

Committee Composition:

The committee shall be comprised of seven voting members as follows:

- (a) five trustees as appointed by the MAST Executive,
- (b) two members of the Manitoba Association of School Business Official as appointed by MASBO.

The chairperson who shall be a trustee will be as elected by the committee members. In addition, there will be two non-voting members of the committee, being MAST's Risk Manager and the insurance broker/consultant. A quorum requires five members of which at least three must be trustees.

GROUP LIFE INSURANCE COMMITTEE

Mandate:

To oversee and to manage the Manitoba Public School Employees Group Life Insurance Plan for school divisions/districts employees.

Committee Composition:

The Board of Trustees is composed of 6 Principal Trustees, 3 appointed by MAST and 3 appointed by the Manitoba Teachers' Society. The Principal Trustees may appoint additional trustees as per the terms of the Trust Agreement. Currently, the Board includes a CUPE nominee to represent the interest of non-teaching employees, a MASBO representative sits in a non-voting capacity to advise the Board of Trustees on administrative issues. The Committee meets as required which is usually four times per year.

MAST UNIVERSAL STANDARDS TRUST FUND (MUST)

Mandate:

It is the objective of the Manitoba Association of School Trustees Universal Standards Trust Fund to assist participating member School Divisions by defraying or covering the legal costs (excluding damages) involved in:

- protecting and furthering management rights/responsibilities,
- controlling salary considerations, or
- other employee/labour matters of provincial or regional implication.

Committee Composition:

A M.U.S.T. Fund Committee shall be composed of one trustee elected at the annual regional meeting held in January from each of the Manitoba regions. A trustee representing a region shall be the member of a School Division participating in the M.U.S.T. Fund for a two (2) year term commencing February 1st. A Chair and Vice-Chair shall be selected by the Committee members, and shall be full voting members. A quorum of the committee shall be four (4) members of the committee and any vote held by the committee shall require a simple majority of the members present.

NOMINATING COMMITTEE

Mandate:

1. It will be the responsibility of the Nominating Committee to ensure that there is at least **one** qualified candidate who has consented to allow his/her name to stand for each of the following positions at the Annual Convention of the Association:

President
Vice-President (6,000 students or more)
Vice-President (fewer than 6,000 students)
Director Region #1
Director Region #2
Director Region #3
Director Region #4
Director Region #6
CSBA Director

and at least **two** qualified candidates who have consented to allow his/her name to stand for the position of Director Region #5.

Candidates for Director positions shall be from the region which they represent.

2. None of the committee nominees shall be a member of the nominating committee. Committee members may be nominated by their board or, in accordance with Point (e) below, submit their own nomination for one of the positions outlined above.
3. The committee shall review the Rules of Procedures and make the necessary changes as deemed necessary through the resolutions put forward by the previous year's convention.

Committee Composition:

There are five trustees on the Nominating Committee. The immediate Past President shall serve as Chair of the Committee. The term of appointment to this Committee is three years. The Committee generally meets once per year prior to Convention.

PENSION COMMITTEE

Mandate of the Board of Trustees:

The Pension Trustees shall be responsible for the overall administration, maintenance and operation of the Pension Fund, the Plan and the Administration Account as a Board of Trustees.

Committee Composition:

The Board of Trustees shall consist of the Pension Trustees to a maximum of nine persons, appointed as follows:

- (a) five persons appointed by the MAST Executive from among the school trustees of the participating school boards, one of whom shall be a member of the MAST Executive,
- (b) one person appointed by the Manitoba Association of School Business Officials, or its successor, from among its active members,
- (c) two persons appointed by the Canadian Union of Public Employees, or its successor, from among the members of the Plan, and
- (d) one person appointed by the non-teaching association listed in Exhibit C from among their active members.

The First Pension Trustees and their terms of office are set out in Exhibit A.

RESOLUTIONS AND POLICY COMMITTEE

Mandate:

The mandate of the Resolutions Committee is contained in By-Law #4 of the Association.

Committee Composition:

Six trustees are appointed to this committee; two of whom are the two most immediate Past Presidents of the Association. Generally, the term of appointment to this committee is for two years. Other trustees appointed to the Committee are eligible to serve a maximum of two consecutive two year terms. This Committee meets approximately three times per year.

CONVENTION PLANNING COMMITTEE

Mandate:

The mandate of the Convention Planning Committee is to plan and oversee the delivery of the annual convention of the Manitoba Association of School Trustees. In fulfilling its mandate, the Committee will work to advance Association objectives and priorities, as established through policy and/or identified by the MAST Provincial Executive. Specific responsibilities of the Committee include:

- program development;
- logistical requirements, including facilities selection; and
- social activities.

The Committee will also work with staff and other Association committees to ensure that appropriate arrangements are made for the conduct of Association business that takes place at the time of the Convention.

Composition and Meetings:

The Convention Planning Committee will normally consist of six members. In appointing these members, the Executive will try to ensure that representation is spread out over MAST's six regions, and that at least one of the members is also a member of the MAST Provincial Executive. Staff support for this Committee will be provided by the Associate Director. Additional support may be provided by an external meeting planner.

The term of office for members of the Convention Planning Committee will be two years. Members will be eligible for reappointment for a second two-year term, to a maximum of four years in total.

The Committee will meet on average four to six times per year.

Authority:

Within any bounds established by Association and Executive policy and procedure, or the Association and Convention budgets, the Convention Planning Committee has the authority to:

- set a budget for the Convention, including the establishment of a registration fee designed to offset anticipated costs and generate additional revenue for the Association;

- review and recommend for signature contracts with service providers, including the meeting planner and appropriate Convention facility;
- establish a theme for the Convention, and devise a program and engage speakers and other presenters around that theme; and
- make decisions regarding, meals, entertainment and social activities for participants.

Reporting Relationship with Executive:

The Convention Planning Committee will report in writing to the Provincial Executive semi-annually. An interim report in the fall will outline preliminary plans for the upcoming Convention, and invite input and direction from the Executive prior to finalization of the program. A final report in the late spring will provide an overview of that year's Convention, including participants' evaluations and financial matters. Additional reporting throughout the year may take place through the regular report of the Associate Director, or that of any Committee members sitting concurrently on the Executive.

EXTERNAL COMMITTEES & ORGANIZATIONS

External committees are those structured by agencies and organizations other than MAST. These committees may be either permanent or ad hoc in nature. Their mandates, terms of reference, and compositions are determined by the sponsoring agency/organization.

- Access Awareness Week Planning Committee
- Addiction Awareness Week Committee
- Advisory Board for Hearing Impaired & Deaf
- Campaign 2000 Steering Committee
- Celebration of Excellence in Teaching (Selection Committee)
- Certificate Review Committee
- Child Day Care Regulatory Review Committee
- Comité consultatif des programmes d'études (CCPE)
- Driver Education Revitalization Committee
- Early Childhood Development Advisory Committee
- English Language Arts Steering Committee K-S4
- Faculty of Education Advisory Committee
- FRAME
- Healthy Schools Steering Committee
- Inter-organizational Curriculum Advisory Committee
- Labour Management Review
- Manitoba Council for Leadership in Education
- Manitoba Education for Sustainable Development Working Group
- Manitoba High Schools Athletic Association
- Manitoba Physical Activity Action Plan Committee

- Mathematics Steering Committee K-S4
- Minister's Advisory Committee on Funding of Schools Program.
- Physical Education/Health Education Steering Committee
- Professional Learning Model Support Document Focus Group
- Provincial Evaluation Committee
- Science Steering Committee K-S4
- Social Studies Steering Committee K-S4
- Student Services/Inclusive Education Consultation Committee
- Teacher Education and Certification Committee
- Teacher Practicum Review Committee
- Technical Vocational Education Advisory Committee

MAST will maintain a staff linkage with the following committees:

- Copyright, Ministers Advisory Committee
- Canadian Parents for French
- Faculty Council of Education - University of Manitoba
- Graduate Studies Committee - University of Manitoba
- Initial Teacher Education and Program Committee - University of Manitoba
- Post Baccalaureate Certificate in Education Committee- University of Manitoba
- Joint University of Manitoba/Red River Community College Program Advisory Committee
- Manitoba Association of Parent Councils

Manitoba CSBA Director (elected position)

- representation in accordance with MAST By-Law #8
- general duties as determined by CSBA by-laws and constitution
- in addition to these duties and responsibilities the Manitoba Director shall:
 - represent MAST at the national level in a professional manner consistent with the association's Statement of Integrity policy;
 - coordinate and collaborate with the office of MAST's Executive Director with regard to representation at the national level and reporting to the provincial association;
 - communicate to the national body the policies, perspectives and priorities of MAST as the voice of elected public school boards in Manitoba and keep MAST informed about directions, priorities and strategies of the CSBA;
 - take no action or decision committing MAST resources to CSBA projects/initiatives except as approved by the MAST Executive.

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TRUSTEE REMUNERATION & EXPENSES

A. Executive/Trustee Remuneration & Expenses

1. Per Diem

All members of the Executive shall be paid a "per diem" of \$140 in addition to other expenses for attendance at regular Executive meetings.

2. Partial Attendance at Executive Meetings

Along with listing those present and those sending "regrets", the record shall also indicate the time of early departures. If departing to attend to MAST business, the record should so indicate. Per diems shall be paid as in B. (1) above.

3. Teleconference meetings

Meetings held by telephone conference call shall be reimbursed at the hourly rate of \$25.

4. Committee meetings

Committee meetings attended in person or by conference call shall be reimbursed as follows:

Full day meeting	\$120
Half day meeting	\$60

5. Meetings/Distance

To avoid excessive travel costs, trustees/Executive members shall continue to be paid expenses when they choose to remain near the site of meetings scheduled over a period of days. The understanding is that it will be less expensive for MAST than paying repeated travel costs.

6. Attendance at a function as a MAST designate

Trustees/Executive members (excluding Executive Officers) representing MAST shall receive an honorarium for attendance at specific external meetings at the same rate as paid to MAST committee members.

7. Trustees/Executive members may also receive an honorarium at the committee per diem rate for project work as assigned and pre-approved by the MAST Executive.

8. Directors' Attendance at Meetings.

(a) Regional Meetings

Directors shall be paid the per diem rate for Executive meeting attendance, plus expenses for attendance at regional meetings within their respective regions as outlined in Section 4: Executive Guidelines (F) - *MAST Regions*.

(b) Annual General Meeting of Regions

Directors shall be paid the per diem rate for Executive meeting attendance, plus expenses for attendance at annual general meetings in regions other than the region which they represent.

(c) Board Visitations and Regional Network Meetings

Directors shall be paid the per diem rate for committee meeting attendance, plus expenses for board visitations and regional network meetings in their regions. In order to ensure that these expenses remain within budgetary parameters established by the MAST Executive, Directors will be asked to submit their proposed visitation schedules or regional network meeting schedules to the MAST Executive Director following the annual Executive Retreat.

9. Review of Per Diems

The Executive through its audit committee will review per diems, indemnities and expenses in September 2008 and every 2 years thereafter. Recommendations for change will be the responsibility of the Executive Audit Committee. Changes shall be approved by motion of the Executive and will take effect for the next fiscal year.

B. Executive Officers Remuneration

1. The following positional indemnities shall be paid by the Association during the term of office:

President.....	\$18,600
Vice-President (6000 students or more)	6,480
Vice-President (fewer than 6,000 students)	6,480
Past President.....	6,480

The indemnity recognizes the roles, responsibilities and time commitment of Senior Executive Officers. Per diem rates will be paid for all activities in which the Executive Officers participate, e.g. regularly scheduled monthly Executive meetings, regional meetings, planning retreat and special meetings called by the Association Executive.

2. The President will receive no remuneration when asked by committee chairs to attend committee meetings in an ex-officio role OR when volunteering to sit in on such a meeting. The President or other Executive officers continue to receive committee rates for committees where they are members.

C. Travel Expenses

The following are trips for which Executive members may claim a travel expense:

- (a) to attend Executive meetings;
- (b) to attend meetings, seminars or conventions as designated representatives of MAST;
- (c) to attend MAST committee meetings;
- (d) to attend regional meetings of MAST within their respective regions;
- (e) to attend the annual general meetings in other regions; and
- (f) any other trip approved by the President.

1. The following amounts are those which may be claimed by Executive and/or staff for travel on Association business.

(a) Meals (including gratuities)

Breakfast\$10.00
Lunch15.00
Dinner25.00

These rates will apply at U.S. dollar amounts for travel in the United States.

If claiming an expense for meals other than your own, list on the expense account the names of the people for whom meals have been purchased and the purpose of the meeting.

(b) Hotel

Actual amount with receipt or \$30.00 per night without receipt. Direct billing is to include only room charges, parking, telephone and appropriate taxes.

(c) Transportation/Mileage

The mileage rate will be the same as the minimum Canada Customs and Revenue Agency (CCRA) rate and will be adjusted annually July 1st as part of the normal budget process. Mileage or economy air fare may be claimed, whichever is lesser. Where the equivalent of economy air fare is claimed in lieu of mileage, necessary ground transportation at both ends may also be claimed.

Where trustees/Executive members are paid a committee or Executive per diem, they shall receive an additional 10¢ per kilometre to a maximum of 300 kilometres for distance travelled outside the perimeter highway. This provision is intended to encourage and facilitate the participation of rural/northern trustees in Manitoba School Boards Association activities.

(d) Telephone and Parking

Actual cost with receipt.

(e) Other

Health insurance shall be secured at the expense of the association for those individuals who do not have private health coverage. Cancellation insurance will not be provided at the expense of the association.

Actual cost; any single item in excess of \$5.00 must be accompanied by a receipt.

D. Committee Expenses

1. The following honorarium may be claimed by trustee committee representatives in addition to normal expenses:

Full day meeting	\$120
Half day meeting	\$60

This section does not apply where an honorarium is paid by an external organization.

2. If a committee meeting is planned in conjunction with the MAST Convention or special event, MAST will cover accommodation, meals and 1/2 of the mileage (the board will cover the other 1/2).

E. Conferences

1. Executive (including Executive Officers)/Trustee attendance at external conferences and seminars shall be guided by the following:

(a) General

Conventions and seminars which come up from time to time where MAST has an interest and where value is to be gained from attendance, will be considered by the President and Executive Director.

Where Executive members are designated to attend such conferences and seminars as MAST representatives, they shall be eligible to claim registration fees and travel expenses in accordance with MAST policy.

(b) Canadian School Boards Association Congress

The President, or his/her designate (the Vice-President, if possible), and the Manitoba Director on the CSBA Board of Directors shall be entitled to attend the Canadian School Boards Association annual meeting and annual Congress. [Refer to Travel Expenses for claimable expenses].

The Executive Director or his/her designate is entitled to attend the CSBA annual meeting and annual Congress. [Refer to Travel Expenses for claimable expenses.]

F. Participation of Executive and Planning Committee Members at MAST Special Events

Executive Members:

- (a) Registration fee for Convention and other business meetings of the Association will be waived for all Executive members.
- (b) The registration fee for special events other than Convention will be waived for the President, Vice-Presidents and Past President.
- (c) The Association will pay charges for accommodations during the Convention and other special events for the President, Vice-Presidents, and Past President **only**.

- (d) Per diems, one night's accommodation and mileage at 50% will be paid for attendance at regular Executive meetings that occur in conjunction with a Convention or other special event. No per diems or expenses will be paid for the Executive meeting immediately following the close of the business session at the annual MAST Convention.

Planning Committee Members:

- (a) The event registration fee will be waived for all members of the Committee responsible for planning any Convention or other special event.
- (b) The Association will pay charges for accommodations during the Convention and other special events for the Chair of the relevant Planning Committee **only**.
- (c) No per diems or travel expenses will be paid for attendance at Planning Committee meetings that occur in conjunction with a Convention or other special event organized by the Committee in question.

ORGANIZATIONAL POLICIES

A. MAST Seminars and Workshops: Fees and Services

MAST departments organize a number of seminars and workshops each year as a service to school boards.

Registration fees

1. A base fee for MAST sponsored events will be established to recover the projected costs for the event/activity.
2. The base fee outlined above applies to trustees and employees of MAST member school boards. All other registrants will be assessed a fee equal to the base fee for the session, plus 50%, although this practice may be waived for specific groups who are invited to attend a specific session.

If space is limited, priority will be given to registrants from MAST member boards.

3. Discounted registration fees may be offered to large groups, students, or other registrants. Persons invited to participate in the program are not charged a fee.
4. Full refunds will be given if notification of any cancellation is received by the MAST office **seven days prior to** the scheduled event. If notification of cancellation is received within that seven day period, but prior to the event, partial refunds will be given; an administration fee will be levied. After that time, no refunds will be offered, although substitutions will be allowed. This policy will appear on registration material.

This clause will be waived in exceptional circumstances, as determined by the Director of the department involved.

B. Support to External Organizations

1. Conference Support

The Manitoba Association of School Trustees may from time to time endorse conferences on topics related to the objectives of the association. Requests for endorsement must be in writing, and must indicate sponsors, sources or revenue, objectives, and program. Endorsement does not entail any financial commitment on the part of the Association. Endorsement is provided by a majority vote of the Provincial Executive.

By providing an endorsement, MAST may agree to:

- (a) distribute in a regular mailing to boards of education a reasonable volume of conference literature provided by the organizers;
- (b) include a notice of the conference in the MAST Newsletter;
- (c) arrange to advertise the conference in the MAST magazine where appropriately timed; (advertising rates are available from the association office) and
- (d) advise boards of education of the association's support for the conference.

2. Sponsorship

In addition to the support outlined above, the Manitoba Association of School Trustees may provide limited direct financial or administrative support for conferences which meet the following criteria:

- (a) the conference is planned and developed in part by elected officials or staff of the association; and
- (b) the conference is clearly designed to attain or advance one or more stated objectives of the association.

Where possible, the Manitoba Association of School Trustees should be provided with notice of the request in writing at least six months prior to the conference dates. This request must include information about the conference sponsors, sources of revenue, objectives and program. Limited sponsorship is provided in a set amount by a majority vote of the Provincial Executive.

The Association will not make donations to organizations, individuals or other agencies for any cause or reason beyond those provided for in association policies.

3. Donations

Generally, MAST will not make donations to other organizations either through direct donations or through assistance in sponsoring a seminar, workshop or other function. If, however, in the opinion of the President and the Executive Director, a request is received for financial assistance which would have a direct or indirect benefit to school boards, it may be referred to the MAST Executive for special consideration.

C. Commercial Products or Services

Where consideration is given to projects involving commercial products or services which may result in generating revenue for MAST, the following guidelines and procedures shall apply:

1. The Executive Officers will serve as the initial committee to guide the development of any new projects related to commercial products or services. After initial examination, the issue will be presented to the Executive.
2. A survey of all boards which may be potential users of the product or service will be conducted to explore the value of, or the need for, a particular product or service.
3. During the exploration stage of the project boards may be invited to informational sessions regarding the initiative where possible.
4. Where appropriate, a call for proposals will be advertised.
5. Reference checks will be conducted on all short listed suppliers.
6. In all cases where contractual arrangements are involved, legal counsel will be sought in developing the project. All contractual arrangements will be approved by the Executive.

7. The first priority is to provide an improved service or product to boards in the most efficient manner possible. A secondary objective of the project may be to generate revenue for MAST.
8. Regular reports will be made to boards on the development and maintenance of projects.
9. All revenue generated from projects will be examined through the normal auditing process.
10. Where MAST sponsors/endorse a product or service which goes beyond direct service to boards, it will declare that the product or service is sponsored or endorsed by the Manitoba Association of School Trustees and if administration fees are being received.

D. Negotiation Spokesperson Fees

- (a) The MAST negotiation spokesperson fee shall be \$1,500 per bargaining unit. Fee adjustments must be approved by the MAST Executive.
- (b) Where a school board and union agree to negotiate certain provisions within the term of said collective agreement, for example a wage re-opener, and where MAST staff are requested to continue as spokesperson, an additional \$500 fee shall be charged.
- (c) When MAST staff are requested to act as spokesperson to negotiate certain provisions within the terms of a collective agreement, for example a wage re-opener, and where MAST staff did not act as spokesperson in the original negotiation of said agreement, a \$1,500 fee shall be charged.

E. MAST Reserve Policy

The intent of the MAST reserve policy is to ensure that

1. decisions will be made with greater assurance and less risk;
2. capital expenditures may be funded without undue financial strain on the Association;
3. effective long-range planning may be enhanced through an annual review of reserve available; and
4. the investment of reserve funds will generate revenue for the Association and can be used for cash flow purposes.

The reserve fund of the Manitoba Association of School Trustees shall be as follows:

1. A reserve for the Manitoba Schools Insurance Program of \$200,000.
2. A reserve for building repairs and maintenance up to a maximum of 20% of the City of Winnipeg assessed building value.
3. A reserve for staff salaries in the event of severance or restructuring.
4. A reserve for unforeseen capital expenditures, budget deficits or technological upgrading at \$50,000.
5. A reserve for potential TRAF pension liability.

The accumulated reserve of the Association shall not exceed 35% of the Association's previous year's audited expenditures.

Disposition of reserve over 35%

The Executive shall consider:

1. rebating member boards;
2. utilizing this amount to reduce or offset future membership fees; or
3. applying an amount to fund specific projects approved by the Executive.

F. Whistleblower Policy

Preamble

Every employee and Executive member has a responsibility to work in the best interests of the Association and to use all available resources in the achievement of MAST's mission. It is expected that employees and Executive members shall refrain from using their positions to benefit either themselves or any other individual or agency apart from the total interest of MAST. Notwithstanding these assumptions, the purpose of this policy is to provide direction to all current and former employees and Executive members of the Manitoba Association of School Trustees in the communication of concerns regarding questionable financial or operational matters.

Policy Statements

Concerns about unethical or illegal behaviour of MAST staff or Executive members in the conduct of Association business must be reported in a timely fashion.

Incidents shall be communicated using the prescribed procedures outlined below.

The Whistleblower will not be discharged, demoted, suspended, threatened, harassed, or in any other manner discriminated against as a result of communicating a whistleblower incident. Any MAST employee found to be in violation of this policy will face disciplinary action.

MAST will not protect any staff or Executive member who is found to have intentionally made false accusations in reporting of a whistleblower incident.

All reported incidents shall be addressed in a confidential and sensitive manner. The Whistleblower shall be provided the opportunity to remain anonymous, if he/she so chooses.

Procedures

1. Any MAST staff or Executive member who believes another has acted in an illegal or unethical manner has a duty to report the matter directly to the Executive Director/President using the attached Incident Reporting Form.
2. The Executive Director/President or designate will thoroughly investigate any such reported incident and take any necessary action deemed appropriate.
3. Confidentiality will be maintained throughout the process. Information relating to the matter will only be disclosed to the extent necessary to investigate the allegation.



MAST POSITION DESCRIPTION

POSITION: Executive Director
DEPARTMENT: Administration and Member Services
DATE: October, 2005

POSITION SUMMARY:

Reporting to the MAST Executive, the Executive Director is the Chief Executive Officer of the organization responsible for:

- the attainment of Association strategic directions and goals,
- the development and delivery of member programs and services, and
- the administration and financial management of Association resources in accordance with established policies and procedures of the organization.

MAJOR ACCOUNTABILITIES:

- leadership and support to the Association's governing body;
- representation of the Association with education partners, the Government and external agencies;
- delivery of member services and supports; and
- management of the Association's human, fiscal and physical resources.

NATURE & SCOPE OF POSITION:

MAST is an organization created by provincial statute to advance the cause of public education in Manitoba and to support local education governance by elected boards of school trustees.

Its membership consists of elected public school boards whose obligations and responsibilities are defined in provincial legislation. Collectively, Manitoba school boards employ more than 20,000 people province-wide with total operating expenditures exceeding 1.5 billion dollars annually. As autonomous, elected governing bodies, school boards' membership in MAST is voluntary. Acting in an advisory and support capacity to member boards, the Association provides a comprehensive array of programs and services in the areas of labour relations and collective bargaining, risk management and insurance coverage, employee benefit programs, education and information services for trustees and senior divisional personnel and advocacy services and supports with regard to education policy and governance in Manitoba. Such services and activities may have financial, legal and political implications for all school boards in the province.

The Executive Director provides direction and support to Association's 15 professional and support staff in all areas including labour relations, employee benefit programs, risk management, education, communication and advocacy services, finance and administration. He/she monitors all programs and services on a continuous basis, and reports regularly to the MAST Executive regarding program/service status and emerging issues, needs and developments for consideration. The incumbent is responsible for management oversight of MAST's \$1.8 million dollar annual budget, the Manitoba Schools Insurance program and the MAST pension plan for non-teaching employees with assets in excess of \$260m.

KEY DUTIES & RESPONSIBILITIES:

A. Governance

- provide leadership to the MAST Executive in the identification and articulation of Association directions, priorities and goals;
- plan and organize new member orientation, Executive planning retreat, monthly Executive meetings and regional meetings;
- implement strategic directions set by Executive and monitor and report progress on a regular basis;

- consult regularly with the President and, where appropriate, other Executive Officers on matters regarding the affairs of the Association;
- inform and advise the Executive with regard to educational governance, and policy issues and MAST operations.

B. Representation and Advocacy

- participate in and facilitate dialogue and liaison with Manitoba education partners, government departments and representatives, elected officials, community agencies and the media on topics and issues relevant to school board governance and to MAST's stated directions and goals;
- oversee the development and organization of the Association's advocacy strategies and provide logistical support to the lobbying efforts of MAST Executive members and member school boards;
- act as spokesperson for the organization in the absence of the President;
- maintain effective linkages with other provincial and national education organizations and advise the MAST Executive concerning emerging issues, developments and trends which may have relevance for public education in Manitoba;
- represent MAST on external committees as designated by the Provincial Executive.

C. Member services

- ensure regular and effective communications with member boards to inform and support local education governance;
- participate in the planning, development and delivery of trustee education programs and services;
- provide direct support to school boards and senior divisional administration on educational policy, governance and administrative matters;
- oversee the management of employee benefit programs and risk management services to member school boards.

D. Management

- ***Human Resources***
 - participate as a member of the Association's Senior Management team in the planning and delivery of MAST programs and services and consideration of operational issues within the MAST office;
 - oversee and manage the development of human resources within the organization;
 - identify emerging staffing needs to meet organizational mandates and goals and advise the MAST Executive accordingly;
 - conduct departmental and general staff meetings as required and involve staff in planning exercises to ensure implementation of organizational goals and objectives;
 - meet regularly with Directors and Managers to monitor progress toward achievement of organizational goals and review status of member needs and services;
 - conduct performance reviews of Directors, Managers and Executive Assistant in accordance with Association policy;
 - exercise full authority regarding conditions of employment for all personnel in support positions;
 - make recommendations to the MAST Executive concerning adjustments to salaries and benefits for MAST staff.
- ***Financial and physical resources***
 - oversee the annual budget development process and ensure involvement of MAST Executive and senior staff;
 - monitor regularly, the revenue and expenditure status of the Association and ensure that financial affairs are managed in accordance with MAST policies and procedures;
 - report regularly to the MAST Executive on the financial health and status of the Association and its programs;
 - monitor and confer with the Manager of Finance and Administration and the Risk Manager regarding building security, maintenance and upkeep;

Manitoba Association of School Trustees Services Profile

Risk Management

MAST's risk management services cover all aspects of school board operations including facilities, transportation, student safety and workplace safety and health for school division employees.

Services include:

- information, consultation and education sessions for school board members and senior divisional management personnel;
- on-site inspection of facilities and operations;
- liability and property insurance coverage for member school divisions;
- publications, information bulletins and advisories as appropriate; and
- regular liaison with relevant Government agencies, industry representatives, education partners, insurance providers and legal counsel.

Labour Relations

Labour Relations personnel are responsible for providing labour relations/human resources services to member school boards in the capacities of advisor, coordinator and bargaining agent.

Services include:

- collective bargaining support;
- collective agreement administration and human resource management;
- legal services and interpretations on contract and collective bargaining issues of provincial scope;
- MAST Universal Standards Trust Fund - in support of legal costs incurred by school divisions on labour issues of provincial scope;
- data collection and research on emerging trends and issues; and
- governance and/or administration of benefit plans
 - MAST Pension Plan for Non-teaching Employees
 - Manitoba Public School Employees Group Life Insurance
 - MAST/MTS Dental Plan for Non-teaching Employees

Education, Communication and Advocacy Services

The focus in this area is on effective board governance and informed policy development.

Services include:

- trustee education and development activities;
- advice and support to the MAST Executive on current and emerging education issues;
- information and assistance to school boards and the MAST Executive with regard to policy development;
- development and production of publications, reports, position papers and briefs;
- media relations; and
- conference planning and organization

Administration

Administration services are dedicated to the management of Association affairs and the implementation of Association goals and policies as determined through resolution at MAST's annual general meeting and the directions and priorities of its governing body.

Services include:

- administrative and logistical support to the MAST Provincial Executive;
- consultation and support to school boards and senior divisional personnel regarding governance and legal issues in school board operations;
- liaison and advocacy activities at the provincial and national levels on current education issues and on all matters relating to the stated goals of MAST as detailed in the MAST Act; and
- management of the financial, physical, and human resources of MAST.