



Governance Committee  
Monday, December 1, 2025  
EC-340D & Virtual Meeting

**AGENDA: 6:00 p.m.**

1. Call to Order/Roll Call
2. HWDSB Land Acknowledgement
3. Election of the Committee Chair
4. Approval of the Agenda
5. Review of the Committee Workplan
6. [Board of Trustees Self-Assessment Survey \(Year 3\)](#)
7. Committee Discussion – Trustee Special Committees: Human Resources
8. Adjournment

**BE YOU. BE EXCELLENT.**



## GOVERNANCE COMMITTEE

Monday, December 1, 2025

### Survey: Board of Trustees Self-Evaluation – Winter 2025/26 (Year 3)

Submitted By: Sheryl Robinson Petrazzini, Director of Education

Prepared By: Heather Miller, Officer of Trustee Services

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#### Recommendation:

That the Board of Trustees Self-Evaluation Survey (Year 3) report be received.

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#### Background:

Since 2023, Trustees have been participating in the Board of Trustees Self-Evaluation survey, which seeks feedback on what they know (i.e., the traditional roles and responsibilities of the Board of Trustees) and inspires them to think about how they can evolve their practices to reflect the pillars of the Multi-Year Strategic Plan.

#### Status:

The year-over-year self-evaluation is an effort to measure the progress made by using a maturity model to show growth along the journey and where the board needs to go. Trustees are asked to indicate progress on each item using the maturity scale and to assess the progress of the Board of Trustees as an entity, not as individuals. The assessment provides the Board of Trustees with an opportunity to reflect on its growth.

The results of the surveys received for Year 3 will be aggregated with open responses summarized in themes and provided to the Governance Committee at a meeting in the spring of 2026. The report will show a year-over-year progression from the initial self-evaluation conducted in 2023.

The survey can be found in [Appendix A](#).

#### Financial Implications:

There are no financial implications known at this time.

## **Strategic Directions:**

### **Upholding Human Rights, Safety & Well-Being**

*We will support all students and staff to feel safe and secure in our classrooms and school communities.*

### **Providing Equitable Quality Education**

*We will offer equitable quality educational opportunities to improve student engagement, learning and achievement for future-readiness.*

### **Collaborating with Students, Families & Communities**

*We will build reciprocal relationships and partnerships to enhance access and engagement for students, families, and communities.*

### **Building a Sustainable Education System**

*We will adapt to a rapidly changing world through responsible fiscal management, investing equitably in accessible and sustainable facilities, and supporting a robust workforce.*

### **Reinforcing Indigenous Educational Wellness & Reconciliation**

*We will honour our commitment to Truth and Reconciliation by nurturing respectful and reciprocal relationships among Indigenous Peoples and Treaty Partners, and by cultivating intergenerational healing and wellness in a restorative education system.*

## APPENDIX A: Board of Trustees Self-Evaluation – Winter 2025/2026

The Board of Trustees completed the first self-evaluation in 2023, and it's time to embark on year 3 of the self-evaluation in an effort to measure the progress made on a year-over-year basis.

As a reminder, self-evaluations are an effective way to assess strengths and areas for improvement and by using a maturity model (i.e., a continuum of “we haven't even started this” to “we have this in place and are doing it consistently” it fosters growth by asking where we're at on this journey and where we need to go.

This self-evaluation asks Trustees to reflect on what we know, i.e., the traditional roles and responsibilities of the Board of Trustees, but also inspires us to think about how we will evolve practices to reflect tenets of the Multi-Year Strategic Plan. Trustees are asked to indicate progress on each item using the maturity scale and to assess the progress of the Board of Trustees as an entity, not as individuals. This is not a personal assessment. It is our assessment overall, as a group, as a unit, as a board.

The results of the surveys received this year will be aggregated with open responses summarized in themes and provided to the Governance Committee in the new year. The report will show a year-over-year progression from the initial self-evaluation conducted last year. This survey is anonymous, and no individual responses will be reported. Raw data will be secured and held for a retention of 5 years by the Officer of Trustee Services.

Scale:

<b>PRE-IMPLEMENTATION:</b>	we have nothing in place to address this, we may need to know more, we may be gathering information, we may be planning
<b>EARLY IMPLEMENTATION:</b>	this happens ad hoc, we're still learning
<b>BUILDING CAPACITY:</b>	this happens but not always consistently, we are learning more, practicing, supporting, shifting practice
<b>SUSTAINING CAPACITY:</b>	we are where we need to be. Practice/knowledge is consistent and ongoing

Using the scale above, indicate where the Board of Trustees is on its journey in relation to each of the statements below.

### 1. Mission and Strategic Planning

	1	2	3	4
Trustees are knowledgeable about the culture, history and values of the district	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees has ensured there is a strategic planning process in place and that Trustees appropriately take part in that process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees has ensured that HWDSB's strategic plans are responsive to community needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees has adopted and monitors implementation of HWDSB's strategic plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 2. Policy & Governance

	1	2	3	4
The Board of Trustees clearly understands its policy role and differentiates its role from those of the Director and staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees clearly delegates the administration of the district to the Director.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trustees refrain from attempting to manage staff work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HWDSB's Policies are up-to-date and comprehensive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Trustees Governance "Policy Manual" is up-to-date and comprehensive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees relies on policies in making decisions to guide the work of the district.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board's Human Resources policies provide for fair and equitable treatment of staff.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees protects and promotes Human Rights and ensures Equity while focused on student achievement and well-being.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 3. Relationships

	1	2	3	4
The Board of Trustees has built a positive relationship with the Director.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees has set and clearly communicates clear expectations for the Director's performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees annually evaluates the Director's performance.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees has built effective relationships with Executive Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees has built effective relationships with labour unions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees actively promotes respectful representation of HWDSB in the media and community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees acts as an advocate on behalf of the entire community to respond to community needs and concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees understands the Two-Row relationship framework and the idea of working in parallel or alongside.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees considers Indigenous families in the context of beneficiaries of knowledge and knowledge production and takes steps to ensure Indigenous voices inform reporting practices.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trustees are active in the community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees ensures that Trustees practice regular, deliberate efforts to seek out student and community voice from throughout the system (e.g., attending a student performance, engaging with student/parent groups, touring a school)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees advocates on behalf of the district to the Ministry of Education, municipal, provincial and federal politicians to ensure they understand local issues and needs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees actively supports the district's Foundation as HWDSB's Charity of Choice.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees has ensured that information about the roles and responsibilities of Trustees is easily understood, widely communicated and accessible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees is knowledgeable on tools available to use to engage with community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**4. Fiduciary Role**

	1	2	3	4
The Board of Trustees has assured that the budget reflects priorities in HWDSB's Multi-Year Strategic Plan and Board Improvement Plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trustees understand the budget process.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trustees are effective stewards of district resources.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board policies have assured effective fiscal management and internal controls.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees regularly receives and reviews reports on the financial status of the organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees has ensured a whistleblower mechanism is in place as part of controls and risk management.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**5. Board of Trustee Leadership**

	1	2	3	4
Trustees understand their roles and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Members of the Board of Trustees elevate the diverse voices in our communities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Members share, trust and respect for each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
All Trustees participate in active discussion and decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication among Trustees is effective, i.e., promotes understanding, cooperation, and transfer of information	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees expresses its authority only as a unit.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trustees understand they have no legal authority outside board meetings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees utilizes a human rights and equity lens in decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**6. Effective Committee and Board Meetings**

	1	2	3	4
Board meetings are accessible to the public and information about how to participate is deliberately shared to reach a wide, diverse audience.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Board meetings and learning opportunities are sufficient to explore key issues.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agenda items provide enough information to enable informed decision-making.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trustees ensure that confidential and personal information is secured and stored according to district policies and privacy legislation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees has identified colonial characteristics or practices and is working towards dismantling those that pose as barriers.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Committee structures are well-defined, and each committee has a terms of reference.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees has ensured that board meeting agendas and reports are manageable, thus ensuring Trustees can come to meetings prepared.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The Board of Trustees makes room at the table so divergent views can be heard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**7. Board of Trustee Leadership**

	1	2	3	4
Trustees understand their roles and responsibilities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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This concludes the maturity model portion of this self-evaluation.

Please answer the following questions based on your experience as a Trustee.

8. In your opinion, what are the Board of Trustees' greatest strengths?
9. What are the Board of Trustees' greatest opportunities for improvement?
10. As a member of the Board, I have concerns about...
11. I think the Board of Trustees would benefit from learning on these topics:
12. What additional resources & supports does the Board of Trustees need to understand roles and responsibilities as members of Trustee special committees, advisory committees, legislative committees, etc.?
13. Please describe how the board functions as a cohesive unit. Is it functioning as a unit as well as it should? Why or why not?

Thank you for making the time to do this self-evaluation. Your voice is important.

Done