

Role	Goals and Objectives	Board Responsibilities	Activities & Events	Involvement
Model Catholic Values	Demonstrate the values and expectations of a practicing Catholic, and participate in parish and church activities through a personal lifestyle that reflects the teachings of the Church.	Active engagement with clergy, staff, students, and community supporters in ways that strengthen parish life and promote the faith mission of the Division.	Mass Attendance	Attend school Masses Attend Grade 6 & 9 Farewell Masses Attend Graduation Masses Attend School Award Celebrations Liaison Trustee or representative to bring greetings on behalf of the Board when requested at farewells and graduations Participate in Catholic Education Sunday and bring message to parishes on behalf of the division. Host an annual meeting with local Parish priests.
			Divisional Mass	Attend Opening School Division Mass Attend Spiritual Development Day Mass and Learning Board Chair to address staff and community supporters
			Share the Mission Award	Share the Mission Committee selects Recipient and presents award Honour the Share the Mission Recipient(s), if selected - at opening School Division Mass
		Reflect the trustee's role in the local Catholic community.	Participate in Parish	Attend Mass at local Parish Volunteer as Lector, Reader, or in other Ministries
		Demonstrate continuous faith development	Participate in Faith Formation Activities	Attend ACSTA Blueprints Attend ACSTA Mass & Faith Development Activities Participate in GrACE Advocacy Participate in Board Faith Retreat Review 3-year Faith Plan
		Connect with the Bishop.	Participate in relationship building activities with the Bishop.	Host Bishop for lunch after Opening Mass. Attend Day of Leadership with Bishop, Priests and Deacons, Senior Administration, and Principals. Attend Bishop Dinner if held within Division.
	Trustees shall cultivate and sustain a respectful, collaborative, and faith-filled relationship with the Bishop and the Catholic Diocese of Calgary, recognizing the Bishop's role as the chief shepherd of Catholic education and the spiritual leader of the division.			

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Integrated Strategic Governance & Development	Effectively participate in Board business by staying informed about provincial, national, and international educational issues and trends, ensuring decisions are well-informed and responsive to the broader educational context.	Understand Policy and Legislation	Stay current with provincial legislation and policy changes, ensuring that the Division's mission, policies, and strategic priorities remain aligned with the <i>Education Act</i> .	Review Education Act Review Board Policies Review Administrative Procedures Review Meeting Agenda Packages Attend ASBA Zone Meetings Attend ASBA and ACSTA Provincial Meetings Review ASBA Media Releases Review ACSTA Weekly Memo & Media Scan Review Advocacy Letters
	Demonstrate continuous professional learning in support of informed governance	Engage in Trustee Development	Review Board Policies Engage in Professional Learning Opportunities Attend Board Retreats, Orientation, and Utilize training and professional development resources from Alberta School Boards' Association (ASBA), Alberta Catholic Trustees' Association (ACSTA), Canadian Catholic School Trustees' Association (CCSTA), & Canadian School Boards Association (CSBA)	Attend Standing, External & Ad Hoc Committee Meetings Participate in Board Faith Retreat Participate Board Orientation Participate in Professional Development through ASBA When available register for Governance Course Read ASBA Media Summary Review Attend ASBA Lunch & Learn sessions Participate in Board Evaluation Process Participate in Superintendent Evaluation Process
	Shape the long-term direction of the Division	Engage in Strategic Planning	Contribute to the development of priorities, reviewing key planning documents, and ensuring alignment with the Division's mission and values.	Participate in Priority Setting Board & Vice Chair participate in Agenda Setting - trustees provide agenda items Review and Approve the Annual Education Assurance Measures Report Review and Approve 3-year Education Plan Review and approve Board Continuous Improvement Plan Review and approve the Capital Plan Review and approve 3-year IMR Plan Approve Locally Developed Courses Review school calendars Participate in Development of Board Priorities: 3-year cycle Participate in Policy Creation

Integrated Strategic Governance & Development (continued)	Strengthen fiscal stewardship to ensure responsible, transparent, and mission-aligned use of resources.	The Board upholds fiscal stewardship by ensuring responsible use of public funds, maintaining strong budget controls, supporting audit functions, meeting provincial financial expectations, and ensuring trustees and staff receive the training needed for effective financial oversight.	Review Annual Audit report Review Quarterly Financial Statements Review budgetary assumptions for upcoming school year Review Annual Budget	Participate in Audit Committee Advertise for Audit Committee members if applicable Approve Auditors report and management letter Approve Audited Financial Statements Participate in Finance Committee Approve International Student tuition rates Establish Budgetary Assumptions for upcoming school year Review Draft Budget Review and Approve Budget
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Board and Committee Meetings	A structured forum to fulfill governance duties, providing clear direction to the Superintendent aligning Board expectations with administrative implementation and ensuring that decisions are well-informed, responsive, and aligned with the Division's mission and strategic priorities.	Active participation in Committee of the Whole and Public Board meetings.	Communicate Significant Matters Address Governance Matters Appropriately Refer Administrative Matters Properly Provide Counsel and Advice Ensure Fiduciary Responsibility Review & Approve Division Policies Review Information Items Share Learning Support Board Decisions	Attend all meetings of the Board Review Meeting Agenda Review & Approve Division Budget Review Auditor Reports Prepare and / or Share Committee Reports Prepare and Share Activity Report
	Demonstrate a sustained commitment to internal governance responsibilities and actively contribute to the work of the Board and its committees. Through committee participation, trustees help shape well-informed Board decisions that promote the best possible outcomes for students across the division.	Actively Engage in Committees of the Board	Standing Committees External Committees Exercise Delegated Authority Responsibly	Negotiations Committees Audit Committee Finance Committee Share the Mission Award Committee Teacher Board Advisory Committee Policy Development and Review Committee Grateful Advocates for Catholic Education Alberta School Boards Association Zone Representative Teacher Employers' Bargaining Authority Joint City/School Boards' Liaison Committee Economic Development Lethbridge Team Lethbridge Special (Ad Hoc) Committees Hiring Committees formed by Superintendent

Purpose	Goals and Objectives	Board Responsibilities	Activities & Events	Involvement
Engage in Active Collaboration	Actively gather community concerns, celebrations, and feedback through school community engagement and stakeholder communication, documenting and sharing this information to support informed decision-making and strengthen relationships with stakeholders. Demonstrate consistent involvement with schools, parents, and the broader community.	Engage Parents, Students, and Community	Participate as School Liaison Participate in Board Engagement Opportunities Participate in Division Functions and events Engage and with Staff Members Engage and Advocate with Politicians Engage and Advocate with Church Leaders	Present to Parishes on Catholic Education Sunday School Council attendance when invited or by request Attend School Based Remembrance Ceremonies Attend farewells and graduation ceremonies Attend Feather Blessing/Sash Presentations ceremonies Attend Pow Wows/Family Gatherings Attend school-based awards or recognition ceremonies Participate in the School Council of Councils meetings Participate in budget consultation process Participate in Board community engagements Lead employee acknowledgement events - Staff Appreciation, Long Service awards, Retirement Banquet Board Chair Address at Opening School Division Mass Participate in Division Spiritual Development Day Attend extra-curricular school activities & school events Attend ATA Christmas Mass & social Participate in meetings with MLAs, MPs, and other elected officials Participate in meetings with Bishop, priests, and other Church leaders - as needed but at least once a year with the Bishop Attend School Division Professional Development Days Host Mass for retired Holy Spirit staff members
	Advocate on behalf of Catholic education to support and strengthen its presence and mission within the provincial landscape.	Engage in Provincial Advocacy	Engage with Provincial and Federal Organizations: ASBA and ACSTA, CCSTA and CSBA.	Participate in ASBA zone meetings Participate in ASBA sub committees Participate in ASBA General Meetings Participate in ACSTA General Meetings Participate in ACSTA Directors Meetings Participate in ACSTA committees Call for nominations for Edwin Parr Award Attend Edwin Parr Awards Ceremony
	Demonstrate engagement with provincial educational priorities and assurance processes	Review school division results	Board reviews results reports <i>in-camera</i> (Diploma Exams, Achievement Tests, Schollie Survey results, AERR)	Attend Superintendent presentation on DIP & PAT data Attend Superintendent overview on Schollie Survey data Attend Superintendent presentation on AEAM