



The Quebec government has prepared training for governing board members and principals and directors of educational institutions. The training materials can be accessed here: [Training for governing board members and principals and directors of educational institutions | Gouvernement du Québec](#)

Section 1 - Functions, Powers, Composition

Governing Boards are representative bodies established in each school and center, governed by the Education Act in Quebec. Comprising parents, teachers, non-teaching professionals, support staff, and community representatives, their purpose is to ensure the best learning opportunities for students.

Composition	The composition varies between youth and adult sectors. Youth sector boards include parents, school staff, daycare representatives, students, and community members. Adult sector boards consist of students, school staff, parents (vocational training centres), community groups and business representatives.
Term of Office	In the youth sector, parents are elected for two years, other members are elected for one year. In the adult sector, members are elected for two-year terms.
Vacancies	If a member leaves before completing their term, replacements are appointed or elected according to established procedures.
Functions and Powers	Governing Boards analyze the school or center's situation, adopt and oversee educational projects, approve financial contributions, anti-bullying plans, and more. They play a consultative role in various matters, ensuring community involvement.
Consultation by School Board	The School Boards is required to consult Governing Boards on school closure, program changes, and the selection criteria for principal appointments. Governing Boards also advise the School Board on matters that improve school operation and services.
Commonly Used Terms	Terms like "adopt," "approve," "be consulted," "casting vote," "give one's opinion," "participate," "propose," "quorum," and "table" are defined to facilitate effective communication within the Governing Board.

Section 2 – Establishing the Governing Board

Key components to establish a governing board include the election/appointment of representatives and election meeting guidelines.

Election/Appointment of representatives:

- **Parent Representatives:** Elections are held annually in September, initiated by the Chair of the Governing Board or the principal/centre director. Parents receive written notice at least four days before the meeting, where they elect representatives, a delegate to the Parents' Committee, and decide on establishing a Parent Participation Organization (PPO).
 - A parent representative whose child no longer attends can stay until the next general assembly.
 - Vacancies are filled by the general assembly or through appointment by other parent representatives.
- **Staff Representatives (Teachers, Professional Staff, Support Staff, and Daycare Staff):** Staff members hold meetings in September to elect representatives. If positions are unfilled, the principal/centre director establishes a procedure for election.
- **Community Representatives:** Two non-school staff community representatives are appointed by the Governing Board in the youth sector, and two by the School Board in adult and vocational centers.
- **Student Representatives:** Students in high schools appoint two representatives in September. If they fail to do so, the principal may oversee the election. Adult and vocational center students are elected according to the procedure determined by the centre director.

Election Meeting Guidelines:

- **Notice of the Meeting:** The notice should include a brief description of the role of the Governing Board, the Parents' Committee, and potential Parent Participation Organization.
- **Calling the Meeting to Order:** The Chairperson presents an overview of Governing Board responsibilities, emphasizing commitment expectations and the code of conduct.
- **The Election:** Parents are informed about the number of representatives to be elected. Nominations are accepted, and if more candidates than seats, a brief introduction by each candidate may occur, and a secret ballot is held.
- **Election of the Delegate to the Parents' Committee:** The general assembly elects a delegate from the parent representatives to the Parents' Committee, with the option to appoint a substitute.
- **Parent Participation Organization (PPO):** The general assembly decides whether to establish a PPO. If formed, it determines the name, composition, operating rules, and elects members.

Section 3 – Responsibilities & Roles

This section outlines the key responsibilities and roles within the governance structure of educational institutions.

Responsibilities of the School Board	The School Board is tasked with providing leadership and support to schools, ensuring equal educational opportunities. Key responsibilities include determining the composition of Governing Boards, allocating financial resources, adopting a commitment-to-success plan, and overseeing educational services, community services, and physical and financial resources.
Responsibilities of the Principal/Centre Director	The Principal/Centre Director serves as the academic and administrative head of the school/centre. Responsibilities include forming the Governing Board, coordinating the analysis of the school/centre, proposing educational services, managing physical and financial resources, and participating in the development of the commitment-to-success plan.
Responsibilities of Governing Board Members	Governing Board members must be concerned about the school and education in general. They are expected to attend meetings regularly, participate in discussions, and adhere to a code of conduct.
Conflict of Interest and Code of Conduct	Members with a direct or indirect interest in an enterprise conflicting with school interests must disclose it in writing. Failure to declare may lead to forfeiture of office. The Governing Board must act in the best interests of students, with rules of conduct for effective collaboration and decision-making.
Roles of Chairperson, Secretary, Treasurer, and Parents' Committee Representative	The Chairperson is responsible for agenda preparation, meeting order, and ensuring internal procedures are followed. The Secretary keeps accurate meeting records, while the Treasurer manages the Governing Board's operating budget. The Parents' Committee representative acts as a liaison between parents and the Parents' Committee, attending meetings and providing reports to the Governing Board.

Section 4 – Operation

This section outlines key aspects related to the governance and operations of a school's Governing Board, covering topics such as meetings, agenda preparation, rules of operation, and the importance of good meetings.

First Meeting of the Year	• Emphasis on creating a welcoming atmosphere. • Principal/centre director leads until the Chairperson is elected. • Chairperson elected from parent representatives; presides over meetings
What is a Good Meeting?	• Ingredients for a good meeting include a well-planned agenda, comfortable setting, guidelines on conduct, regular attendance, and an informed Chairperson. • Involvement of all members, time allocations, teamwork, respectful exchanges, and consensus decision-making are essential.
Preparation of the Agenda	• Agenda prepared in advance by Chairperson in consultation with principal and other members when appropriate. • Agenda items include adoption of previous meeting's minutes, business arising, reports, and new business. • Suggestions to keep the agenda concise with time allocations for each item.
Notice of Meeting	• Meetings are public, and parents and school staff should be informed of dates, times, and locations. • Suggestions for notifying parents through notices, newsletters, and posting on the school's website.
General Rules of Operation	• Chairperson chosen from parent members; one-year term. • Quorum is a majority of members (for schools, this must include at least half of the parent representatives); decisions by majority vote. • Governing Board must hold at least five meetings a year. • Meetings open to the public; conflict of interest must be disclosed in writing
Public & Closed Meetings	• Meetings are public but can be closed if discussing matters causing potential injury to a person. • Governing Board acts within its functions and powers. • Guidelines for public meetings to allow public participation.
Prosecution	• Members not prosecuted for acts performed in good faith in the exercise of Governing Board functions. • School Board defends members; may seek repayment for legal expenses if found liable for damages caused in bad faith.
Minutes	• Minutes include details such as date, time, place, attendance, agenda adoption, motions, votes, decisions, discussions, and time of adjournment. • Approval and signing of minutes at the following meeting. Only members who were present at a meeting may propose the adoption of the minutes of that meeting. • Minutes recorded in a register open to the public. • Approval does not include rewording but may note errors or omissions. • Copies of minutes available upon request.

Section 5 – Annual Budget

The budgetary process for schools involves collaboration between the principal, Governing Board, and the School Board. The principal regularly consults the Governing Board on school needs, and the School Board publishes criteria for resource allocation. Guided by these principles, the principal prepares a proposed annual operating budget for Governing Board approval. The School Board incorporates approved budgets into the overall budget, which is submitted to the Ministry of Education after approval by the Council of Commissioners.

Budget Building Process/ Budget & Financial Management Timeline

Schools estimate revenues for the upcoming year, considering known amounts, past experience, trust accounts, and identified budget rules. Budgets are subject to change as they are estimates. Governing Boards report financial results in October, submit capital requests in November, and receive allocation principles in January. The budget-building process occurs between February and June, involving consultations, allocation decisions, and final budget adoption.

Funding Types (Sources and Uses)

Operational Funds	Allocated by the Ministry of Education for current operations, including human resources, materials, and services. Based on estimated enrollments and subject to revision
Capital Funds	Allocated for investments with long-term value, including educational, technology, and buildings/grounds capital. Governed by MEQ budget rules and evaluated through Governing Boards.
Daycare Revenues	Composed of parent fees and MEQ allocations, offsetting daycare service costs. Estimates prepared based on estimated daycare enrollment.
Program-Specific Revenues	Allocated by MEQ for specific programs, must be used in the allocation year. Examples include NANS and Wellness-Oriented Program
Governing Board Allocation	Provided by the School Board to offset Governing Board operation costs.
School-Level Revenues:	Generated at the school level, including school fees and field trip/activity fees. Collected from parents for specific services.
Supervision Fee Revenues	Collected from parents to offset the cost of providing supervision for children during lunchtime.
Other Sources	Includes donations, grants, and trust funds

Section 6 – Annual Activity Report / Annual Report

Governing Boards are obligated to prepare and adopt an annual activity report, sharing decisions, funding sources, agreements, and consultations with the school board. This report serves as a tool for communication, accountability, and planning. The annual activity report not only fulfills legal requirements but also serves as a means to inform parents, school staff, and the public about the Governing Board's activities. The annual activity report must be adopted by the Governing Board and submitted to the School Board by October 31.

Informing the Community: Governing Boards must annually inform parents and the community about school services, reporting on the quality of these services. This responsibility includes regular dissemination of information through public meetings, newsletters, newspaper ads, and other channels.

Educational Project Publicization: Public disclosure of the educational project is required within 60 to 90 days after submission to the School Board. This project, along with any evaluations of it, should be communicated to parents and school staff.

Bullying and Violence Evaluation: Governing Boards must annually evaluate the school's efforts in preventing and addressing bullying and violence. The results, reported in a document, must be distributed to parents, school staff, and the regional student ombudsman.

Section 7 – Annex