

| **focus** |

keeping students first

2014
community report



learning | **as unique** | as every student



**Calgary Board
of Education**

our Board of Trustees

guiding lifelong learning



The Calgary Board of Education is committed to student success. Each student deserves an education that will enable him or her to complete high school with a foundation of learning necessary to thrive in work, life and continued learning. A successful student is one that leaves our system as a well-rounded individual; one who is not only academically successful, but is ready to make positive contributions to our community and society as a whole.

This ambition may seem lofty, but we know it's achievable. This year, we saw real, tangible examples of the progress our students make towards these goals. Our students demonstrated another year of excellent academic results. They discovered and developed their unique passions and gifts. They showed that they care about their environment and their local and global communities. They created welcoming classrooms and

schools for our whole community. They showed us that they value and appreciate the diversity of their classrooms, their city and their world.

We also saw these qualities at work at the end of the school year in a very big way. Our students, employees and families demonstrated an incredibly compassionate, caring and generous response to people and communities in need during and after the flood in June. The strength of our community and what we can accomplish by working together is inspiring.

As a Board of Trustees, we are proud of our students.
Please read on to learn more about the amazing
work they achieve every day.

(Front row, left to right)
Sheila Taylor, Joy Bowen-Eyre, Pamela King,
Trina Hurdman

(Back row, left to right)
Amber Stewart, Judy Hehr, Lynn Ferguson

Joy Bowen-Eyre (Vice-chair)	Wards 1 & 2
Lynn Ferguson	Wards 3 & 4
Pamela King	Wards 5 & 10
Trina Hurdman	Wards 6 & 7
Judy Hehr	Wards 8 & 9
Sheila Taylor (Chair)	Wards 11 & 13
Amber Stewart	Wards 12 & 14

working together toward student success

our Chief Superintendent

It is no accident that our students consistently achieve strong results. If you look at what's happening in and outside our classrooms every day, you will see a relentless focus on keeping students at the centre of everything we do.

We have a Three-Year Education Plan that is based on a keen understanding of our learners. The plan integrates the needs and interests of Calgarians with the expectations and direction for education in Alberta. Our hope is that every action taken by every employee in our system is carried out because it supports our plan, and each student, every day. It is an integrated and ambitious plan for ensuring the success of each of our 110,000 students and for contributing to a knowledgeable, just, sustainable and prosperous society on behalf of all Calgarians.

In practical terms, this means our educational practices will continue to evolve. Our curriculum is shifting as we prepare students for a world that is vastly different than the one we knew even 10 years ago.

Learning resources have exploded as we explore new and better ways to connect students, teachers and parents to high-quality learning materials and to each other. The traditional high school is changing as we offer more flexibility to students as to how, where and when they choose to learn. We are committed to communicating more often with parents on how their child is doing in the classroom. Finally, we continue to support the learning of our own employees so we can share best practices for the benefit of all.

I invite you to learn more about the CBE so that we can leverage our work together in support of students and our collective future.

If you look at what's happening in and outside our classrooms every day, you will see a relentless focus on keeping students at the centre of everything we do.



Naomi E. Johnson
Chief Superintendent of Schools

a community rich in diversity



our students

More than 110,000 kindergarten to Grade 12 students including:

- 105,451 students between kindergarten and Grade 12
- over 1,000 students in full-day kindergarten in 20 schools
- 16,598 students with identified special education needs, the majority of whom are supported within their community school
- 566 students in CBe-learn, our online learning program
- 2,515 students upgrading high school and pursuing continuing education through Chinook Learning Services

our schools

We have 227 schools, including:

- 132 elementary
 - 1 elementary junior senior
- 20 junior high
 - 7 junior and senior high
- 34 elementary middle junior
 - 4 outreach programs
- 17 senior high
 - 1 Career and Technology Centre (CTC)
- 11 unique settings

our language programs

- almost one-quarter of CBE students identified as English Language Learners (ELL)
- more than 7,800 students in French immersion
- more than 3,800 students in bilingual language and culture programs
- 27,500 students studying a second language including Arabic, Chinese, French, German, Punjabi and Spanish

our employees

More than 13,000 employees make up 9,107 full-time positions, one of the largest employers in Calgary

*all numbers as of Sept. 30, 2013

our Trustees' Results

governance

We have seven elected trustees who govern our organization. Through their Results policies, Trustees have identified what success means for CBE students. Their goal is to enable each student, in keeping with his or her individual abilities and gifts, to complete high school with a foundation of learning necessary to thrive in life, work, and continued learning. This goal is also known as our Mega Result, and it is our hope for each student.

Each student, in keeping with his or her individual abilities and gifts, will complete high school with a foundation of learning necessary to thrive in life, work and continued learning.

– CBE Trustees' Mega Result

We also support the achievement of four other Results: the personal development, character, academic success and citizenship of each of our students. In supporting these Results, we contribute to Alberta Education's vision for *Inspiring Education*: the development of ethical, engaged citizens who have an entrepreneurial spirit. None of these Results works in isolation; they are embedded in every single thing we do, every day, in every classroom throughout the city.

Each of the Results is monitored and measured each year through reports that provide evidence of the progress we are making.

The Board of Trustees has approved clear direction for student success. We are all committed to achieving these Results.



student results in action

Citizenship

Each student will be a responsible citizen.

Character

Each student will demonstrate good character.

Our top priority for the CBE is student success. We believe in our students and our work echoes our beliefs. We believe every one of our students deserves an education that will enable him or her to finish high school as a well-rounded individual, with the foundation necessary to thrive in their lives, their work and their continued learning.

To achieve success, we work with our students every day to help them identify and actively develop their individual gifts, talents and interests. It is critical for students to know themselves as learners, and to take an active role in their own learning.

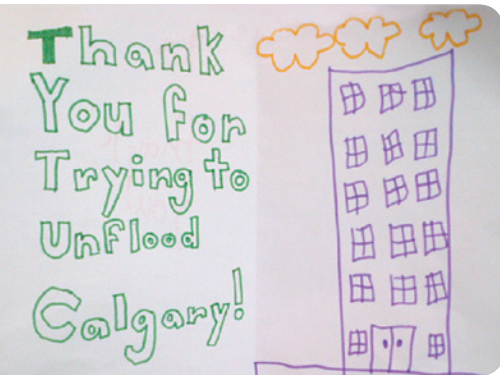
Alberta Education's *Inspiring Education* tells us that Albertans have high expectations for our students and for the education system.

Albertans expect students to be engaged thinkers, to be ethical citizens and to have an entrepreneurial spirit. These expectations, along with input from system leaders, community leaders, students, parents and others, helped our Trustees develop our Results policies: academic success, citizenship, personal development and character.

Annually, the Board of Trustees monitors these Results and the work that the CBE does to achieve student success, but we see these Results in action every single day.

Students learn that they have an impact on their school community by working together, volunteering or collaborating with other classrooms, and participating in school-wide campaigns or events. They learn that they contribute to their communities by participating in events for various charities and community organizations. They discover more about their role in our global society by learning about other cultures and by taking on projects that help them to understand that they already contribute to making the world a better place.

Our schools and employees participate in the Annual Mayor's Food Drive. The Mayor visits Andrew Sibbald School to celebrate the mountains of food collected.



making positive contributions in our communities

the
Results

The desire to help others is demonstrated in countless ways. For example, a high school student from Henry Wise Wood Senior High School says following his volunteer experience with the Multiple Sclerosis Society of Canada, he has been inspired to do more for people suffering from this condition. "My hope is that together we can ease the burden on individuals and their families. I campaign for increased awareness about MS stories at science competitions to attract a new generation of MS volunteers and talent to fuel future innovations."

Following the typhoon in the Philippines, many schools held fundraisers, gathered supplies and sent words of hope and encouragement to those who had lost everything. The generosity and caring demonstrated by our students and employees is humbling.

Every single day, our students and teachers work together to achieve academic success, personal development, citizenship and character.

By being engaged citizens and contributors to our communities, our students model how well-rounded adults and lifelong learners can make positive contributions to our entire community and to society as a whole.

We teach our students that it is not only academic success that is important, but that citizenship, character and personal development are crucial to their success and the success of our entire society.



Personal Development

Each student will identify and actively develop individual gifts, talents and interests.

learn more |

For more information on how we monitor student progress and success, please refer to the Monitoring Reports on our website.

strong academic results continue



Each student will be literate and numerate, able to integrate and apply the knowledge, skills, attitudes and competencies acquired across all academic disciplines.

– CBE Trustees' Results

We expect our students to achieve to the very best of their abilities and excel academically. In 2012-13, a devastating flood in Calgary interrupted our year-end Diploma Examinations and Provincial Achievement Tests (PATs). Despite the challenges, our students demonstrated another year of strong academic results on the tests and exams that were written.

These annual exams are just one way we assess how students are doing in school. Teachers also assess our students in the classroom every day to ensure they are engaged and succeeding in their learning.

Alberta Education decided to phase out PATs for Grades 3, 6 and 9 over the next few years, starting with the elimination of Grade 3 PATs in 2014. These tests are being replaced by a new student learning assessment (SLA) currently under development. It is expected these assessments will give teachers and students a better understanding of how students are doing on an ongoing basis, rather than at one point in time each year.

“Alberta continues to be one of the highest achieving jurisdictions in the world. Our objective is to exceed provincial targets and we have done so in almost every subject and grade level.”

– Naomi Johnson, Chief Superintendent of Schools

literate |

The ability to acquire, create, connect and communicate meaning through languages, images and written text

numerate |

The ability to acquire, create connect and communicate meaning through math terms, symbols and ways of thinking

learn more |

For more detailed information on student results, including school-by-school results, please go to cbe.ab.ca

we are proud of our 2012-13 results

the Results

2012-13 PATs in Grades 3, 6 and 9

- All Grade 3 and 6 PATs were written prior to the flood, while just one Grade 9 subject, French Language Arts, was written.
- In all nine subjects tested, students in Grades 3 and 6 and 9 outperformed the province at the acceptable standard and in seven out of nine subjects at the standard of excellence.
- The percentage of CBE English Language Learners achieving at the acceptable standard and at the standard of excellence equaled or exceeded that of the province in seven out of nine measures for PATs.

Grade 12 Diploma exam results

- Only six out of 11 Diploma exam subjects were written by all students, while a smaller percentage opted to write their Diploma exams after the flood. In all six subjects, the percentage of CBE students achieving at both the acceptable standard and the standard of excellence equaled or exceeded that in the province as a whole.

high school completion rates

- High school completion rates for our students continue to edge up. Our most recent statistics show that almost 73.7 per cent of students complete high school in three years, while 80.2 per cent had completed high school after five years. In contrast, just five years ago, only 68.9 per cent of our students completed high school in three years, while 78 per cent completed high school in five years.

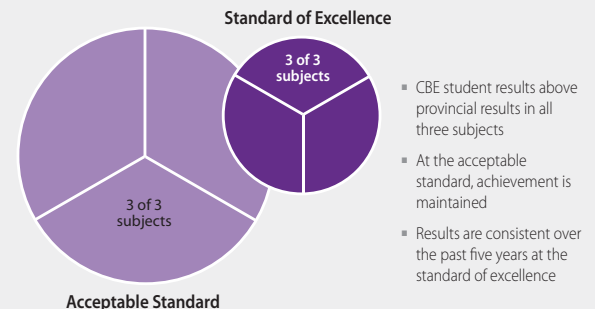
acceptable standard |

percentage of students achieving a mark between 50-100 per cent.

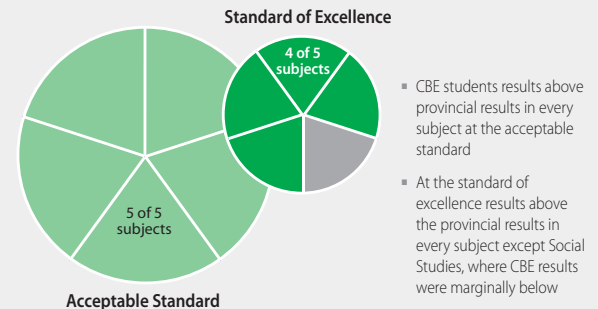
standard of excellence |

percentage of students achieving a mark between 80-100 per cent.

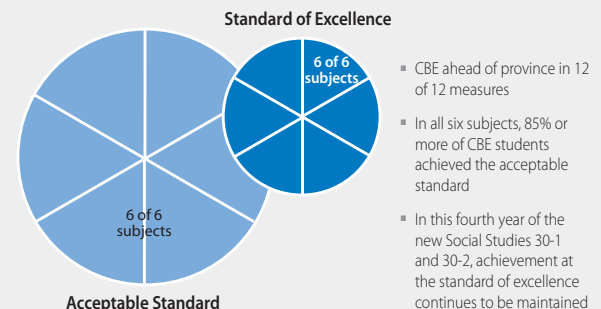
Grade Three - Provincial Achievement Tests



Grade Six - Provincial Achievement Tests



CBE Diploma Exam results



Grade 9 PAT data unavailable

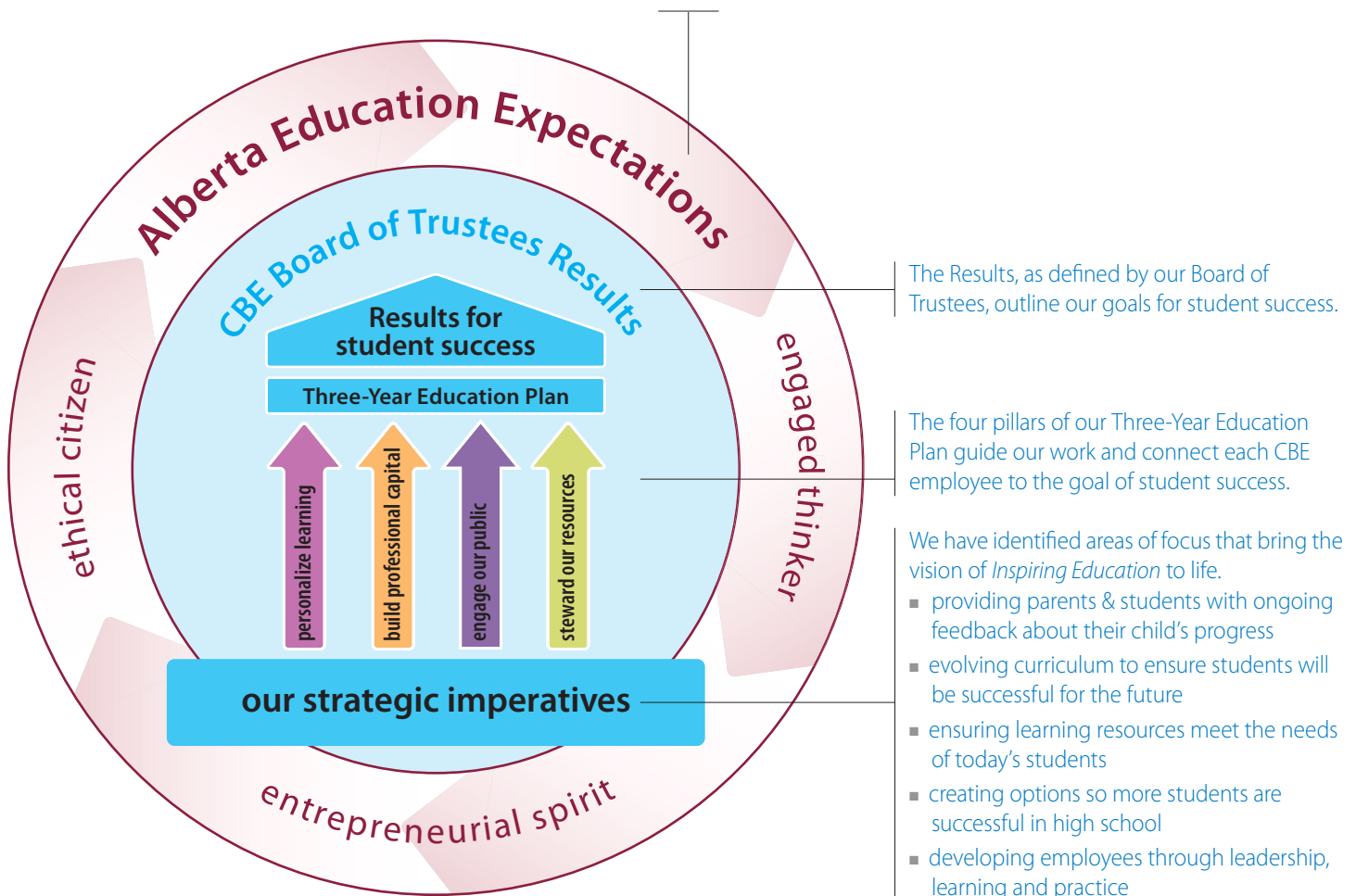
Three-Year Education Plan

our vision for student success

With an unwavering eye to the work in each classroom, every employee ensures their work has a positive impact for students.

Student success is at the centre of all our decisions. Achieving student success requires commitment from every part of the CBE community – employees, students, parents, industry leaders and government. It requires a vision of what success looks like for each student and a plan for how we get there.

Everything we do is aligned with the direction of Alberta Education and the values of opportunity, fairness, citizenship, choice, diversity and excellence.



bringing the vision to life

Three-Year Education Plan

The CBE is aligned with the province's vision of education. Alberta Education gathered feedback from parents, educators and the greater community to help define what citizens of the future will be like. *Inspiring Education* tells us that Albertans expect students to be ethical citizens, engaged thinkers and have an entrepreneurial spirit.

How we interpret *Inspiring Education* and the strategies we have developed to achieve this vision is outlined in our Three-Year Education Plan. The plan serves as a foundation for all of the decisions we make, outlines our goals and guides the work of all our students, staff, parents and the larger community.

Personalizing learning, building professional capital, engaging our public and stewarding resources are the four pillars of our Three-Year Education Plan, and they drive all of the work that we do to achieve student success.

A clear focus on these goals has allowed us to innovate, to prioritize, to be responsive and to build on our past successes. It also allows us to better share what we've learned together and do a better job of supporting student success.

The next few pages highlight examples of the work we are doing to bring the province's vision to life.

Iris

We believe that each student must be taught how he or she learns best, and innovative technology like Iris can open up a world of opportunity for our students. Iris is a custom-designed suite of web applications that helps connect students, educators and parents around learning in new ways.

Iris has four components – the learning plan, the learner profile, workspace and resource library - that support teachers' decisions about what and how to teach, and students' decisions about what and how to learn. Students use Iris to set learning goals and teachers use this information to meet students' individual learning objectives.

How schools use Iris varies, but the overall goal is the same: advancing learning for each student.



evolving teaching and learning



Encore CBE

Encore CBE is a service that helps young people who have left school find a way to complete high school and create promising futures. Encore CBE is part of a high school completion strategy that works closely with community-based agencies, health, social services, justice and the Calgary Catholic School District and represents the CBE's commitment to working with multiple agencies and partners on behalf of student success.

Encore CBE helps re-engage youth in identifying their goals, strengths, and strategies so they can re-enter learning programs with hope and determination.

The Career and Technology (CTC) at Lord Shaughnessy High School

The CTC is one aspect of a multi-faceted focus on creating the conditions for success in CBE high schools.



The CTC changes the way most of us think about school. Students who attend the CTC take courses at their designated high schools, but they also go to the CTC to enhance their learning through a wide range of programming. At the CTC, students can study in programs such as auto body, cosmetology, culinary arts, environmental studies, management and computer sciences, medical sciences, media design and communication, pre-engineering, welding and fabrication, and more.

Working with experts, students have access to industry standard equipment and environments that extend into real work experience opportunities that lead to recognized post-secondary and industry credentials.

Global learning strategy

We recognize the importance of students being globally engaged through curriculum, social entrepreneurship, partnerships with school districts in other countries, language and culture exchanges and many other opportunities. For students to be successful in the future, they will need strong cross-cultural understanding and skills, and a more global perspective. We work with school districts and ministries of education around the world to bring this global perspective to teaching and learning.



supporting each student to be successful

Three-Year Education Plan

Community Relationships

The CBE has forged strong working relationships with a number of community members and organizations over many years, designed to support success for each student. Here are a few highlights.

The Calgary Police Service Stay Smart, Stay Safe (S4) initiative moves the work of community policing toward education and away from perceptions of policing as simply being about law enforcement.

The Elder Advisory Council focuses on building bridges with members of First Nations, Métis and Inuit communities while addressing learning success for Aboriginal students.

The Fine Arts Standing Committee has gathered students, parents, community and business members who share interests in fine arts education to consider how strong learning opportunities for students in the Fine and Performing Arts can be enhanced.

Business Advisory Groups and individuals in Calgary work with our educators to provide support, advice and guidance in areas ranging from K-12 curriculum to career and technology opportunities. These relationships enhance the CBE's ability to provide real-world opportunities and challenges for our students in classrooms throughout the city.

All of these initiatives work together to support the whole child to be successful in life, work and continued learning.

engage in student success

We invite you to tell us more about what you want in Calgary's public education system by visiting cbe.ab.ca

- [get involved](#)
- [stay connected](#)
- [support world-class public education](#)



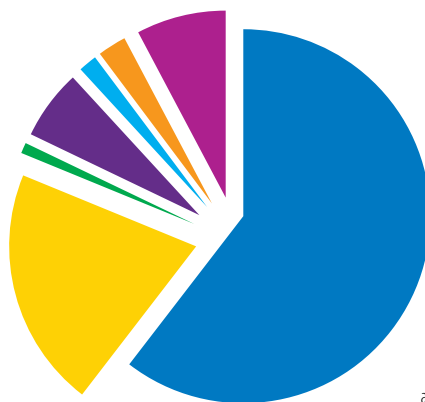
looking back on 2012-13

financial summary for the year ended Aug. 31, 2013

highlights

- Over 92 per cent of our revenue comes from provincial government grants.
- Provincial funding increases have not kept up with enrolment growth and negotiated salary increases.
- Our deficit was reduced from an expected \$16.1 million to \$7.7 million.
- The CBE spent 3.28 per cent of its total operating expenses on administration, well under the limit of 4.0 per cent, allowing more resources to be directed to the classroom.

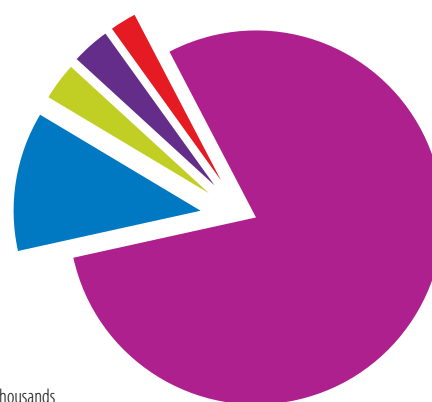
Revenue budget 2012-13



all figures in \$ thousands

	2012-13 Actual	2011-12 Actual
Base provincial instruction grants	704,402	682,729
Differential cost funding	241,872	227,040
Provincial priority targeted grants	10,738	22,887
Other provincial education grants	70,503	67,562
Infrastructure maintenance and renewal	18,646	25,192
Expended deferred capital revenue	28,912	24,401
Other revenue	90,319	138,400
Total revenue	1,165,392	1,188,211

Expense budget 2012-13



	2012-13 Actual	2011-12 Actual
Instruction (ECS* - 12)	929,031	896,355
Plant, operations and maintenance	141,178	137,117
Transportation	37,849	37,751
Board & system administration	38,448	41,539
External services	26,545	23,391
Total expenses	1,173,051	1,136,153

*Early Childhood Services

learn more |

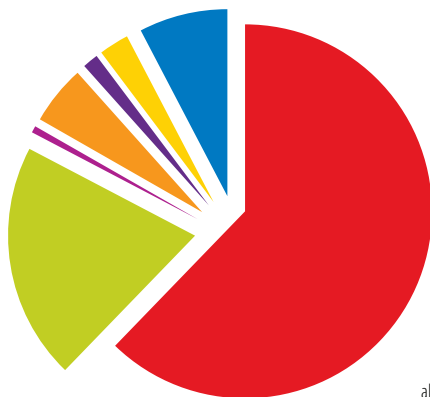
For additional 2012-13 financial information, please review our Audited Financial Statements, located on our website at cbe.ab.ca

2013-14 spending to benefit our students

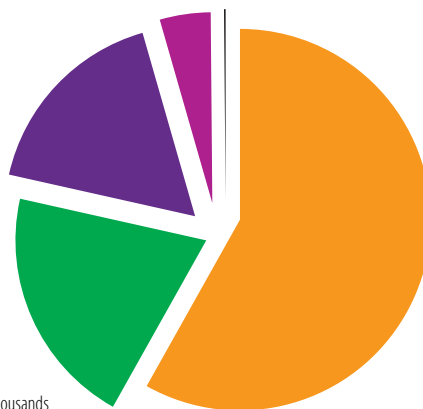
steward our
resources

2013-14 operating budget

Revenue budget 2013-14



Expense budget 2013-14



all figures in \$ thousands

	2013-14 Budget	2012-13 Budget
Base provincial instruction grants	722,831	698,081
Differential cost funding	237,567	239,079
Provincial priority targeted grants	6,795	14,190
Other provincial education grants	59,473	67,950
Infrastructure maintenance and renewal	15,765	19,444
Expended deferred capital revenue	30,062	29,606
Other revenue	89,055	84,020
Total revenue	1,161,548	1,152,870

	2013-14 Budget	2012-13 Budget
Certificated salaries & benefits	684,171	681,504
Support staff salaries & benefits	239,722	235,032
Services, contracts and supplies	200,678	197,820
Amortization expense	50,705	52,101
Other expenses	1,589	2,493
Total expenses	1,176,865	1,168,950



highlights of 2013-14 operating budget

- Budget amounts allocated to schools increased by 2 per cent.
- Employee salaries and benefits represent over 78 per cent of total spending.
- Per student provincial funding has dropped from \$10,035 in 2012-13 to a forecasted \$9,931 in 2013-14. It is expected to drop further in 2014-15.
- Another challenging budget is expected in 2014-15.

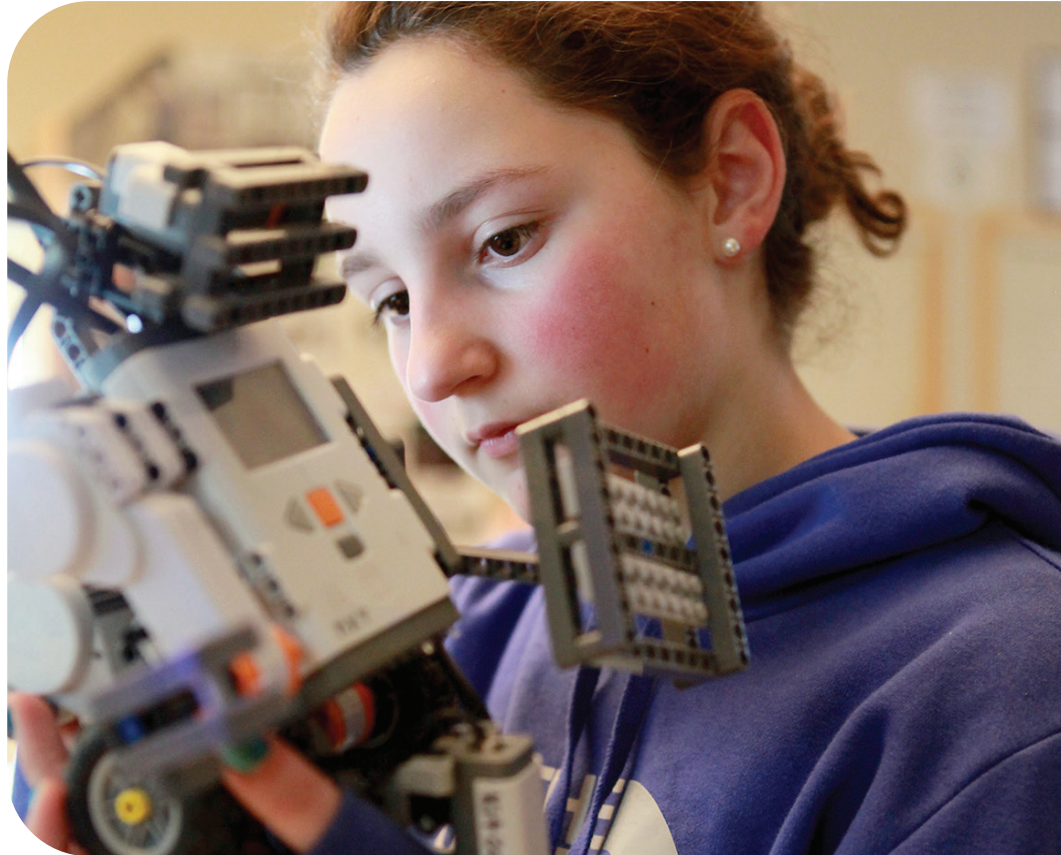
engage in student success

Public education belongs to the public. We invite you to get involved, stay connected and support world-class public education.

invest in our success

There are many great programs and initiatives that are supported by our community. You can fund sponsorships, lend expertise, contribute cash and in-kind donations and create scholarship funds.

learn more |
visit our website at
cbe.ab.ca



learning | **as unique** | as every student

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