

Calgary Board of Education

Minutes of the Regular Meeting of the Board of Trustees held in the Board Room, Education Centre, 515 Macleod Trail SE, Calgary, Alberta, on Tuesday, June 3, 2008 at 5:00 p.m.

PRESENT:

Board of Trustees:

Trustee P. Cochrane, Chair
Trustee C. Bazinet
Trustee G. Dirks
Trustee L. Ferguson
Trustee P. King
Trustee K. Kryczka
Trustee G. Lane

Administration:

Dr. B. Croskery, Chief Superintendent of Schools
Ms. J. Crarer, Acting Superintendent, Educational Support Services
Mr. D. Dart, Superintendent, Corporate Services – Secretary Treasurer
Ms. B. Hubert, Deputy Chief Superintendent of Schools
Mr. J. Jones, Executive Assistant to the Chief Superintendent of Schools
Ms. B. Kuester, Executive Director of Communications
Mr. R. Peden, Director and General Counsel, Legal Affairs
Ms. J. Barkway, Assistant Corporate Secretary
Ms. D. Perrier, Recording Secretary

Stakeholder Representatives:

Mr. B. Anderson, Canadian Union of Public Employees, Local 40
Ms. A. Craig, Calgary Board of Education Staff Association
Ms. S. Konopnicki, Elementary School Principals' Associations
Ms. J. Madge, Principals' Association for Adolescent Learners (PAAL)
Ms. C. Oberg, Principals' Association for Adolescent Learners (PAAL)
Ms. C. Reed, Elementary School Principals' Association

Action By

1.0 CALL TO ORDER, NATIONAL ANTHEM AND WELCOME

Chair Cochrane called the meeting to order at 5:01 p.m. and the singing of the national anthem took place on the plaza led by grade 7, 8 and 9 Band students from F.E. Osborne School. The meeting reconvened in the Board Room. Chair Cochrane acknowledged and welcomed representatives from the aforementioned organizations.

2.0 CONSIDERATION/APPROVAL OF AGENDA

MOVED by Trustee Dirks:

THAT the Agenda for the Regular Meeting of June 3, 2008, be approved as submitted.

The motion was
CARRIED UNANIMOUSLY.

3.0 SCHOOL/SYSTEM PRESENTATIONS

3.1 Vincent Massey School Students – Learning Linked to Ends 5: Character

Ms. K. Krylly, Director, Area IV, introduced Ms. S. Monfette, Principal, Vincent Massey School and noted that Ends 5: Character has been one of the school's priority outcomes since 2005/06 and the work that was led by Principal Monfette has been to ensure that the whole school community and the community within its boundaries be involved in the school's targets to improve student outcomes around character education. Since taking on this priority, the school has tracked a 6% improvement in just one year; they look forward to the Accountability Pillar Survey results in the fall, in anticipation of even more improvements.

Ms. Monfette shared comments about the students' West Coast adventure, noting that like many things they do in schools, it stands at the intersection of academic achievement, citizenship, personal development and character. She commented about the positive impact this project has had on the students from all three grades, including those students who were not selected for the trip, as well as on parents, as evidenced by their feedback. Mr. R. East, teacher, provided additional information about the outdoor activity, noting it has been offered to grade 8 students at Vincent Massey over the last nine years. He shared some of the details about the trip itinerary and the student selection criteria, which focused on individual development, mirroring what students encounter as they pursue higher education and career challenges including responsibility, reliability, commitment, initiative, trustworthiness, common sense and volunteerism, both in the school and in the community.

Eight students came forward and individually shared how they prepared for the West Coast adventure and their personal reflections about how the trip educated them and developed their traits in the areas of shared responsibilities, effective communication skills, goal setting, self-confidence and respect.

Ms. Monfette concluded the presentation by reading comments from the parents of a student who experienced the West Coast trip, expressing their belief it was the most important and life changing experience for their child.

Trustee Lane thanked the presenters for the very impressive presentation by students, staff and the principal. He noted it is terrific to see advancement in the planning, organizing and lending a purpose to trips such as the West Coast adventure.

4.0 HONOURS AND RECOGNITIONS

On behalf of the Board of Trustees, Chair Cochrane gave recognition to Kaitlyn and presented her with a gift in appreciation of her work as Board Page for the 2007-2008 school year.

5.0 PUBLIC CONVERSATION AND INFORMATION

5.1 Report from the Chair and Trustees

Trustee Kryczka noted that she and Trustee Ferguson attended the fourth annual showcase of the Entrepreneurial Adventure Program for students, which is a partnership between the Calgary Board of Education and the Bank of Montreal. She also noted her attendance at high school graduation ceremonies for students from Dr. E.P. Scarlett High School, Juno Beach Academy and Henry Wise Wood High School.

Trustee Lane commented on his attendance at graduation ceremonies for students from Ernest Manning High School and Queen Elizabeth High School. He also shared comments

about the 50th anniversary celebration of the elementary grades of Queen Elizabeth School, which he attended.

Trustee Ferguson noted she attended the Corporate Services Long Service Recognition Luncheon that was held May 23, 2008. She expressed the importance of recognizing the work that our employees do on a daily basis to support our schools and student learning that takes place within those buildings. She noted that she also attended graduation ceremonies for students from John G. Diefenbaker High School, Crescent Heights High School and James Fowler High School. She pointed out that attending graduations is one of the most fulfilling things that a Trustee does.

Trustee Bazinet shared comments about the graduation of students from Louise Dean Centre, noting there were 32 graduates. She shared that many of the graduates expressed their appreciation for the *Cinderella Project*, which made their attendance at the ceremonies a reality. Trustee Bazinet noted that well over half of the graduates have planned for continuing their education and had been accepted at various universities and colleges.

Trustee Dirks noted that he also attended a number of high school graduation ceremonies. He shared a particularly remarkable story about a female student from Bowness High School, noting that she had written the SAT college preparation exams and achieved a perfect score.

Chair Cochrane mentioned that last week the Calgary Board of Education celebrated the groundbreaking for Connaught School. The building is 96 years old and restoration work will be done to it.

5.2 Report from the Chief Superintendent

Chief Superintendent Croskery provided highlights of the following issues and events:

- He and the Board Chair attended the official reopening of Ian Bazalgette School, which was recently renovated. He credited students and staff for a job well done on this celebration.
- May 23rd he attended the Immigrant Sector Council of Calgary Conference, formerly known as the Calgary Immigrant Aid Society.
- May 26th he attended the *Skills Competencies Canada* and *World Skills International* partnership luncheon. This event was a warm-up to the World Skills competition to be held in Calgary in September 2009.
- In the October 2007 UNICEF campaign the Calgary Board of Education raised almost \$156,000; the top fundraising school for that campaign was Olympic Heights School, and they raised \$8,541.

5.3 Public Question Period

There were no public questions.

5.4 Stakeholder Reports

5.4.1. Ms. A. Craig, Director, Calgary Board of Education Staff Association

Ms. Craig made the following statement:

“There has been much said by many over the last four days as to the reasons Staff Association members are walking the picket line. You mentioned in your press release, Chair Cochrane, the money items proposed to Staff Association members upon signing the

new collective agreement. As we really do work well together, your proposals are both meaningful and appreciated. However, we find it significant that you have not mentioned the reason for our two-day walkout – the same reason I spoke about at the May 6 Calgary Board of Education Board meeting. The reason is this: your Administration has not followed the collective agreement you signed on behalf of the Board in 2006, and how can you possibly expect us to sign another agreement when your Administration can't abide by the present agreement? This neglect to follow our collective agreement is in direct violation of your Executive Limitation 1: General Executive Constraint, and Executive Limitation 7: Treatment of Staff and Volunteers.

There are articles and clauses in our present contract that you have not followed many many times to the detriment of our members. Your negotiation team is very well aware of all of these infractions. We have been told by them your Administration needs "flexibility" and none of these infractions have been discussed at any time at any of our many negotiation or mediation meetings.

Once again, I say, how can you possibly expect us to sign another agreement when your Administration can't abide by the present agreement? None of these issues will cost the Calgary Board of Education one red cent. These issues will be resolved by following the collective agreement. This move alone will go a long way to improve the Calgary Board of Education-Staff Association relationship."

5.4.2 Mr. B. Anderson, President, Canadian Union of Public Employees (CUPE) Local 40

Mr. Anderson made the following statement:

"Today I would like to address to you the state of labour relations between the bargaining units representing the employees and the Calgary Board of Education. Over the last year we have had two strikes and the bargaining with the ATA was, to my understanding, not progressing well before the province stepped in. CUPE will be applying to have our collective agreement opened for renegotiation in the next few weeks and I must say I am not confident that we will be easily able to come to agreement. One of the major stumbling blocks to coming to agreement is the method of funding that our Board is faced with.

At this meeting today you will be asked to vote on a budget that you have described as a 'good news' budget. I must disagree. There is no good news in this budget for members of Local 40 or for the Staff Association. The budget does not allow for an increase that will compensate us for the increase in costs of living in Calgary. Although the majority of the budget is paid in wages, it is not paid to the members of CUPE or the Staff Association. I am not saying that the teachers do not deserve what they get, but the Board has not placed the proper emphasis on the other employees who work for the Board, and properly advocated for the need to increase funding so that we may also make appropriate wages for the jobs that we do.

The other significant challenge to negotiations is management's desire to minimize and reduce our jobs. With the continuous increase in responsibility and requirements and the workload of our jobs, many employees do not feel properly acknowledged and compensated for our work. A couple of months ago our Superintendent released an employee satisfaction survey, completed by the employees of Environmental Services, that placed you 30 to 70 percent below the education employers that were used as a comparison. I believe a large part of the reason for that is the lack of respect we receive for the work that we do and the support that we give to education.

Today, I expect the schools in our system were truly shown the value of the Staff Association and I can only hope that the lessons learned today will be applied to the members of CUPE

Local 40 when it is our turn for negotiations to our collective agreement. Thank you very much.”

5.5 Trustee Inquiries

There were no Trustee inquiries.

6.0 ACTION ITEMS

6.1 Consideration of Preliminary Operating Budget

Superintendent Dart provided brief remarks about the 2008-2009 Operating Budget, noting some amendments were incorporated into the document subsequent to its presentation to the Board on May 20, 2008, to include the recent funding for innovative technology in the classroom, from Alberta Education.

In response to a question of transportation funding, Director Braun noted the projected shortfall would be fully covered by the transfer of \$792,000 from the Transportation Reserve Fund; there is no other reallocation of resources.

MOVED by Trustee Bazinet:

THAT the 2008-2009 Operating Budget be approved in the form as provided on June 3, 2008, and submitted to Alberta Education by June 20, 2008.

MOVED by Trustee Ferguson:

THAT the 2008-2009 Operating Budget be amended by setting the noon supervision fees for non-bus eligible students at \$240 per student (kindergarten to grade 6), and that the dollars originally intended to subsidize noon hour supervision be reallocated to be deployed at the school level in support of student learning.

(The motion as written above includes a friendly amendment that was accepted by Trustee Ferguson during the discussion of the motion.)

In response to a question for clarification, Trustee Ferguson noted that \$240 is the current fee charged per student for noon supervision; that the plan that was outlined in the preliminary budget presentation suggested that fee to be reduced to \$215 per student. The preliminary budget also outlined the continued reduction of the noon supervision fee to the point where it equals the transportation fee that we currently charge for charter service for bus-eligible students. Director Braun clarified that the actual cost of noon hour supervision is \$260 per student, so it is in theory a \$45 subsidization; to reinstate it from \$215 back to \$240 would amount to just over \$400,000. The \$650,000 that was quoted was the difference between \$260 and \$215 per student, for approximately 16,000 students.

Trustee Ferguson opened the debate on the motion, noting that 88% of the Calgary Board of Education's budget is dedicated funds and, accordingly, flexibility is limited and new initiatives for student learning always need to be prioritized. She noted the budget document states the principles that influence the budget are: students come first; learning is our central purpose, and public education serves the common good. She quoted statements from the budget, including “consistent with other years’ budget planning cycles, requests for resources from within the Calgary Board of Education significantly exceed the funding available”, and “the 2008-2009 provincial funding allocations to schools will be somewhat challenging”. Within that context, she noted the decision to subsidize non-bus eligible students is neither

Ends based, nor is it an initiative that supports progress towards student success. The cost of subsidizing noon supervision over the next three years will be almost \$2 million.

Trustee Ferguson noted her belief it would be irresponsible to abandon the principle of cost-recovery of services in the face of rising costs in noon supervision and transportation. She questioned whether the proposed subsidization really would be sustainable into the future.

Trustee comments in support of the budget amendment included:

- In the environment that we presently find ourselves – seeking to deliver services – if we are able to hold fees without increasing them, that would be considered a success for us and for parents and we should stabilize them where they are; if we are able to redirect resources in an area that has considerable pressure and demand for us to enhance services to children, then we ought to consider doing that.
- We receive some specific funds from the province in support of transportation of students and we charge parents for that which is not covered in that provincial support. We have consistently said for a number of years that this is a fee for service; we provide a service for parents, and it is felt to be a reasonable fee - it amounts to \$24 per month to have a child supervised over the lunch hour. The provision of this service should be on a cost-recovery basis. It was felt to be more important to focus all of the learning resources we have on the classroom.

A comment in opposition to the amendment was that we receive grant money from the province and there is nothing that says what exactly that money is to cover – it is for educating students and currently part of educating students is that many must stay at school for lunch because for many of those parents it is not a choice for their children to walk home for lunch. With respect to the issue that it's cheaper to transport your child and have them eat in the lunchroom than it is to have them walk to school and eat in the lunchroom, Administration was commended for their intention to make those two expenses equal for families.

Chair Cochrane called for the vote on the amendment.

The amendment was
CARRIED.

In favour:	Trustee Cochrane Trustee Dirks Trustee Ferguson Trustee King Trustee Kryczka
Opposed:	Trustee Bazinet Trustee Lane

The Chair stated that the main motion, as amended, was now open for debate. Comments in support of the motion included:

- A Trustee noted her belief that this budget recognizes that students come first, as evidenced by the extended full-day kindergarten programming, which will be provided in 32 schools. In addition, it offers more resources to English as a Second Language and several other areas without having to make any changes at the school level, in terms of support offered to students. This is felt to be a good start to an operating budget.
- Our Board and others in the province have received significant injections of new money from the province that has made it possible for us to respond to a number of issues that required attention in our system. It is believed that this is a “good news “ budget, in

comparison to the challenges faced a few years back; this is not to mean that we've reached the point we would like to be, but we have moved significantly forward with this particular budget.

- This budget shows that the renewed funding framework allows us more flexibility in terms of how we allocate our dollars to our student needs and our particular circumstances. It indicates the importance of targeted funding for Alberta Initiative for School Improvement, the reduced class size initiative, the student health initiative, the regional assessment services, and some of the specific technology initiatives that we have, all of which are believed to be important for our 21st century learners.

Chair Cochrane called for the vote on the motion, as amended.

The motion, as amended, was
CARRIED UNANIMOUSLY.

MOVED by Trustee Kryczka:

THAT the Board of Trustees approve the planned use of \$1,215,000 from the Utility Expense Stabilization Reserve, \$450,000 from the Administrative Systems Renewal Reserve Fund and \$792,000 from the Transportation Fee Stabilization Reserve Fund as financing sources for specified programs or projects outlined in the 2008-2009 Operating Budget.

In response to a question of clarification, Director Braun stated that there is currently \$551,000 in the Transportation Fee Stabilization Reserve Fund; that the second quarter financial status report identified an additional \$280,000 would go into that reserve, which would bring it up to around \$830,000.

Trustee Kryczka provided rationale for the motion, noting her belief we are in a good position to approve this as recommended by Administration, and if after the first quarter it was found that we are not going to be on target, an adjustment of the amount could be considered by the Board.

Chair Cochrane called for the vote on the motion.

The motion was
CARRIED UNANIMOUSLY.

6.2 Three-Year School Capital Plan (2009-2012)

Superintendent Dart provided an overview of the report, noting that the Three-Year School Capital Plan, 2009-2012, is to be submitted to Alberta Education by June 22, 2008. There are two main priority lists presented in the report, one for new school/replacement school construction requests, and one for preservation/major modernization construction requests. For this year the direction is being changed to prioritize modernization projects over new schools, as we have 11 new schools that were recently announced and four other schools that are in current stages of construction.

Superintendent Dart reviewed details of the Capital Plan through a PowerPoint presentation. Sectors 2, 4 and 9 are over-utilized sectors on the basis of residence, at 118.42%, 145.81% and 176.75% respectively. We are reminded by the province from time to time to be cognizant of the 85% utilization factor in terms of where we should target our system utilization. The PowerPoint graphs depicted the following information:

- Current Kindergarten to Grade 12 - Percent Utilization by Residence and Enrollment for each Sector;
- Anticipated Suburban Residential Population Growth 2007-2011;
- Anticipated CBE Student Residence Changes – Outer Suburbs vs. Inner-City;
- Projected Student Growth in New Residential Areas by Area;
- 2007-2010 Approved Capital Projects Summary;
- 2009-2012 School Capital Plan – Breakdown of Ranking of Communities;
- Proposed Capacity of Replacement and Construction Projects;
- Analysis of Proposed Capacity and Utilization for CBE;
- Projected School Openings;
- Proposed Student Space Reductions by Area;
- 2012 Proposed Kindergarten to Grade 12 - Percent Utilization by Residence and Enrollment for each Sector; and
- School Capital Plan Proposed Modernization Projects by Year.

Trustees posed questions to Administration and a summary of the discussion is as follows:

- A review was provided of the criteria Calgary Board of Education Administration uses for school preservation/major modernization projects (shown on page 16 of the Capital Plan). The weighting factor for each of those criteria was noted to be approximate and as follows:
 - Role of the school and accommodation plans - 30%,
 - Enrolment, utilization rates and enrolment projections - 25%,
 - Site features and location - 5%,
 - Facility condition - 20%, and
 - Ability to upgrade the facility - 20%.
- In regards to assumptions made of where the students will be in the future, it was noted the growth is projected out five years for the various communities. Projections are undertaken by staff of Community Engagement and Operational Planning through the use pre-school census information, along with the knowledge of where new schools have been opened and where bus-receiver schools have been vacated, and where space will be available. In addition, accommodation plans are viewed using the five-year time horizon for population growth; those plans take into consideration the future placement of alternative or other programs. It was noted that it is a bit of a guessing game when one looks at the migration because the net migration does not stay constant.
- The Northeast High School is ranked in the fourth position for 2010-2011. The Administration's rationale is that the three schools ranked above it, Royal Oak/Rocky Ridge Middle, Evergreen Middle and Saddle Ridge Middle, each support a K-4 school in their community and it was felt important to have a school in those areas for the advancement of those students.
- Concerns and comments were shared about the Sector 9 middle school ranking for construction. Administration reminded the Board that not all students in a community attend a regular program; an example is the far south where French Immersion is a popular choice and those students are being accommodated.
- With respect to identifying to Alberta Education our needs for relocatables, we have included those in this Capital Plan so they would be aware of some of our future needs. We identified the needs for this year in early February and on April 30th we received a letter from Alberta Education acknowledging four new construction projects and four relocatable moves. We also indicated to Alberta Education that this process should occur about October or November so we can plan for them on a timely basis.

- The province has instructed us to continue with quoting 2007 prices, because updated Alberta Infrastructure support prices have not yet been identified for 2008. This applies to both construction and modernization prices.
- In response to a question about planning and financing for Chinook Learning Services, as referenced on page 73 of the Capital Plan, Superintendent Dart noted the Capital Plan includes \$35 million, which reflects the high school component of the Urban Campus project and there would be other costs attached to the overall project that would be associated with our continuing education component. We are seeking an operating lease on that site and how we make the additional contribution towards the project – through a land swap or freeing up value from other assets – is the part of the financing strategy that requires further work with the province.
- One of the planning strategies is to right-size schools to increase utilization and to provide a more effective learning environment. Administration does not believe the province provides funding to right-size a school and this is an issue that needs to be pursued.
- It was clarified that the reserve fund that was set up for Chinook Learning amounted to \$750,000 at the end of the last fiscal year, August 31, 2007. As part of the second quarter reporting to the Board, Administration identified the potential to put another \$500,000 into that reserve, which will be identified in the third quarter financial status report.

MOVED by Trustee Dirks:

THAT the Calgary Board of Education's Three-Year School Capital Plan (2009-2012) be approved as submitted and referred to Alberta Education.

MOVED by Trustee Bazinet:

THAT the 2009-2012 Three Year School Capital Plan be amended by the movement of Royal Oak/Rocky Ridge Middle School and Evergreen Middle School from the second year of the plan (2010-2011) to Year 1 of the Plan (2009-2010), to be prioritized immediately after the Chinook Learning Services project, under New School Construction, and the remaining 2010-2011 projects be renumbered accordingly.

Trustee Bazinet provided rationale for the motion, noting her concern around having only one project for new school construction for Year 1, that being Chinook Learning Services, and not one of our kindergarten to grade 4, middle or high schools that are desperately needed considering the growth in Calgary. She noted her belief that we should not say that we don't need new schools, and even though we've had many new school projects announced by the province for approval of construction over the last few years, those were catch-up projects. It is years out from the time they are approved in a capital plan that they are actually built. She noted that even with the schools being built in Sector 9 over the next few years, it will still be at over 125% utilization by residence of the number of students in that area. We will continue to get further and further behind if we don't continue to request new schools.

Trustee comments in support of the motion were as follows:

- The growth in the south part of the city, Sector 9, is significant and not expected to slow down, considering the other building projects in that area, including employment centres and a hospital.

- Ranking two new schools in year one of our Capital Plan will make the province aware of our immediate need for new schools.
- Our school district has approximately 30 communities without a public school and our city is continuing to grow. There have been years where the province has not funded or approved new schools, and it is felt that it would be unwise to have a School Capital Plan that does not annually rank projects for new community schools. There are no new schools opening in 2008-2009.
- The timeline for funding new school construction projects needs to be well timed to enable us to plan jointly with new communities for multi-use projects or for community services.
- In the recent 20-year infrastructure plan from the provincial government, initiatives that were supported were about building schools close to where students reside and addressing those issues.
- It is important that we provide middle schools to communities that have already been approved for kindergarten to grade 4 elementary schools.
- While it is recognized that major modernizations have not been funded adequately since the province removed block modernization funding, we should not sacrifice new school needs because the province does not appreciate the need to fund infrastructure needs adequately or in a timely fashion to address the needs of our students.
- When we open new schools in new and developing communities, our enrolment of students increases. Given that we live in a competitive educational environment, and knowing that parents value community schools first, and realizing that we are funded for our learning grants on a per student basis, it is believed necessary to rank new schools on every year of our Capital Plan.

Trustee comments in opposition to the motion included:

- With some of our new school construction needs having been recently met, we are at a unique point in history in our organization that now gives us the opportunity to focus on an issue that has been left behind when it comes to capital funding. The priorities seen for Year 1 for school preservations and modernizations are believed to be prudent at this time.
- Our deferred maintenance has continually grown and it is believed to be the time to put money towards fixing the schools that are in place to ensure they can be accommodated for another 40 or 50 years.
- It is of concern that ranking the construction of new schools in Year 1 might further defer any modernization/preservation work on schools in our system. Our students in established communities deserve modernized schools.
- It is prudent and balanced to rank both new school construction and modernization/preservation of schools in our School Capital Plan in the manner as recommended by our Administration.

Chair Cochrane called for the vote on the amendment.

The amendment was
DEFEATED.

In favour:	Trustee Bazinet Trustee Ferguson Trustee Kryczka
Opposed:	Trustee Cochrane Trustee Dirks Trustee King Trustee Lane

Trustees debated the main motion, which was a recap of comments given in the earlier discussion and debate. Chair Cochrane called for the vote on the motion.

The motion was
CARRIED.

In favour:	Trustee Cochrane Trustee Dirks Trustee King Trustee Kryczka Trustee Lane
Opposed:	Trustee Bazinet Trustee Ferguson

Recessed: 7:25 p.m.
Reconvened: 7:52 p.m.

Chair Cochrane received the consent of Trustees to continue the meeting to the completion of the Agenda.

7.0 MONITORING AND RESULTS

7.1 Annual Monitoring Report for Ends 5: Character

Chief Superintendent Croskery provided opening remarks and thanked the staff responsible for the work on the annual monitoring report for Ends 5: Character. Superintendent Dart noted the importance of understanding how to improve reporting from year to year and to build on some of the previous methods of monitoring.

Ms. D. Nowlan, Specialist, Accountability Services, commented on the earlier presentation by students from Vincent Massey, which provided some texture to the Program Inventory reporting on page 5 of the report. She noted that Dr. T. Eistetter and Dr. J. Burger from Alberta Education's System Improvement Group were invited to speak further to the Collaborative Case Study, but unfortunately they were unable to attend the meeting. Ms. Nowlan noted the contribution from Alberta Education in this Case Study was enormous, and she provided a summation of that work.

Chair Cochrane noted that Trustees must determine whether reasonable progress has been made to the ultimate achievement of this End result; that the emphasis is on progress, not compliance.

The questions and discussion between Trustees and Administration is summarized as follows:

- Reference was made to the Accountability Pillar indicators depicted on page 8 and 9 of the report, and the rationale for using the $\pm 3\%$ relative to the three-year average was

addressed by Administration, noting it was believed to be discreet yet significant. The use of this percentage number is questionable with respect to whether it is the correct variation, and it is open for discussion with the Board.

- It was noted that with respect to the challenges with recruitment of the Calgary Community Conferencing team, staffing shortages have been a symptom of the whole Calgary economy. Additional hires were recruited to the Community Conferencing team in January 2008. The reporting for 2007-2008 entails information that was available as at February 2008, but those numbers are not expected to rise to the degree of the previous year's statistics, and that is mainly due to staffing shortages.
- Administration emphasized that when looking at the responses to the Accountability Pillar Survey, consideration must be given to the fact that each group of students is different every year and represents wide ranges of experience. Each student brings different perceptions depending on their different circumstances.
- A concern was noted about the suggestion of making comparisons of the Accountability Pillar Survey results strictly on the basis of a three-year rolling average for the purpose of monitoring this Ends statement, because it would not really set a target for where we would like to be. This report provides both the rolling average, shown on page 8, as well as the previous format of providing targets, shown in Attachment II. Superintendent Dart responded that both assessments were provided to give an illustration of how the setting of very discreet targets based on the prior year is somewhat problematic. Surveys are based on feedback from teachers, parents and students and the difficulty in setting targets is that they require some influence on the impressions that are given. It was concluded that given the variables involved with parents, students and teachers in satisfaction surveys, or perceptions of respect or treatment and so forth, the three-year rolling average would level out those variations in the cohort group. Over time, the variation from a rolling average would be something to reflect on more than a discreet target.
- Chief Superintendent Croskery responded to a question of whether systematic data regarding character training and development exists in the literature that we can point to. He referenced the following books: "The Just Community School" authored by Lawrence Kohlberg, and "The School and Moral Judgement" authored by Barry Sugarman. The powerful themes with respect to character development are: the importance of the way that a school is rigged rather than the content that is taught; the importance of adult role modeling and the concept of role taking; and the importance of helping young people to understand the consequences of action.
- A Trustee commented on the proposal to measure the Accountability Pillar Results based on a three-year average, noting that could be embraced, but that it should not be divorced from a longer year specific identification of results, or a report that details what has happened to that rolling three-year average over the last 10 years.

MOVED by Trustee Ferguson:

THAT the Board has reviewed the annual monitoring report for Ends 5: Character, and concludes that reasonable progress has been made towards the ultimate achievement of this Ends policy.

Trustee comments in debate of the motion included:

- The report card descriptor pilot project shows evidence that we are trying to find different ways to implement and to measure and assess this Ends statement.

- The data provided shows that incremental progress is being demonstrated in many different ways and indicators through increased student participation in the formal programs within schools; through the improved responses in the high school exit survey; through the decrease in vandalism and exceeding the base final results in the Accountability Pillar survey over three years.
- The reporting on Ends 5: Character has come a long way from just listing activities; it gets to a deeper core of measuring and reporting.
- It was felt that there is a good amount of anecdotal evidence shown of progress being made towards this End; it also shows many of the inputs. Uncertainty was expressed about the results that are shown as outputs, but it is good that work is being done on measuring the outputs as well as the inputs.

Chair Cochrane called for the vote on the motion.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Ferguson:

THAT the Board commends the Chief Superintendent on the development of report card descriptors that address the Ends on Citizenship, Personal Development and Character, and for the planned implementation of a pilot project in 25 schools to utilize them.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Ferguson:

THAT the Board commends the Chief Superintendent on the development of customized opportunities to address character programming and learning in schools.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Dirks:

THAT the Board approves the reasonable interpretation, the data sources and indicators and the targets for the June 2009 monitoring report, as outlined in the report dated June 3, 2008.

It was clarified that the proposed motion would not change the reporting format of the Accountability Pillar Survey Results from Alberta Education. Superintendent Dart added that consideration would be given by Administration on the methods of reporting this data that is supplementary to the rolling averages.

The motion was
CARRIED UNANIMOUSLY.

D. Dart

8.0 POLICY DEVELOPMENT AND REVIEW

8.1 Ends 1: Mega End - Second and Third Reading to the Amended Policy

Trustee Lane spoke to the context of the issue, noting that a consultant reviewed the work of Trustees, whereby it was noticed that much time is spent reviewing our Executive Limitations and various other matters, but only about 4 hours are given per year to the Ends statements. Some of the discussion between Trustees and the consultant was on consideration of taking a different approach in regards to certain aspects of E-2: Academic Success, as well as on the monitoring of E-1: Mega End.

MOVED by Trustee Lane:

THAT the Board of Trustees approves second reading to the amended policy E-1: Mega End, as submitted.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Lane:

THAT the Board of Trustees approves third reading and thereby final approval to the amended policy E-1: Mega End, as submitted.

The motion was
CARRIED UNANIMOUSLY.

(A copy of the approved policy E-1: Mega End is attached to these minutes.)

MOVED by Trustee Bazinet:

1. THAT Administration provides the Board of Trustees with the reasonable interpretation, indicators and targets for E-1: Mega End, by the end of September 2008.

2. THAT Administration provides the Board of Trustees with the preferred month that the annual monitoring report for E-1: Mega End would be given, prior to June 24, 2008.

The motion was
CARRIED UNANIMOUSLY.

8.2 Executive Limitations 11: Financial Condition, Second and Third Reading

MOVED by Trustee Ferguson:

THAT the Board of Trustees gives second reading to the amended Executive Limitations Policy 11: Financial Condition, as submitted.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Ferguson:

THAT the Board of Trustees gives third reading and thereby final approval to the amended Executive Limitations Policy 11: Financial Condition, as submitted.

The motion was
CARRIED UNANIMOUSLY.

(A copy of the approved policy EL-11: Financial Condition is attached to these minutes.)

9.0 CONSENT AGENDA

Chair Cochrane declared the following items to be adopted as submitted:

9.1 Board Consent Agenda

9.1.1 Approval of Minutes

- Regular Meeting held May 20, 2008

THAT the Board of Trustees approves the Minutes of the Regular Meeting held May 20, 2008, as submitted.

9.2 Chief Superintendent Consent Agenda

9.2.1 Chief Superintendent's Update

THAT the Board of Trustees receives the Chief Superintendent's Update for information.

10.0 TRUSTEE NOTICES OF MOTION

Trustee Ferguson gave notice of motion for June 17, 2008, regarding monitoring compliance of EL-6: Instructional Program, points 5 and 8, with regards to the National Sports Development alternative program at A.E. Cross School.

11.0 IN-CAMERA ISSUES

11.1 Motion to Move In Camera

MOVED by Trustee Dirks:

THAT the Regular Meeting of the Board of Trustees moves in camera.

The motion was
CARRIED UNANIMOUSLY.

11.2 Motion to Revert to Public Meeting

MOVED by Trustee King:

THAT the Regular Meeting of the Board of Trustees moves out of in camera.

The motion was
CARRIED UNANIMOUSLY.

12. **ADJOURNMENT**

MOVED by Trustee King:

THAT on adjournment of the Regular Meeting of June 3, 2008, it adjourns to meet at the call of the Chair.

The motion was
CARRIED UNANIMOUSLY.

The meeting adjourned at 9:50 p.m.



CALGARY BOARD OF EDUCATION

Board of Trustees' Policy – Ends
E-1: Mega End

Monitoring Method: Internal
Monitoring Frequency: Annually

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

Adopted: June 3, 2008



CALGARY BOARD OF EDUCATION

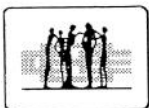
Board of Trustees' Policy – Executive Limitations EL-11: Financial Condition

Monitoring Method: Internal, external and direct inspection

Monitoring Frequency: Annually with quarterly financial statements

With respect to the actual ongoing condition of the organization's financial health, the Chief Superintendent shall not cause or allow the development of fiscal jeopardy or a material deviation from the budget policy. Accordingly the Chief Superintendent shall not:

1. Expend more funds than have been received or are reasonably expected to be received in the fiscal year unless appropriate authorizations have been received pursuant to the *School Act* and shall include a repayment schedule in reporting such expenditure to the Board of Trustees;
2. Plan to use or use any operating reserves, capital reserves or committed operating surplus for other than their designated purposes;
3. Plan to use or use any operating reserves, capital reserves, or accumulated surplus without the prior approval of the Board of Trustees;
4. Fail to provide a report to the Board of Trustees annually, prior to November 30th, regarding the actual use of operating reserves and capital reserves, in comparison to Board-approved commitments;
5. Allow any reports or filings required by any provincial or federal agency to be overdue or incorrectly filed;
6. Fail to:
 - (a) Ensure that the auditor is given access to all records, documents, books of accounts and vouchers of the Calgary Board of Education by Calgary Board of Education employees;
 - (b) Provide any information and explanations that in the auditor's opinion may be necessary to enable the auditor to report as required by provincial legislation;
7. Fail to bill on a timely basis and actively pursue receivables after a reasonable grace period;
8. Fail to settle payroll and debts in a timely fashion;
9. Fail to assure that any purchase is based upon prudent judgment and sound financial practice, including precaution against conflict of interest, comparative pricing based on items of similar quality with a balance between long-term quality and cost;



CALGARY BOARD OF EDUCATION

Board of Trustees' Policy – Executive Limitations Page 2 to EL-11: Financial Condition

10. Fail to maintain complete and accurate financial records by funds and accounts in accordance with law and generally accepted accounting principles;
11. Allow any expenditure of borrowed capital funds for any purpose not authorized by the Minister of Education.
12. Fail to inform the Board of Trustees in a timely manner of significant deviations or projected deviations in either the income or expenditures in the approved budget.

Adopted: June 3, 2008

CALGARY BOARD OF EDUCATION

Minutes of the Reconvened Meeting of the Regular Meeting of the Board of Trustees, which commenced at 5:00 p.m. on June 3, 2008 and adjourned to 11:30 a.m. on June 11, 2008 in the Board Room, Education Centre, 515 Macleod Trail SE, Calgary, Alberta

PRESENT

Board of Trustees:

Trustee C. Bazinet, Vice-Chair – Chair of the Meeting

Trustee G. Dirks

Trustee L. Ferguson

Trustee P. King

Trustee K. Kryczka

Trustee G. Lane

ABSENT

Trustee P. Cochrane, Chair

Administration:

Dr. B. Croskery, Chief Superintendent of Schools

Ms. J. Crarer, Acting Superintendent, Educational Support Services

Mr. D. Dart, Superintendent, Corporate Services – Secretary Treasurer

Ms. B. Hubert, Deputy Chief Superintendent of Schools

Mr. J. Jones, Executive Assistant to the Chief Superintendent of Schools

Ms. B. Kuester, Executive Director of Communications

Mr. R. Peden, Director and General Counsel, Legal Affairs

Ms. J. Barkway, Assistant Corporate Secretary

Ms. S. Wasylyshyn, Executive Assistant to the Trustees

Ms. D. Perrier, Recording Secretary

Action By

CALL TO ORDER

Chair Bazinet called the meeting to order at 11:30 a.m.

MOTION TO MOVE IN CAMERA

MOVED by Trustee King:

THAT the Regular Meeting of the Board of Trustees moves in camera.

The motion was

CARRIED UNANIMOUSLY.

MOTION TO REVERT TO PUBLIC MEETING

MOVED by Trustee Ferguson:

THAT the Regular Meeting of the Board of Trustees moves out of in camera.

The motion was

CARRIED UNANIMOUSLY.

ADJOURNMENT

MOVED by Trustee King:

THAT on adjournment of the Reconvened Meeting of June 11, 2008, it adjourns to meet at the call of the Chair.

The motion was
CARRIED UNANIMOUSLY.

The meeting adjourned at 1:25 p.m.

Chair

Assistant Corporate Secretary
June 11, 2008