

## 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 1, 2010 at 5:00 p.m.

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### MEETING ATTENDANCE

#### 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

Ms. N. Johnson, Chief Superintendent of Schools  
Mr. D. Stevenson, Deputy Chief Superintendent of Schools  
Mr. F. Coppinger, Superintendent, Facilities and Environmental Services  
Ms. C. Faber, Superintendent, Learning Innovation  
Mr. J. Johnston, Superintendent, Human Resources  
Ms. D. Lewis, Superintendent, Learning Support  
Ms. B. Kuester, Executive Director of Communications  
Mr. R. Peden, General Counsel and Corporate Secretary  
Mr. W. Braun, Interim Chief Financial Officer/Treasurer  
Mr. C. Davies, Sr. Executive Assistant to the Chief Superintendent of Schools  
Ms. J. Barkway, Assistant Corporate Secretary  
Ms. S. Wasylyshyn, Executive Assistant to the Trustees  
Ms. D. Perrier, Recording Secretary

#### Stakeholder Representatives

Ms. J. Higgins, Principals' Association for Adolescent Learners (PAAL)  
Ms. J. Minifie, Calgary Board of Education Staff Association  
Mr. F. Reaume, Canadian Union of Public Employees, Local No. 40  
Ms. J. Regal, Alberta Teachers' Association, Local 38  
Ms. L. Shutiak, Calgary Association of Parents and School Councils (arrived at 5:14 p.m.)

Action By

### **1.0 CALL TO ORDER, NATIONAL ANTHEM AND WELCOME**

Chair Cochrane called the meeting to order at 5:04 p.m. and the singing of the national anthem was led by Kyra, a grade 12 student from Central Memorial High School. Chair Cochrane acknowledged and welcomed representatives from the aforementioned organizations.

Action By:

## **2.0 CONSIDERATION/APPROVAL OF AGENDA**

Ms. Barkway noted that Item 9.2.2 was pulled from the Consent Agenda, to be discussed immediately following the approval of the Consent Agenda.

MOVED by Trustee Lane:

**THAT the Agenda for the Regular Meeting of June 1, 2010, be approved as submitted, subject to the above-noted change.**

The motion was  
CARRIED UNANIMOUSLY.

## **3.0 SCHOOL/SYSTEM PRESENTATIONS**

### **3.1 Stanley Jones School**

Ms. S. Church, Director, Area II, provided introductory remarks, noting that Stanley Jones School will demonstrate their work towards the Mega End. Ms. U. Steele, Principal, came forward and introduced Raja who was present to share his Individual Program Plan (IPP). Ms. Steele noted that students in the deaf and hard of hearing program at Stanley Jones School present their IPP at an annual assembly in the month of September, at which time the staff and students celebrate the courage of these students in presenting their needs, desires, hopes and dreams to the larger population.

Raja is an Aural Oral learner and he explained his IPP through a PowerPoint presentation. He shared his strengths and the areas in which he needs to improve upon academically, as well as some of the struggles he faces with his loss of hearing. It was noted that students were assisted with their learning by the use of a SMART Notebook by Mr. S. Ogilvie, Education Strategist, Learning Innovation. Raja commented on his aspirations for the future, noting he would like to be a pilot, or to be in a position to help people, i.e., a lawyer, a tour guide, or a flight attendant. Ms. Steele pointed out that the connection between those positions is made with Raja; and instead of highlighting a specific career, the teaching and learning is broadened with the focus on the student's strengths and what they do well.

Dr. Steele said that this IPP is a work in progress that will be added to over time and will depict different versions through the years. They are currently working on a slide that focuses on Raja's leadership, such as this presentation. She noted that Raja and his class mates are involved in a fund-raising project for children in Ghana.

On behalf of the Board of Trustees, Chair Cochrane thanked Ms. Steele and Raja for their presentation of personalized learning at Stanley Jones School. She commended Raja for his extraordinary skills at public speaking.

## **4.0 HONOURS AND RECOGNITIONS**

Chair Cochrane acknowledged the final meeting of Vidhya, one of the Board Pages. Vidhya has served the Board since her inaugural meeting on September 8, 2009.



Action By:

On behalf of Trustees, Chair Cochrane commended Vidhya for her efficiency as Board Page and presented her with a token of appreciation.

## **5.0 PUBLIC CONVERSATION AND INFORMATION**

### **5.1 Report from the Chair and Trustees**

Trustee Kryczka shared that she attended the performance of Les Misérables at Central Memorial High School, which she stated was very well done and has received high accolades in the media. Trustee Kryczka noted that she has recently attended a number of high school graduation ceremonies.

Trustee Lane stated that Central Memorial's performance of Les Misérables was outstanding and thoroughly enjoyed. He shared that on May 26<sup>th</sup> Wildwood School grade 4 students unveiled their documentary about protecting the environment, entitled "Tiny Footprints Making a Big Difference". This documentary will be shown at the Mayor's Environment Expo.

Trustee Ferguson noted that on May 27<sup>th</sup> she took part in a celebration of the Roots of Empathy program at the Boys and Girls Club. She pointed out that this is a great program where children identify and reflect on their thoughts and feelings and those of others. The Roots of Empathy presented the CBE with a plaque in recognition of our contribution to helping further their mission.

Chair Cochrane shared comments about a ceremony held by the Chief of the Calgary Police Services, where an *Award of Exceptional Recognition* was presented to our Chief Superintendent, Naomi Johnson for outstanding leadership in the community, regarding the *Stay Smart, Stay Safe: Children's Project*.

Chair Cochrane noted that five trustees and a number of our senior administrators visited the Tsuu T'ina Nation on May 31<sup>st</sup> where they received a presentation from their Education Council on the nation's history and ways in which we can better support their children in our schools. They presented our Board with the gift of a painting entitled "The Story Teller".

Chair Cochrane informed that earlier in the day she attended a celebration of the "key turnover" at Royal Oak School, which was attended by the Honourable Ray Danyluk, Minister of Infrastructure. She noted that the term "key turnover" is used in reference to the unlocking of the door.

Trustee Ferguson shared that she and Chief Superintendent Johnson attended the 2010 Excellence in Teaching Awards banquet on May 29<sup>th</sup>, and that Ms. D. De Fazio, teacher at Bowness Senior High School, was a recipient of the award in recognition of her outstanding work in teaching and leadership.

Trustee Kryczka noted she was at Elbow Park School for their annual celebration of learning and open house, where there was a large display of the students' learning through expressions of art and creativeness.

Action By:

## **5.2 Report from the Chief Superintendent**

Chief Superintendent Johnson reported on the following issues and events:

- She expressed that the recognition award she received from Chief Hanson of the Calgary Police Services is about the work of the Calgary Board of Education, and she felt it appropriate to bestow it to the Board of Trustees. She noted that this work was a joint effort between our school division, the Calgary Catholic School Division, Mount Royal University, Calgary Police Services and Minister Redford.
- The Calgary Association of Professional Coaches, a chapter of the International Coach Federation, has presented the Calgary Board of Education with a plaque to commemorate CBE being a finalist for the 2010 PRISM Award, which celebrates business excellence through coaching.
- A Calgary Board of Education Transportation Calendar, 2010-2011 has been developed for all families that ride our buses, developed by Community Engagement and Operational Planning, as well as Communications and Media Services. She thanked Director P. Carlton for his leadership and acknowledged the following two staff members as leaders of this initiative: Ms. J. Wetmore, Transportation Scheduler, and Ms. C. DeFreitas, Communications Advisor.

## **5.3 Public Question Period**

There were no public questions.

## **5.4 Stakeholder Reports**

There were no stakeholder reports.

## **5.5 Trustee Inquiries**

There were no trustee inquiries.

## **6.0 ACTION ITEMS**

### **6.1 Presentation of Preliminary Operating Budget**

Chief Superintendent Johnson noted that the Three-Year Education Plan and strategies therein have guided the development of the 2010-2011 Preliminary Operating Budget. She shared that the budget has been created with a great deal of complexity and it unfortunately has a direct impact on our staff. Mr. W. Braun, Interim Chief Financial Officer and Corporate Treasurer, thanked all the staff who participated in this work. He provided some background information and a summary of the contents of the preliminary operating budget.

Mr. Braun remarked that the total revenues reflected in this budget are \$1,035 million. He noted that \$932 million or approximately 90% of our revenue comes from the provincial government grants, up marginally \$4.3 million from last year, or 0.5%, which is due entirely to enrolment growth. He noted that \$84 million, or 0.8% of our budgeted revenue comes from sources such as investment income,



Action By:

school-generated funds, leasing and school fees. The balance of \$19 million is the planned and approved use of one-time savings made up of operating reserves, designated funds and unrestricted net assets.

Mr. Braun stated that there was no grant rate increase announced by Alberta Education for 2010-2011; however, there is an increase in provincial revenues tied to enrolment growth, as noted earlier, for the increase of approximately 500 students, and we will have some growth in student complexity in the areas of English as a Second Language and Special Needs. The small class size initiative funding was reduced by \$4.9 million. There will be continued support for 37 full-day kindergarten programs in our communities. In regards to expenditures, we are planning for a total spending of \$1,045 million; nearly 77% is tied to permanent and temporary staffing provisions within our overall budget; reasonable and affordable increases have been made for all salaries and benefits, including the unfunded 2.92% Alberta Average Weekly Earnings increases for teachers, beginning in September 2010. After considering all revenues and expenditures, senior Administration anticipates an overall accumulated operating deficit of \$10 million after applying our savings of \$19 million.

Superintendent Johnston reviewed the budget impacts on staff, noting that based on the assumptions in this preliminary operating budget, there will be a reduction of 192 full time teaching positions, 79 full time support staff positions, and 6.5 custodial positions. He pointed out that a Full Time Equivalent (FTE) count equates to a larger impact on individual positions; and, there are a number of factors that roll into the figuring of staff reductions that would be actualized. Day by day this landscape shifts as a result of retirements, resignations or other attrition factors. Superintendent Johnston noted that on an annual basis, approximately 200-250 employees retire from the Calgary Board of Education, and in this vein it is important that we keep our teachers and staff engaged over the next year, which Administration anticipates will be accomplished through a bridging plan with our unions and associations.

Trustees posed questions, which were addressed by Administration and are summarized as follows:

- Superintendent Johnston explained that with respect to anticipated staff reductions, the numbers quoted are a net reduction. The effect on staff is that attrition and retirements won't cover those numbers. It is anticipated that there will be some layoffs, and this will mostly impact Staff Association positions.
- Mr. Braun noted that the cost associated with supporting a full day kindergarten program in 18 of our schools, totaling 37 programs, is \$1.7 million. There is no provincial funding for this program. Chief Superintendent Johnson said that a great deal of consideration was given to this and senior Administration came to the consensus that this program is highly beneficial to many students in the long term; therefore, it is believed to be a reasonable expenditure.
- Mr. Braun provided an explanation of the chart on page 6-34 of the budget report that depicts the change in Full Time Equivalents. He pointed out that on average service units reduced their budgets by 2%. Chief Superintendent Johnson added that a 2% increase was given in the RAM; but, this was not enough to cover the

Action By:

increases costs of doing business at the school level. She informed that Price Waterhouse is doing an analysis of our in-house operations, in the areas of Information Technology Services, Communications, Finance and the procurement areas, and we expect to receive some efficiencies through their report. In response to a question of the expense line for Administration, noted on page 6-25 of the budget report, Mr. Braun stated that the increase speaks to a grid shift for some service unit staff; and, it also reflects the new Education Centre building lease for next year.

- Mr. Braun stated that for the past few years 69-70% of the total CBE resources have been allocated to schools and Areas that service students directly.
- Reference was made to page 6-7 of the budget report, and the fourth bullet from the top of the page, with a question about what the \$10.3 million represents. Mr. Braun noted that this budget builds on to what was in the previous modified budget of last fall, which anticipated drawing \$8.8 million out of reserves to balance the current year budget. The \$10.3 million is the incremental increase, which added to the \$8.8 million equals \$19.1 million in savings that will be used in its entirety to mitigate the accumulated operating deficit from this budget.
- It was questioned whether this budget would have any affect on locally developed courses or fine arts programs in our system. Superintendent Faber noted that no changes are expected that would affect our locally developed courses. In regards to what affect it might have on the fine arts programs, Superintendent Faber commented that would depend on how schools have taken up their RAM allocation, and decisions at the individual schools as to what they will be offering. Ms. J. Rogerson, Director, Area V, shared her belief that there are no anticipated reductions in arts-centred learning programs in Area V.
- The small class size initiative received no provincial grants for the coming year, and has been rolled into our base instructional grants. Chief Superintendent Johnson noted that it was our choice as a system to follow the advice of the Ministry to focus the small class size initiative on our kindergarten to grade 3 classes, where it is believed the most impact on student learning is realized.

MOVED by Trustee Lane:

**THAT the 2010-2011 Preliminary Operating Budget be received for information and for consideration at the June 15, 2010 Public Board meeting.**

The motion was  
CARRIED UNANIMOUSLY.

## **6.2 Presentation and Consideration of Preliminary 2010-2011 Capital Budget and 2011-2013 Capital Estimates**

Mr. W. Braun, Interim Chief Financial Officer and Corporate Treasurer, thanked Superintendent Copping and the Capital Budget Council for their work in the preparation of the 2010-2011 Preliminary Capital Budget. He provided brief highlights of the contents of the budget, pointing out that it speaks only to funding received through either amortization reserves or capital reserves – it does not speak



Action By:

to funding that we receive for schools from the province. In total, the capital budget identifies \$17.83 million of work, which reflects the number of projects that we expect can be achieved over the next fiscal year within the available Board resources.

Trustees posed questions, which were addressed by Administration and are summarized as follows:

- It was asked why approval is being sought for a discretionary item in this challenging year, such as within Energy/Environmental Services, Building Automated Systems, budgeted for \$338,000. Superintendent Coppinger said this item refers to electronic metering and building automated systems that will enable us to obtain more direct control of energy consumptions at schools, which will relate to a benefit in the operating costs of schools. He pointed out that with respect to the savings in this area the general rule of thumb that we've been using on energy conservation work is a payback of the capital investment is eight years.
- Examples of the types of school decentralized funds in the capital budget would be those individual items that have a cost greater than \$5,000, i.e. photocopiers, servers, some Career and Technology Skills equipment. School generated funds, referred to as net proceeds, may be used for capital items, but that would be an anomaly. The school identifies what the capital plan is for those types of purchases, but they don't necessarily identify what their revenue stream is – it could be the site-based budget, but we would not know that.
- It was pointed out that this year's capital budget calls for a reduction of \$9 million in projects over last year. Mr. Braun noted that all strategic and mandatory projects made the list for this capital budget; the ones that dropped off the table were either lifecycle or efficiency rated projects. He pointed out that the wireless enhancement project that is taking place in the current fiscal year is a significant piece behind the reduction in capital expenditures going forward.
- Mr. Braun provided more details pertaining to the financial impacts, and particularly in relation to the amortization reserve. He noted that if at the end of the fiscal year 2010-2011 we spend less than anticipated of our capital, it would allow us to back-stop some of the shortfall in our operating costs.

MOVED by Trustee Bazinet:

1. **THAT the 2010-2011 Capital Budget expenditures for the identified capital needs outlined in Attachments I to VI of the report dated June 1, 2010, be approved.**
2. **THAT the 2011-2012 and 2012-2013 Capital Expenditure Estimates be received for information.**

A Trustee shared the belief that Administration has taken a very prudent view of this year's capital budget, with full knowledge that there will be no support this year from the operating side.

Action By:

Chair Cochrane called for the vote on the motion.

The motion was  
CARRIED UNANIMOUSLY.

## **7.0 MONITORING AND RESULTS**

There were no items.

## **8.0 POLICY DEVELOPMENT AND REVIEW**

There were no items.

## **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 4, 2010

**THAT the Board of Trustees approves the Minutes of the Regular Meeting held May 4, 2010 as submitted.**

#### **9.1.2 Correspondence**

**THAT the Board of Trustees receives the following correspondence for information and for the record, in the form as submitted:**

- Correspondence dated May 6, 2010 to the Honourable Dave Hancock, Minister of Education, from Board Chair, Pat Cochrane, announcing the opening of the Circle of Nations Museum in celebration of the cultures, histories, languages and protocols of our local and national First Nations, Métis and Inuit (FNMI) peoples.
- Correspondence dated May 6, 2010 to Board Chair Pat Cochrane, from the Honourable Iris Evans, Minister of International and Intergovernmental Relations, regarding the New West Partnership Trade Agreement.

#### **9.1.3 Monitoring Board-Chief Superintendent Linkage Policies 1 through 5**

- 1. THAT the Board of Trustees approves the annual monitoring of Board-Chief Superintendent Linkage Policies, as reported in Attachment 1 of the report.**
- 2. THAT the Board of Trustees gives first reading to the amended policies as shown in Attachment 1, specifically:**
  - B-4: Delegation to the Chief Superintendent, as amended in tracked changes; and
  - B-5: Monitoring Executive Performance, as amended in tracked changes.



Action By:

3. **THAT the Board of Trustees gives second reading to the amended policies as shown in Attachment 1, specifically:**
  - **B-4: Delegation to the Chief Superintendent, as amended in tracked changes; and**
  - **B-5: Monitoring Executive Performance, as amended in tracked changes.**
4. **THAT the Board of Trustees approves that amendments to these policies be given more than two readings at this meeting; and**
5. **THAT the Board of Trustees gives third reading and thereby final approval to the policies in Attachment 1, specifically:**
  - **B-4: Delegation to the Chief Superintendent, as amended in tracked changes; and**
  - **B-5: Monitoring Executive Performance, as amended in tracked changes.**

(Board-Chief Superintendent Linkage Policies B-4: Delegation to the Chief Superintendent, and B-5: Monitoring Executive Performance, as amended, are attached to these minutes.)

J. Barkway

9.1.4 Liaison Report – Alberta School Boards Association (ASBA)

**THAT the Alberta School Boards Association (ASBA) liaison report containing the ASBA Board of Directors' Meeting Highlights dated March 11-12, April 14, and May 13-14, 2010 be received for information.**

**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.**

The following item was removed from the Consent Agenda, for discussion.

**Three-Year Education Plan, 2010-2013**

Chief Superintendent Johnson introduced the item and called forward Mr. C. Davies, Senior Executive Assistant to the Chief Superintendent to provide highlights of the expectations of Alberta Education in relation to the new reporting structure for Three-Year Education Plans.

Mr. Davies stated that this document is a work in progress, currently in a draft format, meeting the requirement of Alberta Education that a draft plan be in place before the start of the 2010/2011 school year. The Three-Year Education Plan will be a living document, up until its finalization and approval by the Board of Trustees, which is now required by November 30<sup>th</sup>. The final version of the Plan must contain data from Alberta Education's October Accountability Pillar Overall Summary. Other requirements include that the draft plan must contain information from the May Accountability Pillar Summary; there are significant adjustments

Action By:

around the budgetary component, in that we must give an update around the time of the first quarter to report within this Plan the related financial information; information is to be shared about school council involvement in updating school plans; an explanation of communication strategies for sharing the Plan with parents and public is no longer required; and, Alberta Education Outcomes have been revised, as shown on page 9-9 of the report.

Mr. Davies concluded that the change in date for approval and publication of the Three-Year Education Plans moves it into alignment with the Annual Education Results Report; and Alberta Education will be sending out a template that would allow jurisdictions to combine these into one document if they so choose.

The following is a summary of the Administrative responses to Trustee questions:

- Superintendent Faber responded to a question regarding the reporting of high school completion rates, noting that the requirement for the Three-Year Education Plan is to report for the three-year completion rate. We can expect to report on the fourth and fifth year completion rates in the report should it be combined with the Annual Education Results, and those rates would be targeted.
- Reference was made to page 9-23 of the report, to the fifth bullet from the top of the page that reads "Increase student access to learning and resources by opening a network for student owned digital devices/mobile learning devices". It was asked what the expectations are for the coming year, for protecting students from inappropriate use of personal technologies in classrooms and during school hours. Chief Superintendent Johnson informed that we have a digital citizenship strategy that is being worked on for in-service within our entire district.

Superintendent Faber stated that 18 schools have been piloted this year to build out three pieces of the go-forward plan. This coming fall many students will be able to bring their own devices and access a public network in the schools, which will be filtered and will be compliant with our requirements around digital citizenship. Parents will have the opportunity to be engaged at their individual schools to better understand this system. This will not be a stand-alone initiative that students might take over the noon-hour or during one class but, rather, it will become a requirement of every program of studies, and each teacher will be building out how students will have the opportunity to access this network based on their learning outcomes.

Superintendent Faber pointed out that issues requiring further review and communication include accountability and responsibility; legal requirements; safety of the devices; access of students who are not authorized to use the devices; and she noted that it will be a challenge to build this culture out. Approximately one-third of our schools will be ready to engage this very quickly; and, about another one-third may be ready to come on board with it following the Christmas break.

The Board of Trustees expressed the desire to have a more in-depth presentation given by Administration on this topic and its associated challenges, which Chief Superintendent Johnson agreed could be done in September 2010.

N. Johnson



Action By:

MOVED by Trustee Dirks:

**THAT the Board of Trustees receives the Three-Year Education Plan 2010-2013, for information and for the record.**

The motion was  
CARRIED UNANIMOUSLY.

#### **10.0 TRUSTEE NOTICES OF MOTION**

There were no notices of motion.

Recessed: 7:04 p.m.  
Reconvened: 7:22 p.m.

#### **11.0 IN-CAMERA ISSUES**

##### **11.1 Motion to Move In Camera**

MOVED by Trustee King:

**Whereas the Board of Trustees is of the opinion that it is in the public interest that matters on the Private Agenda for the Regular Meeting of the Board of Trustees, June 1, 2010 be considered at an in camera session; therefore, be it**

***Resolved* 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 Dirks:

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

The motion was  
CARRIED UNANIMOUSLY.

##### **11.3 Motions to Action In-Camera Recommendations**

MOVED by Trustee Ferguson:

**THAT the Board of Trustees receives the June 1, 2010 Human Resource Management System (HRMS) Stage 1 Completion Project report for information and approves the recommendations contained therein.**

The motion was  
CARRIED UNANIMOUSLY.

Action By:

MOVED by Trustee Bazinet:

1. **THAT the Board of Trustees receives for information and for the record, the Minutes of the Calgary Board of Education's Audit Committee Meeting held May 13, 2010.**
2. **THAT the Board of Trustees approves the Calgary Board of Education Audit Planning Report to the Audit Committee, for the year ending August 31, 2010, in the form as submitted in the private report dated June 1, 2010.**

The motion was  
CARRIED UNANIMOUSLY.

MOVED by Trustee King:

**THAT the Board of Trustees receives the correspondence for information and for the record, in the form as submitted in the private report dated June 1, 2010.**

The motion was  
CARRIED UNANIMOUSLY.

## **12.0 ADJOURNMENT**

Chair Cochrane declared the meeting adjourned at 8:32 p.m.

### **Attachments:**

- Board-Chief Superintendent Linkage policy B-4: Delegation to the Chief Superintendent, as amended.
- Board-Chief Superintendent Linkage policy B-5: Monitoring Executive Performance, as amended.





## **CALGARY BOARD OF EDUCATION**

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### **Board of Trustees' Policy – Board-Chief Superintendent Linkage B-4: Delegation to the Chief Superintendent**

**Monitoring Method: Self-Assessment**

**Monitoring Frequency: Annual**

The Board of Trustees shall instruct the Chief Superintendent through Board of Trustees' written policies that prescribe the organizational Ends to be achieved and describe the organizational situations and actions to be avoided, allowing the Chief Superintendent to use reasonable interpretation of these policies. Accordingly:

1. the Board of Trustees shall develop policies instructing the Chief Superintendent to achieve certain results for specified recipients based upon Trustees' priorities. These policies shall be developed systematically from the broadest, most general level to more defined levels, and shall be called Ends policies;
2. the Board of Trustees shall develop policies that limit the latitude the Chief Superintendent may exercise in choosing the organizational means. These policies shall be developed systematically from the broadest, most general level to more defined levels, and shall be called Executive Limitations policies;
3. as long as the Chief Superintendent uses the Board of Trustees' pre-approved reasonable interpretation of the Board of Trustees' Ends and any reasonable interpretation of the Executive Limitations policies, the Chief Superintendent is authorized to take all actions, establish all practices, and develop all activities the Chief Superintendent deems appropriate to achieve the Board of Trustees' Ends policies;
4. the Board of Trustees may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board of Trustees and Chief Superintendent domains. By doing so, the Board of Trustees changes the latitude of choice given to the Chief Superintendent but, as long as any particular delegation is in place, the Board of Trustees shall respect and support the Chief Superintendent's choices;
5. the current Delegation of Authority resolution approved by the Board of Trustees is attached as an Exhibit to this policy.

Adopted: June 1, 2010



## **CALGARY BOARD OF EDUCATION**

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### **Board of Trustees' Policy – Board-Chief Superintendent Linkage B-5: Monitoring Executive Performance**

**Monitoring Method: Self-Assessment**

**Monitoring Frequency: Annual**

Systematic and rigorous monitoring of the Chief Superintendent's job performance shall be measured solely against organizational accomplishment of Board of Trustees' policies on Ends, and organizational operation within the boundaries established in Board of Trustees' policies on Executive Limitations.

1. Monitoring is simply to determine the degree to which Board of Trustees' policies are being met. The Board of Trustees shall acquire monitoring data by one or more of three methods:
  - (a) by internal report, in which the Chief Superintendent discloses monitoring information to the Board of Trustees;
  - (b) by external report, in which an external, disinterested third party selected by the Board of Trustees assesses compliance with Board of Trustees' policies; and
  - (c) by direct Board of Trustees' inspection, in which designated members of the Board of Trustees assess compliance with the appropriate policy criteria.
2. In every case, the performance standard for Executive Limitations policies shall be whether the Chief Superintendent has reasonably interpreted and complied with the policy being monitored. For Ends policies, the standard shall be whether the Chief Superintendent has reasonably interpreted and has made reasonable progress toward fulfilling the Board of Trustees' policies. The Board of Trustees shall make the final determination as to whether a Chief Superintendent interpretation is reasonable and whether reasonable progress is being made.
3. All policies that instruct the Chief Superintendent shall be monitored on schedule according to a frequency and by a method chosen by the Board of Trustees. The Board of Trustees may monitor any policy at any time by any method, but shall ordinarily depend on a routine schedule, in accordance with the Board of Trustees' Annual Planning Cycle.
4. Each January, the Board of Trustees shall conduct a formal summative evaluation of the Chief Superintendent. The summative evaluation shall be based upon data collected during the year from the monitoring of Ends and Executive Limitation policies. A written evaluation shall be prepared and approved by the Board of Trustees. The Chief Superintendent and the Board of Trustees shall review the document in private.





## **CALGARY BOARD OF EDUCATION**

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### **Board of Trustees' Policy – Board-Chief Superintendent Linkage**

#### **Page 2 to B-5: Monitoring Executive Performance**

The evaluation document shall consist of:

- (a) conclusions based upon the Board of Trustees' prior action during the year relative to whether each End has been achieved or whether reasonable progress has been made toward its achievement;
- (b) conclusions based upon the Board of Trustees' prior action during the year relative to whether the Chief Superintendent has reasonably interpreted and properly operated within the boundaries established in the Executive Limitations policies;
- (c) a summary of the Chief Superintendent's performance relative to achievement of the Ends policies and compliance with the Executive Limitations policies.

Nothing in the policy is intended to imply the establishment of any personal rights not explicitly established by the *School Act*, contract or Board of Trustees' policy. All employment decisions related to the Chief Superintendent remain within the sole and continuing discretion of the Board of Trustees.

Adopted: June 1, 2010