

## 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, May 5, 2009  
at 5:00 p.m.

---

### 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. B. Hubert, Chief Superintendent of Schools  
Mr. F. Coppinger, Superintendent, Facilities and Environmental Services  
Mr. D. Dart, Superintendent, Corporate Services – Secretary Treasurer  
Mr. D. Stevenson, Acting Superintendent, Learning Enhancement  
Ms. N. Johnson, Acting Deputy Chief Superintendent of Schools  
Mr. C. Davies, Sr. 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. Wasylshyn, Executive Assistant to the Trustees  
Ms. H. Numrich, Recording Secretary

#### Stakeholder Representatives:

Ms. J. Minifie, Calgary Board of Education Staff Association  
Mr. A. Engelhardt, Alberta Teachers' Association, Local 38  
Ms. E. Kelly, Calgary Association of Parents and School Councils  
Mr. B. Anderson, Canadian Union of Public Employees Local 40  
Ms. L. Kinsman, Elementary School Principals' Association  
Ms. T. Martin, Principals' Association for Adolescent Learners (PAALs)  
Mr. R. Patterson, Principals' Association for Adolescent Learners (PAALs)

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 led by Sarah, a grade 11 student from the Performing and Visual Arts Program at Central Memorial High School. Chair Cochrane thanked Sarah and stated that she is a symbol of why we have public education, to allow individuals to find their talents and abilities and to use their skills to develop into outstanding citizens.

Chair Cochrane acknowledged and welcomed representatives from the aforementioned organizations.

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

Ms. Barkway noted that Administration had requested the addition of one new item, a report containing information regarding pandemic planning. The Board accepted the additional report as Item 9.3 following the Consent Agenda. The report was circulated after the break.

MOVED by Trustee King:

**THAT the Agenda for the Regular Meeting of May 5, 2009, be approved as amended.**

The motion was  
CARRIED UNANIMOUSLY.

## **3.0 SCHOOL/SYSTEM PRESENTATIONS**

### **3.1 Jack James High School – Ends 2: Academic Success**

Acting Area Director D. Selby provided introductory comments. She stated that the vision of Jack James High School is “personalized learning through the advancement of an occupational pathways model”. The school motto is “Pride, Perseverance, and Integrity”. Mr. B. Bobenic, Principal, introduced the student presenters including Russell, Alex, Elyssa, Amanda, Jessica and Donna. He noted the accomplishments of several of the students who would be attending the provincial Skills Canada Competition, and that Alex is a recent regional Skills Canada Competition silver medal winner. He also introduced staff that were present and noted that the gifts that were provided to the Trustees and administrative staff were from the Commercial Foods and Construction Systems Departments.

The presentation included examples of how Jack James High School is preparing and supporting students in their academic and personal achievement journeys by way of a movie and student testimonials. Students shared how their experiences at Jack James High School have prepared and are preparing them for life beyond high school.

Trustee King thanked the students for coming, for the passion of the staff and students, and for sharing their presentation of the opportunities being provided at Jack James High School.

## **4.0 HONOURS AND RECOGNITIONS**

### **4.1 Recognition of Excellence in Teaching Finalist and Semi-Finalist Award Recipients**

Chair Cochrane provided some preliminary comments about the origins of the Excellence in Teaching Awards, which are presented and sponsored by Alberta

semi-finalists for their exceptional work in Alberta's Kindergarten to Grade 12 classrooms. She stated that the Board of Trustees also acknowledges and celebrates their success by honoring them in the boardroom.

Trustees Dirks, Ferguson, King, Lane, Cochrane and Kryczka read the Nominator Quotes related to the recipients in their respective wards and provided some additional personal comments. Trustees presented the following teachers with certificates and tokens of appreciation:

- Mr. T. Doram, Bowness High School (not present)
- Mr. D. Rakowski, University School
- Ms. S. Ashley, University School
- Ms. S. Inhaber, Terrace Road School
- Ms. C. Rae Miller Dr. Gordon Townsend School
- Ms. E. Chick, Discovering Choices School (Bowness)
- Ms. D. Selby, Tom Baines School
- Ms. L. Lewis, Grant MacEwan School
- Mr. G. Weir, Lester B. Pearson High School
- Ms. S. Vannus, Annie Foote School
- Ms. B. Bannon, Olympic Heights School
- Ms. M. Nguyen, CBe-learn
- Ms. D. Richardson, Sunalta School
- Mr. D. Buchanan, Harold W. Riley School
- Mr. A. McKay, Banting and Best School
- Ms. V. Fuchshuber, William Reid School
- Ms. D. Cayouette, Chinook Park School
- Ms. K. Urban, William Roper Hull School (not present)

On behalf of the Board of Trustees, Chair Cochrane thanked the teachers for sharing their excellence with our students and for creating a better world. She thanked them for coming and invited everyone to the plaza for refreshments.

Recessed at 6:17 p.m.

Reconvened at 6:41 p.m.

## **5.0 PUBLIC CONVERSATION AND INFORMATION**

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

- Trustee Kryczka attended the Area IV Key Communicators Meeting at Lord Shaughnessy School regarding bullying; she attended a conference with CBE student speakers in Canmore and an open house and personal tour at Somerset School.
- Trustee Lane attended an Earth Day celebration at Dr. E.W. Coffin School entitled "Take the Plunge"; he attended a ground breaking ceremony for the New West High School, the replacement for Ernest Manning High School.
- Trustee Ferguson attended the James Fowler High School Career Fair where students were given the opportunity to better define their dreams and how to achieve them.

- Trustee Lane attended an Earth Day celebration at Dr. E.W. Coffin School entitled "Take the Plunge"; he attended a ground breaking ceremony for the new west Calgary High School, the replacement for Ernest Manning High School.
- Trustee Ferguson attended the James Fowler High School Career Fair where students were given the opportunity to better define their dreams and how to achieve them.
- Trustee Cochrane also enjoyed the new west Calgary High School ground breaking.

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

Chief Superintendent Hubert provided highlights of the following issues and events: she attended Arbour Lake School for a performance of Willie Wonka, involving over 300 students from grades 4-9 that showed how well students in a middle school can work together; University of Lethbridge representatives were recently in Calgary to recognize student practicum placements within the CBE; she noted that the CBE appreciates working with the University of Lethbridge and places many of their students in our schools; she attended a symposium representing 17 CBE high schools with the purpose of discussing whether they had success or not in CBE schools. She thanked Dr. B. Boese and the staff of Accountability Services and staff from Community Engagement and Operational Planning who arranged this. The overall feedback from students was very positive and results will be provided in the next Ends 1 monitoring report. She also attended: the Annual Calgary Catholic Family Services event; a new teachers reception, hosted by ATA Local 38; Invention Convention at City Hall, which is a grade 7 and 8 science fair; the Calgary Bridge Foundation for Youth fundraiser, a partner who received a CBE Lighthouse Award and provides support for immigrant families; the Calgary Korean School 30<sup>th</sup> Anniversary; "Music Monday" at City Hall, a special demonstration of the love of music put on by Riverbend, Willow Park and James Fowler Schools.

## **5.3 Public Question Period**

There were no public questions.

## **5.4 Stakeholder Reports**

### **5.4.1. Ms. L. Bedford, Sunalta School Representative**

(Ms. K. Bernbaum, and artist Mr. D. Stanton also attended with Ms. Bedford)

Ms. Bedford stated that Sunalta is a Calgary landmark, as well as a symbol of academic and social excellence. She requested that the Board think of the walls at Sunalta as a giant canvas reflecting the spirit of the students and their imaginations.

It is her belief that the former mural was viewed by over 75,000 vehicles travelling on Crowchild Trail every day, giving it a place of recognition and becoming a renowned piece of public art for the City of Calgary. She stated that the aging structure required replacement of the gym's west wall, sacrificing the mural.

Now that construction is complete they would like to redesign a new mural. There is some maintenance work required on the north and east walls as some of the bricks are chipped and there is concern that water damage could occur.

As Sunalta School will be celebrating its 100<sup>th</sup> anniversary in 2010 Ms. Bedford requested the support of the Board to fund the maintenance work and painting of a new mural for that event.

Along with her verbal presentation, Ms. Bedford presented several photos of the Sunalta School gym walls which depicted the murals and the deteriorating condition of the outside walls.

### **5.5 Trustee Inquiries**

There were no Trustee inquiries.

### **6.0 ACTION ITEMS**

#### **6.1 ASBA High School Completion Survey**

Trustee Bazinet introduced the report, and noted that the survey is with regards to what school boards can do to help with high school completion. The responses show a very strong focus on high school completion from the Board of Trustees and Administration. This focus will also be demonstrated in the Three Year Education Plan with actions and strategies to ensure students complete high school.

Mr. C. Davies, Senior Executive Assistant commented on the report from Jack James High School students and the Excellence in Teaching awards, stating that these were both great examples of the CBE's work towards high school completion.

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

- Trustees requested further clarity to point 4 in Current Projects 1), regarding what the increase of 8% to 25% was referring to. Administration explained that in the four schools increases in attendance rates for the at-risk students involved in the project ranged from 8 to 25 per cent. This clarification will be made to the survey.
- The Outreach Programs referred to on page 6-5 of the report are part of the Bowness and North East Calgary communities; they take place in the community, not the school.
- Administration believes that it is important to utilize Alberta Education's methodology to measure completion rates for comparison purposes. This method is used throughout the province. Progress has been seen in the increased number of special education and Knowledge and Employability Certificates as well as in the 3, 4 and 5 year high school completion rates.

MOVED by Trustee Bazinet:

**THAT the Board of Trustees approves the response to the ASBA High School Completion survey with noted amendments and authorizes that it be submitted to the ASBA.**

The motion was  
CARRIED UNANIMOUSLY.

## **7.0 MONITORING AND RESULTS**

### **7.1 Ends 4: Personal Development – Annual Monitoring, Reasonable Interpretation, Indicators and Targets**

Chief Superintendent Hubert introduced the report and acknowledged the staff who worked on it.

Mr. D. Stevenson, Acting Superintendent, Learning Enhancement, also expressed appreciation to the report resource persons. He introduced a movie produced by Accountability and Media Services which included behind the scene glimpses of students portraying Ends 4: Personal Development in action. Some examples follow.

To further develop their leadership skills, the grade 6 leadership team students from Douglas Harkness School participated in the planning of a citizenship ceremony. Students at A.E. Cross School are making a difference for others by the establishment of a "Messengers" group that promotes and recognizes positive social behaviours in their t-shirt campaign that acknowledges character, not just academics, in order that students know that they are valued. They also offer a breakfast program to all students. Students at Westview School are learning resiliency - the course curriculum includes personal development as well as transitioning back to the community. One student spoke of how he matured and changed at Westview School to become a productive member of society, earning marks he never thought possible. Students are able to explore different career paths and shared how they have taken courses that will help fulfill their dreams. They expressed appreciation for helpful, caring staff, which increases confidence, and helps them to realize their abilities. Teachers try to accommodate student interests and teachers and students are working together to achieve personal development.

Mr. Stevenson stated that the outcomes included in the report are the heart of personal development.

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

Trustees posed questions that were addressed by Administration and a brief summary of the discussion is provided as follows:



- Mr. Stevenson stated that this is the fourth year of these reports, and Administration recommends that the time is right to undertake a comprehensive review of the reasonable interpretation, data sources and indicators related to this Ends policy. He noted that some of this same data is included in other reports and some indicators may be out of date; however, there are no major concerns. The results of this review would be reported to the Board in the fall of 2009.
- Attachment I of the report is an excerpt from the December 6, 2005 report to the Board. At this time Administration does not know of other school districts in the province with a similar focus, but this has not been researched.
- The participation rates in the high school exit survey were approximately 3,267 out of 5,000 in 2008; 3,100 in 2007 and 1,300 in 2006. There was some discussion regarding the first question and it was concluded by both the Board and Administration that this is an open ended question that could be more specific in order to see an increase in the percentage rate, as it is lower than the others. There is a focus on personalized learning in the Three Year Education plan, the Secondary Review and in some AISI projects.
- Ms. C. Faber, Learning Technology Director, stated that portfolios and personalized learning plans have been identified as a system wide strategy, and we can now offer a more personalized learning agenda for all students.
- A Trustee noted that the high school exit survey indicates a decline from 2007 to 2008 in regards to whether students felt responsible for their own learning. This was also noted by Administration who suggested that students might not have been sure how to answer this question and might have seen it as a shared responsibility with teachers.
- The inventory of programs survey shows a significant increase. Schools are trying to meet student interests and needs by offering more complementary courses that are included under "Other".
- Mr. J. Jones, Director, Leadership Centre, briefly explained the pilot project entitled "Rapport Leadership – Teen Leadership Breakthrough Program". The program involves 6 modules and started as a pilot project working with the University of Calgary. The results have been very positive and the vision is that every CBE high school student should have the opportunity to participate. It is funded and put on by the Workman Foundation with an emphasis on student leadership within the community. Employees from Rapport work within school communities. Teachers and administrators are trained by the Workman Foundation and attend a two day seminar at Camp Chestemere with students, including a graduation ceremony.
- Ms. C. Faber stated that they have initiated a middle school project involving 6 middle/junior high schools to create personalized learning opportunities for students that integrate curricular areas around critical thinking skills. In high schools, the Career and Technology skill strategy is framed around student

learning based on student interests, strengths and abilities. For example, clusters use the lens of health to understand math, social, science. This will provide opportunities to be more flexible and for teachers to work and connect with the community.

- Mr. R. Bauer, Specialist, Accountability Services, stated that not all of the responses on the high school exit survey were positive; some were negative and some funny. The comments are provided back to the schools so that school administration can see both the positive and negative in order to make changes. Dr. B. Boese, Director, Accountability Services, added that the next Ends 3 report will include some of the more critical comments.
- Ms. Faber stated that the nutrition policy will be reviewed and will set standards and benchmarks for healthy living. Students will be involved as well as external evaluators. Support services and teaching staff will focus on a healthy life style and the issue of student's home packed lunches will be discussed while working with parent and student councils and lunchroom workers to share appropriate and effective ways to support nutrition in schools. Parents will be well informed in an educational, not judgmental, perspective.
- Physical Education is mandatory from grades 1-9. A random survey by a physical education/outdoor specialist is taking place in order to observe what is being offered. Ms. Faber stated that the system is in full compliance and there are a variety of program offerings. A strategy is being developed to provide more choice with certificated staff. Summer institutes will be offered this summer for teachers.

At 8:00 p.m. Chair Cochrane received the consent of the Board to continue to past the agreed upon end time to the end of the Agenda.

- Ms. S. Church, Director, Area II, stated that personalized learning plans are developed based on student needs. If students go beyond 4 years to complete high school they can do so through CBe-learn or Chinook Learning Services.
- If there is significant interest expressed by parents in an alternative program, there is a process through Community Engagement and Operational Planning (CEOP) that looks at accommodation requirements and availability to determine where the program would best be placed.
- A Trustee requested that critical thinking questions be separated out in regards to grades 3, 6, and 9 Social Studies and English Language Arts tests. Mr. Bauer stated that the test managers at Alberta Education have indicated that each question includes both critical and creative thinking and cannot be separated.



MOVED by Trustee Bazinet:

**THAT the Board of Trustees has reviewed the annual monitoring report on Ends 4: Personal Development and concludes that reasonable progress is being made toward the ultimate achievement of this Ends policy.**

Trustee comments in support of the motion included:

- Trustees enjoyed reading the report and felt that it gave a good sense of the work being done towards making sure students reach their highest potential. Students are moving toward increasing confidence and skills and the school system is growing in measuring and recognizing this.
- Students that presented tonight are examples of the personal development that is taking place in schools. The report also gives examples of how the CBE has influenced students in their personal development.
- A Trustee commented that he is encouraged by where the system is going to address personalized learning and it is hoped that the 64 per cent of students who responded that school work is interesting, will increase because of it.

Chair Cochrane called for the vote on the question.

The motion was  
CARRIED UNANIMOUSLY.

Motion Arising:

MOVED by Trustee Kryczka:

**THAT the Board of Trustees highly commends the Chief Superintendent for an excellent report on Ends 4: Personal Development. The overall organization and comprehensive content of this report supports significant progress.**

A Trustee commented that it is important to address personal development in the learning environment and commends the Chief Superintendent for focusing on improved outcomes.

The motion was  
CARRIED UNANIMOUSLY.

MOVED by Trustee Dirks:

**THAT the Chief Superintendent be commended for fostering innovation in the introduction of the Rapport Leadership - Teen Leadership Breakthrough Program as a means to accomplish Ends 4: Personal Development.**

A Trustee commented in support of this motion that this program is a significant pilot project showing an innovative approach.

The motion was  
CARRIED UNANIMOUSLY.

MOVED by Trustee Bazinet:

**THAT the Board of Trustees requests the Chief Superintendent to provide a report for Board consideration that includes reasonable interpretation, indicators and targets for the next monitoring period for Ends 4: Personal Development in the fall of 2009.**

The motion was  
CARRIED UNANIMOUSLY.

Recessed at 8:24 p.m.  
Reconvened at 8:30 p.m.

Trustee King did not return to the meeting.

## **7.2 Annual Monitoring of EI-8: Staff Evaluation**

Superintendent D. Dart introduced the report.

Chair Cochrane reviewed the criteria against which the Trustees are to judge this report, including that of reasonable interpretation of the policy, compliance with the policy, and whether sufficient information has been provided. She noted also that any particular vote with regard to compliance should in no way be considered as a vote of non-confidence.

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

Trustee King returned to the meeting at 8:38 p.m.

- Ms. L. Angelo, Director, Human Resources, stated that during the review it was recognized that the criteria for evaluation of teachers was aligned with the Ends, but in the support staff evaluation process there were areas that needed to be better aligned. A Task Force team was convened to look at ways to improve the processes and the gathering of evidence related to compliance with this Executive Limitation.
- Mr. K. Peterson, Manager, Human Resources, explained that the work of the Task Force was guided by the application of the Problem Solving Approach methodology developed by the Public Education Leadership Project (PELP) at Harvard University. In the historical reports there has been a stronger emphasis on evaluation. The task force wants to bring about a greater focus on the opportunity to engage employees to use their talents and efforts to contribute to the Ends.
- It is anticipated that the Task Force will reconvene in May 2009 to align the strategy associated with the theory of action that has been developed. Director Angelo stated that the intention is to move through the next steps of the process to identify strategies to implement. The goal would be to include

evidence of the strategies and results to the Board in next year's monitoring report.

- An Employee and Labour Relations Advisor has been assigned to each School, Area and Service Unit to provide on-going consultation and support to principals and supervisors involved in the evaluation process. Dependent on the circumstances, either the supervisor or the employee could invite the Employee and Labour Relations Advisor to be a part of the process.
- A strong evaluation process for teachers on probationary contracts is in place; however there is no methodology currently in place to track evaluation of teachers who are no longer probationary. This may be expanded next year.
- Principals are responsible for the evaluation of teachers. In order to ensure that principals are qualified to do this, principal applicants are rigorously screened at the time of appointment. There are guidelines for Area Directors to follow in evaluating a principal, including their work with community stakeholders, parent and student groups. There is a standardized format that is followed to evaluate principals in their first year. A large component is the principal as a "leader of learning" that involves being able to organize for instruction to ensure that student needs are being met in an instructional area.

MOVED by Trustee Dirks:

**THAT the Board of Trustees moves that the Chief Superintendent has reasonably interpreted the provisions of this policy, Executive Limitation 8: Staff Evaluation, and finds the Chief Superintendent to be in compliance.**

Trustees entered into debate on the motion and comments in support of the motion are summarized as follows:

- This is a quality report with sufficient evidence to indicate compliance.
- Although the report states that there is insufficient evidence that each employee's performance contributes to the achievement of the Ends, action is taking place towards this with the establishment of a Task Force. There is a provision in the process that says "has disclosed procedures to establish compliance". Trustees look forward to seeing the outcome of this action next year.
- There needs to be a clear decision from the Board as to whether to change this Executive Limitation.

Comments not in support of the motion are summarized as follows:

- A Trustee noted agreement with the establishment of a Task Force, but feels that there is insufficient evidence that it will bring complete compliance. Steps have been taken to move towards compliance, but compliance is not yet achieved.

- A Trustee expressed that perhaps compliance is not possible with the Executive Limitation and that it might need to be re-written.

Chair Cochrane called for the vote on the motion:

In favour:      Trustee Dirks  
                     Trustee Ferguson  
                     Trustee Lane  
                     Trustee Cochrane  
                     Trustee Kryczka

Opposed:        Trustee King  
                     Trustee Bazinet

The motion was  
CARRIED.

## **8.0 POLICY DEVELOPMENT AND REVIEW**

### **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 April 7, 2009
- Regular Meeting held April 28, 2009

**THAT the Board of Trustees approves the Minutes of the Regular Meetings held April 7 and April 28, 2009, as submitted.**

##### **9.1.2 Correspondence**

**THAT the Board of Trustees receives the following correspondence for information and for the record as follows:**

- Correspondence dated April 15, 2009 to Board Chair Pat Cochrane, from Keray Henke, Deputy Minister, Alberta Education, regarding funding decisions for lease administrations for the Calgary Board of Education.

#### **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.**

### **9.3 Information, Counsel and Support to the Board of Trustees – Pandemic Planning**

Chief Superintendent Hubert introduced the report, apologizing for its lateness; however, Administration thought it important to inform the Board of the response that the CBE has engaged in regarding pandemic planning. She thanked those who worked on the report.

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

- Student travel is being monitored. At this time there is only one international trip scheduled. It is from Juno Beach Academy of Canadian Studies with students going to England and France in June. Staff, parents and students are well aware that should world conditions change, a decision might be made to cancel.
- Travel within Canada is not being monitored, but could be, should it become necessary.
- Authorized staff travel plans were reviewed up until July and August of 2009. Only one trip was cancelled, which was a trip to Mexico City.
- Chair Cochrane stated that she recently attended a meeting with school boards who indicated that they have insurance to cover trip cancellation in the case of a travel advisory. Superintendent Dart stated his understanding that our cancellation insurance does not apply if there is a travel advisory.
- A Trustee commented that several students will soon be going to Edmonton for a Skills competition and students will be coming to Calgary in the fall for the WorldSkills Competition from many countries. Director C. Hosfield, Human Resources, stated that at this time there are no advisories or restrictions of travel within Alberta. There is nothing in place yet for the fall and nothing is being predicted at this time, but developments are occurring on an hourly basis. We are informed by the World Health Organization (WHO) that publishes updates daily at 4:00 p.m. Alberta Education and Alberta Health are also providing information. He further noted that Alberta Education has also provided a good resource to support pandemic planning entitled "Pandemic Planning Guide for School Authorities".

MOVED by Trustee Lane:

**THAT the Board of Trustees receives the report for information and for the record.**

The motion was  
CARRIED UNANIMOUSLY.

### **11. TRUSTEE NOTICES OF MOTION**

There were no Trustee notices of motion.

12. ADJOURNMENT

Chair Cochrane declared the meeting adjourned at 9:30 p.m.