

CALGARY BOARD OF EDUCATION

Minutes of the Regular Meeting of the Board of Trustees (the "Board") held in the Multipurpose Room, Education Centre, 1221 – 8 Street SW, Calgary, Alberta on Tuesday, November 26, 2013 at 3:00 p.m.

MEETING ATTENDANCE

Board of Trustees:

Trustee S. Taylor, Chair
Trustee J. Bowen-Eyre
Trustee L. Ferguson
Trustee J. Hehr
Trustee T. Hurdman
Trustee P. King
Trustee A. Stewart

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. B. Grundy, Superintendent, Finance and Supply Chain Services
Dr. C. Oishi, Superintendent, Human Resources
Mr. D. Parsons, Superintendent, Learning Services
Ms. J. Barkway, Corporate Secretary
Ms. J. Manfield, Recording Secretary

Stakeholder Representatives:

Mr. R. Anderson, Canadian Union of Public Employees, Local 40 (attended at 3:45 p.m.)
Ms. L. Robb, Calgary Board of Education Staff Association
Mr. F. Bruseker, Alberta Teachers' Association, Local 38 (arrived at 3:05 p.m.)
Mr. W. Mailandt, Principals' Association for Adolescent Learners (PAAL)

1 | CALL TO ORDER, NATIONAL ANTHEM AND WELCOME

Chair Taylor called the meeting to order at 3:03 p.m. and O Canada was led by students from the Fairview School grade 8 choir.

Chair Taylor acknowledged and welcomed representatives from the aforementioned organizations.

2 | CONSIDERATION/APPROVAL OF AGENDA

Ms. J. Barkway, Corporate Secretary, noted the following proposed changes to the Agenda:

- the addition of Item 8.3, Correspondence, on the Board Consent Agenda;
- the deletion of Item 9.1, Chief Superintendent's Update;
- the removal of Item 8.1, Minutes of the Organizational Meeting of October 29, 2013, for consideration of a correction; and
- the removal of Item 9.2, School Enrolment Report, and Item 9.3, Three Year Infrastructure Maintenance and Renewal Plan from the Chief Superintendent's Consent Agenda.

Ms. Barkway also noted that a new page 9-54 was circulated as the original page distributed was hard to read.

MOVED by Trustee King:

THAT the Agenda for the Regular Meeting of November 26, 2013, be approved as submitted, subject to the revisions noted above.

The motion was
CARRIED UNANIMOUSLY.

3 | **AWARDS AND RECOGNITIONS**

There were none.

4 | **RESULTS FOCUS**

4.1 **School Presentation – Fairview School – Results 5**

Ms. S. Smith, Area V Director, provided a brief introduction of the presentation, noting Fairview is a middle school in Area V. 60% of the students are in French immersion, and 40% are in the Traditional Learning Centre. She stated that students will demonstrate how each student at Fairview School demonstrates good character.

Grade 5 student Anumithra explained what character means to her. She explained that character can mean the way people run their lives, the rules that they live by and their personal expectations; they are distinguishing qualities about you and the decisions you make. Character is displayed by how people speak and how they treat others.

Grade 7 student Victoria spoke of how character is developed when there are options given; that it is after we have made the choice that character is developed and the conclusion is known. Reflecting on the decision we have made helps to make better decisions next time.

Grade 9 student Emily told of how there are many opportunities at Fairview to get involved in the school community and students are encouraged to participate. She told of how students are recognized for their contributions to the school with Eagle Pride and Citizenship awards and how these awards motivate students because someone noticed their hard work.

Principal W. Mailandt spoke of how character development is not an isolated result; citizenship, personal development and academic success are all connected to the activities in and out of the classroom. He stated that students learn from their mistakes as much as from their demonstrations of success, and that it is the learning through the struggle that is the goal.

Trustee Hehr thanked the staff and students and stated that the presentation brings meaning to the Board's work. She encouraged the students to watch the video of the Board meeting, and for the school to include a note about it in their newsletter.

5 | OPERATIONAL EXPECTATIONS

5.1 Operational Expectation 4: Treatment of Employees – Annual Monitoring

Chair Taylor noted that Trustees are to determine whether the Chief Superintendent is in compliance with OE-4: Treatment of Employees, based on the Board's previously approved interpretation and indicators. She pointed out that any decision or comment of the Board of Trustees around non-compliance of the operational expectations, or any part of it, is in no way intended to be a vote of non-confidence for the Chief Superintendent.

Superintendent Oishi introduced the report and explained that for 2012-2013 they relied on the collective efforts of CBE's 13,400 employees. She provided a brief report on the progress made over the last monitoring period and identified challenges we will face over the next period of monitoring. She provided commentary on the monitoring report and the Capacity Building Information attached to the report:

To bring policy subsection 4.1a) into compliance, quality control mechanisms will be put in place as part of the hiring process, and corporate security is in discussions with Calgary Police Service to streamline wait times. They will also have discussions with site based leaders regarding the impact of their autonomous hiring practices.

In January 2013 a committee was struck to operationalize 4.12 and 4.13. The committee made a recommendation to Superintendents in May 2013 that the employee engagement survey would have been problematic to administer. Administration will revise the interpretation and corresponding indicators associated with OE 4.12 and 4.13 to reflect CBE's current and future reality.

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

- Trustees will address the timeline for revision of the indicators at an upcoming Agenda Planning session.
- At the request of a trustee, Administration clarified that the process for hiring principals includes the Area Director meeting with the school community and staff to determine the characteristics of an individual, the programs that are in place, and what parents and staff may want to have considered for change. The information is used when interviewing people for the position and for preparing them for their new

duties. The Area Director then makes a recommendation to the Chief Superintendent.

- Administration provided brief details of the C1, C2, and C3 committees that were established as a result of the Ministerial Order.
- The decrease in the percentage over last year for indicator 4.1a) is attributed to the fact that last year principals were asked to self-report and dealt with school based personnel only; this year the data has more integrity as the information was obtained from the PeopleSoft information management system.
- Work is ongoing for subsection 4.6; the first part of the work accomplished in 2012-2013 was to look for redundancies. There will be a strategic management document in place that will provide commentary on the quality of the job description and the status of review. With the recent reductions in administrative staff by 10% and the change in job descriptions due to increased workload on others, we may see non-compliance in the future.
- There would be a significant investment in performing background checks on employees who were hired prior to the Administrative Regulation coming into effect. Employees have an obligation to communicate if there has been a change in their security status.
- For subsection 4.9, Administration explained that 91.3% translates to 21 out of 23 grievances that were resolved prior to third-party intervention.
- The whistleblower administrative regulation indicated in subsection 4.5 has not received final approval.
- A trustee noted that a comparison between volunteers and professional staff may not be appropriate; new employees are already thoroughly checked; whereas with volunteers we know very little about them.
- With regard to the indicator for policy subsection 4.2, that *“98% of selected employees are best-suited for their position”*, the Chief Superintendent will provide further information as to why 98% was chosen and how the data is collected.

MOVED by Trustee Bowen-Eyre:

THAT the Board of Trustees approves that the Chief Superintendent is in compliance with the provisions of OE-4: Treatment of Employees.

MOVED by Trustee Hurdman:

THAT the motion be amended by the addition of *“with the exception of policy subsection 4.1”*.

Trustees debated the motion, which is summarized as follows:

(Policy OE-4.1 states: *“The Chief Superintendent will conduct extensive background inquiries and checks prior to hiring any paid personnel.”*)

- Several trustees noted that the increase in the percentage of employees who began work prior to confirmed acceptability of the vulnerable sector police information check

- over last year was significant and expressed the desire to bring this indicator into compliance.
- Trustees expressed concerns over the risks versus the benefits of securing police clearance for those employees. 4% was considered a significant number of employees.
 - There is a high expectation from the public around safety and security of children; having record checks in place is an area where the CBE needs to have perfect performance.

The motion to amend was
CARRIED UNANIMOUSLY.

MOVED by Trustee Hurdman:

THAT the motion be amended by the addition of “*with the exception of policy subsection 4.7*”.

(Policy OE-4.7 states: “*The Chief Superintendent will protect confidential information.*”)

The motion to amend was
CARRIED UNANIMOUSLY.

MOVED by Trustee Hurdman:

THAT the motion be amended by the addition of “*with the exception of policy subsection 4.12*”.

Trustees debated the motion, which is summarized as follows:

- In opposition to the motion a trustee noted that of the three indicators, two indicators are in compliance; the third indicator provides good information on how we are working towards addressing the needs of employees.
- Administration has already identified the need to review and revise the reasonable interpretation and indicators.
- A trustee noted that the third indicator refers to professional development and that it was not a significant part of the policy as written.

The motion to amend was
DEFEATED.

In favour:	Trustee Hehr Trustee Hurdman Trustee Stewart
Opposed:	Trustee Bowen-Eyre Trustee Ferguson Trustee King Trustee Taylor

MOVED by Trustee Hurdman:

THAT the motion be amended by the addition of “with the exception of policy subsection 4.13”.

(Policy OE-4.13 states: “The Chief Superintendent will reasonably include people in decisions that affect them.”)

Trustees debated the motion, which is summarized as follows:

- A trustee stated that we could neither find the policy subsection in or out of compliance given that there is no evidence of compliance provided at all.
- A trustee noted that this is the second year that subsection 4.13 has been out of compliance.
- In support of the motion, a trustee stated that Administration should have communicated to the Board that the indicator was not applicable and provided new indicators that would show compliance.

The motion to amend was
CARRIED UNANIMOUSLY.

Chair Taylor clarified that the motion, as amended, is:

MOVED by Trustee Bowen-Eyre:

THAT the Board of Trustees approves that the Chief Superintendent is in compliance with the provisions of OE-4: Treatment of Employees, with the exception of policy subsections 4.1, 4.7 and 4.13.

Trustees debated the amended motion, which is summarized as follows:

- It is important that we acknowledge that students and employees are our most valuable assets. This will be an on-going discussion as treatment of employees always needs to be at the forefront of the organization; trustees look forward to receiving new indicators prior to the next monitoring reporting cycle.
- The information that will come forward from the new legislated committees around the workload of teachers has created a different environment; it will require reviewing and revising the indicators and reasonable interpretations for this policy.

The amended motion was
CARRIED UNANIMOUSLY.

Motions Arising

MOVED by Trustee Hurdman:

THAT the Board of Trustees directs the Chief Superintendent to review the reasonable interpretation and indicators of OE-4: Treatment of Employees, policy subsection 4.2.

In debate of the motion, a trustee stated that with 13,400 employees, it seems improbable that 100% of selected employees would be best-suited for their positions, given that some high school teachers are now teaching in elementary schools, or vice-versa; the interpretation and the indicator is unclear.

The motion was
DEFEATED.

In favour: Trustee Hurdman
Trustee Stewart

Opposed: Trustee Bowen-Eyre
Trustee Ferguson
Trustee Hehr
Trustee King
Trustee Taylor

MOVED by Trustee Hurdman:

THAT the Board of Trustees directs the Chief Superintendent to review the reasonable interpretation and indicators of OE-4: Treatment of Employees, policy subsection 4.9.

(Policy OE-4.9 states: *"The Chief Superintendent will honour the terms of negotiated agreements."*)

Trustees debated the motion, which is summarized as follows:

- A trustee stated that 85% does not provide the information to determine if we are honoring the terms of negotiated agreements and would like to see actual numbers or trends for this indicator.
- The opinion was expressed that the value of honoring the terms of negotiated agreements is not reflected in the indicator; it appears that as long as 85% don't complain we are in compliance.
- The initiation of a grievance does not mean we have not honoured the terms of agreement, only that someone has filed a complaint and has gone through the grievance process.

The motion was
CARRIED.

In favour: Trustee Hurdman
Trustee King
Trustee Stewart
Trustee Taylor

Opposed: Trustee Bowen-Eyre
Trustee Ferguson
Trustee Hehr

At this point in the meeting, Chair Taylor indicated her intention to put forward a motion arising, Vice-Chair Bowen-Eyre assumed the Chair.

Motion Arising

MOVED by Trustee Taylor:

THAT the Board of Trustees requests the Chief Superintendent provide information to the Board regarding the financial impact of police information checks for all employees by May 31, 2014.

Trustees debated the motion, which reiterated previous comments, both in favour and in opposition to the motion, that were made during the debate of policy subsection 4.1.

Chief Superintendent Johnson pointed out to the Board that it would be not only the cost of the actual police checks, but also the cost of the time of our employees, which will require going through 13,400 files.

The motion was
CARRIED.

In favour:	Trustee Bowen-Eyre Trustee Hurdman Trustee Stewart Trustee Taylor
Opposed:	Trustee Ferguson Trustee Hehr Trustee King

Chair Taylor resumed the Chair.

Recessed at 5:10 p.m.
Reconvened at 5:23 p.m.

5.2 Operational Expectation 10: Instructional Program – Annual Monitoring

Chair Taylor noted that Trustees are to determine whether the Chief Superintendent is in compliance with OE-10: Instructional Program, based on the Board's previously approved interpretation and indicators. She pointed out that any decision or comment of the Board of Trustees around non-compliance of the operational expectations, or any part of it, is in no way intended to be a vote of non-confidence for the Chief Superintendent.

Superintendent Parsons stated that the report focuses on the CBE offering challenging and relevant learning opportunities for all students. He reported that there is compliance in all nine subsections. He drew attention to indicator 10.1.2 and informed that Cycle 5 of the Alberta Initiative for School Improvement (AIS) is no longer funded by the province, which resulted in the decommissioning of the *Scovision* tool; therefore the indicator is no longer valid for this subsection. There have also been significant changes in the provincial landscape regarding curriculum; these shifts in instructional design and assessment will require the review and revision of the interpretation and indicators to respond to this period of transition. Administration plans to review and revise the interpretation and indicators for subsections 10.1.2 and 10.2.

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

- Current numbers show 83,000 teachers and students are using the *Desire2Learn* program.
- A trustee questioned the relevance of indicator 1 on page 5-18, and if there were circumstances where we are not using Alberta Education's authorized programs of studies? Administration stated that one example is that each student identified with a special need has an individual program plan (IPP) which excuses them from parts of the program of study.
- This report applies to instructional program fees only. There are other financial policies in place that provide an accounting to parents, as well as requirements from the province with respect to reporting fee accountability.
- At the request of a trustee, examples were given of the mechanisms in place to further understand the personalized learning of students. Examples included a new resource from Alberta Education to be piloted next year for Student Learning Assessments (SLAs) which would be given online to students at the beginning of Grade 3; it a diagnostic assessment that will have all subject areas integrated into one. Other examples are the *CORE* resource and the *Iris* web-based application for students and teachers. Administration has also undertaken intensive work with principals and staff around the issue of task design. There is also a new survey tool called *Tell Them From Me* which measures social, institutional and academic engagement.

MOVED by Trustee Hehr:

THAT the Board of Trustees approves that the Chief Superintendent is in compliance with the provisions of OE-10: Instructional Program.

Trustees debated the motion, which is summarized as follows:

- A trustee expressed that principals are doing amazing work which is evidenced by compliance throughout the report.
- Given that we did not receive the Ministerial Order on student learning until May, and there is uncertainty around curriculum redesign, a trustee expressed that it is very positive that the system was able to provide data that shows the system is completely compliant.
- The landscape is changing rapidly in the province, and trustees are looking forward to new and better indicators in the next report.
- A trustee stated that principals cannot answer "yes" to these indicators unless they have checked with every teacher, and expressed how proud she was of the work they have done.

The motion was
CARRIED UNANIMOUSLY.

At 5:54 Chair Taylor received the consent of the Board to continue to the end of the Agenda.

6 | PUBLIC COMMENT

There were none.

7 | MATTERS RESERVED FOR BOARD ACTION

7.1 Resignation of Chief Superintendent

At the October 8, 2013 the Board received the formal notice of the Chief Superintendent's intention to resign.

MOVED by Trustee King:

THAT the Board of Trustees accepts, with regret, the resignation of Naomi Johnson as Chief Superintendent of Schools, effective April 8, 2014.

The motion was
CARRIED UNANIMOUSLY.

7.2 Three-Year Modular Classroom Plan

Superintendent Coppinger noted a correction to the table on page 7-5. The report should indicate three modular units to be demolished for Dalhousie School and four for John G. Diefenbaker. He noted that there is a provincial process which requires that the Board approve the modular request to the Minister each year.

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

- Administration confirmed that both Roland Michener and Ian Bazalgette schools are at full capacity and students continue to use the modular that are proposed for demolition.
- The province does not take the condition of modular units into account when considering construction of new units. The province has departed from their normal process and asks that Boards fund 50% of the installation costs this year.
- Modular units scheduled for demolition are still considered safe for students.
- Construction of new modular units on school sites is constrained by the dimensions and size of the sites.
- P3 model schools are standard across the province and placed on a school site regardless of the shape of the site. An advantage of P3 schools is that they have ten modular units as part of the construction which have the potential to be moved to other sites.
- Some newer communities on the perimeter of Calgary are much larger than communities of the past and will require a second elementary school.

- P3 school construction funding is provided by a third party, whereas modular funding is direct funding by the province.
- The estimated costs shown on page 7-14 for demolitions and/or installations of modular units are capital costs that would need to come from reserves or the capital budget.
- It is Administration's recommendation that this be the sequence of priority that is presented to the ministry. The ministry will decide on what they will approve which could be any one of the recommendations.
- The older modular units have exceeded their lifespan of 20-25 years; some are as old as 40-50 years. The new modular units being constructed at P3 schools are better quality and are more in line with the lifecycle of the school itself.
- A recommendation to the Board will be forthcoming in May or June 2014 on the ranking criteria for the preparation of a modular funding request in October 2014.

MOVED by Trustee Ferguson:

THAT the Board of Trustees approves the 2014-2015 modular classroom plan and the submission of the following modular classroom requests to Alberta Education:

- a) Provision of 2 new modular classrooms each for West Springs School and Saddle Ridge School,**
- b) Provision of 4 new modular classrooms each for Dalhousie School and John G. Diefenbaker High School,**
- c) Demolition of 9 modular classrooms existing at the school sites of Dalhousie School, John G. Diefenbaker High School, Ian Bazalgette School and Roland Michener School.**

THAT the Board of Trustees approves the development of criteria for priority ranking of modular classrooms requests for the 2015-2016 year.

Trustees debated the motion, which is summarized as follows:

- A trustee expressed support for the motion so that students will have the best possible learning conditions.
- A trustee acknowledged that many parents consider that modular units are not the most ideal place for students to go to school; however we have a duty to provide space for our students as close as we can to their home and community.
- We are in a dire situation; several schools are at capacity and we will be bussing students all across the city unless we receive new modulars and schools.
- Concern was expressed around the fact that even if this modular request is approved, the CBE will still need to find 50% of the installation cost in its budget.

The motion was
CARRIED UNANIMOUSLY.

Chair Taylor reminded the Board of the changes to the Agenda stated at the beginning of the meeting. She declared the following items on the Consent Agenda to be approved as presented:

8 | BOARD CONSENT AGENDA

8.1 Approval of Minutes

- Regular Meeting held October 8, 2013

THAT the Board of Trustees approves the minutes of the Regular Meeting held October 8, 2013, as submitted.

8.2 Roster for Second Vice-Chair

THAT the Board of Trustees approves the roster for second Vice-Chair for the period of November 2013 through October 2014:

November/December 2013	Trustee King
January/February 2014	Trustee Ferguson
March/April 2014	Trustee Hurdman
May/June 2014	Trustee Stewart
July/August 2014	As Available
September/October 2014	Trustee Hehr

8.3 Correspondence

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

- Letter dated November 20, 2013 from Hon. Jeff Johnson, Minister, Alberta Education, to Board Chairs regarding a special opportunity to consider when naming new schools in communities.

The following items were removed from the Consent Agenda:

8.1 Organizational Meeting held October 29, 2013

A correction was noted to the minutes on page 8-8; in the first sentence for the Strategic Dialogue and Public Engagement Committee, "*Board Evaluation*" should be deleted and replaced with "*Strategic Dialogue and Public Engagement*".

MOVED by Trustee King:

THAT the Board of Trustees approves the minutes of the Organizational Meeting held October 29, 2013, as corrected.

The motion was
CARRIED UNANIMOUSLY.

9 | CHIEF SUPERINTENDENT CONSENT AGENDA

9.2 2013-2014 School Enrolment Report

In response to a question on whether there are vacant facilities within the system, Administration stated there are currently three closed facilities and they are not included in the capacity utilization calculation. Administration also provided details of how the "Rated Room" utilization rate is calculated for the CBE versus that of the provincial capacity calculation. Although the report indicates an overall utilization rate of 82%, some schools are operating under capacity while others are operating at over capacity.

MOVED by Trustee Hurdman:

THAT the Board of Trustees receives the 2013-2014 School Enrolment Report for information.

The motion was
CARRIED UNANIMOUSLY.

9.3 Three-Year Infrastructure Maintenance & Renewal (IMR) Plan

Administration confirmed that IMR funding was reduced by 20% this year to \$14.6 million. The three-year plan assumes that the historical level of \$18.3 million will be restored for the remaining two years.

The following is a summary of Administration's responses to trustee questions:

- Administration acknowledged the backlog in infrastructure maintenance and reassured trustees that our schools are safe, although learning conditions may not be ideal. Without attention either through IMR or modernization funding within the next three to five years, we are at risk of systems failing in some schools, which may result in school closures.
- Administration provided details on other options for maintenance and renewal work which included energy management projects that are funded through loans and paid back in the savings of energy consumption.
- 70% of our schools are more than 40 years old, with systems or components that have exceeded their life expectation.
- The impact of not maintaining the condition of schools at industry standards will result in exaggerated costs. The overall cost would be less if schools were maintained on time.

MOVED by Trustee King:

THAT the Board of Trustees receives the Three-Year Infrastructure Maintenance & Renewal (IMR) Plan for information.

The motion was
CARRIED UNANIMOUSLY.

Recessed at 7:06 p.m.
Reconvened at 7:22 p.m.

10 | IN-CAMERA ISSUES

10.1 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, Tuesday, November 26, 2013, 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.

10.2 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.

10.3 Motions to Action In-Camera Recommendations

MOVED by Trustee Bowen-Eyre:

THAT the Board of Trustees ratifies the Memorandum of Agreement dated September 23, 2013, with respect to collective bargaining between the Calgary Board of Education (CBE) and the Alberta Teachers' Association (ATA).

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee King:

THAT the Board of Trustees ratifies the Memorandum of Agreement dated November 1, 2013, with respect to collective bargaining between the Calgary Board of Education (CBE) and the Bargaining Council of the Calgary Board of Education Construction and Maintenance Skilled Trades Unions (Council).

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Hehr:

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

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Ferguson:

THAT the Board of Trustees approves the appointment of Mr. David Stevenson as Governor of EducationMatters for a three-year term effective November 26, 2013, ending November 26, 2016.

The motion was
CARRIED UNANIMOUSLY.

MOVED by Trustee Stewart:

THAT the Board of Trustees authorizes the Chair and Vice-Chair to initiate conversations to facilitate a smooth transition to a new Chief Superintendent and to report back to the Board on December 10, 2013.

The motion was
CARRIED UNANIMOUSLY.

11 | **ADJOURNMENT**

Chair Taylor declared the meeting adjourned at 9:02 p.m.