

public agenda

Regular Board Meeting

March 3, 2015
12:00 p.m.

Multipurpose Room,
Education Centre
1221 8 Street SW,
Calgary, AB

R-1: Mission |

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

Conflict of Interest reminder: Trustees must disclose any potential pecuniary interest in any matter before the Board of Trustees, as set forth in the agenda as well as any pecuniary interest in any contract before the Board requiring the Board's approval and/or ratification.

Time	Topic	Who	Policy Ref	Attachment
12:00 p.m.	1 Call to Order, National Anthem and Welcome			
	2 Consideration/Approval of Agenda		GC-2	
10 mins	3 Awards and Recognitions			
	3.1 Lighthouse Award		GC-3	
	4 Results Focus			
	5 Operational Expectations			
20 mins	5.1 OE-8: Communication with and Support for the Board – Annual Monitoring	D. Stevenson	OE-1; 8	Page 5-1
	6 Public Comment [PDF]		GC-3.2	
Max 20 mins	Requirements as outlined in Board Meeting Procedures			
	7 Matters Reserved for Board Action	Board	GC-3	
	8 Consent Agenda	Board	GC-2.6	
	8.1 Approval of Minutes			
	▪ Regular Meeting held February 3, 2015 (<i>THAT the Board approves the minutes of the Regular Meeting held February 3, 2015.</i>)			Page 8-1



Time	Topic	Who	Policy Ref	Attachment
	8.2 Trustee Remuneration Committee - Terms of Reference <i>(THAT the Board approves the revised Terms of Reference for the Trustee Remuneration Committee, as submitted.)</i>		GC-5, 5E	Page 8-10
	8.3 Items Provided for Board Information			
	8.3.1 Correspondence		OE-8	Page 8-19
	8.3.2 Chief Superintendent's Annual Summative Evaluation		GC-3,4 B/CSR-5	Page 8-21
	8.3.3 Trustee Liaison Report re: ASBA Board of Directors		GC-3	Page 8-7
	8.3.4 Chief Superintendent's Update		OE-8	Page 8-12
3:00 p.m.	9 Adjournment			
	Debrief	Trustees	GC-2.3	

Notice |

This public Board meeting will be recorded & posted online.
Media may also attend these meetings.
You may appear in media coverage.

Archives will be available for a period of two years.
Information is collected under the authority of the School Act and the Freedom of Information and Protection of Privacy Act section 33(c) for the purpose of informing the public.

For questions or concerns, please contact:
Office of the Corporate Secretary at corpsec@cbe.ab.ca

operational expectations monitoring report

Monitoring for the 2013-2014 school year
Report date: March 3, 2015

OE-8: Communication With and Support for the Board

CHIEF SUPERINTENDENT CERTIFICATION

With respect to Operational Expectations 8: Communication With and Support for the Board, the Chief Superintendent certifies that the proceeding information is accurate and complete, and is:

- In Compliance
- In Compliance with exceptions as noted in the evidence
- Not in Compliance

Signed: D. Stevenson
David Stevenson, Chief Superintendent

Date: Feb. 9/15

BOARD OF TRUSTEES ACTION

With respect to Operational Expectations 8: Communication With and Support for the Board, the Board of Trustees:

- Finds the evidence to be compliant
- Finds the evidence to be compliant with noted exceptions
- Finds evidence to be not compliant

Summary statement/motion of the Board of Trustees:

Signed: _____
Chair, Board of Trustees

Date: _____

OE-8: Communication With and Support for the Board

Executive Summary

The Chief Superintendent shall ensure that the Board is supported in its work and is fully and adequately informed about matters relating to Board work and significant organizational concern.

Operational Expectation 8: Communication With and Support for the Board establishes

<p>8.1 Submit required monitoring data (see policy B/CSR-5: Monitoring Chief Superintendent Performance) in a thorough, accurate and understandable fashion, according to the Board’s annual work plan schedule, and including both Chief Superintendent interpretations and relevant data to substantiate compliance or reasonable progress.</p>	<p>Compliant</p>
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- Indicator 1: compliant
- Indicator 2: compliant
- Indicator 3: compliant

<p>8.2 Provide for the Board in a timely manner, information about trends, facts and other information relevant to the Board’s work.</p>	<p>Compliant</p>
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- Indicator 1: compliant
- Indicator 2: compliant
- Indicator 3: compliant

<p>8.3 Inform the Board of significant transfers of money within funds or other changes substantially affecting the organization’s financial condition.</p>	<p>Compliant</p>
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- Indicator 1: compliant

OE-8: Communication With and Support for the Board

- Indicator 2: compliant
- Indicator 3: compliant

8.4 Ensure that the Board has adequate information from a variety of internal and external viewpoints to ensure informed Board decisions.	Compliant
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- Indicator 1: compliant

8.5 Inform the Board of anticipated significant media coverage.	Compliant
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- Indicator 1: compliant

8.6 Inform the Board, the Board Chair or individual members if, in the Chief Superintendent's opinion, the Board or individual members have encroached into areas of responsibility assigned to the Chief Superintendent or if the Board or its members are non-compliant with any Governance Culture or Board/Chief Superintendent Relationship policies.	Compliant
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- Indicator 1: compliant

8.7 Present information in simple concise form, indicating clearly whether the information is incidental, intended for decision preparation, or for formal monitoring.	Compliant
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- Indicator 1: compliant

8.8 Treat all members equally and assure that all members have equal access to information.	Compliant
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- Indicator 1: compliant

OE-8: Communication With and Support for the Board

- Indicator 2: compliant

8.9 Inform the Board in a timely manner of any actual or anticipated non-compliance with any Board Operational Expectations policy or any failure to achieve reasonable progress toward any Results policy.	Compliant
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- Indicator 1: compliant
- Indicator 2: compliant

8.10 Provide for the Board adequate information about all administrative actions and decisions that are delegated to the Chief Superintendent, but required by law to be approved by the Board.	Compliant
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- Indicator 1: compliant

8.11 Inform the Board in advance of any deletions of, additions to, or significant modifications of any instructional program.	Compliant
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- Indicator 1: compliant

8.12 Ensure that the Board has the support necessary for it to perform its duties in an effective manner.	Compliant
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- Indicator 1: compliant

OE-8: Communication With and Support for the Board

The Chief Superintendent shall ensure that the Board is supported in its work and is fully and adequately informed about matters relating to Board work and significant organizational concern.

Board-approved Interpretation |

Broadly, the Chief Superintendent interprets that the Board of Trustees values information about the Calgary Board of Education that:

- is accurate and relevant to the Board of Trustees' governance responsibility for the system as a whole;
- is delivered to or accessible by the whole Board of Trustees to minimize significant surprises; and
- enables the Board of Trustees to understand, govern and represent the system.

Specifically, the Chief Superintendent interprets:

- *Board work* to mean governance as described in the Board of Trustees' governance policies;
- *supported* to mean access to appropriate resources;
- *fully* to mean thoroughly and relevantly;
- *matters* to mean a reportable event;
- *adequately* to mean sufficiently but not exhaustively;
- *informed* to mean provided with information in writing and/or verbally;
- *significant* to mean material—if omitted or misstated it would influence or change an action or decision;
- *organizational concern* to mean of interest to the conduct, operation and success of the CBE as a whole.

A “reportable” event satisfies the requirements contained in the interpretation of any given OE-8 sub-section.

“Material” is the term commonly used to describe the significance of information to decision-makers. Information is material when it is probable its omission or misstatement would influence or change a decision. Materiality is a matter of professional judgment in the context of particular circumstances.

For OE-8, written communication is preferred. It is an effective way to distribute consistent information efficiently. There are times when urgency may make detailed, written communication impractical.

The Chief Superintendent will

<p>8.1 Submit required monitoring data (see policy B/CSR-5: Monitoring Chief Superintendent Performance) in a thorough, accurate and understandable fashion, according to the Board's annual work plan schedule, and including both Chief Superintendent interpretations and relevant data to substantiate compliance or reasonable progress.</p>	<p>Compliant</p>
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Board-approved Interpretation |

The Chief Superintendent interprets:

- *required monitoring data* to mean annual reports about Results and Operational Expectations;
- *thorough* to mean sufficient but not exhaustive
- *accurate* to mean correct to the best of administration's knowledge when it is communicated;
- *understandable* to mean the information enables the Board to easily explain the information to a typical parent of a CBE student;
- *Board's annual work plan schedule* to mean the outcome of policy Governance Culture 6: Annual Work Plan.

Results reports will contain the following elements: a Board-approved reasonable interpretation, baseline and targets, and evidence of reasonable progress. Operational Expectation reports will contain the following elements: a Board-approved reasonable interpretation and evidence of compliance.

Board-approved Indicators and *Evidence of Compliance* |

1. 100 per cent of annual monitoring reports will be presented in accordance with the Board's annual work plan schedule.

The organization is compliant with this indicator.

Between September 3, 2013 and June 24, 2014, administration presented seventeen monitoring reports to the Board of Trustees. These reports were presented at Board of Trustees' meetings according to the annual work plan approved by the Board.

2. 100 per cent of annual monitoring reports will contain the elements listed in the interpretation of this sub-section.

The organization is compliant with this indicator.

All seventeen annual monitoring reports presented to the Board of Trustees between September 3, 2013 and June 24, 2014 included the required elements.

All Operational Expectations monitoring reports contained Board approved reasonable interpretations and evidence of compliance.

All Results monitoring Reports contained Board approved reasonable interpretations baselines, targets and evidence of reasonable progress.

3. 100 per cent of annual monitoring reports will contain sufficient information for the Board to make a determination about compliance, non-compliance, reasonable progress, lack of reasonable progress and exceptions.

The organization is compliant with this indicator.

Between September 3, 2013 and June 24 2014, the Board of Trustees made determinations regarding the disposition of all seventeen monitoring reports. In no case did the Board of Trustees find there was insufficient evidence to make a decision.

Evidence demonstrates the indicators in sub-section 8.1 are in compliance.

8.2	Provide for the Board in a timely manner, information about trends, facts and other information relevant to the Board's work.	Compliant
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Board-approved Interpretation |

The Chief Superintendent interprets:

- *timely* to mean promptly once administration becomes aware of and has validated information;
- *trends* to mean how internal and external data or factors move over time;
- *facts and other information* to mean qualitative and quantitative data;
- *relevant to the Board's work* to mean matters pertaining to governance as described in the governance policies.

Board-approved Indicators and *Evidence of Compliance* |

1. 100 per cent of information about trends, facts and other information will be provided in a timely manner.

The organization is compliant with this indicator.

Administration provided information, in a timely manner, to the Board of Trustees during the 2013-2014 school year on numerous occasions.

Examples of trend information include:

- *2013-2014 School Enrolment Report presented on November 26, 2013*
- *Three Year System Student Accommodation Plan (2014-2017) presented on June 17, 2014.*

Examples of factual and other information include:

- *Summary of Provincial Achievement Tests and Diploma Exam Results on October 8, 2013.*
- *September 30 Student Enrolment Report, 2013 presented on November 26, 2013.*

In the examples listed above and in other communications with the Board of Trustees, administration endeavoured to give notice when the information became known.

2. A minimum of once per month, a written update report from the Chief Superintendent will be presented at a Board of Trustee meeting.

The organization is compliant with this indicator.

There were fourteen update reports from the Chief Superintendent during the 2013-2014 school year. Three were verbal and eleven were written as indicated in the posted agenda and minutes of Board of Trustee meetings. Due to the meeting schedule resulting from the election and subsequent organizational Board of Trustees meeting, there was no written update during the month of October, however, there were two written updates in September, February and April.

3. Once per month or as required by the Board of Trustees' meeting agendas, administration will support the Results focus at Board of Trustees public meetings.

The organization is compliant with this indicator.

At least once per month, administration provided a Results focus through individual school presentations for a total of seventeen presentations. Additionally, administration presented on other Results focussed themes on eight occasions.

Evidence demonstrates the indicators in sub-section 8.2 are in compliance.

8.3 Inform the Board of significant transfers of money within funds or other changes substantially affecting the organization's financial condition.	Compliant
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Board-approved Interpretation |

The Chief Superintendent interprets:

- *transfers of money within funds* to mean all transactions between reserve funds of any kind—for which administration must have Board approval in advance;
- *other changes substantially affecting the organization's financial condition* to mean any transaction or event that is:
 1. known to materially change a revenue, expenditure, asset or liability in the current or future years; or
 2. likely to materially change a revenue, expenditure, asset or liability in the current or future years.

“Likely” means the chance of the occurrence (or non-occurrence) of the future event(s) is high. With respect to financial impact, the Chief Superintendent further interprets material to be greater than 0.5 per cent of gross revenues.

Board-approved Indicators and Evidence of Compliance |

1. For transfers of reserves, a report summarizing requested transfers will be submitted at the earliest quarter and not less than once a year.

The organization is compliant with this indicator.

Two reports were submitted to the Board of Trustees during the 2013-14 year related to reserve or fund transfers.

- *The Financial Status of Operating Reserves and Designated Funds as at August 31, 2013 report was submitted to the Board of Trustees on November 5, 2013.*
 - *The First Quarter Budget Variance Report for the 2013-14 Operating and Capital Budgets and Fall 2013 Budget Update was submitted to the Board of Trustees on December 3, 2013. This report provided information on the updated planned 2013-2014 reserve use.*
2. For *other changes*, the Chief Superintendent's Update will provide timely information about reportable events.

The organization is compliant with this indicator.

Quarterly variance reports were presented to the Board of Trustees on the following dates through submission on the Chief Superintendent's Consent Agenda:

- *The 2012-13 Fourth Quarter Variance Report was presented on December 3, 2013*
- *The 2013-14 First Quarter Variance Report was presented on December 3, 2014*
- *The 2013-14 Second Quarter Variance Report was presented on April 15, 2014*
- *The 2013-14 Third Quarter Variance Report was presented on June 17, 2014*

3. Audited financial statements will confirm that 100 percent of reportable events were communicated to the Board of Trustees in a fashion that was timely.

The organization is compliant with this indicator.

Audited financial statements were provided to the Board on December 17, 2013. The statements confirmed that all reportable events were included in relevant quarterly reports for the 2012-2013 fiscal year.

Evidence demonstrates the indicators in sub-section 8.3 are in compliance.

8.4	Ensure that the Board has adequate information from a variety of internal and external viewpoints to ensure informed Board decisions.	Compliant
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Board-approved Interpretation |

The Chief Superintendent interprets:

- *adequate* to mean sufficient but not exhaustive;
- *information* to mean relevant, quantitative and qualitative data;
- *internal* to mean CBE employees;
- *external* to mean relevant stakeholder groups such as students, parents, the provincial government, and CBE union and association leadership;
- *viewpoints* to mean credible and significant perspectives gathered through formal methods and channels;
- *Board decisions* to mean actions taken by the Board of Trustees that are known to administration a reasonable time in advance.

Board-approved Indicator and Evidence of Compliance |

100 per cent of known Board of Trustees decisions will be supported with information gathered and presented by administration.

The organization is compliant with this indicator.

In 2013-2014, administration provided feedback and information to support the Board of Trustees as it made decisions in areas such as the following:

- *determination of reasonable progress toward academic success;*
- *determination of compliance with expectations for organizational performance;*
- *approval of Three Year Modular Classroom Plan;*
- *approval of recommendations about the financial status of operating reserves and designated funds;*
- *approval of recommendations about capital budget and reserves status;*
- *approval of the combined Three-Year Education Plan;*
- *approval of replacement plan for Elbow Park School*
- *approval of locally developed and/or acquired courses;*
- *approval of the capital and operating budgets;*
- *approval of support for changes to playground and school zone times;*
- *determination of the Board's governance model and governance policy.*

Evidence demonstrates the indicator in sub-section 8.4 is in compliance.

8.5	Inform the Board of anticipated significant media coverage.	Compliant
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Board-approved Interpretation |

The Chief Superintendent interprets:

- *anticipated* to mean expected before it happens;
- *significant* to mean material—if omitted or misstated it would influence or change an action or decision;
- *media* to mean professional journalists and their print, broadcast and online outlets;
- *coverage* to mean reports or commentary.

Board-approved Indicator and Evidence of Compliance |

On a monthly basis, the Board of Trustees will be informed about 100 per cent of reportable events in an appropriate venue.

The organization is compliant with this indicator.

During the 2013-2014 school year, media outlooks were used to inform the Trustees of reportable events. There were 212 media outlooks to Trustees during this reporting period. These outlooks include and are not limited to notice of media advisories, media coverage, interviews and requests from the media for information or comment from Calgary Board of Education employees on various topics. The media outlook emails to trustees describe actual incidents or situations as well as timely information about anticipated events.

Evidence demonstrates the indicator in sub-section 8.5 is in compliance.

8.6 Inform the Board, the Board Chair or individual members if, in the Chief Superintendent's opinion, the Board or individual members have encroached into areas of responsibility assigned to the Chief Superintendent or if the Board or its members are non-compliant with any Governance Culture or Board/Chief Superintendent Relationship policies.	Compliant
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Board-approved Interpretation |

The Chief Superintendent interprets:

- *inform the Board, the Board Chair or individual members* to mean that the Chief Superintendent may exercise judgment to determine whether the Board of Trustees, the Chair or a trustee is provided with information under specific circumstances;
- *opinion* to mean judgment or assessment based on observation and experience;
- *encroached into areas of responsibility assigned to the Chief Superintendent* to mean that the Board or a trustee has stepped into an operational area delegated by the Board of Trustees through its policies to the Chief Superintendent;
- *Board or its members are non-complaint* to mean the Board or a trustee has violated the policies established by the Board of Trustees.

Furthermore, the Chief Superintendent acknowledges that notification will be prompt so that those notified have the knowledge and opportunity to assess and resolve issues before they recur or worsen.

Board-approved Indicator and *Evidence of Compliance* |

100 per cent of reportable events will be provided in an appropriate venue.

The organization is compliant with this indicator.

During the 2013-2014 year the Chief Superintendent provided timely information to the Board, the Board Chair and/or individual trustees in several instances where, in the judgment of the Chief Superintendent, provisions outlined in governance policies were not followed. These communications initiated by the Chief Superintendent took place in writing and verbally, publically or on a one to one basis.

Evidence demonstrates the indicator in sub-section 8.6 is in compliance.

8.7 Present information in simple concise form, indicating clearly whether the information is incidental, intended for decision preparation, or for formal monitoring.	Compliant
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Board-approved Interpretation |

The Chief Superintendent interprets:

- *simple* to mean understandable by a typical parent of a CBE student;
- *concise* to mean adequate information provided briefly;
- *incidental* to mean information provided for the Board’s edification;
- *intended for decision preparation* and *formal monitoring* to mean information provided that is germane to Board decision-making.

Board-approved Indicator and Evidence of Compliance |

100 per cent of reports from the Chief Superintendent to the Board of Trustees will indicate whether the report is for information or decision.

The organization is compliant with this indicator.

In 2013-2014, there were 72 written reports presented at public meetings to the Board of Trustees by administration. 38 indicated the report was presented for decision, 31 indicated the purpose was information. There were 3 reports where the purpose was for both information and decision.

Evidence demonstrates the indicator for sub-section 8.7 is in compliance.

8.8 Treat all members equally and assure that all members have equal access to information.	Compliant
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Board-approved Interpretation |

The Chief Superintendent interprets:

- *members* to be individual trustees of the Calgary Board of Education Board of Trustees;
- *equal access* to mean that each and all trustees have the opportunity to receive or access reportable information.

Board-approved Indicators and Evidence of Compliance |

1. 100 per cent of responses to written inquiries from individual members of the Board will be copied to all members of the Board.

The organization is compliant with this indicator.

A review of email responses to individual Trustee inquiries indicates that responses were copied to the Administrative Assistant to the Board of Trustees where all Trustees would have access.

2. 100 per cent of agendas, related documents and minutes of Board of Trustees' meetings will be available to all members of the Board.

The organization is compliant with this indicator.

Agendas and related documents for all Board of Trustees' meeting are forwarded to individual trustees through a process outlined in the Board Procedures documents. Agendas and related documents are also available on the Calgary Board of Education public website.

Evidence demonstrates the indicators in sub-section 8.8 are in compliance.

<p>8.9 Inform the Board in a timely manner of any actual or anticipated non-compliance with any Board Operational Expectations policy or any failure to achieve reasonable progress toward any Results policy.</p>	<p>Compliant</p>
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Board-approved Interpretation |

The Chief Superintendent interprets:

- *timely* to mean promptly once administration becomes aware of and has validated information;
- *actual* to mean certain to occur or already occurred;
- *anticipated* to mean expected to occur.

Board-approved Indicators and Evidence of Compliance |

1. 100 per cent of instances of actual (already occurred) exceptions to compliance or reasonable progress will be indicated in the annual monitoring reports for Operational Expectations and Results policies.

The organization is complaint with this indicator.

100% of all monitoring reports included any exceptions to compliance in each of the twelve Operational Expectation monitoring reports, and each of the four Results monitoring reports. Two Operational Expectations monitoring reports noted exceptions to specific policy provisions. There were no exceptions noted relating to entire monitoring reports.

2. 100 per cent of instances of actual (certain to occur) or anticipated non-compliance or lack of reasonable progress for an entire policy will be presented to the Board of Trustees in a timely manner.

The organization is compliant with this indicator.

During the 2013-2014 school year, there were no instances of non-compliance or lack of reasonable progress for an entire policy identified by administration. Therefore, no communication of this sort took place between administration and the Board.

Evidence demonstrates the indicators in sub-section 8.9 are in compliance.

8.10 Provide for the Board adequate information about all administrative actions and decisions that are delegated to the Chief Superintendent, but required by law to be approved by the Board.	Compliant
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Board-approved Interpretation |

The Chief Superintendent interprets *required by law to be approved by the Board* to mean Alberta Education’s requirement for submission of a formal resolution from the Board of Trustees.

Administration has investigated and, at this time, only Locally Developed Courses (LDC) meet the criteria of the sub-section. Although accountability for Locally Developed Courses has been delegated to the Chief Superintendent by the Board of Trustees, the *School Act* requires a Board resolution authorizing LDC for use with Calgary Board of Education students.

Board-approved Indicator and Evidence of Compliance |

100 per cent of recommendations about Locally Developed Courses will be presented to the Board of Trustees for approval.

The organization is compliant with this indicator.

As required by provincial reporting timelines, reports summarizing Locally Developed Courses were submitted for approval of the Board of Trustees on February 4, 2014, and April 15, 2014.

Evidence demonstrates the indicator in sub-section 8.10 is in compliance.

8.11 Inform the Board in advance of any deletions of, additions to, or significant modifications of any instructional program.	Compliant
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Board-approved Interpretation |

The Chief Superintendent interprets:

- *deletions of, additions to, or significant modifications of any instructional program* to mean the removal, cancellation, introduction or extension of:

1. any prescribed programs of study in the regular education program or in alternative or special education programs that would materially impact the Board's work; and
 2. any entire alternative or special education program.
- *inform the Board in advance* to mean notifying the Board as soon as possible after the event is known and confirmed.

Furthermore, the Chief Superintendent interprets this requirement to apply whether changes are initiated by the Calgary Board of Education, Alberta Education or another organization unless the Board of Trustees has been previously or otherwise informed of the change.

Board-approved Indicator and Evidence of Compliance |

100 per cent of reportable instructional program changes will be provided to the Board of Trustees.

The organization is compliant with this indicator.

Significant changes to instructional programs for the 2014-2015 school year were reported to the Board of Trustees through the Three Year System Student Accommodation Plan presented on June 17, 2014.

Evidence demonstrates the indicator in sub-section 8.11 is in compliance.

8.12 Ensure that the Board has the support necessary for it to perform its duties in an effective manner.	Compliant
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Board-approved Interpretation |

The Chief Superintendent interprets:

- *support* to mean providing appropriate resources; and
- *its duties* to mean Board governance responsibility for the system as a whole.

The Chief Superintendent will canvas the Board of Trustees annually to ascertain satisfaction with support received and administration's responsiveness to evolving requirements for additions, amendments or reductions to support.

Board-approved Indicator and Evidence of Compliance |

In the annual canvass, the Board of Trustees confirms satisfaction.

The organization is compliant with this indicator.

The Chief Superintendent met with Trustees regularly over the course of the 2013-2014 school year either through Board of Trustee meetings or Board work sessions. Additionally, there were opportunities for individual meetings.

The following are a few examples¹ of the level and flexibility of support provided by the Calgary Board of Education over the 2013-2014 year.

- *Support for the Board of Trustees' as they revisited their governance model and governance policies*
- *Flexibility in allocating administration's resources to support implementation of the new governance policies*
- *Ongoing, interactive support of the Board of Trustees' engagement initiatives*
- *Responsiveness to trustee inquiries*
- *Ongoing support for the Board of Trustees' communication strategies*
- *Support in trustees' work sessions*
- *Support in Board of Trustees' meetings*
- *Provision of information, in written and/or presentation format, to support the work of trustees and the Board of Trustees, including and not limited to:*
 - *school presentations at Board of Trustees' meetings*
 - *student-led anthem at Board of Trustees' meetings*
 - *student musical presentations prior to Board of Trustees' meetings*
 - *Board Development Sessions on current topics*
 - *working with data for student results*
 - *Provincial Achievement Tests and Diploma Exam Results*
 - *Chief Superintendent Updates*
 - *Lighthouse Awards*

Evidence demonstrates the indicator in sub-section 8.12 is in compliance.

GLOSSARY – Developed by the Board of Trustees

Board: The Board of Trustees

Operational Expectations: These policies define both the nonnegotiable expectations and the clear boundaries within which the Chief Superintendent and staff must operate. They articulate the actions and decisions the Board would find either absolutely necessary or totally unacceptable.

Monitoring Report: The Board wants to know that its values have driven organizational performance. The Chief Superintendent will present to the Board, for its evaluation, a report that summarized how either compliance has been achieved on Operational Expectations or how reasonable progress has been made in Results. Each monitoring report requires: a re-statement of the full policy, by section; a reasonable interpretation of each section; data sufficient to prove compliance or reasonable progress; and a signed certification from the Chief Superintendent of the status.

Reasonable Interpretation: Once the Board has stated its values in policy, the Chief Superintendent is required to "interpret" policy values, saying back to the Board, "here is what the Board's value means to me." The Board then judges whether this interpretation is reasonable. In other words, does the Chief Superintendent "get it?" This reasonable interpretation is the first step required in monitoring compliance on Operational Expectations and monitoring reasonable progress on Results.

Compliance: Evidence or data that allow the Board to judge whether the Chief Superintendent has met the standard set in the Operational Expectations values.

¹ Examples in this report are illustrative only and not intended as an exhaustive list

Non-compliance: In gathering evidence and data to prove to the Board that its Operational Expectations values have been adhered to, there may be areas where the standards were not met. The policy or subsection of the policy would be found to be "non-compliant." The Chief Superintendent would identify the capacity-building needed to come into compliance and the Board would schedule this section of policy for re-monitoring.



report to
Board of Trustees

Trustee Remuneration Committee – Terms of Reference

Date	March 3, 2015
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	Trustee Trina Hurdman Chair, Trustee Remuneration Committee
Purpose	Decision
Governance Policy Reference	Governance Culture GC-5: Board Committees GC-5E: Board Committees

1 | Recommendation

It is recommended:

- THAT the Board of Trustees approves the amended Terms of Reference for the Trustee Remuneration Committee, as attached.

2 | Issue

In reviewing the Terms of Reference for the Trustee Remuneration Committee, it was suggested by trustees that the parent representative no longer needs to be from the Calgary Association of Parents and School Councils, and that the membership should be changed to “at least one parent representative”.

Attachment I: Revised GC-5E: Trustee Remuneration Committee Terms of Reference in tracked changes



GOVERNANCE CULTURE
GC-5E: Board Committees

Monitoring Method: Board Self-assessment
Monitoring Frequency: Annually

1. Trustee Remuneration Committee**a. Purpose/Charge:**

- To annually review trustee remuneration, including trustee remuneration levels, taking into consideration budgetary, economic and other relevant factors.
- To recommend continuation of or changes to Board policy on remuneration.
- To meet at least once per year and must include the Committee Chair.

b. Membership:

- Two trustees, one of whom will serve as Chair of the Committee as determined by the Board of Trustees at the Organizational meeting;
- ~~At least one p~~Parent representative; ~~from the Calgary Association of Parents and School Councils;~~
- One Calgary corporate community representative; and
- At least one other stakeholder of the Corporation.

c. Reporting Schedule:

Submit its recommendations regarding trustee remuneration levels for a school year at least six weeks prior to the Board of Trustees' approval of the Corporation's operating budget for such school year.

d. Term:

Trustees are appointed for a one-year term at the Board of Trustees' Organizational meeting. External Committee members shall be appointed for a two-year term.

e. Quorum:

At least one trustee and two external Committee members.

f. Authority Over District Resources:

None.

Adopted: November 27, 2012

report to Board of Trustees

Correspondence

Date	March 3, 2015
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	Janice R. Barkway Office of the Corporate Secretary
Purpose	Information
Governance Policy Reference	Operational Expectations OE-8: Communication With and Support for the Board

1 | Recommendation

The following correspondence is being provided to the Board for information:

- Email dated February 6, 2015 from CBE Communications to The Honourable Gordon Dirks, Minister of Education/MLA, Calgary Elbow, providing an update on the Elbow Park School replacement project.

This communication was also provided to City of Calgary Councillors Pincott and Woolley.

Attachments: Relevant Correspondence



From: CBE Communications
Sent: February-06-15 9:12 AM
To: calgary.elbow@assembly.ab.ca
Cc: Board of Trustees (BT); Stevenson, David T; Coppinger, Frank J; Barkway, Janice R
Subject: Update on Elbow Park School replacement project-MLA

Dear Minister Dirks:

We are pleased to provide you with an update on the project to replace the flood-damaged Elbow Park School.

There have been significant milestones achieved in recent months and also some changes made to the school design. Despite these changes, we are pleased to report that the project is still on track for completion in late 2016 as previously discussed.

As you know, the original design plans called for a new and modern school to be constructed within the historic walls, including a new gymnasium addition to the south. That is still the plan with one change. Following an assessment of bids received for the specialist demolition and underpinning of the exterior walls, it was found that the work associated with saving the historic east and west walls could not be delivered within the approved budget and timeframe. As a result, a decision has been made to retain only the north, most historically significant wall and replicate the east and west walls. The City of Calgary Planning Department has reviewed and is supportive of these adjusted plans.

The project remains committed to incorporating as much of the historical design as possible, including building the new east and west walls with a brick façade. As previously planned, the new roofs are to emulate the original sloped roofs, while the new gym addition will have a flat roof.

A new tender for demolition and underpinning of the existing north facade has been released and it is scheduled to close in February. The community will be advised in advance of the start of demolition work. Final design modifications for the remainder of the school construction are underway and it is expected that the tender for construction will be released in March/April. In the meantime, hazardous materials abatement work is now underway in the building.

The Calgary Board of Education is looking forward to the replacement building providing a modern, safe, state-of the art school that will meet the learning needs of current and future students. To that end, we are pleased to be working with the following project team:

- Stuart Olson Construction Ltd., Construction Manager
- Gibbs Gage Architects, leading the design work
- Duke Evans Inc., providing project management.

The replacement of Elbow Park School was approved by the Province on Feb. 12, 2014. The funds required for this replacement school come from a combination of insurance settlement proceeds and provincial government capital funds, supplemented with provincial flood mitigation and flood recovery funding.

If you have any questions, please get in touch. In addition, updates are provided on this, and all of our capital projects, on the Calgary Board of Education website (<http://www.cbe.ab.ca/>) at Schools Under Development. There is also an opportunity to provide feedback there.

Thank you,

Joanne Ramondt
Manager, Communications
Calgary Board of Education | www.cbe.ab.ca
t | 403-817-7954
c | 403-863-2527

report to
Board of Trustees

Summative Evaluation of the Chief Superintendent

Date	March 3, 2015
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	Trina Hurdman, Board Evaluation Committee Chair Joy Bowen-Eyre, Board Evaluation Committee Member
Purpose	Information
Governance Policy Reference	GC-3: Board Job Description GC-4: Officer's Roles B/CSR-5: Chief Superintendent Accountability

1 | Recommendation

The report is being provided to the Board for information.

2 | Background

Board of Trustees' Governance Policy B/CSR-5 states that, *the Board considers Chief Superintendent performance to be identical to organization performance.* Organizational accomplishment of the Board's Results policies, and operation according to the values expressed in the Board's Operational Expectations policies, will be considered successful Chief Superintendent performance. These two components define the Chief Superintendent's job responsibilities, and are the basis for the Chief Superintendent's performance evaluation. B/CSR-5.7 states that, *Each January the Board will conduct a formal summative evaluation of the Chief Superintendent. The summative evaluation will be based upon data collected during the year from the monitoring of Results and Operational Expectations policies.*



3 | Conclusion

The purpose of the annual evaluation of the Chief Superintendent is to summarize the actions previously taken by the Board of Trustees as it monitored the Results and Operational Expectations policies during the year, and to draw conclusions on that basis.

ATTACHMENTS

Attachment I: Summative Evaluation

GLOSSARY – Developed by the Board of Trustees

Board: Board of Trustees

Governance Culture: The Board defined its own work and how it will be carried out. These policies clearly state the expectations the Board has for individual and collective behaviour.

Board/Chief Superintendent Relationship: The Board defined in policy how authority is delegated to its only point of connection – the Chief Superintendent – and how the Chief Superintendent's performance will be evaluated.

Operational Expectations: These policies define both the nonnegotiable expectations and the clear boundaries within which the Chief Superintendent and staff must operate. They articulate the actions and decisions the Board would find either absolutely necessary or totally unacceptable.

Results: These are our statements of outcomes for each student in our district. The Results policies become the Chief Superintendent's and the organization's performance targets and form the basis for judging organization and Chief Superintendent performance.





Board Evaluation of Chief Superintendent, 2014

Policy	Reasonable Interpretation	Related RI Minutes	Monitoring Report	Monitoring Minutes	Reasonable Progress/ Compliance	Commendations/Concerns
Operational Expectations						
1. <u>Global Operational Expectation</u>	<u>2012/09/18</u>	<u>Page 7</u>	<u>2014/06/17</u>	<u>Page 3</u>	In compliance	
2. <u>Temporary Chief Superintendent Succession</u>	<u>2012/03/06</u> <u>2013/10/08</u>	<u>Page 10</u> <u>Page 10</u>	<u>2014/09/09</u> <u>2014/09/16</u>	<u>Page 2</u> <u>Page 5</u>	In compliance	
3. <u>Treatment of Owners</u>	<u>2012/09/04</u>	<u>Page 4</u>	<u>2014/10/07</u> <u>2014/10/14</u>	<u>Page 4</u> <u>Page 3</u>	In compliance with exception of 3.1	
4. <u>Treatment of Employees</u>	<u>2012/03/06</u> <u>2014/06/10</u>	<u>Page 12</u> <u>Page 5</u>	<u>2014/10/28</u> <u>2014/11/04</u>	<u>Page 4</u> <u>Page 3</u>	In compliance with exception of 4.1, 4.7, 4.12	
5. <u>Financial Planning</u>	<u>2012/03/20</u> <u>2013/05/28</u>	<u>Page 14</u> <u>Page 24</u>	<u>2014/05/20</u>	<u>Page 6</u>	In compliance	Board commends Chief for expanded new budget format
6. <u>Financial Administration</u>	<u>2012/06/12</u> <u>2012/09/18</u> <u>2013/03/19</u> <u>2014/06/17</u> <u>2014/12/02</u>	<u>Page 4</u> <u>Page 7</u> <u>Page 7</u> <u>Page 10</u> <u>Page 12</u>	<u>2014/01/07</u> <u>2014/01/21</u>	<u>Page 3</u> <u>Page 11</u>	In compliance with exception of 6.4	Board commends Chief for exceptional organizational performance related to: implementation of Public Sector Accounting Standards; restatement of prior year's financials; assisting with clarification regarding interpretation of requirements applicable to all school districts; and restructuring services to reduce planned expenditures.
7. <u>Asset Protection</u>	<u>2012/10/02</u> <u>2013/04/16</u>	<u>Page 7</u> <u>Page 7</u>	<u>2014/01/21</u>	<u>Page 5</u>	In compliance	
8. <u>Communication With & Support for the Board</u>	<u>2012/05/15</u>	<u>Page 5</u>	<u>2014/03/18</u>	<u>Page 3</u>	In compliance	
9. <u>Communicating With the Public</u>	<u>2012/09/04</u> <u>2014/06/17</u>	<u>Page 5</u> <u>Page 4</u>	<u>2014/04/15</u>	<u>Page 8</u>	In compliance	
10. <u>Instructional Program</u>	<u>2012/09/18</u> <u>2014/06/10</u>	<u>Page 5</u> <u>Page 6</u>	<u>2014/10/28</u> <u>2014/11/04</u>	<u>Page 4</u> <u>Page 7</u>	In compliance	
11. <u>Learning Environment/ Treatment of Students</u>	<u>2012/05/01</u> <u>2014/06/17</u>	<u>Page 4</u> <u>Page 5</u>	<u>2014/11/25</u> <u>2014/12/02</u>	<u>Page 5</u> <u>Page 6</u>	In compliance	Board commends Chief for establishing and maintaining a learning environment that is safe, respectful and conducive to effective learning for each student by maintaining a climate that is characterized by support and encouragement for high student achievement.



Board Evaluation of Chief Superintendent, 2014

Policy	Reasonable Interpretation	Related RI Minutes	Monitoring Report	Monitoring Minutes	Reasonable Progress/ Compliance	Commendations/Concerns
12. Facilities	2012/04/03	Page 5	2014/03/04	Page 4	In compliance	Board commends Chief for excellent performance in section 12.2, ensuring that facilities are safe, clean and properly maintained.
Results						
1. Mission	2013/09/17	Page 3				Not scheduled for monitoring
2. Academic Success	2013/04/16	Page 6	2014/11/25 2014/12/02	Page 4 Page 2	Reasonable progress being made	-Board commends Chief for improvement in Grade 9 Knowledge & Employability results and participation rates; and CBE Diploma Exam results - -Board identifies concerns with student results in each of the following areas: First Nations, Métis & Inuit student achievement in all areas; English Language Learner results for Grade 9 PATs, and the achievement of Grade 9 students at the acceptable level in PATs for Math and Science. -Board directed the Chief Sup't to review the indicators for Results 2: Academic Success and report to the Board prior to June 30, 2015.
3. Citizenship	2013/04/02	Page 5	2014/02/04	Page 3	Reasonable progress being made	Board commends Chief for embracing a variety of opportunities for students to have influence and for student voice to be heard in matters that allow them to truly demonstrate citizenship local and globally.
4. Personal Development	2013/03/19 2013/02/05	Page 6 Page 4	2014/04/01	Page 4	Reasonable progress being made	
5. Character	2013/03/19	Page 4	2014/06/10	Page 3	Reasonable progress being made	Board commends Chief for student success of CBE students acting in ways that are ethical, responsible and contribute to positive learning environment

**report to
Board of Trustees**

**Trustee Liaison Report - Alberta School Boards Association
(ASBA) Board of Directors**

Date | March 3, 2015

Meeting Type | Regular Meeting, Public Agenda

To | Board of Trustees

From | Trustee Pamela King

Purpose | Information

Governance Policy Reference | Governance Culture
GC-3 Board Job Description

1 | Recommendation

The Alberta School Boards Association (ASBA) liaison report containing the ASBA Board of Directors' Meeting Highlights dated February 12, 2015 is being provided for Board information.

2 | Issue

The attached is a report provided by the Alberta School Boards Association (ASBA) with respect to their work. As the Board of Trustees' representative on the ASBA Board of Directors, I am providing this report for your information.

Attachment I: ASBA Highlights February 12, 2015



ASBA Board of Directors Meeting

*Board Highlights are circulated to the ASBA Board of Directors and ASBA staff after each meeting. Directors are asked to share Board Highlights with their respective constituencies. See the ASBA website www.asba.ab.ca for draft and official minutes. For more information contact **Marian Johnson** at 1.780.451.7101.*

ASBA Board adopts assumptions to guide development of draft 2015-16 budget

The ASBA Board of Directors adopted 13 assumptions to guide staff as they develop a draft 2015-16 budget. The ASBA Board of Directors and administration reiterated their commitment to finding budget efficiencies and to promoting transparency for the budget.

Next steps

Guided by the assumptions, staff will present a draft budget and options to the ASBA Board of Directors at its March 12/13 meeting. The board will consider these options and finalize a draft budget which the board of directors will present to school boards at the Spring General Meeting.

Find out about the draft ASBA budget

Zone 2/3 Director Jean Boisvert and Calgary Catholic Director Mary Martin will present the proposed budget in each of the Zones as follows. All trustees are welcome to attend.

Zone 1	March 26
Zone 2/3	April 24
Zone 4	April 27
Zone 5	May 22
Zone 6	May 13

What assumptions will guide the development of the ASBA's 2015/16 budget?

1. The budget will be balanced.
2. Past experience and the annual all-in consumer price index for Alberta at December 2014 will be used to project expenses (CPI increase November 2013 to November 2014 – 2 per cent). Expenses will be reviewed in detail to identify any potential savings.
3. In accordance with its lease, the ASBA's building operating costs will be \$17.44/sq. ft., reflecting a 5 per cent increase on the 2014/15 rate. The ASBA's lease rate will be \$22/sq. ft.
4. Interest revenue will be based on current rates (2 to 3 per cent).
5. The per diem rate paid to trustees doing association work will stay at 2014/15 levels: \$166 per day or \$83 per half day.

6. The president's honorarium will stay at \$20,700; the vice-president's honorarium will stay at \$10,350.
7. The ASBA mileage rate will stay at .53/km.
8. The ASBA will retain its membership in the Canadian School Boards Association and the National School Boards Association. The board of directors will make a final decision about these memberships during its March budget deliberations.
9. Insurance is adequate and will be renewed at current levels. Current insurance coverage includes employed lawyers liability, general liability, property, bond and crime, group accident and directors and officers.
10. There will be no direct recovery of travel expenses from school jurisdictions using fee-for-service.
11. The ASBA Board of Directors will meet according to its 2014/15 schedule: (Six face-to-face meetings; two video-conference meetings and teleconference meetings as needed).
12. Staffing:
 - (1) Number/Level: Currently under review. Needs to be sufficient to carry out the advocacy and strategic plans and delivery of core services.
 - (2) Compensation: Currently being reviewed and guided by ASBA policy.
13. The board of directors will set reasonable membership fees, fee-for-service rates and conference registration fees, based on the above assumptions and the resources the association will need to carry out the association's advocacy and strategic plans and delivery of core services.

report to Board of Trustees

Chief Superintendent's Update

Date	March 3, 2015
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	David Stevenson, Chief Superintendent of Schools
Purpose	Information
Governance Policy Reference	Operational Expectations OE-8: Communication With and Support for the Board

1 | Recommendation

This report is being provided for the information of the Board. No decision is required at this time.

2 | Issue

As the Board of Trustees' chief executive officer, the Chief Superintendent is accountable for meeting the expectations set by the Board. These expectations are stated in Results and Operational Expectations policies.

OE-8: Communication With and Support for the Board requires "the Board is supported in its work and is fully and adequately informed about matters relating to Board work and significant organizational concern." With other reports submitted to the Board of Trustees, this update meets the requirement of OE-8 for the provision of information in a timely, simple and concise form.



Records Management Quarterly Report

BACKGROUND

At the Board of Trustees' meeting on January 24, 2012, administration was directed to provide quarterly updates to the Board regarding the Calgary Board of Education's progress to address records management and retention issues. The following update is the eleventh report presented in response to this directive.

Quarterly reports reference Generally Accepted Recordkeeping Principles as a means of contextualizing the work and overall progress. The Principles are an industry standard that forms the basis for the Corporate Records Management Program. Following are the Principles of Records Management:

- Accountability
- Transparency
- Integrity
- Protection
- Compliance
- Accessibility
- Retention
- Disposition

QUARTERLY UPDATE

Principle of Accountability

2014 Records Management (RM) Audit Report

During the quarter, the results of the 2014 RM audit were presented to Superintendents' Team. Given that the audit provided evidence that the maturity of Recordkeeping at schools is improving and needs to continue at an accelerated pace, Superintendents approved additional supports to ensure that progress on the objectives outlined in the RM High-level Timeline continue to be achieved.

Benefits

This provides the opportunity to target our supports to reach the outcomes identified in the timelines and ensures that the organization's senior executives are kept apprised of the status of RM.

Official Student Record Folder RFP

In accordance with the *School Act* and the Student Records Regulation of Alberta, an Official Student Record (OSR) must be created and maintained for every Calgary Board of Education student. Consistent with this requirement, a standardized physical folder that maintains the Official Student Record (OSR) will be introduced during the next school year across all CBE schools.

With the OSR folder design details finalized, a Request for Proposal was posted on December 16, 2014 and closed on January 22, 2015. Records Management (RM) staff are currently reviewing the responses. Once the RFP process has been successfully completed, the plan is to conduct a pilot with a small sample of schools relative to the 2015/2016 kindergarten intake.

The transition to a standardized folder for the OSR is expected to be a multi-year initiative with the objective that, over time all Official Student Records will be created and maintained in a consistent manner.

Benefits

Establishing a standardized Official Student Record Folder along with processes and protocols are meant to enhance efficiency by eliminating duplications while simultaneously improving the care and maintenance of student records. In addition, centrally acquiring the standardized Student Folders is expected to yield bulk purchase savings.

Archival Material Storage Inspection

In January 2015, RM staff conducted two reviews of the Iron Mountain facility with the objectives of assessing the security and conditions under which the Calgary Board of Education critical archival material was being held/maintained. The first site visit was unannounced, and staff were able to verify that security measures were robust and consistent with the Offsite Storage contract. In addition, RM staff were satisfied with the environmental controls which are tailored to the unique needs of paper, triacetate and polyester film, magnetic and optical media and color documents and photographs.

Benefits

Touring the Iron Mountain facility provides assurance and insight into processes and security measures in place regarding the CBE's critical archival material. It also helps to reinforce relationships between both staffs while simultaneously providing an opportunity to view CBE records together with the physical and environmental conditions in which they are kept.

Principles of Retention and Disposition

Offsite Storage of CBE Records

The focus on retention and disposition continues and as of the end of February 2015:

Records received from schools and departments

1275 administrative and 235 student record boxes were received, classified and retained in accordance to the organization's Classification and Retention schedule.

Records boxes provided to schools and departments

2070 boxes were distributed to CBE schools and administrative offices.

Off-site Disposition

1040 boxes of records (1248 cubic feet) were disposed of in accordance to the Classification and Retention Schedule.

On-site Active Disposition

Using the Active Disposition process, 132 boxes of records (or 158.4 cubic feet) of records located at schools and administrative offices were disposed.

Architecture & Engineering Boxes

In conjunction with the renovation work currently underway in the Architecture and Engineering office space, Records Management has provided appropriate storage boxes for a large number of CBE site blueprints. As of February 2015, 1,430 specialized boxes have been provided and 630 boxes have been delivered to Iron Mountain for appropriate storage and long term retention.

Benefits

- Provides the means and opportunity to refocus the CBE's Records Management program from a purely warehousing function to one that supports students, teachers and the community by more broadly administering the Records Management Program.
- Provides facilities more appropriate for the maintenance of semi-active and inactive records (primarily fire suppression, enhanced security and protective racking to shield physical boxes from damage).
- Addresses overcrowding at the CBE's onsite facilities together with related occupational safety concerns.
- Reduces storage of active records by allowing the disposition of inactive, duplicate, or obsolete material.
- Record boxes provided to schools and departments provide superior protection of records during transit and resists crushing during long term storage.
- Reduces unnecessary monthly costs associated with record storage since records whose significance has passed are disposed.
- Reduces and/or eliminates ad-hoc and uncontrolled destruction of records.

Principle of Protection and Availability

Records requests

Following from the previously implemented process to track record requests as a means of understating related time, effort and costs, during the quarter, 189 requests were received and responded to. Of these approximately 91% represented requests from the public (including past students or on behalf of past students) and the remaining 9% were internal requests.

Confidential Shred Bins

With inappropriate disposal of information being a key area where protected or sensitive information can be compromised, Corporate Records Management staff closely manages the CBE's Shred Bin Program. Specifically, staff continuously monitor, adjust and adapt elements of the program to ensure adequate and efficient coverage at schools and administrative sites.

The existing schedule of shred bin pickups has been reviewed and updated and additional bins have been provided to schools to address peak times throughout the school year. In addition, throughout the CBE, records were securely disposed of via a total of the emptying of 2520 Shred Bins.

In addition to the protection of information afforded by the CBE's Shred Bin program, there are also environmental benefits as the content of each bin is recycled. Specifically, based on a detailed report from the Shred Bin vendor, during the 2014 Calendar year, the CBE's use of Shred Bins had the following positive environmental implications:

- 3,371 cubic yards of landfill space was conserved,
- 11,315 trees were preserved and
- 976,467 lbs. of CO2 emissions were avoided.

Benefits

The program adjustments have resulted in greater efficiency of and satisfaction with the program. In addition, the program has contributed significantly to compliance on related Operational Expectations and has helped to increase awareness of security issues with student information. Sharing the environmental implications/benefits could assist with further encouraging the use of the Shred Bins

because greater awareness of the recycling of the bin's contents could encourage greater use by staff.

Archives Inventory

The Records Management team continues work on cataloguing the entire archives located at the Records Centre. In the interim, data from the cataloguing exercise is being captured in a spreadsheet that will allow staff to filter and search the contents by:

- School/Site name
- Type of Archive Material
- Dates
- Description

Benefits

Creating an inventory of all archival holdings will also provide necessary specifics for determining requirements for storing, managing and resourcing the archives as well as the physical infrastructure requirements.

Archival inventory will be crucial for enhancing preservation efforts and could increase accessibility to the organization's vast archival holdings. Improved preservation will mean that the historical record of the CBE will be available for future generations to reference, research and appreciate. Retaining records and artifacts of enduring value is at the heart of meeting the CBE's fiduciary archival responsibilities.

HR Record Inventory & Reclassification

During 2014 the need for a detailed inventory of legacy HR/employee files was identified. Specifically, RM staff would receive record requests for legacy employee files even though not all those records/boxes had been properly catalogued to identify individual file contents. As a consequence, RM staff undertook the detailed cataloguing (by individual employee files) and data entry of the legacy employee files that were contained in 554 record boxes. This work was completed in December 2014 and as a result the 'findability' of legacy employee files has been significantly enhanced. Moreover, to accurately reflect their retention, each file was classified in accordance with the Classification and Retention Schedule.

Benefits

The inventory and classification work aids the ability to retrieve records accurately and in a timely manner. These activities are also invaluable for determining appropriate retention timeframes; taking into account operational, financial and legal requirements.

Principles of Integrity and Transparency

Training and Awareness

During the 2014 summer, four (4) training videos were produced to assist CBE staff with understanding Record Protocols, Processes and Best Practices. Since the start of the 2014/15 school year, the availability of these videos have been advertised through Link Online, the Records Management Fall Newsletter and when RM staff conduct school training visits. Based on web site analytics, there have been a total of 408 views of the videos.

Onsite Training

Site visits and Records Management consultations and training sessions were provided to the following schools during the reporting period:

Onsite Training to Schools	
Queen Elizabeth High School	Christine Meikle School
Scenic Acres School	William Aberhart High School
Fish Creek School	Cambrian Heights School
Ranchlands School	Queen Elizabeth School
Haultain Memorial School	McKenzie Lake School
University School	Georges P. Vanier School
Huntington Hills School	Earl Grey School
West Springs School	Chris Akkerman School
Hawkwood School	Andrew Sibbald School
Falconridge School	Sir John Franklin School
William Reid School	Patrick Airlie School
Battalion Park School	Rosedale School
Sir Wilfrid Laurier School	Mountain Park School
Bowness High School	Crescent Heights High School
Juno Beach Academy of Canadian Studies	Douglas Harkness School

Benefits

In order for Records Management practices to be adopted and become standard organizational practice, they must be supported by ongoing training and appropriate communications. In particular, new understandings and processes often require targeted training and specific communication to employees to build the foundations for achieving a mature RM program.

Onsite RM Support/Assistance

Temporary Records Management Technicians continue to assist schools with a variety of Records Management tasks including:

- File clean-up and organization
- Preparation of record for transfer to the Records Centre
 - Sorting records based in similar retention
 - Packing records in appropriate RM Boxes
 - Completing Transmittal Forms
 - Separating and gathering records that were past their retention period
- Providing hands-on RM training as required by schools

During the quarter, 29 schools (listed below) received assistance from the Temporary Records Management Technicians.

RM Support/Assistance to Schools	
Queen Elizabeth High School	Douglas Harkness School
Scenic Acres School	James Fowler High School
Sir John A. Macdonald School	Cambrian Heights School
Ranchlands School	Silver Springs School
Sir John Franklin School	McKenzie Lake School
University School	Central Memorial High School
Sunalta School	Earl Grey School
West Springs School	Chris Akkerman School
W.O. Mitchell School	Andrew Sibbald School
Falconridge School	Rosedale School
Thornclyffe School	Patrick Airlie School
Battalion Park School	Branton School

RM Support/Assistance to Schools	
William Aberhart High School	Mountain Park School
William Reid School	Bowness High School
Juno Beach Academy of Canadian Studies	

Benefits

Maintaining direct contact with school administrative staff has resulted in improved practices and increased awareness and appreciation of RM requirements and of the Records Management program. In addition the School Record Inventories that the temporary RM Technicians assist with provide vital information for administering the Corporate Records Management Program as they contribute to mapping all the information stored at school sites which in turn is crucial for locating, retrieving and managing records.

Principle of Compliance

Enhancement of Records Management Application

Technology serves as an enabler because it supports many of the capabilities required for managing records. Accordingly, Recman (Records Management Software) has been enhanced to maintain and manage disposition history in accordance with applicable laws and CBE's internal policies. Specifically, Recman now allows for searches of disposed/deleted boxes and can also produce reports that display disposed/deleted boxes with the ability to filter these by department.

Benefits

Easier access to the record destruction history ensures compliance with applicable laws and CBE internal policies, and provides a clear audit trail. The new enhancements also increase efficiency and transparency when dealing with post disposition inquiries.

DAVID STEVENSTON
CHIEF SUPERINTENDENT OF SCHOOLS

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