

# public agenda

## Regular Meeting of the Board of Trustees

September 14, 2021  
12:00 p.m.

Microsoft Teams  
Calgary, AB

### R-1: Mission |

Each student, in keeping with their 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.	<b>1   Call to Order, National Anthem and Welcome</b>			
	<b>2   Consideration/Approval of Agenda</b>		GC-2	
	<b>3   Opening Remarks</b>			
	<b>4   Awards and Recognitions</b>		GC-3	
	<b>5   Results Focus</b>			
	<b>6   Operational Expectations</b>			
	6.1 OE-1: Global Operational Expectations – Annual Monitoring	C. Usih	OE-1	Page 6-1
	<b>7   Public Comment [ <a href="#">PDF</a> ]</b>		GC-3.2	
	Requirements as outlined in Board Meeting Procedures			
	<b>8   Matters Reserved for Board Information</b>			
<b>9   Matters Reserved for Board Decision</b>	Board	GC-3		
<b>10   Consent Agenda</b>	Board	GC-2.6		
10.1 Items Provided for Board Decision				
10.1.1 Meeting Minutes:				
• June 15, 2021 Regular Meeting			Lt'd distrib'n Page 10-1	

Time	Topic	Who	Policy Ref	Attachment
	<ul style="list-style-type: none"> <li>• June 22, 2021 Regular Meeting</li> <li>• August 18, 2021 Special Meeting</li> </ul> <p><i>(THAT the Board approves the minutes of the Regular Meetings held June 15 and June 22, 2021, and the Special Meeting held August 18, 2021, as submitted.)</i></p> <p>10.2 Items Provided for Board Information</p> <p>10.2.1 Chief Superintendent's Update</p>			<p>Page 10-7</p> <p>Page 10-24</p>
	<p><b>11   In-Camera Session</b></p>		OE-8	
4:30 p.m.	<p><b>12   Adjournment</b></p>			
	<p><b>Debrief</b></p>	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.

Information is collected under the authority of the Education 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](mailto:corpsec@cbe.ab.ca).

operational  
expectations  
monitoring report

## OE-1: Global Operational Expectations

Monitoring report for the  
school year 2020-2021

Report date:  
September 14, 2021

### CHIEF SUPERINTENDENT CERTIFICATION

With respect to Operational Expectations 1: Global Operational Expectations, the Chief Superintendent certifies that the proceeding information is accurate and complete.

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



Signed: \_\_\_\_\_  
Christopher Usih, Chief Superintendent

Date: September 9, 2021

### BOARD OF TRUSTEES ACTION

With respect to Operational Expectations 1: Global Operational Expectations, 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-1: Global Operational Expectations**

## Executive Summary

The Board of Trustees believes that the credibility of and public confidence in the organization are necessary to contribute positively to student success. The Board expects practices, activities and decisions that are in keeping with the standards, as defined in law and board policies, for an organization responsible for public education.

This Operational Expectation establishes the global values and expectations of the Board of Trustees for the Calgary Board of Education regarding the operation of the organization.

The Chief Superintendent's reasonable interpretation and indicators for OE 1: Global Operational Expectations were approved on October 10, 2017. The Board of Trustees last monitored OE 1 on October 13, 2020. The Board of Trustees approved revisions to the reasonable interpretations and indicators for OE 1 on October 27, 2020 to begin reporting in the 2022-2023 school year. This report includes data available from the 2020-2021 school year and contains evidence to support the following findings:

Policy Statement	Indicator	Finding
1.1	1.1.1	Compliant
1.1	1.1.2	Compliant
1.2	1.2.1	Compliant
1.2	1.2.2	Compliant
1.2	1.2.3	Compliant
1.2	1.2.4	Compliant

## OE-1: Global Operational Expectations

The Board of Trustees believes that the credibility of and public confidence in the organization are necessary to contribute positively to student success. The Board expects practices, activities and decisions that are in keeping with the standards, as defined in law and board policies, for an organization responsible for public education.

### Board-approved Interpretation |

The Chief Superintendent has a responsibility to ensure that the organization operates in such a way that public trust and confidence is maintained. In order to do this, the organization must:

- operate in accordance with the *School Act* and the related regulations, as well as other applicable legislation and regulations;
- operate using standards associated with sound professional and business practice;
- maintain working and learning environments that endeavour to keep employees and students from harm;
- support a respectful work and learning environment for students and employees and considerate, thoughtful interactions with the public;
- meet the expectations set out in the Board of Trustees' Operational Expectations policies; and
- administer its operations in ways that meet or exceed the community's expectations for the conduct of a public institution.

The Chief Superintendent shall:

1.1	Take all reasonable measures to ensure that practices, activities, decisions and organizational conditions are lawful, ethical, safe, respectful, prudent, in compliance with Board policy and preserve the organization's public image and credibility.	Compliant
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## OE-1: Global Operational Expectations

The Chief Superintendent is responsible for ensuring the organization operates within the boundaries of law and Board of Trustees policies. Having consistent expectations through regulations aligned with and in support of applicable legislation and policies provides guidance and clarity for employees as they perform their duties.

The Chief Superintendent interprets:

- *reasonable measures* to mean system-wide preventative internal controls.
- *practice, activity, decision or organizational condition* to mean the day-to-day operations of the Calgary Board of Education.

### Board-approved Indicators and *Evidence of Compliance* |

<p>1. Employees are informed of the expectations for their conduct in the context of their employment through the CBE Employee Code of Conduct.</p>	<p>Compliant</p>
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*The organization is compliant with this indicator.*

a) at the point of hire, as evidenced by new employee acknowledgement;

*Evidence statement*

Human resources confirms 100% compliance. A signed acknowledgement form is required stating the employee is aware of the Employee Code of Conduct before any hire or re-hire is completed.

b) annually by school principals;

*Evidence statement*

Principals have confirmed 100% compliance with all principals sharing the Employee Code of Conduct with their staff as well as the expectations for their conduct in the context of their employment with CBE.

c) annually by supervisors.

*Evidence statement*

## OE-1: Global Operational Expectations

All supervisors confirm 100% compliance in sharing and discussing the Employee Code of Conduct with their staff. This includes education directors and superintendents.

2. Administrative Regulations are reviewed and revised accordingly according to the identified work plan.	Compliant
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*The organization is compliant with this indicator.*

### *Evidence statement*

CBE has one Policy Coordinator to support administrative regulation (AR) development and revisions and to support revisions of Operational Expectations including reasonable interpretations and indicators. General Counsel receives and reviews an annual workplan for revisions. The AR development and amendment process engages multiple services units and school based staff. In light of Covid-19, AR work prioritized:

- changes flowing from legislative or regulatory changes;
- changes flowing from revisions/changes to Board policy; and
- those flowing from high school engagement and transportation changes.

To that end, in 2020-2021, CBE introduced 3 new ARs, revised 9 ARs and deleted 1 AR that was no longer relevant given revisions to other ARs.

1.2	Take reasonable actions to ensure that the organization, the Board or employees are not recklessly exposed to legal liability.	Compliant
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The Chief Superintendent interprets:

- *recklessly expose* as allowing conditions to exist which prevent the Calgary Board of Education from obtaining insurance coverage

**OE-1: Global Operational Expectations****Board-approved Indicators and Evidence of Compliance |**

1. CBE purchases insurance coverage that is comparable to the Ontario School Board Insurance Exchange and therefore considered normal and customary for the operation of a similar school district.	Compliant
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*The organization is compliant with this indicator.*

*Evidence statement*

The CBE belongs to the Urban Schools Insurance Consortium (USIC) and our insurance policies are purchased through this consortium. The consortium pools common risks to ensure competitive premiums with the best possible coverage for students, staff and our activities and properties. In many cases, the insurance coverage we purchase is better than that administered by Ontario School Board Insurance Exchange.

2. Zero instances of CBE's insurers refusing to insure the CBE due to the existence of hazardous conditions.	Compliant
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*The organization is compliant with this indicator.*

*Evidence statement*

CBE did not experience any challenges in acquiring insurance coverage for our multiple exposure lines (student accident, travel, property, vehicles, cyber) during the 2020-2021 school year. As a result of worldwide catastrophes and the ongoing COVID-19 pandemic, the global insurance market remains in a "hard-market" state, but is showing signs of plateauing. This means that underwriters who provide the finances to support our insurance policies, can be more selective in the risks they take and the clients they are willing to back due to limited availability in insurance market capital. CBE is still considered 'good risk' with no hazardous conditions that





**OE-1: Global Operational Expectations**

would impact our ability to attain coverage. A 'good risk' means CBE pays premiums that closely match the losses experienced.

3. Standard form contracts are available and utilized for master agreements, purchasing.	Compliant
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*The organization is compliant with this indicator.*

*Evidence statement*

All service units who manage master agreements confirm that standard form contracts are utilized for master agreements. Standard forms exist for procurement, On-Site and Off-Site activities, and partnerships with external partners. Master Agreements are reviewed and revised in consultation with Legal Services as needed.

4. Clearly defined processes are in place and utilized for approval of offsite activities.	Compliant
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*The organization is compliant with this indicator.*

*Evidence statement*

CBE has a clearly defined and well-communicated process for approving off-site activities of all types. The process includes an Off-Site Activities Procedures Manual, administrative regulations, an online Off-Site Activities Proposal and Review process, an Education Director, and an Off-Site Activities Coordinator (System Assistant Principal) to oversee off-site activities. Oversight ensures compliance with the Off-Site Activities Procedures Manual and the applicable administrative regulations. The processes in place for off-site locations differentiates between local and provincial off-site locations and those that go out of province or country. Out of province and out of country off-site activities are reviewed by OSAC (Off-Site Safety Advisory Committee) which includes the Off-Site Activities Coordinator and either the Manager from Corporate Risk & Security



**OE-1: Global Operational Expectations**

(“D” trips) or a Risk Advisor from Corporate Risk (“C” trips). These “C” and “D” trips also receive final approval from the Education Director.

The following chart identifies the process for each classification of activity.

Off-site	Authorized by	Reviewed by	Reviewed by	Final Approval by
A* (within Calgary region)	Principal	--	--	Principal
B1* (within AB, but outside Calgary region – with a Service Provider with a Master Agreement)	Principal	--	--	Principal
B2* (outside Calgary region, within AB – without a Service Provider or with a Service Provider without a Master Agreement, and all “wilderness trips”.	Principal	Coordinator Off-site		Principal
C (outside Alberta, within Canada)	Principal	Coordinator Off-site	Risk Analyst, Corporate Risk (OSAC)	Education Director
D (outside Canada)	Principal	Coordinator Off-site	Manager, Corporate Risk & Security (OSAC)	Education Director
An off-site activity may only proceed once it has received the appropriate final approval.				

Due to the restrictions related to the Covid-19 pandemic, the only off-site activities that occurred during the 2020-2021 school year were trips within the city of Calgary in connection to High School Physical Education classes. These accounted for approximately 537 trips.

***Evidence demonstrates all indicators in subsection 1 are in compliance.***

## OE-1: Global Operational Expectations

### GLOSSARY – Developed by the Board of Trustees

Board: The Board of Trustees

Operational Expectations: These policies define both the non-negotiable 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.

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**

**Chief Superintendent's Update**

Date	September 14, 2021
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	Christopher Usih Chief Superintendent of Schools
Purpose	Information
Governance Policy Reference	OE-2: Learning Environment/Treatment of Students OE-3: Instructional Program

## 1 | Recommendation

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

## 2 | Issue

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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-2: Learning Environment/Treatment of Students states that "it is essential to establish and maintain a learning environment that is welcoming, caring, safe, respectful and conducive to effective learning for each student." With other reports submitted to the Board of Trustees, this update meets the requirement of providing safe and positive learning conditions for each student that fosters a sense of belonging and a respect for diversity.



OE-3: Instructional Program states that "providing high quality programming for all students is essential for student success, as defined in the Results". With other reports submitted to the Board of Trustees, this update meets the requirement of OE-3 in planning for and providing challenging, relevant and high quality programming opportunities that consider the educational needs of students.

### 3 | Timely Information

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#### **Learning Excellence | 2021-22 School Year Re-entry**

The Calgary Board of Education is committed to the health and safety of all staff and students as well as keeping staff and families informed of evolving COVID-19 health measures and expectations.

Throughout the summer a multi-functional task force, consisting of school and service unit representatives, came together weekly to analyze current information and to develop recommendations regarding a safe return to school.

The task force was focused on ensuring schools and service units are equipped to employ enhanced health measures and have the necessary supplies on hand, reviewing guidance and recommendation updates from various sources, and making changes to the measures implemented from the 2020-21 school year. Significant work has been done to update information on internal and external websites for staff and families.

As information is made available, it is shared in a variety of ways including through SchoolMessenger, internal and external websites, and social media posts. Throughout August several messages were sent regarding health measures including mandatory masking and enhanced cleaning in CBE schools. Information was also provided on the opportunity for families to enrol their child in online classes through CBe-learn and details of the COVID-19 school immunization program.

As information changes, updates will continue to be provided through multiple communication channels to keep key stakeholders informed.

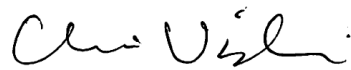
#### **People Excellence | Learning Excellence | Learning Series**

In August an optional learning series for both modified and traditional calendar teachers and administrators was offered. Both Literacy, and Assessment and Reporting, offered the following sessions within this learning series:

- **Literacy** – The literacy specialists, in collaboration with other teams, offered one optional training session to 150 registrants for Right to Read course. This two-day session provided training for the use of Reading Readiness

Screening Tool (RRST) and classroom instructional strategies for kindergarten and grade one teachers.

- **Assessment and Reporting** – Assessment and reporting specialists, in collaboration with other teams, offered four optional learning sessions to over 255 CBE teachers and administrators. These sessions focused on:
  - **Leading PowerTeacher Pro:** This session provided school leaders with an opportunity to consider how they will implement Power Teacher Pro in their schools. Discussion centered on determining timelines based on a sufficient body of evidence and the school structures that support this work.
  - **K-9 PowerTeacher Pro Basics:** This technical session was an opportunity for elementary teachers who are either new to PowerTeacher Pro or using it as a gradebook for the first time. This session explored the basic functionality to get a teacher started in finding demographic information, entering summative grades, and using it for ongoing communication. This session explored PowerTeacher Portal, Quick Lookup, creating categories, assignments, entering indicator grades, and how publishing can be used to communicate with families. There was a Q&A at the end of the session to further support teachers.



CHRISTOPHER USIH  
CHIEF SUPERINTENDENT OF SCHOOLS

#### 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.