

# public agenda

## Regular Meeting of the Board of Trustees

September 28, 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   Awards and Recognitions</b>		GC-3	
	<b>4   Results Focus</b>			
	<b>5   Operational Expectations</b>			
	<b>6   Public Comment [ <a href="#">PDF</a> ]</b> Requirements as outlined in Board Meeting Procedures		GC-3.2	
	<b>7   Matters Reserved for Board Information</b>			
	<b>8   Matters Reserved for Board Decision</b>	Board	GC-3	
	8.1 Proposed Amendments to GC-5E: Board Evaluation Committee Terms of Reference	Board	GC-1, 2, 3, 5, 5E	Page 8-1
	<b>9   Consent Agenda</b>	Board	GC-2.6	
9.1 Items Provided for Board Decision				
9.1.1 OE-1: Global Operational Expectations – Annual Monitoring	Board	OE-1	Page 6-1-A (Sept 14/21)	
<i>(THAT the Board approves that the Chief Superintendent is in compliance with the provisions of OE-1.)</i>				

Time	Topic	Who	Policy Ref	Attachment
	9.2 Items Provided for Board Information		OE-8	
	<b>10   In-Camera Session</b>			
4:30 p.m.	<b>11   Adjournment</b>			

**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).

## report to Board of Trustees

### Proposed Amendments to GC-5E: Board Evaluation Committee Terms of Reference

Date	September 28, 2021
Meeting Type	Regular Meeting, Public Agenda
To	Board of Trustees
From	Trustee Althea Adams Chair, Board Evaluation Committee
Purpose	Decision
Governance Policy Reference	GC-1: Board Purposes GC-2: Governing Commitments GC-3: Board Job Description GC-5: Board Committees GC-5E: Board Committees Terms of Reference

#### 1 | Recommendation

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It is recommended:

THAT the Board of Trustees approves the amendments to GC-5E: Board Committees – Board Governance Committee Terms of Reference, Attachment I to this report.

#### 2 | Background

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The Board of Trustees (the “Board”) has a Board Evaluation Committee, the purpose of this Committee is to oversee plans for the annual summative Board self-evaluation; annual monitoring of all the Governance Culture and Board-Chief Superintendent Relationship policies; and the annual summative evaluation of the Chief Superintendent. The Board wishes to expand the roles and responsibilities of the Board Evaluation Committee including renaming the Committee to be called “Board Governance Committee”.



### 3 | Conclusion

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The Board of Trustees to consider proposed changes to the Terms of Reference for the Board Evaluation Committee.

Attachment I: Board Governance Committee Terms of Reference

**GOVERNANCE CULTURE****GC-5E: Board Committees Terms of Reference**

**Monitoring Method:** Board Self-assessment  
**Monitoring Frequency:** Annually

**Board Governance Committee****Purpose/Charge:**

The purpose of the Board Governance Committee (the "Committee") is to:

- (a) Assist the Board of Trustees in fulfilling its responsibility for maintaining high standards in board governance by reviewing the Board Policies (as defined in GC-3: Board Job Description) and making recommendations to the Board of Trustees on areas of improvement;
- (b) Overseeing the Board's debrief on the quality of each meeting;
- (c) Overseeing the process for the Chief Superintendent's annual summative evaluation; and
- (d) Overseeing the process to assess the performance of the Board, its committees and individual trustees through the annual monitoring of its Governance Culture policies and Board-Chief Superintendent Relationship policies.

**Membership:**

1. The Committee shall be comprised of:
  - Board Vice-Chair, to serve as Chair of the Committee
  - Two trustees
  - Corporate Secretary
2. The trustee members will be appointed annually at the Board of Trustees' Organizational meeting.

**Meetings:**

1. The Committee will meet monthly, and may meet at such other times as required by the Committee Chair.
2. The Chair of the Committee shall establish the agendas for meetings, ensure that properly prepared agenda materials are circulated to the members with sufficient time for review prior to the meeting, and be responsible for reporting to the Board of Trustees.

3. A majority of the members of the Committee shall constitute a quorum. Two trustees must be present at all Committee meetings.

**Reporting Schedule:**

1. The Committee Chair or his/her designate shall report to the Board on matters arising at Committee meetings. The Committee Chair shall report at least quarterly to the Board of Trustees on the Committee's responsibilities and how it has discharged them.
2. Minutes of all meetings of the Committee shall be provided to the Board of Trustees by the Chair and filed with the Board of Trustees for the corporate record.

**Roles and Responsibilities:**

1. The Committee shall have the responsibilities set out in Appendix I as well as any other matters as may be delegated to the Committee by the Board from time to time.
2. The Committee and each of its members shall comply with such additional requirements as may be specified in the *Education Act* and in resolutions of the Board in effect from time to time.

**Authority Over District Resources:**

The Committee shall have no authority over resources of The Calgary Board of Education; this is a responsibility of the Board of Trustees.

Approved:

**Appendix I**  
**Board Governance Committee**  
**Roles and Responsibilities Calendar**

√ When Performed

Roles and Responsibilities	Monthly	Annually	As Required
<b>Board Policies</b>			
1. Review the Governance Culture policies and recommend to the Board for approval any amendments thereto.		√	
2. Review the Board-Chief Superintendent policies and recommend to the Board for approval any amendments thereto.		√	
3. Review the Board Meeting Procedures and recommend to the Board for approval any amendments thereto.		√	
4. Lead the Board in regular and systematic review of all Results policies and recommend to the Board for approval any amendments thereto.	√		
5. Lead the Board in regular and systematic review of all Operational Expectations policies and recommend to the Board for approval any amendments thereto.	√		
6. Lead the Board in debrief on the quality of its regular meetings.			√
<b>Chief Superintendent's Annual Summative Evaluation</b>			
7. Develop a process and timeline for the Chief's annual summative evaluation and recommend to the Board for approval.		√	
8. Oversee the process to complete the Chief's annual summative evaluation in accordance with Board-Chief Superintendent Relationship		√	

<b>Roles and Responsibilities</b>	<b>Monthly</b>	<b>Annually</b>	<b>As Required</b>
Policy 5: Chief Superintendent Accountability.			
9. Prepare the Board's annual summative evaluation letter and recommend to the Board for approval.		√	
<b>Board of Trustees' Self-Evaluation</b>			
10. Develop a process and timeline to annually assess and evaluate the Board's performance and effectiveness, including its committees and individual trustees through the annual monitoring of its Governance Culture policies and Board-Chief Superintendent Relationship policies		√	
11. Oversee the process to complete the Board's annual self-evaluation.		√	
12. Prepare the Board's annual self-evaluation report and recommend to the Board for approval.		√	
<b>Other</b>			
13. Review the Board Evaluation Committee Terms of Reference once every year to ensure its continued relevance and appropriateness, and make recommendation(s) to the Board.		√	



**operational  
expectations  
monitoring report**

## OE-1: Global Operational Expectations

### BOARD OF TRUSTEES ACTION

With respect to OE-1: Global Operational Expectations, the Board of Trustees:

- Approves that the Chief Superintendent is in compliance with the provisions of this policy.
- Finds the evidence to be compliant with noted exceptions
- Finds evidence to be not compliant

Monitoring report for the school year 2020-2021

**Report Date**

September, 14, 2021

**Resubmitted**

September 28, 2021

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.

