

**DATE:** November 25, 2014

**TO:** Board of Trustees

**FROM:** Trustee Michael Janz, Caucus Committee Chair

**SUBJECT:** Report #4 of the Caucus Committee (From the Meeting Held November 4, 2014)

**ORIGINATOR:** Dr. Sandra Stoddard, Executive Director Governance and Strategic Support Services

**REFERENCE:** [Trustees' Handbook](#) – Caucus Committee - Section 5.4  
[Trustees' Handbook](#) – Audit Committee - Section 5.5  
[Trustees' Handbook](#) – Board Committees - Section 6  
[School Act](#) Section 61

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**RECOMMENDATION**

- 1. That Report #4 of the Caucus Committee from the meeting held November 4, 2014 be received and considered.**
- 2. That the appointment of Stephen Spooner as the external audit committee member for a four-year term from November 2014 to November 2018, be confirmed.**
- 3. That the use of \$300,000 of accumulated Capital Renewal funds derived from District lease revenues, match grant funds to perform roofing and building repairs at the Archives and Museum in historic McKay Avenue School, be confirmed.**
- 4. That approval for the Board Chair to write a letter to City Council advocating for funding approval to design and construct the twin-arena project adjacent to Vimy Ridge Academy, as part of the City of Edmonton's Capital Budget 2015-2018 be confirmed.**
- 5. That the Board of Trustees' 2014-2015 Strategic Work Plan be approved as detailed in Attachment I.**
- 6. That the Board of Trustees' 2014-2015 targeted Professional Development plan be approved as detailed in Attachment II.**

**ATTACHMENTS & APPENDICES**

ATTACHMENT I - 2014-2015 Board of Trustees' Strategic Work Plan  
ATTACHMENT II - Targeted Professional Development Plan

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## 2014-2015 Board of Trustees' Strategic Work Plan

The following chart displays the existing Board Standing Committee structures for 2014-2015 and the 2014-2015 activities that define the Board of Trustees' Work Plan.

Committee	Key Activities (approved at <a href="#">October 21, 2014 Board Meeting</a> )
Infrastructure Committee	<ul style="list-style-type: none"> <li>● Infrastructure Committee members will be participants at a key stakeholder forum exploring alternate school funding and construction opportunities. Participants in the forum will include Administration and elected officials representing provincial and municipal governments and Edmonton Public Schools, as well as interested community developers and builders.</li> <li>● Infrastructure Committee members will work, in collaboration with Planning Department staff, on the development of a Board of Trustees' advocacy plan to support the District's Infrastructure Strategy. The key themes of the advocacy plan will be focused around: <ul style="list-style-type: none"> <li>○ new school construction</li> <li>○ aging infrastructure</li> <li>○ challenges in mature neighborhoods</li> <li>○ sustainable, predictable capital funding for school Districts</li> </ul> <p>The intention is to ensure Edmonton Public's infrastructure needs and strategic direction are clearly communicated in a manner that results in the District receiving equitable support when initiatives are funded by the Province.</p> </li> <li>● Infrastructure Committee members will review the City of Edmonton's Infill Road Map document and discuss potential implications for mature neighbourhoods. The Committee's findings from this review will be reported back to the Board.</li> <li>● Infrastructure Committee members will actively engage in conversations that explore new ways of funding and constructing schools. Any potential opportunities that arise from these exploratory conversations will be brought forward to the Board for discussion and support.</li> <li>● An Infrastructure Committee member will explore the concept of a neighbourhood association fee with key developer stakeholders. The results of this exploration will be brought back to the Infrastructure Committee for review and further consideration.</li> </ul>

Committee	Key Activities
District Priorities and Governance Committee	<ul style="list-style-type: none"> <li>• Develop Board Retreat agendas and chair retreats – January and August</li> <li>• Review and monitor Board Work Plan progress – January and August</li> <li>• Review the Trustee Protocols and develop recommendations for a governance policy to address the Board’s responsibilities under the new <a href="#">Education Act</a> SS 33(1)(k) to “develop and implement a code of conduct that applies to trustees of the board, including definitions of breaches and sanctions, in accordance with principles set out by the Minister by order.”</li> <li>• Create the Terms of Reference/Roles and Responsibilities for the Student Trustee.</li> <li>• Create a targeted professional development plan in support of building understanding of early childhood and career pathways and other topics approved by the Board.</li> </ul>

Committee	Key Activities
Board and Superintendent Evaluation Committee	<ul style="list-style-type: none"> <li>• Conduct a review of the Superintendent’s Evaluation Instrument (October-December). Any proposed changes to the instrument or process will require Board approval. The following will be considered in the review: <ul style="list-style-type: none"> <li>○ revisiting all questions to ensure they align to the Strategic Plan and 360 degree process</li> <li>○ adding a section that reflects the Superintendent’s goals</li> <li>○ engage with Conroy Ross to determine costs associated with the 2014-2015 review</li> </ul> </li>   <li>• Initiate the process for the Superintendent’s Evaluation (January). In February, the individual evaluations and 360 degree feedback will be compiled and summarized for reporting purposes by the administrator assigned to assist the committee. The Superintendent will be provided an opportunity to review the evaluation and discuss implications with the Committee.</li>   <li>• Submit to Caucus Committee, the final Superintendent’s evaluation and a report, which includes a response to the evaluation from the Superintendent (March). This report will form the basis for seeking approval that permission be granted to the Committee to enter into discussions to renew the Superintendent’s contract or initiate a search process. This will provide sufficient time for the Board to make a decision that is required not less than 6 months before the existing contract of employment ends.</li>   <li>• Conduct a review of the Board’s Self-Evaluation Instrument to determine if any changes are required (October-December). Any proposed changes to the instrument or process will require Board approval. The following will be considered in the review: <ul style="list-style-type: none"> <li>○ revisiting the questions under the headings of “Alignment of Resources” and “Budget” in light of the responsibilities and evaluation of the Audit Committee.</li> <li>○ adding the three areas of focus from the August Trustee Retreat (Early Childhood Strategy, Career Pathways and Infrastructure)</li> <li>○ explicitly referring to the values of Equity, Collaboration, Integrity and Accountability</li> <li>○ streamlining the number of question- perhaps rating each key area once, using the indicators as a guide for the overall rating</li> <li>○ exploring the possibility of gathering broader feedback; e.g. via Thoughtexchange</li> </ul> </li>   <li>• In May, the Committee will initiate the process for the Board Self Evaluation. Each individual Trustee will be requested to complete the Board Self Evaluation. The individual evaluations will be compiled and summarized for reporting purposes by the administrator assigned to assist the committee. The Committee will provide copies of the evaluation in a recommendation report that will be submitted to Caucus committee for approval and a summary statement of the evaluation results will be read at Public Board.</li>   <li>• Review Board Policy <u>FG.BP - Evaluation of Superintendent of Schools</u> relative to the Board’s responsibilities under the new <u>Education Act</u> SS33 (1)(j) “recruit the superintendent and entrust the day-to-day management of the school division to the staff through the superintendent.”</li> </ul>

Committee	Key activities
Policy Review Committee	<p>The Policy Review Committee will bring a recommendation report to Board on December 2, 2014 which further refines the scope of work for policy development in support of the Board’s work plan in 2014-2015. Three main policy themes were identified which touch on fifty-seven existing board policies with responsive concepts across nine Board responsibilities under the new <u>Education Act</u>. The following is excerpted from the Policy Review Committee’s draft report:</p> <ol style="list-style-type: none"> <li>1. Continuum of Collaborative Relationships with Community – (informal/formal partnerships collaboration, stakeholder engagement, social capital, shared services/clients, charity, etc.) – the parameters for who we engage/collaborate with, for what purpose, why and how. <ul style="list-style-type: none"> <li>* The Policy Review Committee believes that the Committee can best support the three Board areas of focus identified for 2014-2015 (infrastructure, early childhood and career pathways) through the development of a policy that governs the creation and maintenance of collaborative relationships that support the achievement of the District priorities.</li> <li>• 33(1)(c) - provide, <u>where appropriate</u>, for the <u>engagement</u> of parents, students, staff and the community, including municipalities and the local business community, in board matters, including the board’s plans and the achievement of goals and targets within those plans, <b>Engagement of Stakeholders and Partners</b></li> <li>• 33(1)(f) - <u>collaborate</u> with municipalities, other boards and community-based service agencies in order <u>to effectively address the needs of all students and manage the use of public resources</u>, <b>Partner collaboration to maximize use of public resources to address needs to student; 33(1)(i) effective use of resources</b></li> <li>• 33(1)(g) - <u>collaborate</u> with <u>post-secondary institutions</u> and the community to enable <u>smooth transitions</u> for students <u>from secondary to post-secondary education</u>; <b>Partner collaboration to transition to post-secondary. Career Pathways</b></li> </ul> </li> <li>2. Safety and Security (parameters and expectations for due diligence, standards... – continuation of health and wellness theme). <ul style="list-style-type: none"> <li>• 33(1)(d) - ensure that each student enrolled in a school operated by the board and each staff member employed by the board is provided with a welcoming, caring, respectful and <u>safe learning environment</u> that respects diversity and fosters a sense of belonging, <b>Due diligence for safety and security of people and assets</b> (commitment to and parameters for due diligence such as standards, legislation..., emergency preparedness, prevention, supervision ...)</li> </ul> </li> </ol>

3. Human Resources Framework (the parameters for staff relations and stewardship of human resources).

- 33(1)(a) - deliver appropriate education programming to meet the needs of all students enrolled in a school operated by the board and to enable their success. **Staffing for program delivery.**
- 33(1)(d) - ensure that each student enrolled in a school operated by the board and each staff member employed by the board is provided with a welcoming, caring, respectful and safe learning environment that respects diversity and fosters a sense of belonging, **Respectful working environment.**
- 33(1)(h) - establish and maintain governance and organizational structures that promote student (and staff) well-being and success, and monitor and evaluate their effectiveness, **Human Resources Framework,**
- 33(1)(i) - ensure effective stewardship of the board's resources, **Stewardship of Human Resources, effective use**
- 33(1)(l) - comply with all applicable Acts and regulations, -- *Alberta Employment Standards, School/Education Act, Pension Acts, Occupational Health and Safety*

Committee	Key Activities
Audit Committee	<ul style="list-style-type: none"> <li>• Make a recommendation to Board regarding the Terms of Reference for the Audit Committee (now a Committee of the Whole – <a href="#">June 17, 2014 board meeting</a>)</li> <li>• Coordinate professional development around the analysis of budget</li> <li>• Appoint a new Audit Committee member based on the expiration of term. <i>(a recommendation report is coming to the November 4, 2014 Caucus Committee meeting for consideration)</i></li> <li>• Review and evaluate the external auditors after their first term which will require the development of questions and metrics – PricewaterhouseCoopers LLP was appointed as the District auditors for the fiscal year September 1, 2013 to August 31, 2014 (<a href="#">April 10, 2014 board meeting</a>)</li> <li>• Recommend appointment of external Board auditor in accordance with <a href="#">Board Policy CO.BP Fiscal Oversight and Accountability</a> and the <i>School Act</i>.</li> <li>• Meet with the external auditor prior to commencement of audit to review the engagement letter, assure independence from management and discuss and approve the audit plan</li> <li>• Review external auditors assessment of the District’s system of internal controls and accounting policies, the draft annual audit report, accept receipt of the external auditor’s independence letter, the audit findings report and the accompanying draft management letter</li> <li>• Make a recommendation to Board whether to accept the annual audit report and financial statements for forwarding to the Minister</li> <li>• Develop understanding of new responsibilities with the new <a href="#">Education Act</a> <ul style="list-style-type: none"> <li>○ Value for money audits</li> <li>○ Potential liabilities – teacher effectiveness, program of studies for every student, inclusive education supports</li> </ul> </li> <li>• Review the suggestions of the best practices of audit committees presented by PricewaterhouseCoopers LLP at the Financial Statement Literacy session on October 14, 2014</li> </ul>

## **Monitoring the Work Plan**

To ensure the effective implementation of the work plan, it is essential to have a monitoring mechanism in place. A natural mechanism to do so is the scheduling of regular monitoring discussions about the work plan at Caucus meetings. The active cooperation of committee chairs will be essential for effective monitoring of the work plan.



## Targeted Professional Development Plan

The purpose of the professional development is to support Trustees in developing a shared understanding of common topics in support of student success.

Potential topics could include:

- Impact of upcoming [Education Act](#)
- Establishment of metrics in support of monitoring the District Priorities
- The District's Budget
- Increasing understanding of what the District is already doing in support of the areas of focus for 2014-2015
  - Early Childhood, Infrastructure, Career Pathways

The plan would support one Tuesday (half-day) every second month for Trustee Professional Development as follows (topic for each half-day to be confirmed):

- Tuesday, December 9, 2014
- Tuesday, February, 10, 2015
- Tuesday, April 14, 2015
- Tuesday, June 9, 2015