

DATE: January 17, 2017

TO: Board of Trustees

FROM: Darrel Robertson, Superintendent of Schools

SUBJECT: Governance and Evaluation Committee Terms of Reference and 2016-2017 Work Plan

ORIGINATOR: Karen Mills, Director Board and Superintendent Relations

REFERENCE: [Trustees' Handbook](#), Section 6 – Board Committees
[October 4, 2016 Board Meeting, Item 3](#)
Board Policy [FGB.BP – Evaluation of Superintendent of Schools](#)

ISSUE

New Terms of Reference and a new work plan are required to outline the scope and duties of the newly formed Governance and Evaluation Committee.

BACKGROUND

In 2016, the Board and Superintendent of Schools' Evaluation Committee and the District Priorities and Governance Committee were amalgamated to form the Governance and Evaluation Committee.

The Governance and Evaluation Committee is responsible for assisting the Board of Trustees to:

- conduct an annual Board self-evaluation to inform the Board's continued development and improved performance
- conduct an annual evaluation of the Superintendent of Schools in accordance with Board Policy FGB.BP—Evaluation of Superintendent of Schools and the review and/or renewal of the Superintendent of Schools Contract in accordance with the *School Act*
- identify and develop the priorities that will guide District operations and the budget planning cycle for the Board's four-year term of office
- carry out its duties and commitments in relation to the District Priorities by making recommendations on governance-related matters

On October 4, 2016, the Board appointed members to the Governance and Evaluation Committee for 2016-2017. The Committee then established Terms of Reference and a 2016-2017 Work Plan.

RECOMMENDATION

That, the Board approve the Governance and Evaluation Committee Terms of Reference and 2016-2017 Work Plan.

OPTIONS

Based on the information provided in this report, the following options are considered most appropriate:

1. Approve the proposed Terms of Reference and Work Plan.
2. Approve the Terms of Reference and/or Work Plan with amendments.

CONSIDERATIONS and ANALYSIS

When crafting the new Terms of Reference and Work Plan, the Committee carefully reviewed the Terms of Reference and Work Plans of the Board and Superintendent of Schools' Evaluation Committee and the District Priorities and Governance Committee, along with the District's Strategic Plan.

At their December 12, 2016 meeting, the Governance and Evaluation Committee agreed that the proposed Terms of Reference captured all essential duties of the former committees. They also agreed that the proposed Work Plan included all necessary elements from the previous committee Work Plans, encompassed the activities necessary to complete mandated commitments by the end of this school year, and represented reasonable goals given the time and resources available.

NEXT STEPS

Following the approval of the Terms of Reference and 2016-2017 Work Plan for the Governance and Evaluation Committee:

- The Trustees' Handbook will be updated with the new committee name, description and Terms of Reference.
- The committee will work to accomplish the items detailed in the Work Plan.

ATTACHMENTS and APPENDICES

ATTACHMENT I	Governance and Evaluation Committee Terms of Reference
ATTACHMENT II	Governance and Evaluation Committee 2016-2017 Work Plan

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Governance and Evaluation Committee

Terms of Reference

Purpose

The Governance and Evaluation Committee is responsible for assisting the Board of Trustees to:

- conduct an annual Board self-evaluation to inform the Board's continued development and improved performance
- conduct an annual evaluation of the Superintendent of Schools in accordance with Board Policy [FGB.BP–Evaluation of Superintendent of Schools](#) and the review and/or renewal of the Superintendent of Schools Contract in accordance with the [School Act](#)
- identify and develop the priorities that will guide District operations and the budget planning cycle for the Board's four-year term of office
- carry out its duties and commitments in relation to the District Priorities by making recommendations on governance-related matters

Terms of Reference

A. Board Self-Evaluation

The Board will undertake an annual Board evaluation to inform the Board's continued development and improved performance.

The Board self-evaluation process should:

- measure Board performance with respect to the Mission, Vision, Values, District Priorities, District Strategic Plan, the roles and responsibilities of the Board, and the principles of operation of the Board
- assist the Board in identifying Board strengths and areas for improvement
- provide an opportunity for Trustees to reflect on how they work collectively and individually with respect to the Board's mandate and role and responsibilities
- provide an opportunity for Trustees to discuss the Board evaluation results in the context of Board development
- provide an opportunity to recognize the Board's accomplishments

The Committee will:

- develop and recommend to Caucus Committee:
 - a plan for the annual evaluation of the Board of Trustees
 - a proposed Board result statement based on an analysis of the Board's self-evaluation
- present the Board evaluation result statement on behalf of the Caucus Committee to public Board for approval
- in the last year of a term, assist Administration in the creation of a summary document of the Board's results and work still to be accomplished to aid in the transition for the next Board

B. Evaluation of the Superintendent of Schools

The evaluation of the Superintendent of Schools is a vital process toward creating and maintaining a healthy school district. The Board of Trustees believes that organizational outcomes must be clearly and explicitly stated to:

1. ensure the Superintendent of Schools understands what is being expected and evaluated,
2. ensure the Board understands what to expect of the Superintendent, and
3. ensure the Superintendent of Schools and the Board clearly understand their respective roles and responsibilities.

The evaluation process and supporting information serve to:

- help to continuously improve the functioning of the District
- recognize areas and trends that are showing positive change or progress
- provide feedback to the Superintendent of Schools regarding his leadership and performance expectations in key areas
- provide ground work for establishing future goals
- allow the Superintendent of Schools to report on his successes and challenges during the year, and provide feedback relating to continuous improvement efforts and annual goals
- enable the Board and Superintendent of Schools to engage in dialogue about results, and discuss any issues or concerns associated with the role and the evaluation process
- strengthen the relationship between the Superintendent of Schools and the Board

Process

1. The Committee will:
 - a. recommend the evaluation process to be used to Caucus Committee,
 - b. oversee the approved evaluation process, and
 - c. report the evaluation results to the Caucus Committee and to public Board.
 - d. initiate a timely review and/or renewal process for the Superintendent of Schools contract of employment in accordance with the [School Act](#) and provisions of the Superintendent's contract.
2. The evaluation process will provide the Superintendent of Schools with an opportunity to:
 - a. review all pertinent information used in the evaluation,
 - b. discuss the evaluation report with the Trustee subcommittee,
 - c. include a response to the evaluation in the report to Caucus Committee, and
 - d. discuss the evaluation report with the Caucus Committee.
3. Notwithstanding 1 and 2 above, if the evaluation process calls for individual Trustee evaluations of the Superintendent of Schools, the individual evaluations will be compiled and summarized for reporting purposes by the administrator assigned to assist the committee and destroyed once the Superintendent of Schools has an opportunity to review them.

4. The Superintendent of Schools will be provided a copy of the evaluation report submitted to Caucus Committee and the final evaluation report to Board.
5. The Caucus Committee evaluation report and Board evaluation report must be filed in the Board corporate records. The records will be accessible to the Superintendent of Schools, a Trustee for that evaluation period, or as directed by motion of the Caucus Committee.

C. Identification and Development of District Priorities

District priorities should fit within the scope of the Board's mandate and be few in number so that District resources may be effectively concentrated to achieve measurable results.

After an election, following the organizational meeting, the Committee will:

- recommend and facilitate a process for each Board member to contribute to the development of the District Priorities
- seek student, staff, parent and community stakeholder input into the District Priorities
- consider all input received and develop and recommend a District priorities statement to public Board for approval

The Committee will also:

- Develop Board retreat agendas and chair the retreats
- Review and monitor Board Work Plan progress
- Review at least once per term or as required, to ensure they are current and relevant,:
 - the Trustee Protocols
 - the School Board Governance and Operations Section of the Policy Manual (Trustees' Handbook)
 - the Trustee remuneration package
 - the post-election orientation process
- Develop an orientation plan for the next Board
- Seek input from other Board committees to perform this work

Composition

The committee will consist of three Trustees, who will select a chair among themselves. The chair is responsible for leading the discussion at each meeting and formally reporting back to the Board about the Committee's activities.

A representative from the Superintendent's office will be assigned as a staff resource. Additional resources may be involved as requested.

2016-2017 Governance and Evaluation Committee Work Plan

Committee	Key Activities - Evaluation
Governance and Evaluation Committee	<p>The Governance and Evaluation Committee is responsible for assisting the Board of Trustees in conducting an annual self-evaluation for continued development and improved performance with respect to the Board's role and responsibilities, and an annual evaluation of the Superintendent of Schools in accordance with Board Policy FGB.BP – Evaluation of Superintendent of Schools.</p> <p>2016-2017 Board Self-Evaluation The Committee will:</p> <ul style="list-style-type: none"> • Review the Board’s Self-Evaluation Instrument to determine if any changes are required. (October–December 2016) • Complete Trustee remuneration review (December 2016- February 2017) • Initiate the process for the Board Self-Evaluation. Each individual Trustee will be requested to complete the Board Self-Evaluation Instrument. (June 2017) • With support from the Director, Board and Superintendent Relations, compile and summarize the individual evaluations for reporting purposes. (July 2017) • Provide the final Board Self-Evaluation survey results to Trustees at a meeting for discussion and determination of how the results will inform the 2017-2018 Strategic Work Plan. (August 2017) • Prepare a summary statement of the Board Self-Evaluation results to be read at a public Board meeting. (September 2017) <p>2016-2017 Superintendent of Schools’ Evaluation The Committee will:</p> <ul style="list-style-type: none"> • Review the Superintendent’s Evaluation Instrument – any proposed changes to the instrument or process will require Board approval. (October –December 2016) • Initiate an RFP and hire an external firm to conduct the Superintendent Evaluation. The cost of the external contract will come out of the Board Initiative Fund. (December 2016- January 2017) • Initiate the process for the Superintendent’s Evaluation. (February 2017) • With support from the successful external firm, compile and summarize the individual evaluations and 360-degree feedback. The Superintendent will be provided an opportunity to review the evaluation and discuss implications with the Committee. (April 2017) • Submit the final Superintendent’s Evaluation results and a report to Caucus Committee, which includes a response to the evaluation from the Superintendent. (June 2017) • Prepare a summary statement of the evaluation results to be read at a public Board meeting. (September 2017) • Review the process used for initiating a timely review and/or renewal process for the Superintendent of Schools contract of employment in accordance with the School Act and provisions of the Superintendent’s contract. (December 2016) • Review and recommend a process for the evaluation of General Counsel. (December 2016-January 2017) • Work with the Policy Review Committee on Board-governance-related policy in the Trustee’s Handbook through: <ul style="list-style-type: none"> ○ providing content recommendations to the Policy Review Committee on existing Board Policy FGB.BP - Evaluation of Superintendent of Schools.

Committee	Key Activities - Governance
Governance and Evaluation Committee	<p>The Governance and Evaluation Committee is responsible for assisting the Board in identifying and developing the priorities that will guide District operations and the budget planning cycle for the Board's four-year term of office. The Committee makes recommendations to the Board on a range of governance-related matters to assist the Board in carrying out its duties and commitments in relation to the District Priorities.</p> <p>The Committee will:</p> <ul style="list-style-type: none"> • Review and update the School Board Governance and Operations section of Board Policies to reflect the heightened component of <i>Assurance and Generative Governance</i> in the proposed Education Act. <ul style="list-style-type: none"> ○ Work with the Policy Review Committee on Board-governance-related policy in the Trustees' Handbook and develop a policy to address the Board's responsibilities under Education Act S33(1)(k) to "<i>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</i>". All Trustees will have an opportunity to be engaged in developing the content. The policy will be housed in the Trustees' Handbook. • Develop an engagement plan that includes: <ul style="list-style-type: none"> ○ ways in which the Board can engage parents and get feedback/input into the education of their children, broaden their knowledge of the role of Trustee and inform Board decision making connected to the Board cycle (development of priorities, distribution of funds, strategic planning, capital planning, etc.) ○ ways in which the Board can work with industry and post-secondary institutions to gather feedback on how well Edmonton Public Schools are doing with respect to preparing students for success beyond high school. • Enhance the Distribution of Funds decisions process by developing mechanisms to assist Trustees in: <ul style="list-style-type: none"> ○ evaluating the distribution of funds in the budget ○ bringing constituent feedback regarding the distribution of funds to Administration ○ identifying any gaps in evidence needed for budget decision-making • Following the approval of the Annual Education Results Report (AERR), develop recommendations for evidence-based items for consideration when making Distribution of Funds decisions. To facilitate these recommendations, the committee will identify and/or develop mechanisms to assist Trustees in: <ul style="list-style-type: none"> ○ evaluating the distribution of funds in the budget, ○ bringing constituent feedback regarding the distribution of funds to Administration, and ○ identifying any gaps in evidence needed for budget decision-making <p>Recommendations could come to Caucus Committee and highlight areas in which funds could be targeted to areas of greatest need and areas of greatest return. This information will be used to align administrative recommendations that come to Board for approval of the Distribution of Funds.</p> • Continue to find mechanisms in which the Board can align Board agendas and Board communication/work to the Strategic Plan. • Develop a Trustee Orientation Plan and Tool Kit • Review and monitor Board Work Plan progress. • Provide input into the questions asked in the District Feedback Survey. • Develop Board off-site meeting agendas and chair the meetings.