

**DATE:** March 6, 2018

**TO:** Board of Trustees

**FROM:** Darrel Robertson, Superintendent of Schools

**SUBJECT:** Process and Timeline for the 2018-2019 Budget and for the Fall Review of the 2017-2018 Results and the Plans for 2018-2019

**ORIGINATOR:** Todd Burnstad, Chief Financial Officer, Financial Services

**RESOURCE STAFF:** Krista Brandon, Karen Robinson

**REFERENCE:** [Province of Alberta School Act](#)

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## ISSUE

School boards are required to prepare and submit to the Minister of Education a budget by May 31 of each year, for the fiscal year beginning on the following September 1 of a given year. Over the last few years, an extension until June 30 has been provided to school boards. The spring proposed budget is based on projected enrolment and the fall revised budget is updated in the fall based on the actual September 30 enrolment.

In conjunction with the annual budget process, the Board of Trustees is required to meet government policy and requirements for school board planning and results reporting no later than November 30.

## BACKGROUND

The date of the 2018-2019 Provincial Budget announcement has not yet been confirmed. For purposes of this report, it is anticipated to be released on March 22, 2018; however, the actual date could be later into March which may impact when the Distribution of Funds comes to Board for approval. To accommodate site-based budgeting, the Process and Timeline for the approval of the 2018-2019 Budget has been developed (Attachment I).

Each school year, the Board of Trustees approves the process and timeline for review of the previous year's results as well as the review of the plans established for the current school year. Through discussions, Trustees have an opportunity to learn about the results achieved by schools and central decision units and the implications those results may have on their 2018-2019 plans. The Board of Trustees will also gain an understanding of how schools and central departments will develop their plans in support of the District priorities.

Schools and central decision units will report on their results (Attachment II) achieved from the SMART (Specific, Measurable, Attainable, Relevant, Time-framed) goals that were established for 2017-2018 as well as identify the biggest challenges and improvement opportunities that will impact their 2018-2019 plans. The Plans document details priority, high impact SMART goals for the upcoming school year (Attachment III).

## RELATED FACTS

- The proposed budget is based on projected enrolment, proposed revenue and funding assumptions to schools and decision units and the basis of allocation, which are developed in tandem.
- The proposed budget is then updated in the fall based on September 30 enrolment. The process and timeline outlines key dates and specific information requirements necessary to meet the target date for the approval of both the spring proposed and the fall revised budget which in tandem represent the 2018-2019 budget. In order to allow sufficient time for planning, the Distribution of Funds report will be presented at the Caucus meeting on April 10, 2018 prior to public board on April 24, 2018. The Board of Trustees will then have an opportunity to review the proposed budget, prior to seeking approval at public board on June 19, 2018.
- Central subcommittee meetings have been scheduled to take place November 26, 2018. There will be three central subcommittee meetings scheduled for a maximum of three hours per session. This reflects an increase of one-half hour compared to prior years, based on feedback received during the past year. The Superintendent will present his decision unit results review and plans as part of the Annual Education Results Review at public board on November 27, 2018.
- During the school subcommittee meetings, Trustees, in collaboration with assistant superintendents, will facilitate a group dialogue. Proposed agendas for both school and central meetings are provided in Attachment IV. Attachment V identifies the proposed groupings (based on Trustee ward) for Trustee subcommittee reviews.
- As in previous years, the school decision units with first- and second-year principals will be reviewed by assistant superintendents. These meetings will be scheduled by the assistant superintendents prior to November 30, 2018.
- District priorities used for the Plans document will be updated once the new priorities for 2018-2022 have been finalized.

## RECOMMENDATION

- 1. That the Process and Timeline for the 2018-2019 Spring Budget and the 2018-2019 Fall Revised Budget, as outlined in Attachment I, be approved.**
- 2. That the Process and Timeline for Review of the 2017-2018 Results and the 2018-2019 Plans, as outlined in this report be approved.**

## NEXT STEPS

- If approved by the Board of Trustees, the 2018-2019 budget process and timeline will be communicated to principals and central decision unit leaders.
- Consistent with prior years, a draft budget report will be sent to Alberta Education on May 31, 2018 with the final report being submitted following Board approval on June 19, 2018.

## ATTACHMENTS and APPENDICES

ATTACHMENT I	Process and Timeline for the 2018-2019 Budget (Calendar)
ATTACHMENT II	2017-2018 Results Review - document template
ATTACHMENT III	2018-2019 Plans - document template
ATTACHMENT IV	Proposed Agendas
ATTACHMENT V	School and Central Groups for review of 2017-2018 results and 2018-2019 plans – Trustees Subcommittee Review

TB:ja

## Spring Proposed 2018-2019 Budget Timeline

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
MAR	4	5	6 BOARD 2:00pm Process & Timeline Recommendation MARS #14277	7	8	9	10
	11	12	13	14	15	16	17
	18	19	20 BOARD 2:00pm	21	22 Estimated Provincial Budget Release	23	24
	25	26 SPRING RECESS (March 26-29)	27	28	29	30 GOOD FRIDAY	31
APR	1	2 EASTER MONDAY	3	4	5	6	7
	8	9	10 BOARD 2:00pm Caucus-Distribution of Funds Feedback MARS #14280	11	12	13	14
	15	16	17	18	19	20	21
	22 Enrolment File	23	24 BOARD 2:00pm Distribution of Funds Recommendation MARS #14259	25	26	27	28
29	30 DISTRICT PD DAY (No Classes)	1 Budget Opens	2	3	4	5	
MAY	6	7	8 BOARD 2:00PM	9	10	11 Budget Due	12
	13	14	15	16	17 Bill 1 Fee Template Due	18 Non-Instructional Day	19
	20	21 VICTORIA DAY	22 BOARD 2:00pm Teacher's Day in Lieu	23	24	25	26
	27	28	29	30	31 Trustees Off-site Meeting Draft Budget & Bill 1 to Province w/o extension	1	2
JUN	3	4	5 BOARD 2:00pm Caucus-Intro. Of 2018-2019 Spring Budget Feedback MARS #14279	6	7	8	9
		ASBA SPRING MTG	ASBA SPRING MTG				
	10	11	12	13	14	15	16
	17	18	19 BOARD 2:00PM  Approval 2018-2019 Budget Recommendation MARS#14288	20	21	22	23
24	25	26 BOARD 2:00PM	27	28 Last Day of Instruction	29 Last Operational Day Budget & Bill 1 to Province w/extension	30	

## Fall Revised 2018-2019 Budget Timeline

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
							1
SEP	2	3 Labour Day	4 FIRST DAY OF INSTRUCTION	5	6	7	8
	9	10	11 BOARD 2:00PM	12	13	14	15
	16	17	18	19	20	21	22
	23	24	25 BOARD 2:00PM	26	27	28 BPS Results/Planning Modules Open	29
OCT	30	1	2	3	4	5 Enrolment Files Due to Budget Services	6
	7	8 Thanksgiving	9	10	11 Principal Allowance Calc due to HR	12 Results Review & Planning Doc's Due	13
	14	15	16 Revised Budget Open - Allocations to Schools & Central	17	18	19 DISTRICT PD DAY	20
	21	22	23	24	25	26	27
NOV	28	29 Revised Budget Due	30	31	1	2	3
	4	5	6 BOARD 2:00PM	7	8	9	10
	11 Remembrance Day	12 BOARD APPROVED NON-INSTRUCTIONAL	13 BOARD APPROVED NON-INSTRUCTIONAL	14 DAY IN LIEU	15 Target Date to Distribute Results Review + Plans to Trustee's & Assistant Superintendents	16	17
	18	19 ASBA	20 ASBA	21 School Results Reviews	22 School Results Reviews	23 Audit Committee	24 Fall Budget Update to Caucus
25	26 DISTRICT PD DAY Central Results Reviews	27 BOARD Fall Budget Update presented at Board MARS (TBD)	28 School Results Reviews	29 School Results Reviews	30 School Results Reviews Fall Budget Update due to the Province		

**PROCESS AND TIMELINE FOR THE 2018-2019 SPRING PROPOSED  
BUDGET (DETAIL)**

<b>Spring/Planning Timeline</b>	<b>Process</b>
March 6, 2018	<ul style="list-style-type: none"> <li>• Process and Timeline for 2018-2019 Spring Proposed Budget is recommended to Board</li> </ul>
April 10, 2018	<ul style="list-style-type: none"> <li>• Distribution of Funds report is presented to Caucus (if March 22 Provincial budget release)</li> </ul>
April 24, 2018	<ul style="list-style-type: none"> <li>• Distribution of Funds is recommended to Board (if March 22 Provincial budget release)</li> </ul>
May 1, 2018	<ul style="list-style-type: none"> <li>• Schools and central departments receive projected allocations and budget requirements</li> </ul>
May 11, 2018	<ul style="list-style-type: none"> <li>• Schools and Central departments proposed budgets due and uploaded in the Budget Planning System (BPS)</li> </ul>
June 5, 2018	<ul style="list-style-type: none"> <li>• Introduction of 2018-2019 Spring Budget to Caucus</li> </ul>
June 19, 2018	<ul style="list-style-type: none"> <li>• Approval of 2018-2019 Spring Proposed Budget to Board</li> </ul>

**PROCESS AND TIMELINE FOR THE 2018-2019 FALL REVISED  
BUDGET (DETAIL)**

Timeline	Process
September 28, 2018	<ul style="list-style-type: none"> <li>• BPS Results/Planning Modules Open</li> </ul>
October 2018	<ul style="list-style-type: none"> <li>• Schools to invite the chairperson of the school council and other parents to attend the subcommittee review</li> <li>• School council members will be invited to the review of central department results</li> </ul>
October 12, 2018	<ul style="list-style-type: none"> <li>• The 2017-2018 Results Review document is due</li> <li>• The 2018-2019 Plans document is due</li> </ul>
October 16, 2018	<ul style="list-style-type: none"> <li>• Schools receive 2018-2019 allocations based on September 30 enrolment</li> <li>• Central decision units receive 2018-2019 allocations</li> </ul>
October 29, 2018	<ul style="list-style-type: none"> <li>• 2018-2019 Fall Revised Budget is due</li> </ul>
November 15, 2018	<ul style="list-style-type: none"> <li>• Copies of 2017-2018 results review documentation will be made for all Trustees</li> <li>• Copies of 2018-2019 planning documentation and revised budgets will be made for all Trustees</li> </ul>
November 21 to 30, 2018	<ul style="list-style-type: none"> <li>• School Trustee Subcommittees</li> <li>• Each group of principals presents their results at a public meeting to designated Trustees</li> </ul>
November 23, 2018	<ul style="list-style-type: none"> <li>• 2018-2019 Fall Budget update to Caucus</li> </ul>
November 26, 2018	<ul style="list-style-type: none"> <li>• Central Trustee Subcommittees</li> <li>• Each central department presents their results at a public meeting to designated Trustees</li> </ul>
November 27, 2018	<ul style="list-style-type: none"> <li>• 2018-2019 Fall Budget Update to Board</li> <li>• Superintendent of Schools' DU to be presented at Board as part of the Annual Education Results Review (AERR).</li> </ul>
Prior to November 30, 2018	<ul style="list-style-type: none"> <li>• Assistant Superintendent Subcommittees</li> <li>• First- and-second year principals present their results to designated Assistant Superintendents</li> <li>• Review of remaining schools from assistant superintendents' catchment areas</li> </ul>
November 30, 2018	<ul style="list-style-type: none"> <li>• 2018-2019 Fall Budget Update submitted to the Province</li> </ul>

**2017-2018 Results Review****School Name – DU #****District Priorities 2014-2018**

1. Foster growth and success for every student by supporting their journey from early learning through high school completion and beyond.
2. Provide welcoming, high quality learning and working environments.
3. Enhance public education through communication, engagement and partnerships.

Based on the three SMART goals that were established for 2017-2018 report on the results you achieved (with evidence, including referencing the School's Accountability Pillar results, if applicable) and describe how achievement of the goal supports the above District's Priorities (reference the priority number in your response).

**SMART Goal #1:** *goal will be imported from the 2017-2018 Budget*

**Results Achieved:**

**SMART Goal #2:** *goal will be imported from the 2017-2018 Budget*

**Results Achieved:**

**SMART Goal #3:** *goal will be imported from the 2017-2018 Budget*

**Results Achieved:**

**Challenges:**

**What were the biggest challenges encountered in 2017-2018?**

**Improvement Opportunities:**

**What are the opportunities for improvement from 2017-2018 that will inform your plan for 2018-2019?**

**2018-2019 Plans****School/Central Name: DU #****District Priorities 2014-2018**

1. Foster growth and success for every student by supporting their journey from early learning through high school completion and beyond.
2. Provide welcoming, high quality learning and working environments.
3. Enhance public education through communication, engagement and partnerships.

The following SMART (Specific, Measureable, Attainable, Relevant, Time-framed) goals have been established for the 2018-2019 school year (referencing the District's Priority number that the goal supports). Schools are to set one goal for each priority. Central DU's can set their goals around one or more priorities.

**SMART Goal #1:****SMART Goal #2:****SMART Goal #3:**



**TRUSTEE SUBCOMMITTEE MEETINGS****AGENDA**

1. Welcome by the Trustee, and introductions by the Assistant Superintendent or Executive Director. (3 min.)
2. Introductions by Principals/(Central DU) of any staff, students, parents or community members in attendance. (4 min)
3. Introductory remarks by the Chairperson (5 min.)
4. Group discussion facilitated by Chairperson and Assistant Superintendent/Executive Director. (2 hours)
5. Break where appropriate. (10 min)
6. Final remarks and closing of the meeting by the Chairperson. (5 min.)

**LUNCH**

- There will be a 1 ½ hour break between the a.m. and p.m. sessions to allow time for lunch and travel time to the host school for the afternoon session.
- There is no expectation that schools provide lunch for Trustees or Assistant Superintendents



**SCHOOL/CENTRAL REVIEW 2017-2018 RESULTS  
& 2018-2019 PLANS  
POTENTIAL SPEAKING NOTES FOR THE  
CHAIRPERSON, TRUSTEE SUBCOMMITTEE**

Suggested Trustee Welcome and Introductions

My name is ( ) and I am pleased to welcome each of you to the Trustee subcommittee review of the 2017-2018 results and the 2018-2019 plans. I am going to begin by calling upon the Assistant Superintendent (or Executive Director) to introduce each principal (or Central Decision Unit) who will in turn introduce staff, students, parents as well as any community members who are with us today.

Suggested Trustee Opening Remarks

The Board of Trustees is elected to represent the public and is responsible and accountable to that public and to the Provincial Government for the expenditure of the District's billion plus annual budget.

In collaboration with staff, students, parents and the general public, the Board established the District's vision, mission and priorities. A District plan was then developed to align with, and support these priorities.

As part of the accountability process, Trustees have the opportunity to review the results of schools from the previous year, and to learn about the plans for the current school year - both of which should be in support of the overall District Priorities. This helps us formulate a better picture of what is happening not only in your school but in all schools across the District. These meetings allow Trustees to hear about:

- Each school's biggest success/achievement from the SMART goals that were set last year,
- If there were any challenges that were encountered and;
- What the plans/goals are for the current school year?

I would now like to call upon the principal of each school to start the discussion by referring to the goal that they established last year in their school plan around Priority 1. Reflecting on the Accountability Pillar Data, the District Feedback Survey and any other local measures discuss your greatest success.

If you are at a central results review: I would now like to call upon the Director of each decision unit to start the discussion by referring to a goal that they established last year in their central plan. Reflecting on your data, discuss your greatest success.

## SCHOOLS – SUGGESTED FORMAT

Please note: the purpose of this suggested format is to provide consistency among all the results review meetings taking place.

### Environment

- More conversation-based rather than presentation-based.
- Safety/openness to sharing both successes and challenges.
- No additional documentation will be required (other than the BPS modules).

While Trustees are allowed to ask any questions/clarify any responses; schools requested consistency in process. As such, suggested common questions that could be asked by Trustees are highlighted below. Once approved by the Board, these questions will be shared with schools to support them in being adequately prepared to respond.

### Format 2017-2018 Results Review

1. Principals are asked to refer to the goal that they established last year in their school plan related to Priority 1.
  - Reflecting on your Accountability Pillar data, the District Feedback Survey results and any other local measures, discuss your greatest success.
  - What strategies did you use to achieve this success?
  - What are some potential next steps?
2. Principals are asked to refer to any of the goals established last year in their school plan.
  - Reflecting on your Accountability Pillar data, and/or the District Feedback Survey results and/or any other local measures, what does the data indicate is your greatest opportunity for growth?
  - How does this opportunity for growth connect to the goals outlined in your 2018-2019 school plan?
  - What strategies will you use to achieve your goal?
  - What evidence will be used to demonstrate success in achieving this goal?
3. Part of our role as a Trustee is to determine if there are common areas of challenge across the District and to advocate for potential solutions.
  - Discuss a challenge you encountered during the 2017-2018 school year.
  - How was it handled? What did you learn?
  - Will this challenge impact the 2018-2019 school year?
  - After hearing from other schools today, are there any supports or strategies you could have used to address your challenge?
4. Other Attendees
  - If time allows, direct limited questions to parents/other parties in attendance; possibly tie back to a District Feedback Survey question (e.g., How has the school provided you opportunities to be involved in (your child's) education)? Keep responses to a limited time to allow all parties in attendance an opportunity to contribute.

**School and Central Groups for Review of 2017-2018 Results  
and 2018-2019 Plans  
Trustee Subcommittee Review**

**Wednesday, November 21, 2018**

<b>WARD E</b>	<b>WARD F</b>	<b>WARD I</b>
<b>9:00 to 11:30 am</b> Host School: TBD	<b>9:00 to 11:30 am</b> Host School: TBD	<b>9:00 to 11:30 am</b> Host School: TBD
<b>Trustee Ken Gibson</b> <b>Assistant Superintendent</b> <b>Kent Pharis</b>	<b>Trustee Michael Janz</b> <b>Assistant Superintendent</b> <b>Kathy Muhlethaler</b>	<b>Trustee Sherry Adams</b> <b>Assistant Superintendent</b> <b>Liz Yule</b>
James Gibbons Lynnwood Meadowlark Stratford	Academy at King Edward Garneau King Edward Windsor Park	Ellerslie J. Percy Page Michael Strembitsky Tipaskan

<b>WARD E</b>	<b>WARD F</b>	<b>WARD I</b>
<b>1:00 to 3:30 pm</b> Host School: TBD	<b>1:00 to 3:30 pm</b> Host School: TBD	<b>1:00 to 3:30 pm</b> Host School: TBD
<b>Trustee Ken Gibson</b> <b>Assistant Superintendent</b> <b>Kent Pharis</b>	<b>Trustee Michael Janz</b> <b>Assistant Superintendent</b> <b>Mike Suderman</b>	<b>Trustee Sherry Adams</b> <b>Assistant Superintendent</b> <b>Liz Yule</b>
Centennial Lymburn Talmud Torah	Earl Buxton Greenfield L.Y. Carins Rideau Park	Ekota Menisa Satoo

**School and Central Groups for Review of 2017-2018 Results  
and 2018-2019 Plans  
Trustee Subcommittee Review**

**Thursday, November 22, 2018**

<b>WARD E</b>	<b>WARD F</b>
<b>9:00 to 11:30 am</b> Host School: TBD	<b>9:00 to 11:30 am</b> Host School: TBD
<b>Trustee Ken Gibson</b> <b>Assistant Superintendents</b> <b>Kent Pharis</b> <b>Leona Morrison</b>	<b>Trustee Michael Janz</b> <b>Assistant Superintendents</b> <b>Kathy Muhlethaler</b> <b>Mike Suderman</b>
Crestwood Parkview Sherwood Westlawn	Grandview Heights McKernan Old Scona Parkallen

<b>WARD G</b>	<b>WARD F</b>
<b>1:00 to 3:30 pm</b> Host School: TBD	<b>1:00 to 3:30 pm</b> Host School: TBD
<b>Trustee Bridget Stirling</b> <b>Assistant Superintendents</b> <b>Kent Pharis</b> <b>Liz Yule</b>	<b>Trustee Michael Janz</b> <b>Assistant Superintendents</b> <b>Kathy Muhlethaler</b> <b>Mike Suderman</b>
Braemar Clara Tyner Holyrood	Lendrum Malmo Mount Pleasant Strathcona

**School and Central Groups for Review of 2017-2018 Results  
and 2018-2019 Plans**

**Trustee Subcommittee Review**

**\*\*Superintendent of Schools DU to be reviewed at Board November 27, 2018**

**Monday, November 26, 2018  
9:00 am to 12:00 pm**

<b>Trustee</b>
<b>Trustee</b>
<b>Trustee</b>
<b>Conference Room TBD</b>
<i>Darrel Robertson, Superintendent</i>
Communications District Foundation District Support Services General Counsel Human Resources

**1:00 to 4:00 pm**

<b>Trustee</b>
<b>Trustee</b>
<b>Trustee</b>
<b>Conference Room TBD</b>
<i>Darrel Robertson, Superintendent</i> <i>Lorne Parker, Assistant Superintendent</i> <i>Todd Burnstad, Chief Financial Officer</i>
District Information Management District Technology Financial Services Infrastructure Student Information Student Transportation

<b>Trustee</b>
<b>Trustee</b>
<b>Trustee</b>
<b>McCauley Chambers</b>
<i>Assistant Superintendents:</i> <i>Kathy Muhlethaler</i> <i>Kent Pharis</i> <i>Leona Morrison</i> <i>Liz Yule</i> <i>Mike Suderman</i> <i>Ron MacNeil</i>
Curriculum & Resource Support Diversity Education First Nations Metis and Inuit Education Inclusive Learning International Programs Research & Innovation Strategic District Supports

**School and Central Groups for Review of 2017-2018 Results  
and 2018-2019 Plans  
Trustee Subcommittee Review**

**Wednesday, November 28, 2018**

<b>WARD A</b>	<b>WARD B</b>	<b>WARD C</b>
<b>9:00 to 11:30 am</b> Host School: TBD	<b>9:00 to 11:30 am</b> Host School: TBD	<b>9:00 to 11:30 am</b> Host School: TBD
<b>Trustee Cheryl Johner</b> <b>Assistant Superintendents</b> <b>Kathy Muhlethaler</b> <b>Kent Pharis</b>	<b>Trustee Michelle Draper</b> <b>Assistant Superintendent</b> <b>Ron MacNeil</b>	<b>Trustee Shelagh Dunn</b> <b>Assistant Superintendent</b> <b>Leona Morrison</b>
Calder Kensington Killarney Outreach	Delwood J.A. Fife John Barnett York	Brightview Glenora Grovenor Mayfield

<b>WARD A</b>	<b>WARD B</b>	<b>WARD C</b>
<b>1:00 to 3:30 pm</b> Host School: TBD	<b>1:00 to 3:30 pm</b> Host School: TBD	<b>1:00 to 3:30 pm</b> Host School: TBD
<b>Trustee Cheryl Johner</b> <b>Assistant Superintendent</b> <b>Kathy Muhlethaler</b>	<b>Trustee Michelle Draper</b> <b>Assistant Superintendent</b> <b>Ron MacNeil</b>	<b>Trustee Shelagh Dunn</b> <b>Assistant Superintendent</b> <b>Leona Morrison</b>
Caernarvon Evansdale Major General Griesbach	Balwin Homesteader Princeton Sifton	Prince Charles Ross Sheppard Westglen

**School and Central Groups for Review of 2017-2018 Results  
and 2018-2019 Plans  
Trustee Subcommittee Review**

**Thursday, November 29 2018**

<b>WARD C</b>	<b>WARD D</b>	<b>WARD G</b>
<b>9:00 to 11:30 am</b> Host School: TBD	<b>9:00 to 11:30 am</b> Host School: TBD	<b>9:00 to 11:30 am</b> Host School: TBD
<b>Trustee Shelagh Dunn</b> <b>Assistant Superintendent</b> <b>Kent Pharis</b>	<b>Trustee Trisha Estabrooks</b> <b>Assistant Superintendent</b> <b>Ron MacNeil</b>	<b>Trustee Bridget Stirling</b> <b>Assistant Superintendents</b> <b>Kathy Muhlethaler</b> <b>Liz Yule</b>
Aldergrove Belmead LaPerle Thornccliffe	Delton Montrose Norwood	Donnan Kenilworth Millcreek

<b>WARD D</b>	<b>WARD I</b>	<b>WARD H</b>
<b>1:00 to 3:30 pm</b> Host School: TBD	<b>1:00 to 3:30 pm</b> Host School: TBD	<b>1:00 to 3:30 pm</b> Host School: TBD
<b>Trustee Trisha Estabrooks</b> <b>Assistant Superintendents</b> <b>Kathy Muhlethaler</b> <b>Kent Pharis</b>	<b>Trustee Sherry Adams</b> <b>Assistant Superintendents</b> <b>Leona Morrison</b> <b>Liz Yule</b>	<b>Trustee Nathan Ip</b> <b>Assistant Superintendent</b> <b>Mike Suderman</b>
Centre High Riverdale *TBD	Daly Grove Sakaw T.D. Baker	Dr. Margaret-Ann Armour Esther Starkman Nellie Carlson Roberta MacAdams

(\*Will be updated in the fall based on principal assignments)



**School and Central Groups for Review of 2017-2018 Results  
and 2018-2019 Plans  
Trustee Subcommittee Review**

**Friday, November 30, 2018**

**WARD C**

9:00 to 11:30 am Host School: TBD
Trustee Shelagh Dunn Assistant Superintendents Kent Pharis Leona Morrison Ron MacNeil
amiskwaciy Academy Inglewood John A. McDougall

**WARD A**

9:00 to 11:30 am Host School: TBD
Trustee Cheryl Johner Assistant Superintendent Kathy Muhlethaler
Baturyn Dunluce Florence Hallock

**WARD G**

1:00 to 3:30 pm Host School: TBD
Trustee Bridget Stirling Assistant Superintendents Kathy Muhlethaler Leona Morrison Liz Yule
Grace Martin Hazeldean W.P.Wagner