

DATE: June 21, 2022

TO: Board of Trustees

FROM: Governance & Evaluation Committee: Trustee Hole, Trustee Ip,
Trustee O’Keefe (chair)

SUBJECT: Governance and Evaluation Committee 2021-2022 Work Plan Summary

**RESOURCE
STAFF:** Karen Mills

REFERENCE: [Trustees’ Handbook](#), Subsection 6.1.1 – Governance and Evaluation Committee

ISSUE

The Governance and Evaluation Committee is responsible for developing and presenting to the Board of Trustees an annual Work Plan. This report provides a summary of the work accomplished by the Committee over the 2021-2022 school year.

BACKGROUND

Given that this was the first year of the current Board’s term, the Governance & Evaluation Committee had a particularly full agenda. Through good planning and collaboration, the Committee successfully completed all activities identified on its work plan.

CURRENT SITUATION

A priority for every new Board of Trustees is the setting of the Division Priorities through the creation of the Division’s four-year Strategic Plan. The Committee began this process with a two-day working session with all Trustees, the Superintendent, the Managing Director Strategic Division Supports, the Director Board and Superintendent Relations and an external facilitator. The session resulted in the creation of a draft Strategic Plan. Staff, students and families were then invited to provide feedback on the draft through the Division Feedback Survey. The comments provided by over 16,000 individuals were collated and considered at a second session with Trustees on May 16. An evaluation plan is being developed in tandem with the Strategic Plan. The final Plan will be introduced at the June 21, 2022 Board meeting.

The other two major undertakings for the Committee this year were revising the Superintendent’s evaluation and facilitating the revision of the Trustees’ Code of Conduct.

The Superintendent’s evaluation consists of a survey of Division leaders and interviews with Trustees and Division Support Team members. The research is conducted by an external organization to ensure neutrality. The evaluation supports the Division’s practice of acknowledging strengths and striving for continuous improvement, and provides valuable feedback for the Superintendent. This year, the Committee revised the Superintendent’s evaluation to align with Alberta Education’s [Superintendent Leadership Quality Standard](#). Input was received from all Trustees during a facilitated session on February 25 and the research was conducted between April 4th and 26th. The final report has been received and the Board will meet with the Superintendent to discuss the results before the end of this school year. A summary of the results will be shared at a Board meeting in the fall of 2022.

The Trustees' Code of Conduct is contained in the Trustees' Handbook, which is the Board's policy on Board governance. The previous Board had recommended that the Code be updated, given the shift from the *School Act* to the *Education Act*, and the broader use of social media and online meetings. To set the parameters for the revisions, the Governance & Evaluation Committee facilitated two all-Trustee sessions (February 8 and March 1) in which Trustees discussed their values, conduct expectations, thoughts on sanctions and complaint process suggestions. The Board then contracted external legal counsel to draft a revised Code of Conduct. The Committee reviewed the draft Code at their meeting on May 26 and asked that the external counsel make further revisions. A final draft is expected by the end of June and will be presented to all Trustees for consideration in September 2022.

The Committee has accomplished or is in the final stages of all other goals set out in their workplan.

After reviewing the existing Board self-evaluation tool, the Committee decided to use it for the current year and then recommend that it be revised next year to align more closely with the new Strategic Plan. The self-evaluation will be sent to Trustees on June 8. Results will be shared with Trustees in September and a summary of the results will be shared at a Board meeting in the fall.

In addition to the sessions around the Code of Conduct and the Strategic Plan, the Committee arranged for the following learning sessions:

- November 9 - Provincial Government Accountability Measures (Annual Education Results Report, Three-Year Education Plan) to prepare Trustees for Results Review
- November 12 – “How We Do Our Jobs” – an orientation session to create common understanding amongst Trustees around communication, time and behaviour expectations and Board meeting procedures and mechanisms
- December 6 – Belbin Team Roles
- December 7 – Understanding the evolution of the SRO Program in Edmonton Public Schools
- February 9 – Budget information
- February 18 – Understanding FOIP
- January 18 – Real Estate Strategy
- February 4 – Capital Planning and Alternative Programs
- February 11 – Pre-enrolment
- March 1 – Public Engagement
- March 11 – Board and Administration Roles and Responsibilities
- March 17 – Budget process information session
- March 25 – Early Years and Program Unit Funding (PUF)
- April 8 – The Use of Physical Restraint and Seclusion Rooms in the Division

The Committee ensured all Trustees were kept up to date on committee work by encouraging the use of a reporting template for updates at Caucus meetings.

The Committee recommends that next year's Governance & Evaluation Committee continue with the same external contractor for the Superintendent's Evaluation. They demonstrated great expertise and an open, collaborative approach.

The Committee also recommends that a schedule for learning sessions and generative discussions be mapped out during the fall planning meeting and put in the Trustees' shared calendar right away as coordinating all Trustee schedules is challenging.

The Committee thanks all Trustees for making time for the many learning sessions, and for actively engaging in the work of creating the Strategic Plan and revising the Superintendent's Evaluation and the Code of Conduct. They also want to thank Board Chair Estabrooks for attending and providing insight and guidance at all the committee's meetings.

KEY POINTS

- The 2022-2026 Division Strategic Plan will be introduced at the June 21, 2022 Board meeting.
- A revised Code of Conduct is expected to be ready for sharing with all Trustees in September 2022.
- As this was the first year of the Board's term, the Committee organized 14 learning sessions about a wide range of topics.
- The Committee recommends that the same firm be retained for the Superintendent's evaluation
- The Committee recommends that the Board self-evaluation be revised to align with the 2022-2026 Strategic Plan
- The Committee recommends that a schedule of learning sessions and generative discussions be set early in the fall for the year
- The Committee thanks all Trustees for their engaged participation in learning sessions and discussions and Board Chair Estabrooks for her guidance.

ATTACHMENT I Governance and Evaluation Committee Terms of Reference
ATTACHMENT II Governance and Evaluation Committee 2021-2022 Work Plan

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Governance and Evaluation Committee Terms of Reference

Approved [January 17, 2017](#)

Purpose

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

- an annual Board self-evaluation for continued Board development and improved Board performance with respect to the Board's role and responsibilities;
- 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 [Education Act](#).
- identify and develop the priorities that will guide Division operations and the budget planning cycle for the Board's four-year term of office; and
- carry out its duties and commitments in relation to the Division Priorities by making recommendations on governance-related matters

Composition

The committee will consist of three Trustees, from among which a chair will be selected. The chair is responsible for leading the discussion at each meeting and formally reporting back to the Board about the committee's activities.

The Superintendent of Schools will assign a member of the Administration to support the work of the committee. Additional resources may be involved as requested by the Superintendent and/or designate.

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, Division Priorities, Division 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 as individuals 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; and
- 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; and
- 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 division. 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 sources serve to:

- help to continuously improve the functioning of the Division;
- 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; and
- strengthen the relationship between the Superintendent of Schools and the Board.

Process

1. The committee will be responsible for:
 - a. recommending the evaluation process to be used by the Caucus Committee;
 - b. overseeing the approved evaluation process; and
 - c. reporting the evaluation results to the Caucus Committee and to public Board.
 - d. initiating a timely review and/or renewal process for the Superintendent of Schools contract of employment in accordance with the [Education 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 committee Chair will provide the Board Chair with the Superintendent’s evaluation report for review prior to the report being shared with the Superintendent.
5. The Superintendent of Schools will be provided a copy of the evaluation report submitted to Caucus Committee and the final evaluation report to Board.
6. The Caucus Committee evaluation report and Board evaluation report will 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 Division Priorities

Division priorities should fit within the scope of the Board's mandate and be few in number so that Division 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 Division Priorities;
- seek student, staff, parent and community stakeholder input into the Division Priorities;
- consider all input received and develop and recommend a Division 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
 - 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.

Governance and Evaluation Committee 2021-2022 Work Plan

PURPOSE

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

- conduct an annual Board self-evaluation for continued Board development and improved Board performance with respect to the Board's role and responsibilities;
- 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 [Education Act](#);
- identify and develop the priorities that will guide Division operations and the budget planning cycle for the Board's four-year term of office; and
- carry out its duties and commitments in relation to the Division Priorities by making recommendations on governance-related matters.

ACTIVITIES

Board Self-Evaluation

The Committee will:

- Review the Board's Self-Evaluation Instrument to determine if any changes are required. (February 2022)
- Initiate the process for the Board Self-Evaluation. Each individual Trustee will be requested to complete the Board Self-Evaluation Instrument. (May/June 2022)
- With support from the Director Board and Superintendent Relations, compile and summarize the individual evaluations for reporting purposes. (June 2022)
- Provide the final Board Self-Evaluation survey results to Trustees at a meeting for discussion (August 2022)
- Prepare a summary statement of the Board Self-Evaluation results to be read at a public Board meeting. (September 2022)

Superintendent of Schools' Evaluation

The Committee will:

- Review and update the Superintendent's Evaluation Instrument to align with the Superintendent Quality Leadership Standard. Any proposed changes to the instrument or process will require Board approval. (December 2021 – February 2022)
- Initiate the process for the Superintendent's Evaluation. (March 2022)
- With support from an 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. (May 2022)
- Submit the final Superintendent's Evaluation results and a report to Caucus Committee, which includes a response to the evaluation from the Superintendent. (June 2022)
- Prepare a summary statement of the evaluation results to be read at a public Board meeting. (September 2022)
- If needed, work with the Policy Review Committee on Board-governance-related policy in the Trustee's Handbook through providing content recommendations to the Policy Review Committee on existing Board Policy [FGB.BP - Evaluation of Superintendent of Schools](#).

Governance

The Committee will:

- Develop schedules for Board off-site meetings, generative discussions and lunch & learn sessions, along with agendas and facilitation plans for each. (December 2021, with updates as needed)
- Oversee the development of the Division Strategic Plan 2022-2026 (January - June 2022)
- Consider the implementation of an evaluation framework for the Board’s Strategic Plan and/or policies (January 2022)
- Review and monitor Board work plan progress. (ongoing)
- Oversee revisions to the Trustees’ Handbook as needed. (ongoing)

REQUESTED RESOURCES

- Staff to assist in the development of the Strategic Plan and Trustees’ Handbook updates will be required. The Committee will have support from the Director Board and Superintendent Relations to define the scope of work and required resources. Funds for stakeholder consultation have been allocated in the current budget.
- Funds for engaging external consultation on revisions to the Superintendent’s evaluation have been allocated in the current budget.