



Agenda

Vision: To be a centre of excellence enabling girls and young women to become confident and innovative leaders in a complex and global world

Mission: The girls and young women of CGS are agents of change who develop confidence and a strong sense of self in a safe, collaborative, inquiry-based learning environment.

Regular Meeting of the Board of Directors
Wednesday, January 11, 2017
Start Time: 6:00 pm

Learning Commons
Lakeview Campus, Calgary Girls' School
1101 Beverly Blvd SW
Calgary

- | | | |
|--------|---|----------------------|
| 6.00pm | 1. Call to Order and Attendance | |
| 6.05pm | 2. Approval of Agenda | |
| | 3. Presentation of Minutes | |
| 6.10pm | 3.1 Regular Meeting of November 23, 2016 | |
| | 4. Reports & Correspondence | |
| 6.15pm | 4.1 Chair | Natalya Nicholson |
| 6.20pm | 4.2 Correspondence | (circulation folder) |
| 6.25pm | 4.3 Policy & Governance Committee | Margo Purcell |
| 6.35pm | 4.4 Superintendent | Dianne McBeth |
| | 5. Monitoring Reports | |
| 6.40pm | 5.1 First Quarter Financials (S. Wong) | Wendy Juergens |
| 6.50pm | 5.2 Human Resources Services Report | Dianne McBeth |
| | 6. New Business -Action | |
| 7.10pm | 6.1 Policy Review (Policy 4) | Dianne McBeth |
| 7.25pm | 6.2 TAAPCS (Special Resolution) | Dianne McBeth |
| 7:40pm | 7. In camera | |
| | 8. Motions arising from <i>in camera</i> | |
| 8:00pm | 9. Adjournment | |

Notice of Future Events

Check the link below for a detailed calendar of upcoming CGS events.

Directors are welcome to attend!

<http://calgarygirlsschool.com/events/month.php?cal=CGS+EventsGuest+SpeakersField+Studies+Calendar&getdate=20140223>

TAAPCS Meetings

Sheraton Red Deer Hotel

Friday, Jan. 20 Directors 3 pm - 4 pm Marseilles Room

Saturday, Jan. 21 General Meeting

School Council

January 13 at Lakeview School

9:30am -12:00 pm

February Regular Board Meeting

Wednesday, February 8 6pm - 8:30pm

CGS Board of Directors Hosts Board Development (Calgary Area Charters)

Ramada Plaza Calgary Airport Hotel

Tuesday, January 24

6pm to 8:30pm

Guest Speaker: B. Kallal

Conference Call Planning (Alberta Culture)

Stakeholder Engagement

Tuesday, January 10 2017

6:30 - 7:30 pm

Board Office

**MINUTES OF THE BOARD OF DIRECTORS
REGULAR MEETING
HELD AT THE Lakeview School
6304 LARKSPUR WAY S.W.
CALGARY, ALBERTA**

WEDNESDAY November 23, 2016

	Chair	Natalya Nicholson
	Director	Natalie Kwadrans
Regrets: Shary Baig	Director	Margo Purcell
	Director	Stanley Wong
	Director	Caroline Claussen
	Director	Wayne Marshall
	Director	Geordie Macpherson
	Director	Brad Takenaka
Administration:	Superintendent	Dianne McBeth
	Secretary Treasurer	Wendy Juergens
	Principal	Judi Hadden
Guests:		Rola Chadi KPMG

1. **Call to order:** Natalya Nicholson called the meeting to order at 6.10 pm meeting.

2. **Approval of the Agenda**

Motion: 2016-11-23-01: Motion to approve the agenda, with the amendment to change the order by moving 5.2 to follow the approval of the October Regular Meeting Minutes.

Moved: Stanley

Carried

3. **Approval of Minutes**

3.1 Approval of the Minutes of the October 12, 2016 Regular Meeting

Motion: 2016-11-23-02: Motion to approve the minutes of the October 12, 2016 Regular Meeting of the Board of Directors.

Moved: Wayne

Carried

3.2 Audited Financial Statements

Stanley Wong, Chair of the Board's Committee, introduced Rola Chadi, Audit Manager with KPMG, the Board's new appointed auditors, who was in attendance to meet the Directors and speak to the audit process. Previously, KPMG representatives had met with the Board's Finance and Audit Committee to review the Financial Statements. Stanley presented the statements to the Board and responded to questions.

Motion: 2016-11-23-03: That the Board approves the Finance and Audit Committee's recommendation that the Audited Financial Statements be approved for submission to Alberta Education by November 30, 2016.

Moved: Stanley

Carried

4. **Reports and Correspondence**

4.1 **Chair** –The Board Chair Natalya Nicholson gave an oral report.

4.2 **Correspondence:** Natalya reviewed the Correspondence file and circulated it to the Directors.

4.3 **Policy and Governance:** The Committee Chair Margo Purcell reported on the recent meeting and the results of its review of Policy 10. The written report was included in the agenda package.

4.4 **Superintendent** (Report attached to the Agenda Package) Dianne additionally mentioned the attempted "Ransom Ware" viruses that had recently tried to access Calgary Girls' School email accounts.

5. Monitoring Reports

5.1. Budget 2016-2017 Fall Update

The Secretary/Treasurer reviewed the process for the Fall Budget Update as required by Alberta Education. Budget 2016-17 was approved for submission to Alberta Education last spring; however, if the assumptions that informed the budget, including anticipated enrolment change then adjustments are noted in the update. Student enrolment as of September 30, the final day for budget count, was 588 (new students arriving after that date are “unfunded”). As the difference between the Spring Budgeted enrolment of 590 and actual September 30 enrolment of 588 is minimal, the Secretary Treasurer recommended that no changes be made to the Spring 2016 Budget. The budget previously submitted in the spring will also be submitted as the Fall Budget update. Budget 2016-17 projected a surplus of \$1,361 with student enrolment of 590.

Motion: 2016-11-23-04: That the Board approves the Fall Budget Update 2016-2017 for submission to Alberta Education on November 30, 2016 noting that there are no changes from Budget 2016-17 as submitted in the Spring.

Moved: Brad

Carried

5.2. Audited Financial Statements- presented by the Audit Committee Chair

Reviewed above

6.0 New Business

6.1 AERR-3YEP

The combined document was included in the Board package and will be posted to the website by the end of November. Links inside the document lead viewers to the posted audited financial statements. A summary of the results achieved in 2015-16 appears on page 9 of the AERR-3YEP.

The Accountability Framework established by the Ministry measures the overall success of the provincial learning system. Measures include stakeholder satisfaction as well as student achievement on the Provincial Achievement Tests and Diploma Examinations (grade 12). The full report will be posted to the CGS website on November 30 and includes a Message from the Chair; Accountability Pillar Overall Summary for CGS; Summary of Accomplishments; Profile of the School; Trends and Issues; Performance Measures, Targets and Strategies to achieve the goals of the provincial learning system as well as the unique charter goals; Facility and Capital Plans; Class Size Report as well as contextual information influencing results.

Dianne McBeth provided a review of the report by Power Point and answered questions from the Board.

Motion: 2015-11-23-05: That the Board approves the submission of the combined Three Year Education Plan 2015-2018 and the Annual Education results 2014-2015 to Alberta Education by November 30, 2015 as required.

Moved: Brad

Carried

6.2 Policy Review (Policy 3 – Role of the Director)

This month, Policy 3 Role of the Director was reviewed to consider the ongoing need for the policy, the intentions, the effectiveness, the change need, and evidence of compliance in the Board’s decision-making. The Board considered a number of similar policies from both charter and other public jurisdictions. The Board reviewed the Policy which will continue in force.

7. “In Camera”

Motion 2015-11-23-06: To go ‘In camera” at 7.35pm

Moved: Wayne

Carried

Motion 2015-11-23-06: To Leave “In camera” at 8.14pm

Moved: Caroline

Carried

8. Meeting Adjourned at 8.15pm

Next Regular Board Meeting Wednesday January 11, 2017.



January 11, 2017

Superintendent's Report

Student Learning Activities

Girls continue to benefit from a variety of enriched curricular and extra-curricular experiences. Activities through the past month have included a community hike, hockey/ringette, netball, and inline skating. Speech and debate, peer tutoring, choir, and wrestling (gold medal winners!) show the variety of interests. Rehearsals for Honk! continue. Try outs for basketball also occurred in December. All students meet for Advisory on the Lakeview campus where the focus on January 9 was planning the outside murals through the Artist in Residence program. The opportunity for girls to work with a professional artist is funded through School Council.

Family Skate Party

The School Council supported a family skate party at the Trico Centre on Dec. 22, the last day before winter. Families enjoyed hot chocolate, oranges and a few sweets along with some healthy exercise. Thank you, Council!

Practicum Students

CGS supports practicum students from the Faculties of Education at MRU, Werklund School of Education (UC) and UL. Cayley Van Aken PS III UL student mentored by Sarrah Johnstone and Zoey Graf completed her practicum in December. From UC, CGS welcomed Mariah Lansdell-Godin who worked with Quan Le. Many attendees to the band concert would have noticed that Mr. Le passed his conductor's wand to Ms. Lansdell-Godin for several musical selections. Juleta Severson-Baker and Matthew Sebastian who worked with Abby Charchun and Eva Erfle respectively will return for further field experience this spring. MRU students Jake Docherty, Amy Osinchuk and Emma MacRae shared classroom experiences with teachers Shauna Pascoe, Leith Monaghan and Jeff Orsten.

School Council

The Superintendent attended the Dec. 2 School Council meeting at Lakeview. In addition to receiving the usual committee reports, the Council voted in favour of a biennial schedule for WEG (or some version of a celebratory event). Following WEG 2017, the next event will be in the 2018-19 school year. Current grade 8 students and families who want to experience WEG will be encouraged to attend this year as they won't have the opportunity in grade 9. The new schedule reduces the work load and its impact on the school as well as the annual expense to families. The decision flows from the facilitated conversation last May.

Please note that the next meeting School Council meeting is January 13 at 9:30 am.

Screen-Agers: Growing Up in the Digital Age

Physician and filmmaker Delaney Ruston considers the impact and the friction occurring in homes and schools around negotiating screen time. Screenagers reveals how tech time impacts child development and offers solutions on how adults can empower children to best navigate the digital world and find balance. Bel Aire campus will host a viewing of Screen-agers on Jan. 25 at 6:30 pm Bel Aire (Tickets \$5). For more information about the film visit: <http://www.screenagersmovie.com>



Student Led Conferences

The annual November conferences provide opportunity for students to show parents the evidence of academic and other learning. Considerable preparation by students and teachers goes into this event, so parental support and attendance is much appreciated.

Schoolwide Professional Development

November 28 was designated for school-wide professional development. The teacher learning focused on: science inquiry (design thinking), best practice sharing in curricular groups, and infusing ecosystem “mindfulness” in learning activities.

Additionally, the board office hosted a half day PD opportunity for all support staff which included opportunity to consider the work flow as well as efficiencies to be achieved through more effective use of technology.

Transportation

The Secretary-Treasurer and Superintendent addressed a number of concerns with representatives of First Student. Colder weather, drivers who are unfamiliar with the routes or challenged in managing a group of adolescents, as well as communication with parents seemed to be the major causes of dissatisfaction. Unlike other public schools, transportation services for CGS have the added challenges of distance and sparsity factors. Few systems transport girls only from all quadrants of the city to a single site (with transfer to Bel Aire). These distance and sparsity factors exacerbate the usual problems caused by weather and road conditions. This was an opportunity also to address the need for First Student to implement timely and frequent communication to parents when a bus is delayed.

Stakeholder Engagement Foundation Statements

On January 10, Board representatives and the Superintendent engaged with Alberta Culture in a planning sessions for the upcoming stakeholder engagement on the Foundational Statements – vision, mission, values of the organization. Although the date and time for this event has yet to be determined all parents will be invited to participate.

Finance Committee

The Finance Committee met on January 10 (rescheduled from Dec. 18). Committee Chair, Stanley Wong reports to the Board on the quarterly financials attached to the Regular Meeting Agenda.

CGS Society AGM

The AGM was held on November 29 at the Lakeview Learning Commons. Regrettably, the meeting was delayed while efforts were made to achieve quorum. The Board Chair, Natalya Nicholson reported orally on significant events since the last AGM and gave a summary of positions open for election to the Board this May. Director Stanley Wong provided the Financial Statements. The Superintendent presented the Results Achieved on the Accountability Pillar measures including the Provincial Achievement Tests.

Business Condo Association

The Board Chair and Superintendent attended the Flint Place Condo Corporation meeting in December. The agenda included election of board members, exterior improvements, notice and consent



requirements for any alterations to the exterior and/or interior condo units, signage policy and two hour limits to on-street parking. Natalya Nicholson, CGS board chair was elected to the condo board.

Infrastructure & School Facilities

The Superintendent consulted with a representative from School Facilities Branch regarding proposed amendments to the Municipal Government Act and access to municipal reserve for public charter schools. Regrettably, the amended Act will be no more favourable to public charter schools than the current state of affairs.

Status of Women Grant Proposal

Directors Natalya, Caroline, and Margo along with the Principal and Superintendent developed a proposal for a grant from the Status of Women. Since schools cannot be the primary applicants, a partnership was developed with the Centre for Newcomers. Exploratory meetings with the partner organization, brainstorming for ideas and grant writing meetings occurred numerous times between December 5 and 23 when the application was due. MLA's Anam Kazim and Greg Clark both prepared letters of support for the CGS partnership and project proposal.

The project includes adult alumni of the Calgary Girls' School and the Centre for Newcomers. Participants from diverse backgrounds will gain insight into the interlocking puzzle pieces that support or hinder women from participating in democratic processes and in achieving leadership aspirations. Through workshops and mentoring relationships focused on personal, career, and community leadership, participants will develop self-awareness, build confidence, improve communication skills, expand their networks of supportive relationships, and as a result will pursue leadership roles in the work place and community.

TAAPCS

The January Regular Meeting includes discussion of the proposed new bylaws and organizational chart. A notice of Special Resolution to amend the bylaws was sent on December 15 to all Superintendents for distribution to Board Chairs and Directors. The draft new bylaws were attached to the notice. The recently appointed Executive Director, Kath Rhyason is excited about the opportunity to meet the TAAPCS members at the upcoming meeting.

Winter Events

Directors Geordie, Caroline and Wayne along with previous board member Marcus Paterson attended the Winter **Choral** Concert at Knox United on December 8 which included a performance by the student hand bell ensemble. Much appreciation to Anne Roger (grades 4 and 5) and Quan Le (grades 6-9) for their outstanding work with the various choirs. The hand bell ensemble also performed at the Sarcee Care West facility on Dec. 13.

The **band** concert held at Central Memorial School Theatre on December 15 was also well attended. Much appreciation to Quan Le, Band Director, for his work with the grades 7-9 band. Most impressive – the grade 7 band held its first public performance!



Many staff members assist with these performances by supervising students, handling tickets, greeting parents and other visitors, preparing programs and generally maintaining safety and decorum. Much appreciation to all those who work behind the scenes to support these events.

Staffing

Some temporary staffing changes will occur over the next while as CGS accommodates various leaves or returns from leave of absence. Reviews of professional (or performance) growth plans are underway with all staff. Congratulations to the Le family who recently welcomed their new son, Gabriel.

Condolences

Carolynne Bernardo, wife of Ivan Bernardo who served as a Director on the CGS Board passed away on November 27, 2016. Funeral mass was celebrated on December 5. Director Geordie MacPherson who served with Ivan attended to express sympathy and condolences to the Bernardo family. In lieu of flowers, a memorial contribution was sent to the Foothills Country Hospice Society.

Foodbank Donations

CGS campuses supported a food drive for the Calgary Foodbank. Families gave generously to fill the school bus. First Student also generously provided the bus transportation at no cost.



1st Quarter Financial Results

Background: The Draft Operating Results for the 1st Quarter to November 30, 2016 are presented to the Board for information purposes.

Points to Consider:

- Revenue is received from Alberta Education over a 12-month period.
- Staff Salaries are paid in twelve equal monthly installments (note: exception - June payroll)
- Parent Fees are collected and recorded in the accounting system over a ten-month period. Fees for the next school year are recorded as deferred revenue in the Balance Sheet.
- Busing costs are paid for 10 months, September through June
- Interest is accrued on GIC investments.

Results:

The 1st Quarter Operating Statement shows a surplus of \$29,723. The May Budget assumed enrolment of 590 students and a surplus of \$1,361. Current enrolment stands at 592, although we continue to be funded at the September 30, 2016 enrolment number of 588.

The Instructional Envelope shows a deficit for the first quarter of \$10,031. This is reflected in Professional Development and Technology, which have to date spent 55% and 37% respectively of their annual allotted budget. However, overall the report shows that 72% of budgeted revenue and 75% of budgeted expenditures are remaining as at the end of the first quarter, which is line with projections.

The Technology envelope which currently represents Student Technology shows a surplus of \$28,654 resulting from a disproportionate amount of student fees being allocated in the first quarter of the school year. It is expected that this will balance out over the 2016-2017 school year.

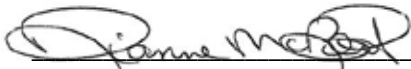
Plant, Operations and Maintenance shows a deficit of \$6,388 but the projection is to end the year on budget. We are now in our third year of the Joint Maintenance Agreement with Foundations for the Future (FFCA). This agreement continues to

work well and Calgary Girls' School is benefiting from the expertise and availability of the FFCA Maintenance team.

Transportation showed a deficit of \$216. Busing charges for the 1st three months of the 2016-2017 year are \$236,329 compared with \$250,119 for the first three months of the 2014-2015 year (two years ago). There continues to be no fuel escalation charged this year.

Board and Governance show a surplus of \$17,703. Board Facility Costs are \$7,295 for the First quarter, which includes all Board office Condo costs.

Recommendation: That the Board accepts the 1st Quarter Operating Statement for information.



Dianne Skagen McBeth
Superintendent



Wendy Juergens
Secretary/Treasurer

CALGARY GIRLS SCHOOL 2016/2017 Management Reporting

1st QUARTER

OPERATING RESULTS BY ENVELOPE

	Actuals 2013/2014	Budget 16/17 605 students	Actual versus Budget	Budget Remaining
INSTRUCTION	\$	\$	\$	
REVENUE				
AB Ed Learning Rev.	1,076,818	4,424,979	(\$3,348,161)	75.67%
Instruct Res Fee	25,676	85,890	(\$60,214)	70.11%
Field Trips	28,349	200,000		
Other Revenue:	28,734	48,697	(\$19,963)	40.99%
TOTAL REVENUE	1,159,577	4,759,566	(\$3,428,338)	72.03%
EXPENSES				
Staffing Costs	993,714	4,255,673	\$3,261,959	76.65%
Professional Development	16,530	30,000	\$13,470	44.90%
Office, Admin & Marketing	39,864	55,800	\$15,936	28.56%
Technology	36,780	99,000	\$62,220	62.85%
Subject Exp (includes Library)	29,958	119,500	\$89,543	74.93%
Field Trips	34,311	200,000	\$165,689	82.84%
School Generated Funds	18,451		(\$18,451)	
TOTAL EXPENSES	1,169,608	4,759,973	\$3,590,366	75.43%
SURLUS/(DEFICIT)	(10031)	(407)	(\$9,624)	
Technology				
Revenue				
MacBook Fees	82,956	205,000	(\$122,044)	59.53%
Expense				
MacBook Lease Exp	54,302	204,105	\$149,803	73.40%
SURLUS/(DEFICIT)	28654	895	\$27,759	
PLANT, OPERATIONS AND MAINTENANCE				
REVENUE				
AB Plant Oper	106,645	426,604	\$319,959	75.00%
AB Lease Rev	30,828	102,760	(\$71,932)	-70.00%
	137,473	529,364	\$391,891	74.03%
EXPENSE				
Facility Exps	113,033	426,604	\$313,571	73.50%
Facility Lease Exp	30,828	102,760	\$71,932	70.00%
Subtotal PO&M	143,861	529,364	\$385,503	72.82%
SURPLUS/(DEFICIT)	(6388)	-	(\$6,388)	
TRANSPORTATION				
REVENUE				
Trans Grant	68,460	274,500	(\$206,040)	75.06%
Transport Fee	167,653	397,500	(\$229,847)	57.82%
	236,113	672,000	(\$435,887)	64.86%
EXPENSES	236,329	671,210	\$434,881	64.79%
SURPLUS/(DEFICIT)	(216)	790		
BOARD AND SYSTEM				
REVENUE				
Board Office	89354	357419	\$268,065	75.00%
Facility				
	89354	357419	\$268,065	75.00%
EXPENSE				
Facility Expense	7295		(\$7,295)	
Board Office	64356	357336	\$292,980	81.99%
	71651	357336	\$285,685	79.95%
SURPLUS/(DEFICIT)	17703	83		
TOTAL SURPLUS/(DEFICIT)	29723	1361	\$31,084	



January 11, 2016

Human Resources Annual Report

Background:

Broadly defined, the goal of Human Resource services is to achieve **organizational efficiency and effectiveness** by attracting, retaining and developing people - “the right people, in the right job, in the right quantity, at the right time”.

The Report provides an overview of staffing (head count and FTE) and types of contracts. Diversity of staff is captured by gender, age, and grid placement variables.

Staffing levels are compared from year to year as a percentage of total budget, as well as percentage of the instructional envelope. Monitoring staff levels and costs as a percentage of budget is important as staffing costs represent the most significant budget expenditure.

Board Policy and Administrative Procedures provide the framework for aligning the performance of employees with the goals and priorities of the Board expressed in the Three-Year Education Plan and the Strategic Directions 2012-2020.

CGS recruits primarily through the Education Canada Network, the substitute teacher list, University of Calgary - Werklund School, practicum students, and occasionally from postings to our website.

The supply for substitute teachers is adequate. Many of the substitutes also work for other school authorities. We are fortunate to have a few who are dedicated to CGS and prefer to keep the flexibility that is provided by substitute (casual) employment.

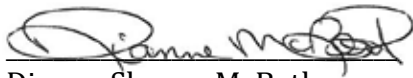
CGS strives to be an employer of choice and thus focuses on providing a range of competitive benefits, supports and compensation that are sustainable within our financial context. The cost of merit pay adds about 1% to the standard cost in staffing categories. CGS also fosters a collaborative culture where teachers can develop professionally.

The information in the HR report may be considered through several lenses: fiduciary (meeting legal and regulatory expectations), strategic (becoming an employer of choice) and generative opportunities (exploring ideas).

From these lenses, discussion could focus in a number of areas , for example – What questions does the information lead to? What external and/or internal factors might be influencing (hindering or helping) employee satisfaction, retention, and development? What is the organization learning about Human Resource management? Does the organization recognize and celebrate its staff? Do organizational practices align with the vision, mission and values espoused? What are some possible next steps in the pursuit of excellence in this area? What might we be overlooking?

Recommendation:

That the Board of Directors receives the Human Resources Report 2015-16.



Dianne Skagen McBeth
Superintendent

Resource Personnel:

Ruth Pogue, Human Resources Manager

Wendy Juergens, Secretary-Treasurer

Attachment: HR Report 2015 – 16



Human Resources Report 2016-17

The following charts summarize staffing levels and provide information on staff diversity, education and experience levels, as well as turnover (Churn Factor). The Pie Charts also show staffing costs as a percentage of total expenditures and as a percentage of total instructional envelope expenses. Grid placement factors, which include experience and post-secondary education, contribute to increasing annual costs for staffing.

Total All Staff

Category	FTE 2015/16	F.T.E. 2016/17	Head Count 2015/16	Head Count 2016/17
Technology & Support	1.6	1.6	2	2
Support	5.2	4.6	6	6
Certificated (Teachers)	34.6	34.4	38	37
Human Resources Manager	0.4	0.4	1	1
Secretary/Treasurer	0.6	0.6	1	1
Superintendent	0.8	0.8	1	1
Total:	43.2	42.4	49	48

*Staffing adjustments reflect projected enrolment of 612 vs 590 actual enrolment.

All Staff Contract Type

Year	2015/16	2016/17
On Leave	4	7
Temporary	5	7
Probationary	2	0
Continuing (includes Leaves of Absence)	44	46
Contracted Services	2	2

*The total staff number 48 people. Additionally, 7 staff are on leave bringing total contractual obligations to 55 people.



All Staff Churn (September –January)

Monthly Changes to 2016-2017				
	New Contract	On Leave	Return LoA	Resignation(s)/end of Temp Contract
September	4	6	3	
October	1	1		
November				
December			1	1
January	No changes			

*Annual Churn from September 1, 2015 to September 1, 2016 was 3.6%.

*Annual Churn from September 1, 2014 to September 1, 2015 was 4.1%

Monthly Changes to 2015-2016				
	New Contract	On Leave	Return LoA	Resignation(s)
September	1	4	3	
October				
November	1	1		
December				
January	1	1		1

Certificated Staff Grid Placement 2016/17

Certificated Teaching Staff Years on Grid									
0-1	2	3	4	5	6	7	8	9	10+
2.3%	2.3%	6.8%	11.4%	13.6%	13.6%	11.4%	6.8%	4.5%	27.3%
Certificated Teaching Staff Years of Post-Secondary									
4			5				6		
9.1%			27.3%				63.6%		

Certificated Staff Grid Placement 2015/16

Certificated Teaching Staff Years on Grid									
0-1	2	3	4	5	6	7	8	9	10+
5.3%	5.3%	5.3%	18.4%	15.8%	10.5%	10.5%	2.6%	2.6%	23.7%
Certificated Teaching Staff Years Post-Secondary									
4			5				6		
7.1%			23.8%				69.1%		



Grid Roll-Up Impact on Annual Certificated Staffing Costs

Year	Impact of Grid Roll-Up
2014-15	\$ 134,940
2015-16	\$ 97,612
2016-17	\$ 86,641

* While the cost of grid roll-up is declining, the additional cost remains and will stabilize at the high end of the grid (Six Years Post-Secondary + 11 years' experience). Approximately 70% of the certificated staff will move one step on the experience grid as a cost factor for next year. Approximately 30% of certificated staff will be eligible at some point for a grid step related to post-secondary years. Some staff could be stepping up on the grid based on two additional factors. Another way to consider the impact is that the grid roll-up costs CGS approximately one teacher per year.

2016/17 Distribution All Staff (Male/Female)

Gender	Number	%
Female	44	80%
Male	11	20 %
TOTAL	55	100%

2015/16 Distribution All Staff (Male/Female)

Gender	Number	%
Female	43	81.1%
Male	10	18.9 %
TOTAL	53	100%

2016/17 All Staff Age Category

Age	20-29	30-39	40-49	50-54	55+
Number	6	25	9	4	11
Percentage	11%	46%	16%	7%	20%

2015/16 All Staff Age Category

Age	20-29	30-39	40-49	50-54	55+
Number	6	26	8	5	8
Percentage	11%	49%	15%	10%	15%



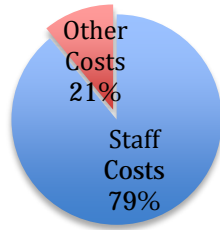
Certificated Staff Post Graduate Benefit Participation

Year	Number	Cost to Board
2014/15	No applicants	
2015/16	1	\$1500
2016/17	1	\$1500

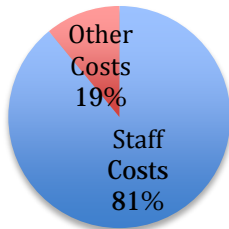


Staffing Costs as Percentage of Operating Budget

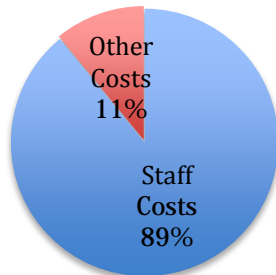
Total Staff Costs as Percentage of Instructional Envelope 2015-16



Staff Costs as a Percentage of Total Instructional Expenditures 2014-5 actuals

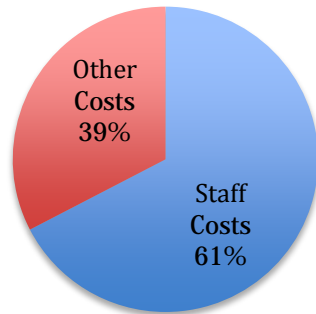


Staff Costs as a Percentage of Instructional Envelope 2013-14

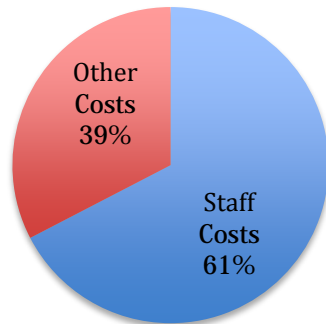




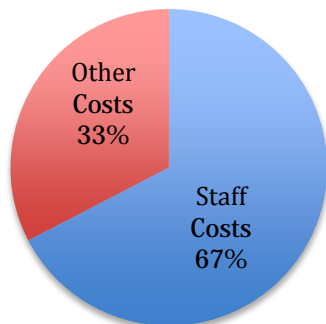
**Staffing Costs as Percentage of
Total Operating Expenditures
2015/16**



**Staff costs as a Percentage of Total
Expenditures 2014-15 actuals**



**Staff costs as a Percentage of Total
Expenditures 2013-14**





Indicators of Teacher Job Satisfaction from Accountability Pillar Results 2015-16

Percentage of teacher who agree that students are safe at school, are learning the importance of caring for others, are learning respect for others and are treated fairly in school.

	Calgary Girls' School Society										Alberta									
	2012		2013		2014		2015		2016		2012		2013		2014		2015		2016	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Teacher	39	97.4	38	97.9	39	100.0	34	98.2	37	100.0	27,188	94.8	27,753	95.0	27,279	95.3	28,875	95.4	30,441	95.4

Percentage of teachers satisfied with the opportunity for students to receive a broad program of studies including fine arts, career, technology, and health and physical education.

	Calgary Girls' School Society										Alberta									
	2012		2013		2014		2015		2016		2012		2013		2014		2015		2016	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Teacher	39	97.8	38	96.4	39	98.7	34	98.9	37	99.7	27,189	87.3	27,764	87.9	27,284	87.5	28,880	87.2	30,447	88.1

Percentage of teachers satisfied with the overall quality of basic education.

	Calgary Girls' School Society										Alberta									
	2012		2013		2014		2015		2016		2012		2013		2014		2015		2016	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Teacher	39	98.7	38	99.6	39	99.6	34	98.0	37	100.0	27,193	95.4	27,762	95.7	27,281	95.5	28,883	95.9	30,448	96.0

Percentage of teachers who agree that programs for children at risk are easy to access and timely.

	Calgary Girls' School Society										Alberta									
	2012		2013		2014		2015		2016		2012		2013		2014		2015		2016	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Teacher	39	96.6	38	97.4	39	97.4	34	97.1	37	98.2	27,173	93.4	27,736	93.7	27,268	93.8	28,863	93.5	30,422	94.0

Percentage of teachers satisfied with parental involvement in decisions about their child's education.

	Calgary Girls' School Society										Alberta									
	2012		2013		2014		2015		2016		2012		2013		2014		2015		2016	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Teacher	39	90.2	38	81.6	39	97.4	34	97.6	37	100.0	27,171	88.0	27,728	88.5	27,243	88.0	28,838	88.1	30,388	88.4

Percentage of teachers indicating that their school and schools in their jurisdiction have improved or stayed the same the last three years.

	Calgary Girls' School Society										Alberta									
	2012		2013		2014		2015		2016		2012		2013		2014		2015		2016	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Teacher	36	86.1	36	77.8	36	94.4	29	96.6	37	100.0	25,689	81.1	25,913	80.9	25,060	81.3	26,273	79.8	29,952	82.3



The percentage of teachers reporting that in the past 3-5 years the professional development and in-servicing received from the school authority has been focused, systematic and contributed significantly to their ongoing professional growth.

	Calgary Girls' School Society										Alberta									
	2012		2013		2014		2015		2016		2012		2013		2014		2015		2016	
	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%	N	%
Overall	39	85.5	38	90.4	39	86.3	34	93.1	37	98.2	27,080	81.8	27,640	82.2	27,137	81.0	28,738	82.4	30,287	83.9
Teacher	39	85.5	38	90.4	39	86.3	34	93.1	37	98.2	27,080	81.8	27,640	82.2	27,137	81.0	28,738	82.4	30,287	83.9

Resource Personnel:
 Ruth Pogue, HR Manager
 Wendy Juergens, Secretary/Treasurer



January 11, 2017

Governance Policy Review (Policy 4 Director Code of Conduct)

Background: The Board strives to govern effectively in three modes: fiduciary, in which the board exercise its legal responsibilities of oversight and stewardship; strategic, in which the board makes major decisions about resources, programs and services to improve the desired effectiveness in serving its students; and, generative in which the board engages in deeper inquiry, explores root causes, values, optional courses of action and new ideas. Decision-making in these areas is guided by the Board's *Policy Governance Handbook*.

An important component of the Board's systematic approach to policy development is a cyclical review to ensure polices clearly reflect the intent of the board, timely adaptations respond to changing circumstances, all Directors share common understanding of the policy intentions, and decision-making complies with policy.

This *best practice* expectation is reflected in Procedure 4 of the Board Procedures Regulation that accompanies the (pending) Education Act which states, *The Board shall (a) establish policies and procedures governing the conduct of meetings of the board and the administration and business of the board, and (b) monitor and evaluate the effectiveness of the established policies and procedures on a regular basis.*

The following are suggested as guiding questions:

- What is the ongoing need for this policy?
- What are the intentions of the policy?
- How effective is this policy? Does the policy achieve its purposes? Does the policy clarify roles and responsibilities?
- Have any circumstances (e.g. legal) changed that imply need for changes to this policy?
- Is the Board and organization in compliance with this policy? If not, what evidence substantiates this?

Policy 4 *Director Code of Conduct* (approved 2014, reviewed 2015-16) is presented for consideration.

The Board can affirm the current policy, recommend revisions in accordance with Policy 10's process and via Policy and Governance Committee, or reject a policy if it is no longer needed.

Recommendation: That the Board approves Policy 4 *Director Code of Conduct* to remain in force.

A handwritten signature in black ink, appearing to read "Dianne McBeth".

Dianne McBeth, Superintendent

Attachment: Policy 4 Director Code of Conduct

Policy 4

DIRECTOR CODE OF CONDUCT

The Charter Board commits itself and its members to conduct which meets the highest ethical standards. It is expected that all personal interactions and relationships will be characterized by mutual respect, which acknowledges the dignity and affirms the worth of each person.

Specifically

1. Directors shall carry out their responsibilities as detailed in Policy 3 – Role of the Director with the care, diligence and skill of a reasonably prudent person under comparable circumstances.
2. Directors shall endeavour to work with fellow Charter Board members in a spirit of harmony and cooperation in spite of differences of opinion that may arise during debate.
3. Directors shall reflect the Charter Board's policies and resolutions when communicating with the public.
 - 3.1 Directors must accept that decisions are made on a majority or consensus basis after due deliberation and that it is the obligation of Charter Board members to abide by and support, rather than undermine them. Equally, Charter Board members may not publically criticize other Charter Board members or Calgary Girls' School staff.
4. Directors shall respect issues of a sensitive or confidential nature.
 - 4.1 Directors owe positive loyalty to the Charter Board and are never to divulge its deliberations and decisions to any outside body or person before they are made known to the staff and public through the agreed-upon channels of communication.
 - 4.2 Directors will, at all times, maintain confidentiality of the business of the Calgary Girls' School as appropriate. This restriction will not apply to a Director required to disclose such information by law, in which case the disclosing Director will promptly notify the Chair or the applicable Charter Board Committee of the legal requirement before such disclosure.
5. Fiduciary responsibility supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other Boards or staffs, or acting as an individual consumer of the Calgary Girls' School's services.
6. Directors shall represent the Charter Board responsibly in all Charter Board-related matters with proper decorum and respect for others.
7. Directors shall disclose the nature of any conflict of interest.

- 7.1 Directors may not use for personal financial or material benefit, except under the terms of a written agreement with the Calgary Girls' School Society;
 - 7.1.1 Calgary Girls' School (CGS) premises and facilities to promote or serve the interest of any non-CGS organization;
 - 7.1.2 Or the name or insignia of CGS;
 - 7.1.3 Or the names of its Directors or organization, to promote or serve the interests of any non-CGS organization.
 - 7.2 Consultants who are Directors are not to do paid work for CGS while serving on the Charter Board, unless agreed upon by the Charter Board in advance.
 - 7.3 It is the duty and responsibility of the Chair, where the possibility of a member having a conflict of interest is known or ought reasonably to have been known, to explicitly raise the matter with the Director potentially having the conflict of interest.
 - 7.4 For non-declaration of a conflict, which affects the decisions of the Charter Board, a Director may be asked to resign and the affected decisions shall be reconsidered.
8. Directors shall not use their influence to obtain employment within the organization for family members or friends.
 9. Directors shall conduct themselves in a manner such that neither the organization's reputation nor its assets are put at risk.

Legal Reference: Section 60, 61, 68, 72, 80, 81, 82, 83, 84, 246 School Act



January 11, 2017

TAAPCS Notice of Special Resolution

Background:

The Association of Alberta Public Charter Schools established three strategic directions through the October 2015/16 Strategic Planning Session: improve governance (of the Association); strengthen communication (external and internal strategies but focus on advocacy); and clarify the research direction for the Association.

The governance goal incorporates many strategies such as – amending the Bylaws, developing an organizational chart, creating a handbook for knowledge transfer, articulating the Board development plan. These strategies focus on ensuring the Association better meets the needs of the Boards of Directors of the member organizations.

At the upcoming Regular meeting in January a revised (DRAFT) set of Bylaws will be presented along with an Organizational Chart supported by the Bylaws. Attached, find the required "Notice of Special Resolution" which was circulated to Superintendents for distribution within each member organization. The draft bylaws circulated to Directors will be reviewed at the meeting for input at the upcoming TAAPCS meeting. A working committee developed the Bylaws with consideration of the input from the May session with B.Kallal, suggestions received from various Boards, input from Directors via the October Directors' meeting, and consideration of "what is/is not" currently working for the organization.

Recommendation: That the Directors provide their input to the Board's appointed representative, Geordie MacPherson who will bring the information forward during the discussion at the January 21, 2017 TAAPCS Regular Meeting.

A handwritten signature in black ink, appearing to read "Dianne McBeth".

Dianne McBeth
Superintendent

Attachment: Notice of Motion
For Distribution: Draft Bylaws