



As the body entrusted by the Calgary Girls' School Society to act on behalf of the Society in the operation and management of the School, as set out in article 5 of the Society bylaws, the Charter Board shall provide overall direction and leadership to the Society and is accountable for the provision of appropriate educational services and programs to students' resident within the School, in keeping with the requirements of government legislation and the values of Society members.

The work of the Charter Board will be characterized by thinking and acting in ways that embrace being realistic, adaptable, optimistic, responsive, accountable and clearly focused on the future.

Specific Areas of Responsibility

1. Accountability for Student Learning
 - 1.1 Provide overall direction for the School by establishing vision, mission, values, beliefs and goals.
 - 1.2 Annually approve the process and timelines for the refinement of the Three- Year Education Plan.
 - 1.3 Identify Charter Board priorities at the outset of the annual Three-Year Education planning process.
 - 1.4 Monitor the achievement of outcomes.
 - 1.5 Annually evaluate the effectiveness of the School in achieving established priorities and desired results.
 - 1.6 Annually approve the "rolling" Three-Year Education Plan/Report for submission to Alberta Education and for distribution to the public.
2. Accountability to the CGCS Community
 - 2.1 Develop and maintain a communication link to the community.
 - 2.2 Make informed decisions that consider CGCS community values and represent the interests of the Society.
 - 2.3 Establish processes and provide opportunity for focused CGCS community input.
 - 2.4 Promote school programs, needs and desires to the CGCS community.
 - 2.5 Report School outcomes to the CGCS community at least annually.
 - 2.6 Develop appeal procedures and hold hearings as required by statute and/or Charter Board policy.
 - 2.7 Model a culture of respect and integrity.

3. Accountability to Provincial Government
 - 3.1 Act in accordance with all statutory requirements to implement provincial educational standards and policies.
 - 3.2 Perform Charter Board functions required by governing legislation and existing Charter Board policy.
 - 3.3 Ensure adherence to the Charter Mandate.
4. Advocacy
 - 4.1 Promote a positive identity for the Calgary Girls Charter School.
 - 4.2 Act as an advocate for the Calgary Girls Charter School and the Charter movement.
 - 4.3 Develop a plan for advocacy, including focus, key messages, relationships and mechanisms.
 - 4.4 Promote regular meetings and maintain timely frank and constructive communication with locally elected officials.
 - 4.5 Arrange meetings with elected provincial and federal government officials to communicate and garner support for education.
 - 4.6 Work with The Association of Alberta Public Charter Schools (TAAPCS) to cooperatively advocate for public charter schools.
5. Policy
 - 5.1 Develop, approve and monitor the implementation of policies to guide Calgary Girls Charter School and the Charter Board.
 - 5.2 Provide direction in those areas over which the Charter Board wishes to retain authority.
6. Charter Board/Superintendent Relations
 - 6.1 Appoint the Superintendent in accordance with section 222 of the *Education Act* and section 6 of the *Charter Schools Regulation, AR 85/2019*.
 - 6.2 Provide the Superintendent with clear corporate direction.
 - 6.3 Delegate, in writing, administrative authority and identify responsibility subject to provisions and restrictions in the Education Act.
 - 6.4 Respect the authority of the Superintendent to carry out executive action and support the Superintendent's actions which are exercised within the delegated discretionary powers of the position.
 - 6.5 Demonstrate mutual respect and support, which is conveyed to the staff and the community.
 - 6.6 Provide oversight of the Superintendent, including through annual evaluations of the Superintendent.
 - 6.7 Develop pre-established performance expectations and appraisal tools for evaluating and overseeing the Superintendent.
 - 6.8 Annual review compensation of the Superintendent.
 - 6.9 Engage in succession planning
7. Charter Board Development
 - 7.1 Develop a plan for Charter Board/Director development.
 - 7.2 Develop an annual work plan with timelines.

- 7.3 Annually evaluate Charter Board effectiveness.
- 7.4 Engage in Board member recruitment and succession planning.
- 7.5 Appoint an individual to fulfill the role of Secretary. This individual may also be appointed as Treasurer of Board. The Board may direct the Superintendent to appoint an appropriate employee of the Society to serve in the role of Secretary.

8. Fiscal Accountability

- 8.1 Appoint an individual to fulfill the role of the Treasurer. This individual may also be appointed as Secretary of the Board. The Board may direct the Superintendent to appoint an appropriate employee of the Society to serve as the Secretary.
- 8.2 Approve budget principles and establish priorities at the outset of the budget process.
- 8.3 Approve annual budget and allocation of resources to achieve desired results.
- 8.4 Approve substantive budget adjustments when necessary.
- 8.5 Monitor the fiscal management of the Society through receipt of quarterly variance analyses and year-end projections.
- 8.6 Approve the appointment of the Auditor.
- 8.7 Receive Audit Report and ensure the terms of engagement are met.
- 8.8 Approve transfer of funds to/from reserves.
- 8.9 Approve a Strategic Plan focused on developing programs and expanding student access to a girls-only school.
- 8.10 Approve annually the Ten-Year Facilities Master Plan to address student enrolment projections and to inform the Three-Year Capital Plan priorities.
- 8.11 Approve annually the Three-Year Capital Plan for submission to Alberta Education.
- 8.12 Approve compensation changes for employees/groups.
- 8.13 File the annual return for a charitable organization.
- 8.14 Provide public, timely and detailed disclosure of the expenses reimbursed to Directors and the Superintendent.
- 8.15 Explore fund development opportunities.

Selected Responsibilities

The Charter Board shall:

1. Acquire and dispose of land, buildings and leases.
2. Name campuses, areas within campuses and other Society-owned facilities.
3. Approve the Calgary Girls Charter School school-year calendar.
4. Provide for recognition of students, staff and the CGCS community.
5. Make a recommendation to the Minister for the dissolution of a School Council.
6. Approve contracts and agreements as required by the Government of Alberta.
7. Approve joint-use agreements with the City of Calgary and other organizations.
8. Appoint Honorary Council members.
9. Liaise with the School Council.

10. Approve locally developed courses.
11. Approve annual fees for transportation, technology and instructional resources.
12. Approve expense reimbursement rates.
13. Hear unresolved student or staff complaints of discrimination or harassment.
14. Approve purchases in excess of fifty thousand dollars (\$50,000) above the overall existing budget allocation.

Reference:

Education Act s. 11, 27, 52, 53, 54, 60, 62, 184, 185



September

- Approve Policy Review Schedule
- Receive Report on summer work projects as appropriate
- Receive initial Staffing and Enrolment Report (Budget Implications) & Early Exit data
- Receive School Council Annual Report for the prior year

October

- Receive Accountability Pillar and Provincial Achievement Test Results as per the protocol
- Approve process/timelines for the refinement of the Three-Year Education Plan (Board level)
- Approve Board's Communications (Advocacy) Plan Or set COW meeting to develop Plan
- Review Casino Funds, Processes, Plans

November

- Receive Finance and Audit Committee Report
- Approve Audited Financial Statements
- Approve Transfers to/from Reserves
- Approve Three-Year Education Plan/Annual Education Results Report Due Nov. 30 to Minister (2021 – last year for combined 3YEP and AERR document)

December

- Meeting is called if needed (Committee of the Whole)

January

- Receive Risk Management Report (& Insurance Review)
- Receive Human Resource Services Report
- Receive First Quarter Financial Report
- Approve Employee Total Compensation (Certificated/Non-Certificated/Management & Executive Staff)

February

- Receive Transportation Services Report
- Receive Enrolment Trends Report
- Receive School Fees proposal for subsequent school year

March

- Approve Annual School Year Calendar for the 2025-2026 school year
- Approve any necessary adjustments to the subsequent School Year Calendar 2024-2025
- Receive Verification of Instructional Hours Report for subsequent school year
- Approve Locally Developed Courses (3 Year Cycle and Go Girls' Curriculum)
- Approve Long Range Student Accommodation and Facilities Plan & Three-Year Capital Plan Priorities
- Receive Second Quarter Financial Report
- Receive Plant Operations & Maintenance Report (Proposal for Facility Improvements that are not IMR Funded)

April

- Receive Budget Preparation assumptions and principles (Note: establish budget priorities) for subsequent year
- Approve Fees (e.g., Transportation, Resources & Enrichment)
- Approve Employee Expense Reimbursement Rates
- Review Charter Board Committees (amend, add or delete as needed) and Board Representatives (appoint Honorary Council members)

May

- Approve Budget for subsequent school year (Note: May be delayed due to AB Government budget announcement dates)
- Receive Verification of Instructional Hours Report for the subsequent school year
- Submission of Instructional Hours Report by May 31
- Submission of Budget to government by May 31

June

- Approve Charter Board Annual Work Plan
- Approve Schedule of Meetings for 2021-2022 including Society Meetings
- Approve Charter Board Development Plan for subsequent year
- Approve Charter Board Committees with Terms of Reference
- Receive Third Quarter Financial Report

Ongoing

- Committee Work: Compensation, Advocacy & Communications, Governance & Policy (Nominations is a subcommittee), Audit/Finance Committee, Technology
 - Committee Chairs call meetings. Please provide an annual calendar of proposed meeting dates, with date of report required to the Board by the end of August.



CALGARY GIRLS CHARTER SCHOOL CHARTER BOARD SELF EVALUATION PERFORMANCE ASSESSMENT GUIDE		
<u>Role Expectation:</u> <u>Accountability for Student Learning</u>	<u>Evaluation Evidence</u>	<u>Quality Indicators</u>
<p>The Board shall:</p> <p>1.1 Provide overall direction for the School by establishing vision, mission, values, beliefs and goals.</p> <p>1.2 Annually approve the process and timelines for the refinement of the Three-Year Education Plan.</p> <p>1.3 Identify Charter Board priorities at the outset of the annual Three-Year Education planning process.</p> <p>1.4 Monitor the achievement of outcomes.</p> <p>1.5 Annually evaluate the effectiveness of the School in achieving established priorities and desired results.</p> <p>1.6 Annually approve the “rolling” Three-Year Education Plan/Report for submission to Alberta Education and for distribution to the public.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Foundational statements <input type="checkbox"/> Annual goals and priorities <input type="checkbox"/> Three-Year Education Plan process <input type="checkbox"/> Budget Report Form <input type="checkbox"/> Three-Year Capital Plan <input type="checkbox"/> Facilities Master Plan <input type="checkbox"/> Annual Education Results Report <input type="checkbox"/> Three-Year Education Plan Reports <input type="checkbox"/> Charter School evaluations <input type="checkbox"/> Superintendent’s evaluation <input type="checkbox"/> Relevant correspondence <input type="checkbox"/> Board self-evaluation questionnaire results <ul style="list-style-type: none"> o Board role 	<ul style="list-style-type: none"> <input type="checkbox"/> Foundational statements for the School are established which allow it to move forward to a future that continues to enhance student learning and to achieve the School’s educational goals. <input type="checkbox"/> Planning process and timelines allow for development with appropriate Board and stakeholder input. <input type="checkbox"/> The Three-Year Education Plan identifies annual educational goals and priorities which move the School forward. <input type="checkbox"/> The allocation of resources reflects an effort to ensure student achievement. <input type="checkbox"/> School performance and achievement is monitored, evaluated and reported.

CALGARY GIRLS CHARTER SCHOOL CHARTER BOARD SELF EVALUATION PERFORMANCE ASSESSMENT GUIDE

<u>Role Expectation:</u>	<u>Evaluation Evidence</u>	<u>Quality Indicators</u>
<p style="text-align: center;"><u>Accountability to the CGCS Community</u></p> <p>The Charter Board shall:</p> <p>2.1 Develop and maintain a communication link to the community.</p> <p>2.2 Make informed decisions that consider CGCS community values and represent the interests of the Society.</p> <p>2.3 Establish processes and provide opportunity for focused CGCS community input.</p> <p>2.4 Promote school programs, needs and desires to the CGCS community.</p> <p>2.5 Report School outcomes to the CGCS community at least annually.</p> <p>2.6 Develop appeal procedures and hold hearings as required by statute and/or Charter Board policy.</p> <p>2.7 Model a culture of respect and integrity.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Communications Plan <input type="checkbox"/> Briefing notes and reports <input type="checkbox"/> Public meetings/focus groups/surveys <input type="checkbox"/> Accountability Pillar <input type="checkbox"/> Three-Year Education Plan/Report <input type="checkbox"/> Audited Financial Statements <input type="checkbox"/> School publications <input type="checkbox"/> Appeal processes in place <input type="checkbox"/> Press releases <input type="checkbox"/> Media reports <input type="checkbox"/> Superintendent's evaluation <input type="checkbox"/> Relevant correspondence <input type="checkbox"/> Board self-evaluation questionnaire results <ul style="list-style-type: none"> <input type="checkbox"/> Board role <input type="checkbox"/> Community engagement 	<ul style="list-style-type: none"> <input type="checkbox"/> A creative, innovative and evolving communications plan is developed and maintained. <input type="checkbox"/> Decisions are based on relevant data and are representative of the interests of the Society. <input type="checkbox"/> Mechanisms for CGCS community input are readily available. <input type="checkbox"/> Processes are established to communicate Charter Board decisions to its constituents. <input type="checkbox"/> Promotional materials are developed. <input type="checkbox"/> Information is disseminated to appropriate publics. <input type="checkbox"/> Appeal hearing processes are transparent and cognizant of due process. <input type="checkbox"/> The Charter Board and individual Directors model a culture of respect and integrity and operate in an open, transparent fashion.

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**CALGARY GIRLS CHARTER SCHOOL CHARTER BOARD
SELF EVALUATION PERFORMANCE ASSESSMENT GUIDE**

<u>Role Expectation</u>	<u>Evaluation Evidence</u>	<u>Quality Indicators</u>
<p><u>Accountability to Provincial Government</u> The Charter Board shall:</p> <p>3.1 Act in accordance with all statutory requirements to implement provincial and educational standards and policies.</p> <p>3.2 Perform Charter Board functions required by governing legislation and existing Charter Board policy.</p> <p>3.3 Ensure adherence to the Charter Mandate.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Three-Year Education Plan/Report <input type="checkbox"/> Budget Report Form <input type="checkbox"/> Audited Financial Statements <input type="checkbox"/> Accountability Pillar <input type="checkbox"/> Published academic results <input type="checkbox"/> Superintendent's evaluation <input type="checkbox"/> Charter <input type="checkbox"/> Charter Renewal Document <input type="checkbox"/> Policy review <input type="checkbox"/> School litigation status <input type="checkbox"/> Relevant correspondence <input type="checkbox"/> Board self-evaluation questionnaire results <input type="checkbox"/> Board role 	<ul style="list-style-type: none"> <input type="checkbox"/> Statutory obligations are fully met in a timely manner. <input type="checkbox"/> Legislated functions are performed in an exemplary fashion. <input type="checkbox"/> All students are provided an education program consistent with the Education Act and the statutory regulations. <input type="checkbox"/> Charter Board governance policies clearly specify required Board functions. <input type="checkbox"/> Charter obligations are met and exceeded.

Calgary Girls Charter School

**CALGARY GIRLS CHARTER SCHOOL CHARTER BOARD
SELF EVALUATION PERFORMANCE ASSESSMENT GUIDE**

<u>Role Expectation</u>	<u>Evaluation Evidence</u>	<u>Quality Indicators</u>
<p align="center"><u>Advocacy</u></p> <p>The Charter Board shall:</p> <p>4.1 Promote a positive identity for the Calgary Girls Charter School.</p> <p>4.2 Act as an advocate for the Calgary Girls Charter School and the Charter movement.</p> <p>4.3 Identify issues for advocacy on an ongoing basis.</p> <p>4.4 Plan for advocacy including focus, key messages, relationships and expanded opportunities.</p> <p>4.5 Promote regular meetings and maintain timely, frank and constructive communication with locally elected officials.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Board Work Plan <input type="checkbox"/> Advocacy issues identified <input type="checkbox"/> Relevant correspondence <input type="checkbox"/> Media releases <input type="checkbox"/> Meetings with MLAs, Ministers, municipal partners, neighbouring educational/public service authorities <input type="checkbox"/> Active participation in provincial organization <input type="checkbox"/> Board self-evaluation questionnaire results <input type="checkbox"/> Board role 	<ul style="list-style-type: none"> <input type="checkbox"/> Advocacy issues are identified. <input type="checkbox"/> Strategies for advocacy are developed. <input type="checkbox"/> The Charter Board participates in advocacy processes at the local and provincial levels. <input type="checkbox"/> The Charter Board conveys key messages regularly to MLAs, municipal partners and the media. <input type="checkbox"/> The Charter Board conveys key messages to its MPs when appropriate.

**CALGARY GIRLS CHARTER SCHOOL CHARTER BOARD
SELF EVALUATION PERFORMANCE ASSESSMENT GUIDE**

<u>Role Expectation</u>	<u>Evaluation Evidence</u>	<u>Quality Indicators</u>
<p align="center"><u>Policy</u></p> <p>The Charter Board shall:</p> <p>5.1 Develop, approve and monitor the implementation of policies to guide Calgary Girls Charter School and the Charter Board.</p> <p>5.2 Provide direction in those areas over which the Charter Board wishes to retain authority.</p>	<ul style="list-style-type: none"> □ Policy development and review <ul style="list-style-type: none"> ○ New policies ○ Revised policies □ Board motions summary □ Superintendent's evaluation □ Board self-evaluation questionnaire results <ul style="list-style-type: none"> ○ Boardrole 	<ul style="list-style-type: none"> □ Established policies facilitate smooth, effective provision of quality educational services for the School. □ Policy impact is regularly monitored to determine if policy is producing the desired results. □ Charter Board governance policies clearly specify required Board, Committee and Director functions and implementation standards. □ The Superintendent's roles and responsibilities are clearly outlined in Charter Board policy.

Calgary Girls

Charter School

CALGARY GIRLS CHARTER SCHOOL CHARTER BOARD SELF EVALUATION PERFORMANCE ASSESSMENT GUIDE

<u>Role Expectation</u>	<u>Evaluation Evidence</u>	<u>Quality Indicators</u>
<p><u>Charter Board/Superintendent Relations</u></p> <p>The Charter Board shall:</p> <p>6.1 Select the Superintendent.</p> <p>6.2 Provide the Superintendent with clear corporate direction.</p> <p>6.3 Delegate, in writing, administrative authority and identify responsibility subject to provisions and restrictions in the Education Act.</p> <p>6.4 Respect the authority of the Superintendent to carry out executive action and support the Superintendent's actions which are exercised within the delegated discretionary powers of the position.</p> <p>6.5 Demonstrate mutual respect and support, which is conveyed to the staff and the community.</p> <p>6.6 Annually evaluate the Superintendent.</p> <p>6.7 Annually review compensation of the Superintendent.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Hiring and re-appointment process <input type="checkbox"/> Succession planning <input type="checkbox"/> Board motions summary <input type="checkbox"/> Policy review <input type="checkbox"/> Superintendent's evaluation <input type="checkbox"/> Board self-evaluation questionnaire results <ul style="list-style-type: none"> <input type="checkbox"/> Board role <input type="checkbox"/> Board/Superintendent relations 	<ul style="list-style-type: none"> <input type="checkbox"/> The Charter Board has the responsibility for Superintendent selection subject to Minister's statutory authority. <input type="checkbox"/> Provision is made for Superintendent succession planning as required. <input type="checkbox"/> Clear corporate direction is provided to the Superintendent. <input type="checkbox"/> The Superintendent has been delegated responsibility for all executive functions together with commensurate authority. <input type="checkbox"/> The Superintendent is supported in actions exercised within the delegated discretionary powers of the position. <input type="checkbox"/> The Chief Executive Officer role of the Superintendent is respected and conveyed to the staff and the community. <input type="checkbox"/> The Superintendent is evaluated annually, fairly and thoroughly in relation to specific roles and responsibilities and Charter Board direction. <input type="checkbox"/> The Superintendent's compensation package is reviewed annually with due consideration for fairness, equity and economic conditions.

**CALGARY GIRLS CHARTER SCHOOL CHARTER BOARD
SELF EVALUATION PERFORMANCE ASSESSMENT GUIDE**

<u>Role Expectation</u>	<u>Evaluation Evidence</u>	<u>Quality Indicators</u>
<p align="center"><u>Charter Board Development</u></p> <p>The Charter Board shall:</p> <p>7.1 Develop a plan for Charter Board/Director development.</p> <p>7.2 Develop an annual work plan with timelines.</p> <p>7.3 Annually evaluate Charter Board effectiveness.</p>	<ul style="list-style-type: none"> □ Board Work Plan □ Board Three-Year Education planning sessions □ Board workshops □ Conference/Activity Reports □ Board self-evaluation questionnaire results <ul style="list-style-type: none"> ○ Board role ○ Interpersonal working relationships 	<ul style="list-style-type: none"> □ A yearly plan for Charter Board/Director development is developed. □ Individual Directors participate in conferences and other activities to further Charter Board and Director effectiveness. □ Planning sessions and workshops are scheduled to enhance Board effectiveness. □ An annual work plan is developed. □ Interactions amongst Directors demonstrate respect, understanding and integrity. □ A regular Charter Board self-evaluation, which defines a positive path forward, is completed.

CALGARY GIRLS CHARTER SCHOOL CHARTER BOARD SELF EVALUATION PERFORMANCE ASSESSMENT GUIDE

<u>Role Expectation</u>	<u>Evaluation Evidence</u>	<u>Quality Indicators</u>
<u>Fiscal Accountability</u>		
The Charter Board shall:		
8.1 Approve budget assumptions and establish priorities at the outset of the budget process.	<input type="checkbox"/> Budget process	<input type="checkbox"/> Budget assumptions are clearly understood by the Charter Board.
8.2 Approve annual budget and allocation of resources to achieve desired results.	<input type="checkbox"/> Budget Report Form	<input type="checkbox"/> Needs are determined and prioritized.
8.3 Approve substantive budget adjustments when necessary.	<input type="checkbox"/> Quarterly Financial Reports	<input type="checkbox"/> The approved budget clearly reflects the Charter Board's priorities.
8.4 Monitor the fiscal management of the Society through receipt of quarterly variance analyses and year-end projections.	<input type="checkbox"/> Quarterly Year-End Projections	<input type="checkbox"/> An auditor is appointed.
8.5 Approve the appointment of the Auditor.	<input type="checkbox"/> External Audit Report	<input type="checkbox"/> Quality indicators for financial operations are established by the Charter Board and confirmed by internal and/or external audits.
8.6 Receive Audit Report and ensure the terms of engagement are met.	<input type="checkbox"/> Audited Financial Statements	<input type="checkbox"/> Resources are used efficiently and effectively.
8.7 Approve transfer of funds to/from reserves.	<input type="checkbox"/> Annual Education Results Report	<input type="checkbox"/> Quarterly variance analyses and year-end projections are received.
8.8 Approve a Strategic Plan focused on developing programs and expanding student access to a girls-only school.	<input type="checkbox"/> Board Work Plan	<input type="checkbox"/> A creative, innovative Strategic Plan guides program development and access expansion for girls.
8.9 Approve annually the Ten-Year Facilities Master Plan to address student enrolment projections and to inform the Three-Year Capital Plan priorities.	<input type="checkbox"/> Relevant correspondence	<input type="checkbox"/> Capital and facility plans allow for suitable student and program accommodation in the short-term and the long-term.
8.10 Approve annually the Three-Year Capital Plan for submission to Alberta Education.	<input type="checkbox"/> Superintendent's evaluation	<input type="checkbox"/> Successful completion and execution of compensation changes for employees/groups occurs.
8.11 Approve compensation changes for employees/groups.	<input type="checkbox"/> Board self-evaluation questionnaire results o Board role	<input type="checkbox"/> Successful completion and submission of Annual Charitable Status Return is executed.
8.12 File the annual return for a charitable organization.		<input type="checkbox"/> Enhanced transparency and accountability is demonstrated in the public disclosure of travel and expenses.
8.13 Provide public, timely and detailed disclosure of the expenses reimbursed to Directors and the Superintendent.		