



Increasing value for school boards: Success stories

ASBA Fall General Meeting

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Board budget roles

To determine:

1. What value?
2. To whom?
3. At what cost?



David Dodge, Governor of the Bank of Canada:



“In economic terms, an efficient financial system is one that helps to allocate scarce economic resources to the most productive uses, in a cost-effective way.”

Wetaskiwin Regional Public Schools

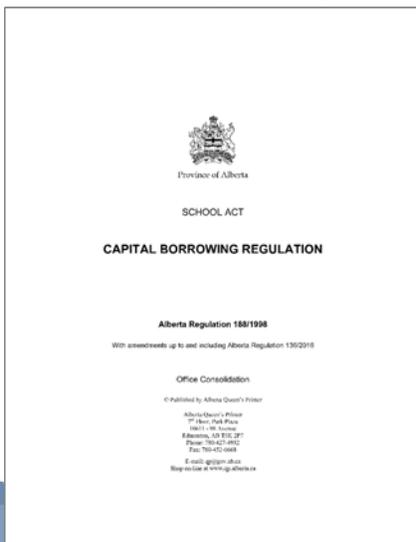


- Becoming COR compliant

Health & Safety



Capital Borrowing Regulation



Fort McMurray Public Schools

- In 2005, the energy retrofit of the district completed by Johnson Controls has generated annual savings of \$285,000

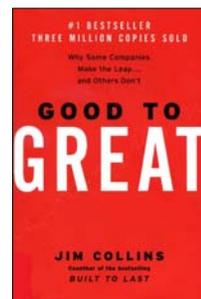


The system is perfectly designed . . .
. . . to get the result you are
now getting.



Rigorous, not ruthless

- *Good to Great* p. 52-60
- Ruthless is wantonly firing people without any thoughtful consideration, while rigorous means consistently applying exacting standards at all times at all levels.



First who ... then what

- Get the right people on the bus
- Get the wrong people off the bus
- Get the right people in the right seats
- Then decide where to drive it



Are you ruthless or rigorous?

To be ruthless means hacking and cutting, especially in difficult times, or wantonly firing people without any thoughtful consideration.



To be rigorous means consistently applying exacting standards at all times and at all levels, especially in upper management.

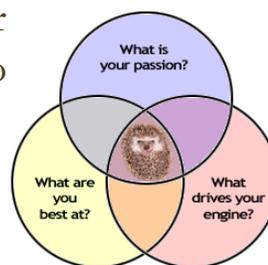
How to be rigorous

Three practical disciplines extracted from the research for being rigorous rather than ruthless:

1. When in doubt, don't hire – keep looking.
2. When you need to make a people change, act.
3. Put your best people on your biggest opportunities, not your biggest problems.

Culture of discipline

- Self-disciplined people, for sustained results, adhere to the hedgehog concept
- Budget best fit with hedgehog concept (fully fund/not fund at all); 'stop doing' lists are more important than 'to do' lists



Wolf Creek Public Schools



- Re-examining Educational Coaches



Elk Island Public Schools



- Reorganization of senior staff to more accurately reflect roles and responsibilities as well as aligning supervision of certificated staff by those who hold teaching certificates

- ▶ Reduction of one Associate Superintendent



Elk Island Public Schools



- Reorganization of functional units and staff to reflect actual work
 - ▶ Reduction of staff in communications reflected actual work that was required by the organization, not work that was done in the past. E.g., two full-time graphic designers for a 1.0 FTE role.
- All APs revised to align organization

Elk Island Public Schools



- Custodial contract changes: Elimination of “bonus system” resulted in savings of \$60,000. This was a practice outside of the Division’s contractual obligations.
- Natural gas renegotiation: Five-year term resulting in savings of \$375,000 per annum = \$1,875,000
- Electricity contract renewed: Two-year term savings of \$147,583

Elk Island Public Schools



- Use of ASBA consultant to align senior staff roles and responsibilities as well as provide quality indicators to support Superintendent's responsibilities as per BP 12
- One year staff savings of \$328,000 due to realignment and Division results have significantly increased

Rocky View Schools



- Double and triple busing considerations



Rocky View Schools



- Proposed compressed calendar that would eliminate half-day Fridays for alternate full-day Fridays
 - ▶ Would have saved \$300,000
- Proposal not accepted.



Partnerships & sponsorships



- CCSD is part of the **Math Minds Partnership**. As a jurisdiction, it has benefitted by having the equivalent of a full time professional staff member paid for by Canadian Oil Sands Ltd. (Approximately **\$120,000**). In addition, CCSD receives **\$30,000 yearly** for math support, such as costs for guest teachers and resources.



Partnerships & sponsorships



- A generous donation from **Chevron Canada Resources of \$10,000** in support of CCSD's **First Nation, Métis and Inuit graduation**, allows participation of all its graduating students in this important honoring ceremony (Over two years, a total of \$20,000).



Partnerships & sponsorships



- **Save the Music Foundation**, through Pattison Broadcasting, has made a seven-year commitment to support instrumental music programs in CCSD. A total amount of \$100,000/year is shared with CBE, and varies year to year. This year CCSD has received approximately **\$50,000** in equipment, clinicians and workshops to support teacher professional development. This is a cost savings to the district of approx. \$50,000 per year for seven years.



Partnerships & sponsorships



- By partnering with the City of Calgary Emergency Operations Center, CCSD IT was able to migrate its servers offsite (out of its flood-prone central office) and both improve the reliability of service and lower costs.
- By working with post-secondary institutions and aggressively negotiating with service providers, IT has been able to double the overall Internet bandwidth available to schools and slightly lower the costs.

Partnerships & sponsorships



- Performing Arts Centre: \$2 million dollars from the municipality and \$2 million dollars from Suncor
 - ▶ Black Box Theatre
 - ▶ Dance studios
 - ▶ Design and make-up room
 - ▶ Band and choir
- A hand-up, not a hand-out



Partnerships & sponsorships



- Science & Technology Centre: \$1 million dollars from Syncrude; \$1 million dollars from Nexen and \$1 million dollars from Shell
 - ▶ Engineering
 - ▶ Power engineering electrical
 - ▶ Millwright
 - ▶ Instrumentation
- A hand-up, not a hand-out



Course challenges



- **Instructional Services Language Course Challenges for over 200 CCSD students** on a yearly basis in French, Spanish and Filipino. Most of the students participating in Language Course Challenges are ELL and the 15 credits they receive through the Course Challenge process helps them graduate from high school in three years.



Contracted vs. in-house delivery

Contracted services
brought in-house:

- ▶ Snow removal
- ▶ Grass cutting
- ▶ Security
- ▶ Key locks and door hardware repair

With a total annual savings of \$295,000



Fort McMurray Public

- Increase the formula
for square meters
per custodian =
\$104,000/year



Fort McMurray Public



- Renegotiated utility agreement with Keyano; annual savings of \$100,000.



Fort McMurray Public



- Rent out unused facilities:
 - ▶ Two rooms in CPEC; \$95,000 dollars per year in revenue.
 - ▶ The old service center at \$440,000 dollars per year in revenue (cumulative \$1.53 million dollars).



Rental Income

Fort McMurray Public

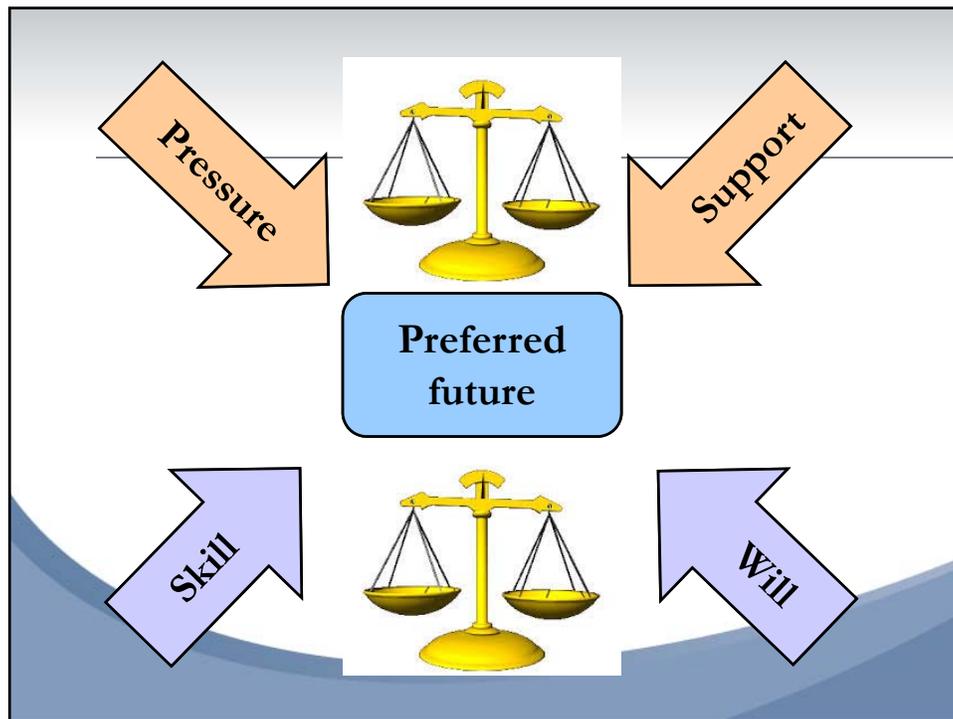


- Since 2005/6 Admin and Governance has under-spent its budget allocation by \$2,404,510 dollars. This represents 44.44% of the district's operating reserves.



Board tools





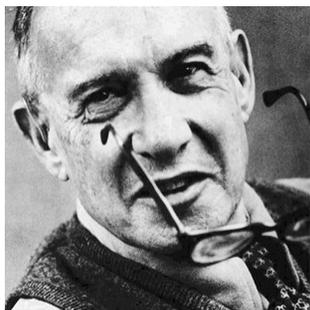
Board action re: Policy

Include in the evaluation criteria for the Superintendent:

- Quality Indicator: Monitors and reviews expenditures to ensure continuous improvement in terms of value for money



Drucker's *Organized Abandonment*



Peter Drucker

“Every year, every policy and procedure should be put on trial for its life, and those who can’t defend themselves must be eliminated.”

Value to society



United Way
Calgary and Area



CALGARY CATHOLIC
SCHOOL DISTRICT

Current drop-out rate for CCSD is 1.8% compared to provincial rate of 3.4%. Together in partnership, the Calgary Catholic School District and the United Way aim to **reduce the high school dropout rate in Calgary by 50% by 2017**. According to *Avenue Magazine* (Oct. 31, 2013 edition), an economic analysis by a researcher from [Simon Fraser University](#) pegs the cost to society of high school non-completion at more than \$15,000 per student per year.

Value to society

If 750 Calgary Catholic high school students drop out each year, the annual social cost to society of that group is estimated to be roughly \$11.25 million (CCSD dropout rate is 1.8 compared to the province's 3.4). Therefore, by working together with the United Way's "All in for Youth" program, our **local economy could save approximately \$5.625 million by 2017.**

