

ASBA ZONE 2/3

Agenda

St. Anthony Centre

10425 84 Ave NW, Edmonton, AB, T6E 2H3

February 22, 2019 – 9:30 a.m. – 3:00 p.m.

(Lunch will be provided - Please advise if you have any dietary concerns)

9:00 AM Coffee | Registration | Networking

9:30 AM Zone Business Meeting

1. **Call to Order/Recognition of Treaty 6 Land**
2. **Consideration and Approval of the Agenda**
3. **Approval of Minutes of General Meeting held on January 19, 2019 - Attached**
4. **Zone Business:**
 - 4.1. **Standing Item – ASBA Issues/Zone Request for Action**
 - 4.2. **Chair’s Report – Colleen Holowaychuk – Attached**
5. **ASBA Reports**
 - 5.1. **President** Lorrie Jess **or Vice President** Trina Boymook
 - 5.2. **Chief Executive Officer** – Dr. Vivian Abboud
 - 5.3. **Zone Directors** – Cheryl Dumont, Arlene Hrynyk
 - 5.3.1. **Role of Zones & ASBA Budget Generative Discussion – 11:00 a.m.**
6. **Alberta Education Report** – Nathan Freed or Garrett Doll, Alberta Education
See *In the Loop* for current information. Under **Ministry** click **“In The Loop”** <https://education.alberta.ca/>
7. **PD - Student Mental Health – Off the X presentation – 1:00 p.m.**
Greg LeBoeuf, Urban Combat Specialist-Group
8. **Zone Committee Reports:**
 - 8.1. **U of A Field Experiences Policy Advisory Committee Report** - *Glenys Edwards*
 - 8.2. **Advocacy Committee Report** - *Paula Galenzoski, Margaret Border, Irene Sawyer, Anne Karczmarczyk*
 - 8.3. **Comprehensive School Health Report** - *Nancy Sand*
 - 8.4. **Zone Language Report** - *Gemma Christie, Sonya Vincent*
9. **Board Sharing – Time permitting**
This is an opportunity to share achievements, celebrations and challenges with other boards. Please provide our Secretary Kim Ayers a brief outline of your message for our minutes.
10. **Adjourn**

Next Meeting

March 15, 2019

St. Anthony Centre

ASBA ZONE 2/3

LAST MEETING MINUTES FOR APPROVAL

ASBA ZONE 2/3

DRAFT MINUTES

St. Anthony Centre

10425 84 Ave NW, Edmonton, AB, T6E 2H3

January 18, 2019 – 9:30 a.m. – 3:00 p.m.

9:00 AM Coffee | Registration | Networking

9:30 AM Zone Business Meeting

1. Call to Order/Recognition of Treaty 6 Land – 9:35 a.m.

2. Consideration and Approval of the Agenda

- #7 – Chair Holowaychuk welcomed Maurice Trottier who will present the Alberta Education report.
- #9.3 – There will be a short Comprehensive School Health verbal report from Nancy Sand.

MOTION: Trustee Hrynyk (*Northern Lights*) moved to approve the Agenda as amended.

Carried.

3. Approval of Minutes of General Meeting held on November 23, 2018 – Attached

- Opposed: Trustee Marriott disagreed with holding a November meeting when the only approval required was the financials, which could have been done at the FGM.

MOTION: Trustee Mywaart (*Fort McMurray Public*) moved to approve the minutes of the general meeting held on November 23, 2018.

Carried.

4. Zone Business:

4.1. Standing Item – ASBA Issues/Directives for Action

4.2. Chair’s Report – Colleen Holowaychuk – Attached

The summary document from today’s Advocacy Generative Discussion will be ready for the February meeting for approval.

4.3. Review of Zone Financial Statements – Attached

4.4. By-Election - Zone Language Rep (1 representative)

Call for Nominations

Trustee Dumont, St. Albert Public nominated **Sonya Vincent (East Central Francophone)**

Trustee Vincent accepted the nomination.

Call for further nominations

Final call for nominations

MOTION: Trustee Lamar, STAR Catholic moved that nominations cease.

Carried

Trustee Vincent acclaimed Zone Language Rep. Congratulations Trustee Vincent!

5. ASBA Reports

5.1. **President** – Lorrie Jess . Presented by Vice-President Trina Boymook

- Additional member added to PDAC.
- The Board has struck an advocacy committee. Meeting on January 23 and discussing the written submissions provided at FGM. Looking at key messages which will go out to boards. You as boards can use these key messages within your own areas. Available to zones as well. Jan 25 deadline on survey on board autonomy. Feb 6 advocacy committee will come back and look at the board autonomy and trustee pieces. Call for interest was sent to the Board of Directors. Committee is made up of one Metro rep (Trina Hurdman, Calgary Board of Education), Rural (Arlene Hrynyk, Northern Lights). Urban (Cheryl Dumont, St. Albert Public) as well as Lorrie Jess and myself. Along with senior admin support. We will create a strategic plan to guide this.
- FGM Generative discussion pieces have been acted on. Key messages have been pulled together from the FGM.
- Strategic planning session is coming up on February 15. Intent by the Board of Directors is that the members be part of the conversation.
- Call for purposed bylaw amendments, March 4 deadline.
- Zone chairs meeting February 5.
- Winter leadership academy Jan 21 and 22.
- ASBA Newsletter came out yesterday.
- Learning Center is up and running. Please continue to share your ideas on offerings.
- New CEO has hit the ground running, and has been doing a phenomenal job to move ASBA forward.
- Edwin Parr forms are out and due March 15.
- Honouring spirit: Indigenous student award – nominations due February 1
- Lorrie Jess has been representing ASBA at the implementation advisory committee meetings on the new curriculum.
- Work is underway at the office. The landlord is covering the cost of the construction at the office. Our lease rate will be going down shortly.

5.2. **Chief Executive Officer** – Vivian Abboud – No Report

5.3. **Zone Directors** – Cheryl Dumont, Arlene Hrynyk - **Attached**

6. **S Endorsement and MELT Training Requirements – Attached**

STAA President Lisa Weder

7. **Alberta Education Report** – Maurice Trottier, Alberta Education

See *In the Loop* for current information. Under **Ministry** click "**In The Loop**" <https://education.alberta.ca/>

- Please note there have been many changes on the Alberta education website.
- Math Bursary, please encourage your teachers to apply. Winter deadline is January 30, 2019, spring deadline May 30, 2019 and summer deadline July 30, 2019. Please email the Math Bursary Team if you have any questions. EDC.MathBursary@gov.ab.ca
- 2018 Education Stakeholders Satisfaction Survey results which is generated from about 6000 surveys is under way. Two reports have now been posted on the Ministry website. The summary report is 99 pages and may be found here https://www.alberta.ca/education-stakeholder-provincial-satisfaction-surveys.aspx?utm_source=redirector

Historical perspective 2014-2017 is included. The survey does provide the opportunity for input on improvement. This is noted in the executive summary which shows satisfaction levels. It noted a decrease in satisfaction regarding ability to provide input. Communicates effectively with the public, has noted a decrease in satisfaction. For the first time it will be offered in French which will reach out to more

stakeholders. Advanis Inc. is the company that administers this survey so note that if you see that name appear in your inbox.

- Dual credit start up funding deadline is extended, it will now close on January 31. School authorities will receive this in September 2019 to develop or implement their new dual credit opportunities.
- Draft K-4 curriculum. A committee has begun to meet working on how to implement the new curriculum. Alberta Education will be focused on working with education partners to make necessary preparations to inform all aspects of implementation. Field Testing is an important part of the development process because it makes sure what looks good on paper, works in the classroom.
- Enhancing second level supports in education. Initiative to support First Nations up to \$150,000. Offers opportunity for second level support. Government is enhancing some of the opportunities available.
- S Endorsement and MELT program. There is no official direction from the Minister's office regarding this. Continue to use the existing regulation until there is an update from the Minister's office. Rick Grebenstein is the contact.

8. Advocacy Generative Discussion

Tash Taylor, ASBA and Zone 2/3 Advocacy Committee

- Draft documents will be brought back in February and then final copies distributed in March if not earlier electronically.

9. Zone Committee Reports:

9.1. Edwin Parr Report - *Joe Becigneul, Jean Boisvert, Cathie Langmead*

- All boards nominating an Edwin Parr will be asked to supply a hard copy of the nomination package.
- Superintendent for the committee is Cindy Vaselenak from Evergreen Catholic.
- Elk Island Catholic will be hosting the review of packages on April 4 and interviews via video conference on April 30 and May 1.

9.2. Edmonton Regional Learning Consortium (ERLC) Report - *Diane Bauer Alternate presented*

- ERLC is part of a larger consortium. They are partners in adult learning for the sake of children. They have 6 goals:
 - to **facilitate** professional development which supports the effective implementation of components of:
 - o the Alberta Education Business Plan
 - o Jurisdiction and school education plans
 - o regional School Council priorities
 - to **facilitate** professional development which supports the effective implementation of curricula, including instruction, assessment, and student learning outcomes,
 - to **coordinate, broker, and act** as a referral centre to assist stakeholders to identify available professional development resources,
 - to **deliver** professional development based on the identified and emerging needs of educational stakeholders,
 - to **promote and support** the development of professional development leadership capacity, and
 - to **provide** educational stakeholders with access to professional development at a reasonable cost.

9.3. Comprehensive School Health Report - *Nancy Sand*

- The committee was suspended this past year with AHS. Met to discuss whether we want to revive this committee and if so, going forward do we want to change the structure or keep the same. Going

to meet again to create questions and seek zone feedback to see what you want to do. We'll meet up again. We did see Zone 1 and AHS has 3 health promotion coordinators and they work with Edmonton zones and 12 districts that attach to that. They have a yearly meeting with all of their Districts and it works very well. Gap seems to be in the other rural areas.

10. Board Sharing – Time permitting

This is an opportunity to share achievements, celebrations and challenges with other boards. Please provide our Secretary Kim Ayers a brief outline of your message for our minutes.

11. Adjourn

MOTION: Trustee Lamer (STAR Catholic) motioned to adjourn the meeting 2:43 p.m.

Carried.

Next Meeting
February 22, 2018
St. Anthony Centre

ASBA ZONE 2/3

REPORTS

Zone 2/3 Chair's Report – February 2019



January Zone 2/3 Meeting – Generative Discussion

Thank you all very much for participating in the generative discussion at the January meeting. We gathered some great information and after going through it, have sent it to the graphic designer to develop our documents. We had so many great thoughts and information but we only have so much space available on our documents. We have also been asked by the ASBA Advocacy Committee and other Zones if we could share the information we collected. Overall, it was a great exercise and we hope to do more engagement with generative discussions at future zone meetings.

A draft of the documents will be shared via email just before our February meeting. The timeline was a little tight so we thank you for your patience as you may not receive it until the night before. Please keep an eye out for it and bring back any thoughts at the meeting when we will discuss it.

ASBA Winter Leadership Academy 2019

On January 21 & 22 I attended the Winter Leadership Academy on behalf of Zone 2/3. My written report has been attached for your information. It was an excellent conference with many great speakers. It was time very well spent and I would like to thank Zone 2/3 for the ability to attend.

Zone Chairs' Meeting

I attended the Zone Chairs' meeting on February 5, 2019 via video conference. It was a very good and productive meeting. I will present a verbal report at the February meeting.

February Zone Meeting Agenda Item

As an action item to a piece from the Zone Chairs' meeting as well as a request from the Directors about your thoughts on the upcoming ASBA spring budget, we have decided to hold another generative discussion (world café style) at our upcoming meeting. It will focus on two pieces:

1. The Role of Zones

This piece is in regards to ASBA Bylaw 15.4. as well as work that is being done to help members understand the role of the zones within ASBA.

15.4 The objects of the geographic Zones shall be to work in cooperation for the mutual benefit of all members of the Alberta School Boards Association, to consider matters relating to education and school administration which are of particular interest to their areas, to encourage better understanding between Boards and the public, to work for continued improvement in the educational system, and to make recommendations to the Alberta School Boards Association.

2. ASBA Budget Discussion

This piece will focus on advice or thoughts you'd like to share with our Directors as the work through the upcoming spring budget conversations.

Please bring your thoughts on these topics. We are looking forward to another great engagement session with our members.

Call for Proposed Policy Position Statements (formerly known as proposed policies)

This is our second call for proposed position statements for the ASBA FGM 2019. If Boards are working on any proposed position statements, please bring them forward at the zone meetings over the next few months so like-minded boards may work together if they wish to do so. We will have our first discussion on the proposed statements at the April zone meeting and then we will vote on which ones to submit to the ASBA Policy Advisory Development Committee (PDAC) at the May zone meeting. Our Zone 2/3 deadline for your proposed position statements to be included in the April agenda package will be Friday, April 12, 2019.

A date of May 17, 2019 has been shared by ASBA as the deadline to submit proposed position statements from the Zones. I shared my concern of the date being well before our May 24 zone meeting and that the date did not work with our timeline. I have been assured that we can submit our selected statements following the conclusion of our meeting.

ASBA Bylaw Amendments

A call has been sent to Boards/Zones to submit proposed ASBA Bylaw Amendments for the 2019 Spring General Meeting. The deadline for submission is **March 4, 2019**. This call for submissions is made in accordance with *ASBA Bylaw 14: Amendments to the Bylaws* and *Governance Policy 8 – Committees of the Board of Directors*. Please email submissions to kanderson@asba.ab.ca.

The Bylaws can also be accessed on the ASBA website through this link <https://www.asba.ab.ca/members/resources/> (log in required).

Upcoming Professional Development

February

Student Mental Health
Off the X Presentation (Greg LeBoeuf)

March

Unpacking the New Curriculum
Michele Jones, M.Ed. Curriculum Implementation Consultant, Wellness Education Consultant

We have been asked to register for the session. Please use the following link to register. http://www.erc.ca/programs/details_admin.php?id=7730 Michele is hoping to have as many people pre-registered as possible and those that were not able will be able to do so by pen and paper the day of the session.

April

Technology, Students, and the Classroom
Dr. Philip McRae

Please continue to bring forward any professional development ideas to your Zone Executive Committee. They are welcome and appreciated!

Upcoming Events/Deadlines

| Date | Event/Deadline |
|------------------------|--|
| February 22, 2019 | Zone 2/3 Meeting St Anthony's Center, Edmonton |
| March 4, 2019 | ASBA Bylaw Amendments deadline |
| March 15, 2019 | Edwin Parr Award Nomination deadline |
| March 15, 2019 | Zone 2/3 Meeting St Anthony's Center, Edmonton |
| March 30-April 1, 2019 | National School Boards Conference Philadelphia, PA |
| April 12, 2019 | Zone 2/3 Proposed Position Statement deadline to have them included in the April agenda package. |
| April 26-28, 2019 | Alberta School Council Association Conference & AGM, Edmonton |
| April 26, 2019 | Zone 2/3 Meeting St Anthony's Center, Edmonton |
| May 24, 2019 | Zone 2/3 Meeting Chateau Louis Hotel Conference Centre |
| May 24, 2019 | Edwin Parr Celebration Chateau Louis Hotel Conference Centre |

Respectfully Submitted by:
Colleen Holowaychuk, Chair, ASBA Zone 2/3
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Winter Leadership Academy - January 2019

Keynote Speaker - Deep Service – Mr. Bill Carr

We have to open ourselves to question whether the way we've always done things is good enough.

Sometimes we have to be willing to be open to change.

Podcast that may be of interest is Shiftforbrains.ca

Want to help people shift the way they see or understand different things.

He describes deep service as the art of serving with contagious inspiration.

How you see the world determines how you think and feel, and, how you feel and think determines how you act.

Your actions determine your destiny.

If you don't like where you are today, take a look at where you were yesterday.

“Don't think about things that thinking about can't change.” *Evagrius*.

When it comes to problem solving, you will feel better when you know what's wrong and you can plan accordingly.

Epoche means breath. Stop and take a breath, hold it and let it go. You change the physiology of the brain, telling yourself that you are safe.

When we are under stress or do not feel safe, we are not able to use all of our brain.

Mirror neurons: We mirror what we see. This also happens with emotion. An example of this is why we yawn.

Toxic people vs tonic people, we have to recognize the difference.

Be careful of our stories and how we share them. Humans learn by storytelling. Allow emotion to be there, but ask the right questions. Sometimes we work ourselves up for nothing causing ourselves undo stress.

Hell blessings: when we are going through hell but out of it comes blessings.

He encourages us to look at our lives and see how we've grown though different times.

Empathy: when we put ourselves in someone else's shoes to see how they feel. This helps us to serve extremely well.

Not only should we serve others but we have to serve each other.

Servant Leadership – Mr. Bill Carr

Key word is empathy. But it is often misunderstood as sympathy. Sympathy is, I feel sorry for you. Empathy is, I'm there with you.

He works in 'circle' for the most part, sharing. He is always shocked at the softness of the process even though the topics may be hard. Restorative process is what he uses.

Before we make assumptions we need to take care to communicate so we understand. Sometimes what seems obvious at first becomes less obvious as we listen to each other's stories.

Realistic expectations = Effective transitions

Sometimes our expectations limit our transitions. Our expectations can be too low at times.

Sometimes effective conflict, that is not personal, is the only way to get to a resolution or an answer.

We have to change statements into questions. The questions will start us on a motion to effective service.

We sometimes need to sit back and let a question rest with us. We need time to let it incubate. An immediate answer is not always the best answer. Sometimes we have to step back, relax, and breathe to see what we are really looking at.

Sometimes the pie in the sky can be doable if the right person hears about.

Talk is one of the most important things to create change. The right people in the right conversations at the right time can make huge differences.

Until we have conversations with each other we don't have the stories about each other's life experiences that can help us to understand.

Sometimes we don't have ears for each other. Don't think about what you're going to say. Think about listening.

You may not agree with someone but you can understand them if only you take the time to listen.

Without communication we miss out on humanity and the human connection. The harder a story is to hear, the more important it is to listen to it.

Superintendent Contracts: Starting off on the Right Foot (Colin Fetter)

The Big Picture

The most important fundamental things about the contracts have not changed even with all the new pieces in the regulation.

Offer/Acceptance/Timing

Problems arise when there is something unclear in the contract.

We need to make sure everything is clear and compliant.

Market fairness and competitiveness is less of an issue now with the legislation.

Any contract is formed when someone makes an offer and it is accepted.

Have your base contract prepared and ready to go before you even select a candidate. Negotiations, changes, and amendments can be made after the contract is presented.

The maximum term is always five years. Well before that fifth year you should be setting yourself up and be prepared.

Get advice and a base contract ready to go. That way you are not worried about emails or handshakes, etc.

Time line for renewal... Need to apply to the minister at least six months ahead, so you need to be in contact with whoever is helping you 7-9 months ahead of the contract ending.

Pre-conditions/ Qualifications

Effective 2019 all Superintendents need to have Superintendent Leadership Certification.

Those already employed as existing superintendents need to be grandfathered by September 2019.

Anyone in leadership can take this course at any time.

Rules say you can hire someone who doesn't have it but they have to get it within a reasonable time.

Ministerial approval is required. They are hoping to see this timeline improve.

Probation

Optional.

Primary legal purpose is for an option to terminate with lesser severance.

Practical purpose is the ability to prove suitability and performance, and a good fit with the Board of Trustees.

It can be a useful tool but it is not critical as long as the Board can live with the severance clause that would be applicable otherwise.

Even without a probationary period you should still have something in place to evaluate that it is a good fit with the Board.

Performance appraisals

Recommends an annual appraisal with an option for more.

If it's probationary, also complete an appraisal prior to end of the probation period.

Link it to the Superintendent Leadership Quality Standards, section 113 of the School Act and your internal job description and expectations.

Performance appraisals are meant to make the person improve at their job.

Common termination clause errors

An attempt to define "just Cause" is an error, you don't need to define it. There is already a definition.

Imposing process or hearing requirements on termination.

Imposing notice or process requirements on non-renewals.

Regulatory compliance - The fine print

Some of the key pieces are below, but not limited to:

Still five year max term.

Severance payment are prohibited on non-renewal, resignation, or retirement.

Base salary to be less than the minimum of regulation salary schedule and no greater than the midpoint.

With prior approval of the minister, annual base salary can be greater than the midpoint but no greater than the specified maximum. (So far none have been approved)

Salary limits are prorated for part-time Superintendents.

No bonus allowance or other incentive pay permitted.

There are several other compliances pieces to be aware of as listed in the Regulation.

Key take away points:

Seek experienced assistance developing a base contract well in advance of identifying a candidate.

Always keep in mind the requirement for ministerial approval and plan accordingly.

Ensure any offers made are expressly contingent on review/agreement to the contract and ministerial approval.

The Learning Centre

Was very informative.

There are several courses already up and running and they are working on more.

Trustees will receive certificates when they finished the course.

Will always indicate a 50% done until you do the evaluation and then you will receive the 100% done notification.

Personal pathways - Edmonton Catholic Schools

This program started with taking two separate ideas and putting them together to create something new: Genesis School - Pre kindergarten.

The division was having space issues so they worked together with the city of Edmonton to create space for classes in city facilities.

Typical school wasn't meeting the needs of some students, they took some of the older kids and did the same thing. This created personal pathways.

It is not a traditional type of programming. They take the strength of the kids and work backwards. They get the kids engaged and then weave in the curriculum.

Currently have 74 students.

Janet Brown

Values attitudes and motivations of Alberta voters -Alberta's Wild Ride

Non-partisan overview of the political landscape leading up to the provincial election.

Polling is about yesterday, not about tomorrow. Things could change everyday

Throne speech is set for **March 18**.

Possible election **April 15** or **16**.

It seems unlikely that they (NDP) will introduce a budget.

What matters to Alberta?

In 2015- health care and education.

In 2017-jobs and the economy.

In 2018 March-energy/pipelines and economy.

Albertans are seeing pipelines as the way to get the economy back up and running.

Words used to describe the economy:

Needs diversification

Too dependent on oil

Recovering

Slow

Market access

Held hostage

This election is going to be about the economy.

NDP and UCP are tied on education and post-secondary.

As a voter if you don't think that education and healthcare will not be worse off than it already is, the feeling is "what's the harm in voting UCP?"

Notley does slightly better than Kenny, but 48% don't approve of her in comparison to 40% not approving of Kenny.

Both leaders are relatively equally liked.

In this province likability of candidates is very important.

As long as it's about the economy people are more likely to vote for someone less likeable.

Jason is very careful to show respect for the premier.

If an election was held today November 2018
UCP 51%
NDP 31%

In 2015 the PCs and Wildrose had 51% and now the UCP has 51%.
NDP was 41% now they are 31%.

In Edmonton, the NDP is still in good shape but not anywhere else.

Most people in Alberta put themselves right in the middle of the conservative spectrum.

We are a centrist province leaning ever so slightly to the right.
Most Albertans see themselves as pragmatic.

Albertans feel and agree on:
Now is not the time to make cuts to social programs
Work to reduce the gap between men and woman
Distrust Ottawa
Don't want to pay taxes
Reduce the gap between rich and poor
Politician lose touch once they get elected

People get more conservative as they get older but once they turn 65 they become more progressive....Social programs start making sense.

Economic confidence is the greatest indicator of whether they are more progressive or conservative.
If you feel the economy is doing well, you are more progressive and if it's not doing well you are more conservative.

If these number hold, she sees a majority UCP government.

Avoiding the 6 pitfalls of public engagement - Tash Taylor

Clarifying the terminology

Public vs stakeholders vs community:

Public is everyone in civil society (sometimes gets confused as taxpayers).
Stakeholders are those who has a vested interested or a stake in the topic at hand.
Community is people coming together with a common purpose and interest.

Public participation:

Is really the big umbrella that over arches engagement.
It is engaging people in a decision-making process.

The principal of public participation is that it holds that those that are affected by a decision have a right to be involved in the decision making process.
Implies that the public's contribution will influence a decision.
It is sometimes tangled with the concept or practice of stakeholder engagement.
Often referred to as P2 by practitioners.

Public engagement:

Isn't necessarily about decision making.
It is involvement to help the decision maker makes the decision.

Community engagement:

It is engaging a group of people with a common interest in the topic at hand (could be staff, parents, etc.).

Consultation:

It means a subset of stakeholder engagement.
It's used at the wrong time sometimes.
People may feel that the decision is already made.
We have to be careful when we use this word.

Gold standard for public participation is IAP2 (International Association for Public Consultation)

There are chapters worldwide.

IAP2 spectrum chart

Inform

Least amount of decision making power is given to the public.
To provide information to the public.

Consult

Obtain public feedback, analysis, or alternatives.

Involve

Work directly with the public to ensure that public issues and concerns are consistently understood and considered.

Collaborate

Partner with the public in each aspect of the decision,

Empower

Gives the power to the public to be the final decision maker.
Our promise to you is that we will implement your decision.

Why do we want to engage the stakeholder?

There is a growing expectation that the public has a say in things that impacts them or that they value.

It improves the mutual understanding of an issue.

Helps manage expectations.

Allows those impacted by the decision to provide perspectives and help with solutions.

Can build trust and a sense of collaboration.

When should we engage?

When we want to assess the appetite or mood about a topic or subject.

Need to make a decision that will impact several stakeholder groups.

Want to further understand pressure points on a matter and seek resolutions.

Looking to build trust and buy in.

When we want to communicate and receive feedback before implementation.

The 6 categories of pitfalls

Purpose pitfalls:

Not having specific clarity of why you are engaging.

Not defining objectives and success factors in advance.

Establishing impractical and general output metrics.

Lack of clarity about what you hope will be different or the same after the sessions.

Solution:

For every situation that impacts others:

Clarify the motivations and reasons for engaging stakeholders/public.

Ask yourself:

Why is the engagement activity needed?

Is this needed now and why now?

What could happen if we didn't engage?

Set output and outcome measures based on the reasons for your engagement. Use a post-event survey.

Identify your beliefs before the events and note the things you learned or didn't expect in contrast.

Scope pitfalls:

Misdiagnoses or lack of consensus about what level of engagement is needed.

Lack of preparation if feedback is not what is expected or results are needed.

Incorrect assumptions around timelines.

Lack of definition around what the engagement sessions seek to produce or inform.

Solutions:

Review your purpose for the engagement and determine what level on the Spectrum would be most suitable.

Think about the issue from the public and all stakeholders' point of view.

Determine which (parts of) policies, actions or decisions are open to change and which aren't?

There is no point in conducting engagement or participation far on the spectrum if, in reality, it can't change anything.

Establish a participation and engagement plan identifying timelines and options should feedback not be as expected or hoped.

Technique pitfalls:

Predetermine the type of activity before identifying the purpose and scope.

Utilizing the incorrect techniques and follow up when outrage is high.

Selecting too few techniques to engage and/or for too short a period.

Utilizing advanced techniques when decisions will not lie in the hands of the public/stakeholder.

Solutions

Determine which level of participation is appropriate to the situation.

Be patient. Be prepared in some instances to have different levels of engagement on the same topic.

Understand that not every matter is the same and requires the same level of engagement.

Be authentic and genuine in listening even when you can't commit to a solution.

Process Pitfalls:

Wearing multiple hats in the process.

The decision maker should never lead the process.

Expecting that more information or education will overcome resistance.

Failure to consider reason for lack of participation.

Assuming low engagement means high acceptance or low interest.

Solutions

Ensure that the decision makers are not leading the process.

Consider multiple ways to get input.

If participation is low, consider other ways to get impact or extend the timeline.

Appreciate that no amount of info can satisfy emotion and value concerns.

Take the time to hear stakeholders' voices rather than provide more of your own perspectives.

Stakeholder pitfalls:

Misunderstanding that not all stakeholder's perspective are equal in every circumstance.

Lack of understanding different stakeholder groups' different needs or concerns.

Be clear about who is impacted vs who is affected.

Not being clear about how the participant information will be used.

Lack of clarification, upfront, about the level of influence feedback will have on the decisions or outcomes.

Not involving or hearing from all who will be impacted by a decision.

Listening/ignoring the vocal minority (positive or negative).

Solutions

Determine those that will be negatively impacted by the decision and seek to engage them.

Clarify and manage expectations by articulating the purpose of participants input.

Assess whether the vocal minority may represent a larger group who may not have taken the time to participate in the engagement activities.

Conduct a stakeholder mapping analysis to understand the organizations' stakeholder motivations, needs and issues.

Communication pitfalls:

Not being clear what the engagement sessions are about.

Not communicating how the information will be used and why it is being sought.

Not sharing the timeline of events and next steps.

Not closing the loop with those who participated. People will feel their input had no effect.

Failing to effectively communicate the engagement activities that took place and the findings leading to direction or decisions.

Solutions

Clarify how information will be used and why stakeholders are being consulted.

Clarify when and how the relevant decision maker will review the results of the engagement process and respond.

Prepare a "what we heard" document and close the loop. What feedback was acted on and if not, why not?

Include information in an annual report.

Ensure participants are corresponded with directly, thanking them for their participation and explaining the next steps.

Gold or garbage

Dr. Mitchell Colp Ph.D., R.Psych. Rocky View Data Solutions

Why should program evaluation matter?

Developing strategic plans, priorities, and policies.
Evaluating how efficient the policies are being implemented.
Supporting with the evaluation of the multi-year plans.
Reviewing performance of the superintendent.
Approving the annual budget.
Examining proposals or initiatives that are brought before the board.

Data informed practice is important.
It is a way of thinking and a way of life rather than a discrete event.
Always collecting info so we can make the best decisions possible.

Data cycle:

Plan

Implement

Evaluate

Analyze

Reflect

But we often only:

Plan

Implement

Reflect

This leads us to miss some important steps.

What is evaluation?

It is a systematic investigation of the work we've done.
The knowledge collected is intended for immediate use.
It is about making things better.
In evaluation the questions are derived from the program.
It is action setting.
It is often not published in journals.
There are conflict of roles. The person or people doing the evaluation could be serving in many different roles.

Why do we evaluate?

Improve our practice.
Assess effects.
Build capacity.
Evaluation can tell you what your real issues are.

When should we consider evaluation?

Anywhere along the spectrum of an initiative is a good time.

How does it work?

You have to set the standards.

Utility: Who needs the information and how will they use it?

Feasibility: How much time, money, and effort can be devoted to the project?

Propriety: Who needs to be involved in the evaluation to be ethical? Will the evaluation be done in an ethical matter? (Just because things are approved doesn't mean it's the right way to do it.)

Accuracy. Will this data lead to accurate information?

Six steps of evaluation:

Engage stakeholders

Describe the program

Focus evaluation design

Gather credible evidence

Justify conclusions

Ensure use and share lessons

For proper evaluation you will need to bring in a team, sometimes they can be in house but more often we need to bring in outside experts.

Budgets for evaluations: 1-5% of your initiate budget is realistic for your evaluation budget.

More than words – Michael Solowan

We have an obligation to provide a safe and healthy work place. This is true for students as well as per the School Act for students, and the Occupational health and Safety act for staff.

Seem to be more incidents regarding trustee against trustee, trustee against superintendent or staff member.

We all took an oath of office. We unpacked this and the seriousness of it.

Fiduciary duty:

Un-conflicted loyalty to the corporation.

Make decisions in the best interests of the corporation.

Exercise the authority as a member of the board.

Summary of Duties of Trustees:

Duty of loyalty: Act honestly and in good faith in the best interest of the corporation.

Duty of care: Exercise the care, diligence and skill that a reasonably prudent person would in similar circumstance.

Duty to disclose: Avoid conflict of interest.

Duty of confidentiality: Do not disclose corporate confidential info to anyone, including stakeholders.

If you asking yourself if you have a conflict, chances are you do.
If the answer is yes, remove yourself from the room.

Board decision making:

Actions and decisions of the board are decided by the majority vote.

The board is entitled to make rules governing internal procedures and meetings.

Once the decision is made, as a trustee you have to accept it.

We can explain why we voted against a motion, the key point is that you still need to support the decision of the board.

Any time you are asked for the message from the board, always direct them to the board chair.

Advice for trustees:

Remember, trustees do not enjoy 'diplomatic immunity' or 'parliamentary privilege'.

Never repeat, repost or 'like' offensive/defamatory content. You could be liable for the republication.

Treat everyone with dignity and respect.

Don't ignore harassment, address it.

Be a leader and lead by example.

Remember, your fiduciary duty is owed to the Board, not the people who elected you or special interests.

Act honestly, in good faith, in the best interests of the Board at all times.

Stay in your lane –Board's role is governance, not administration.

Govern—exercise Board's powers and carry out your statutory duties (adopt policies, provide oversight).

