



Board Meeting

Agenda Package

January 11, 2017

☞ *New Horizons Charter School Society* ☞

AGENDA**Type of Meeting:** Board**Date:** January 11, 2017**Page:**1 of 2*"TOWARDS NEW HORIZONS":**Is it in the best interest of our students?**Does it support excellence?*

**NEW HORIZONS CHARTER SCHOOL SOCIETY
BOARD OF DIRECTORS' MEETING
JANUARY 11, 2017**

AGENDA

- | | | | |
|-----|--|----------------|---------|
| 1. | Call to Order | Jill Weiss | 7:00 pm |
| 2. | Adoption of Agenda | Jill Weiss | 7:01 pm |
| 3. | Disclosure of Conflict of Interest | Jill Weiss | 7:03 pm |
| 4. | Approval of Minutes | Jill Weiss | 7:04 pm |
| | 4.1 December 14, 2016 - attachment | | |
| 5. | Administration Reports | | 7:08 pm |
| | 5.1 Principal's Report | Ted Zarowny | |
| | 5.2 Superintendent's Report - attachment | Don Falk | |
| 6. | Board Reports | Jill Weiss | 7:28 pm |
| | 6.1 Board Chair's Report | | |
| | 6.2 Committee Reports | | |
| 7. | The Association of Alberta Public Charter Schools | | 7:38 pm |
| | 7.1 Notice of Special Resolution - attachments | Don Falk | |
| 8. | New Business | | 7:58 pm |
| | 8.1 Update on Provincial Curriculum Initiative - attachments | Lori Vigfusson | |
| | 8.2 Progress Report on Education Plan | Ted Zarowny | |
| 9. | Board Work Plan | Jill Weiss | 8:30 pm |
| | 9.1 Board Work Plan 2016-17 - attachment | | |
| 10. | Receipt of Reports | Jill Weiss | 8:35 pm |
| 11. | Correspondence Sent | | 8:36 pm |
| 12. | Correspondence Received | Jill Weiss | 8:37 pm |
| 13. | In Camera | Jill Weiss | 8:38 pm |
| 14. | Adjournment | Jill Weiss | 9:00 pm |

AGENDA

Type of Meeting: Board

Date: January 11, 2017

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"TOWARDS NEW HORIZONS": Is it in the best interest of our students? Does it support excellence?

Stakeholder Forum – Wednesday, February 1, 2017 at 6:30 p.m.

**Board Development Seminar – Thursday, February 2, 2017 at 5:30 p.m.
(at Suzuki Charter School)**

**Next Board Meeting – Wednesday, February 15, 2017, at 7:00 p.m.
Board Orientation at 6:30 p.m.**

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting: Board **Date:** December 14, 2016 **Initials:** **Chair** _____
Approved: DRAFT **Recorded By:** Cheri Unterschultz **Secretary** _____

December 14, 2016 7:00 PM

Board Members Present At Call To Order:

Jill Weiss
CHAIR

William Watson
DIRECTOR

Nicole Pasemko
DIRECTOR

Michelle Macdonald
DIRECTOR

Inna Mackay
DIRECTOR

Administration Present:

Don Falk
SUPERINTENDENT

Ted Zarowny
PRINCIPAL

Fred de Kleine
SECRETARY-TREASURER

Cheri Unterschultz
RECORDING SECRETARY

Guests Present:

Dan Coles
SOCIETY MEMBER

Paul Jackson
SOCIETY MEMBER

Michael Dunham
SOCIETY MEMEBER

1. Call to Order

Director Weiss called the meeting to order at 7:04 pm.

2. Adoption of Agenda

*Motion 2016-12-14-01 Motion to adopt agenda for the Board Meeting
December 14 2016, as distributed.*

*Moved: Director Macdonald, Seconded: Director
Watson, Carried*

3. Disclosure of Conflict of Interest: None

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting: Board Date: December 14, 2016 Initials: Chair _____
Approved: DRAFT Recorded By: Cheri Unterschultz Secretary _____

4. Approval of Minutes

4.1 Minutes from November 23, 2016

Motion 2016-12-14-02 Motion to approve November 23, 2016 Board Meeting Minutes as distributed.

Moved: Director Watson, Seconded: Director Macdonald, Carried

5. Administration Reports

5.1. Principal's Report

Principal Zarowny presented a report on class size to the Board.

5.2. Superintendent's Report

Superintendent Falk spoke to his written report as attached to the agenda for the meeting.

6. Board Reports

6.1 Board Chair's Report

None

6.2 Committee Reports

None

7. The Association of Alberta Public Charter Schools

7.1 Upcoming Meetings

Superintendent Falk spoke of the Association of Alberta Public Charter Schools upcoming meetings as attached to the agenda for the meeting.

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting: Board **Date:** December 14, 2016 **Initials:** **Chair** _____
Approved: DRAFT **Recorded By:** Cheri Unterschultz **Secretary** _____

8. New Business

8.1 Vacancy on Board of Directors

Chair Weiss advised that three nominations were received for the vacant Director position on the Board.

The three nominees received are: Paul Jackson, Michael Dunham and Dan Coles

Each nominee was given an opportunity to speak before the Board.

Chair Weiss thanked the nominees for their speeches. Chair Weiss informed the nominees that the Board will discuss an appointment during the In Camera session of the meeting and an email will follow to the nominees as to the Board's decision.

8.2 Quarterly Financial Report

Secretary-Treasurer de Kleine spoke of the Quarterly Financial Statements for the period of September – November 2016 as attached to the agenda for the meeting.

8.3 Report on Enrolment

Superintendent Falk spoke of the Report on Enrollment as attached to the agenda for the meeting.

9. Board Work Plan 2016-17

9.1 The Board reviewed the Board Work Plan 2016-17, as attached to the agenda for the meeting. The Board requested that the Stakeholder Forum be moved from January to February 2017.

10. Receipt of Reports

Motion 2016-12-14-03 Motion to receive reports as presented to the Board.

Moved: Director Mackay, Seconded: Director Macdonald, Carried

11. Correspondence Sent

11.1 Letter (2016-11-25) to Minister Eggen re Enrollment Cap

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting: Board **Date:** December 14, 2016 **Initials:** **Chair** _____
Approved: DRAFT **Recorded By:** Cheri Unterschultz **Secretary** _____

12. Correspondence Received
None

13. Motion to Move into Camera:

Motion 2016-12-14-04 Motion to move into camera at 8:08 pm.
Moved: Director Mackay, Seconded: Director Pasemko, Carried

Director Panas arrived to the meeting at 8:10 pm.

14. Motion to Move Out of Camera:

Motion 2016-12-14-05 Motion to move out of camera at 9:07 pm.
Moved: Director Panas, Seconded: Director Pasemko, Carried

15. Motions Arising from In Camera Session

Motion 2016-12-14-06 Motion to appoint Dan Coles to the vacant Director position.
Moved: Director Macdonald, Seconded: Director Panas, Carried

Motion 2016-12-14-07 Motion to reappoint Superintendent Falk to the continued role of Superintendent for the three year term of July 1, 2017 – June 30, 2020.
Moved: Chair Weiss, Seconded: Director Mackay, Carried

NEW HORIZONS CHARTER SCHOOL SOCIETY
MINUTES

Type of Meeting: Board **Date:** December 14, 2016 **Initials:** **Chair** _____
Approved: DRAFT **Recorded By:** Cheri Unterschultz **Secretary** _____

16. Adjournment

Chair Weiss adjourned the meeting at 9:13 pm.

Next Board Meeting: Regular Board Meeting January 11, 2017 at 7:00 pm.

DRAFT



Superintendent's Report to the Board of Directors

January 11, 2017

1. **Modernization Update**

In accordance with the attached schedule, work continues on Phase I of our school's major modernization project. Members of the NHS staff were requested to refrain from entering the building during the Christmas Break to enable as much work as possible to be undertaken in the corridors of the school. Following are some points of progress since the update provided to the Board on December 14, 2016:

- Many of the water pipes that will be needed to provide water service to the classrooms, to service the sprinkler system, and to enable the installation of a hot water heating system were installed in the ceilings above the corridors.
- Preparatory work on the construction of the link between the core building and the modular wing was initiated.
- Construction on the interior portions of the northeast sector of the core building has continued.
- Re-roofing of the core building, with the exception of the gymnasium, will commence as soon as insulation materials are delivered. The plan of the contractor is to phase the roof replacement so as to refrain from working on portions of the roof that are above areas occupied by students and staff.

Project site meetings are held every two weeks, the most recent meeting having been held on January 4, 2017. The target date for completion of Phase I remains February 6, 2017, although occupancy may not occur until after that date.

2. **Stakeholder Forum**

Planning continues for the second annual New Horizons Stakeholder Forum, to be held from 6:30 – 9:15 p.m. on Wednesday, February 1, 2017. The Stakeholder Forum will bring together parents, students, and staff, as well as members of the Board, in a stimulating discussion about school strengths, weakness, opportunities, priorities, plans, and possible new initiatives. Results of this discussion will have a direct impact on the content of the next iteration of the Three-Year Education Plan. This year's Stakeholder Forum will once again be facilitated by the Community Development Unit of Alberta Culture and Tourism.

3. **Alberta Research Network**

Alberta Education recently announced the establishment of the Alberta Research Network (ARN). The purpose of the ARN is to support the research needs of Alberta's education

system. Scheduled to become operational in early 2017, the ARN will be comprised of representatives from school authorities, academic institutions, and stakeholder organizations interested in working collaboratively to ensure research is mobilized into evidence-informed policies and practices.

According to information received from Alberta Education, the ARN will be driven by its members, who will work together to identify research needs, support high-quality research to improve student learning, and support knowledge mobilization. Further, the ARN is intended to connect school authorities, post-secondary institutions, and stakeholders through the network so as to open up new areas for collaborative research partnership.

Principal Ted Zarowny will be the Alberta Research Network representative for New Horizons School. The first in-person meeting of the ARN is planned for spring 2017.

4. North Central Teachers' Convention

The North Central Teachers' Convention will be held on February 9 & 10, 2017. As associate members of the Alberta Teachers' Association, teachers at New Horizons School are invited to attend the Convention, have done so for many years, and will be attending again this year. The North Central Teachers' Convention Association makes the following statement on its website:

The North Central Teachers Convention Association (NCTCA) is responsible for the planning and organization of the annual teachers' convention for the North Central districts. The NCTCA offers collegiality, connections and interdisciplinary synergy. The professional development is planned and facilitated by member teachers for member teachers. Our professional autonomy is honoured and the skills of member teachers bring innovation and inspiration to NCTCA. The two day convention is an essential component of our professional responsibility to lifelong learning.

5. Looking Ahead

- a. The Association of Alberta Public Charter Schools
 - Friday and Saturday, January 20 & 21, 2017 – Red Deer
- b. Stakeholder Forum
 - Wednesday, February 1, 2017, at 6:15 p.m.
- c. Board Governance Seminar with Becky Kallal, at Suzuki Charter School
 - Thursday, February 2, 2017, at 5:30 p.m.
- d. North Central Teachers' Convention
 - Thursday and Friday, February 9 & 10, 2017
- e. Board Orientation Session
 - Wednesday, February 15, 2017 (recommend 6:15 p.m.)
- f. Board Meeting
 - Wednesday, February 15, 2017, at 7:00 p.m.



Don Falk
Superintendent – New Horizons Charter School

ID	WBS	Task Name	Resource Names	Duration	Start	Finish	%	Gantt Chart (Sep 2016 - Nov 2017)											
1	1	BUILDING CONSTRUCTION		395 days	Thu 10/6/16	Sun 10/22/17	6%	[Gantt bar for BUILDING CONSTRUCTION from Oct 2016 to Oct 2017]											
2	1.1	Initiation		52.75 days	Thu 10/6/16	Fri 11/25/16	4%	[Gantt bar for Initiation from Oct 2016 to Nov 2016]											
16	1.2	Phase 1		100 days	Wed 11/2/16	Mon 2/6/17	13%	[Gantt bar for Phase 1 from Nov 2016 to Feb 2017]											
17	1.2.1	Modulars		56 days	Wed 11/2/16	Sun 12/25/16	23%	[Gantt bar for Modulars from Nov 2016 to Dec 2016]											
18	1.2.1.1	Alberta One Call / Private Locate	FCMI-Coordinator	10 days	Wed 11/2/16	Fri 11/11/16	100%	[Gantt bar for Alberta One Call / Private Locate from Nov 2 to Nov 11]											
19	1.2.1.2	Empty Modulars	NHCS	2 days	Sat 11/5/16	Mon 11/7/16	100%	[Gantt bar for Empty Modulars from Nov 5 to Nov 7]											
20	1.2.1.3	Asbestos - (Modular) Removal	R3 Demolition	2 days	Mon 11/7/16	Wed 11/9/16	100%	[Gantt bar for Asbestos - (Modular) Removal from Nov 7 to Nov 9]											
21	1.2.1.4	Demolition Modulars & Excavation	Legacy Equipment	6 days	Wed 11/9/16	Tue 11/15/16	100%	[Gantt bar for Demolition Modulars & Excavation from Nov 9 to Nov 15]											
22	1.2.1.5	Screw Piles	Roterra Piling	10 days	Tue 11/15/16	Fri 11/25/16	0%	[Gantt bar for Screw Piles from Nov 15 to Nov 25]											
23	1.2.1.6	CIP Piles	Roterra Piling	2 days	Tue 11/15/16	Thu 11/17/16	0%	[Gantt bar for CIP Piles from Nov 15 to Nov 17]											
24	1.2.1.7	Grade Beams - Link		5 days	Thu 11/17/16	Tue 11/22/16	0%	[Gantt bar for Grade Beams - Link from Nov 17 to Nov 22]											
25	1.2.1.8	S/I Structural steel for Modulars	Steel Tech	5 days	Fri 11/25/16	Tue 11/29/16	0%	[Gantt bar for S/I Structural steel for Modulars from Nov 25 to Nov 29]											
26	1.2.1.9	Parallam & TJI Installation		2 days	Sat 11/26/16	Sun 11/27/16	0%	[Gantt bar for Parallam & TJI Installation from Nov 26 to Nov 27]											
27	1.2.1.10	Modular Classrooms Onsite		1 day	Tue 11/29/16	Tue 11/29/16	0%	[Milestone for Modular Classrooms Onsite on Nov 29]											
28	1.2.1.11	Modular Classroom Installation		11 days	Wed 11/30/16	Sat 12/10/16	0%	[Gantt bar for Modular Classroom Installation from Nov 30 to Dec 10]											

Date: Wed 11/23/16

Task		Inactive Task		Manual Summary Rollup		External Milestone		Manual Progress	
Split		Inactive Milestone		Manual Summary		Deadline			
Milestone		Inactive Summary		Start-only		Critical			
Summary		Manual Task		Finish-only		Critical Split			
Project Summary		Duration-only		External Tasks		Progress			

ID	WBS	Task Name	Resource Names	Duration	Start	Finish	%	Qtr 4, 2016			Qtr 1, 2017			Qtr 2, 2017			Qtr 3, 2017			Qtr 4, 2017		
								Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
45	1.3	Phase 2		59 days	Mon 2/6/17	Tue 4/4/17	0%															
52	1.4	Phase 3		69 days	Sat 4/8/17	Tue 6/13/17	0%															
59	1.5	Phase 4		59 days	Sat 6/17/17	Sun 8/13/17	0%															
67	1.6	Phase 5		47 days	Sun 8/13/17	Thu 9/28/17	0%															
73	1.7	Close Out		24 days	Thu 9/28/17	Sat 10/21/17	0%															
81	1.8	Project Completion		1 day	Sat 10/21/17	Sun 10/22/17	0%															

Date: Wed 11/23/16

Task		Inactive Task		Manual Summary Rollup		External Milestone		Manual Progress	
Split		Inactive Milestone		Manual Summary		Deadline			
Milestone		Inactive Summary		Start-only		Critical			
Summary		Manual Task		Finish-only		Critical Split			
Project Summary		Duration-only		External Tasks		Progress			

MEMORANDUM

January 7, 2017

To: Board of Directors

From: Don Falk – Superintendent

Subject: Proposed Amendments to Bylaws of The Association of Alberta Public Charter Schools

Background:

Directors may recall that The Association for Alberta Public Charter Schools (TAAPCS) has been working on revisions to its bylaws for much of the past year. This work has included consultations with the membership of TAAPCS, the Education Advisory Committee, the TAAPCS executive, and consultant Becky Kallal.

The outcome of this work is a recommendation to repeal the existing bylaws and replace them with a new set of bylaws. This recommendation will be considered at the meeting of TAAPCS on Saturday, January 21, 2017. As I understand it, opportunity to propose amendments to the new bylaws will be made available at that time.

Attached for the consideration of the Board are the following documents:

- Notice of Special Resolution re TAAPCS Bylaws.
- Final Draft of new TAAPCS Bylaws as prepared by the TAAPCS Executive.
- Annotations to the Final Draft, including comments, questions, and suggested changes.

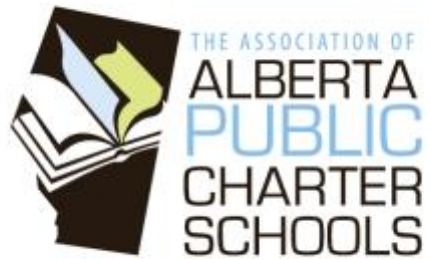
Recommendation:

It is recommended that the Board of Directors give consideration to the attached documents, with a view toward providing counsel and direction to its representation at the TAAPCS meeting on January 21, 2017.



Don Falk – Superintendent

Attachments (3)



To: Member Schools of TAAPCS
From: Yvonne DePeel & Dianne McBeth, Co-Presidents
Date: December 15, 2016

Re: Notice of Special Resolution

According to the current bylaws of The Association of Alberta Public Charter Schools at point 10. Amending Bylaws, *the bylaws of the Association may be amended at any time, by a Special Resolution. Thirty days' written notice is required. Such a special resolution would require a vote of not less than 75% of the members who are in attendance at the meeting.*

The Special Resolution noted below will be presented at the January 21, 2017 Regular Meeting of TAAPCS:

2017-01: Resolved by Special Resolution that the existing bylaws of The Association of Alberta Public Charter Schools Society are repealed in their entirety and are replaced with the Bylaws attached hereto as Appendix A.

The January Regular Meeting agenda package will include the draft (revised) bylaws. Further, the draft will be presented at the meeting where it is expected that discussion will occur.

Please ensure that your Charter Board of Directors receives this notice prior to January 1, 2017 in order to meet the required period of notice.

cc: Kathleen Rhyason, Executive Director

TAAPCS BYLAWS - DRAFT

Definitions

Board of Directors – Governance board comprised of 13 directors, 1 from each charter school board; alternates to be named. The Board of Directors elects the chair every two years at the Annual General Meeting.

Officers of TAAPCS – Operational leaders elected by Board of Directors at the Annual General Meeting; must be a superintendent or secretary-treasurer.

Member School – A school operating under the governance of the 13 charter school boards.

Members – The directors of all 13 charter school boards.

Annual General Meeting (AGM) – General meeting held before November 30 of each fiscal year; consideration of financial reports including audit, annual report, elections, and other business as deemed appropriate by the Board of Directors and / or Officers.

Spring General Meeting (SGM) – General meeting to be held before May 31 of each fiscal year; consideration of fees, budget, strategic plan, and other business as deemed appropriate by the Board of Directors and / or Officers. A celebration of charter schools takes place at this meeting.

Special Meeting – A special meeting called in writing by the Board Chair to deal with an emergent matter.

Executive Advisory Committee – Advisory to the Officers and made up of Officers plus one representative for each of the 13 charter school boards; commonly superintendent or alternate.

Simple Majority – 50% plus 1

1. Membership

- a) Membership in the Association of Alberta Public Charter Schools Association is open to all charter school authorities that are authorized by the Minister of Education under the Alberta School Act.
- b) Membership is renewed annually through the payment of annual membership dues. Membership dues will be determined by the Board of Directors, and any proposed changes in the dues structure will be considered and voted on at the Annual General Meeting.
- c) If any member school is in arrears for membership dues or other fees or assessments for any year, such member school will be automatically suspended at the expiration of six months from the end of such year and will thereafter be entitled to no membership privileges or powers until reinstated. Reinstatement is automatic once arrears are paid.
- d) Any member school wishing to withdraw from membership may do so upon written notice to the Board of Directors through the Secretary of the Association.
- e) Upon a majority vote, defined as 50% plus 1 of the Board of Directors, any member school may be expelled from membership for any cause that the Board of Directors may decide is reasonable.

2. Board of Directors

- a) The Board of Directors shall govern the affairs of the Association subject to the Bylaws and directions given by a majority vote at any meeting properly called and constituted.
- b) Attendance at Board of Directors' meetings is open to all Directors and Superintendents of member schools and Officers of the Association.
- c) The Board of Directors shall be composed of one representative from each member school, who shall be that school's designated Director. A designated Director shall be a Charter School Board member. Each school may appoint an alternate Director who is entitled to vote in place of the designated Director. The name of each Director and alternate shall be forwarded to the Association's Secretary prior to the Annual General Meeting.
- d) The Board of Directors shall elect one of its members to serve as the Chair of the Board of Directors and shall elect one of its members to serve as the Vice Chair of the Board of Directors.
- e) The Chair and Vice Chair elected by the Board of Directors shall be elected at the fall Annual General Meeting.
- f) The term of office for the Chair and Vice Chair of the Board of Directors shall be two years and the maximum number of successive terms for serving in the position of Chair or Vice Chair shall be two.
- g) The Chair of the Board of Directors shall preside at all meetings of the Board of Directors.
- h) The Chair of the Board of Directors shall be the primary spokesperson for the Association.
- i) Upon a majority vote of the Board of Directors, any Director may be removed from office for any cause that the Board of Directors may decide is reasonable.

3. Officers

- a) The Officers of the Association shall be the President, Vice-President, Secretary and Treasurer. The Officers shall be nominated by a Director of a Charter Board, a Superintendent or Secretary-Treasurer of a Member School and elected by a majority vote of the Board of Directors at the fall Annual General Meeting.
- b) The Board of Directors of the Association may elect co-Presidents and/or co-Vice Presidents.
- c) A Superintendent from a Member School shall be eligible to serve as President or Vice President or Secretary of the Association. A Secretary-Treasurer from a Member School shall be eligible to serve as Treasurer or Secretary of the Association.
- d) The term of office for all Officers shall be one year and the maximum number of successive terms for all positions as Officers shall be four. An Officer may serve as an Officer for more than four years; however, the Officer shall not serve in the same position for more than four successive years.
- e) Upon a majority vote of the Officers, any Officer may be removed from office for any cause that the Board of Directors may decide is reasonable.
- f) Should an Officer be removed from office or be unable to complete his or her term, the remaining Officers shall appoint a replacement for the duration of the term. Less than a full term served will not count in the calculation of successive terms.
- g) The Officers of the Association shall administer the day to day affairs of the Association subject to the Bylaws and Motions of the Board of Directors.
- h) Unless directed by the Board of Directors, the Officers are not authorized to borrow money on behalf of the Association.

3.1 President

- a) The President shall preside at all meetings of the Officers and the Executive Advisory Committee.
- b) The President shall sign letters, contracts and agreements and other correspondence on behalf of the Board of Directors.
- c) The President shall be the primary spokesperson for the Association when the Chair of the Board of Directors is unavailable or requests that the President act as the spokesperson on behalf of the Association.

3.2 Vice-President

The Vice-President shall assume the duties of the President when necessary and shall perform other duties as may be determined by the President or by the Board of Directors.

3.3 Secretary

- a) The Secretary shall attend meetings of the Board of Directors, the Officers and Executive Advisory Committee, and other meetings as requested by the Officers and shall ensure a record is kept of attendance and proceedings at these meetings.
- b) The Secretary shall distribute notices of all meetings in accordance with the bylaws or as otherwise directed by the Officers.
- c) The Secretary shall file the annual return, changes in the Officers of the Association, amendments to bylaws and other incorporating documents with Corporate Registry.
- d) The Secretary shall prepare the annual work calendar for the Association and shall distribute the calendar to the Board of Directors, Officers, Executive Advisory Committee, Member School organizations and others as decided by the Officers.
- e) The Secretary shall act as the custodian of corporate records.

3.4 Treasurer

The Treasurer shall supervise the business and financial operations of the Association including, but not limited to:

- o financial accounting, including accounts payable and receivable;
- o instituting adequate internal controls;
- o preparation of an annual budget and annual financial statements
- o present the Board of Directors with an accurate accounting of the Society's finances upon request of the Officers of the Association.

3.5 Secretary Treasurer

Consideration of a Secretary Treasurer position will only be made by the Officers should filling both positions be impossible.

4. Executive Advisory Committee

- a) Each Member School shall appoint one representative to serve on the Executive Advisory Committee of the Association.
- b) The Officers are considered members of the Executive Advisory Committee.
- c) The Executive Committee shall advise the Officers on matters pertaining to the administration of the affairs of the Association.
- d) The term of office for a member of the Executive Advisory Committee shall be one year. A member of the Executive Advisory Committee may serve an indefinite number of successive terms subject to his/her appointment by the Member School.

5. Meetings

Irregularities or errors made in good faith do not invalidate acts done by any meeting of the Board of Directors. No action taken at a meeting is invalid as a result of accidental omission to give notice to any Director or Member School, any Director or Member School not receiving any notice, or any error in any notice that does not affect the meeting.

5.1 Annual General Meeting

- a) The President shall call for an Annual General Meeting within three months of the end of the fiscal year (August 31) and provide Written Notice of the AGM. The Written Notice shall include the time, date, location as determined by the President, and the purpose of the meeting. Such Written Notice shall be sent to all Member Schools for distribution to Charter Boards and Superintendents at least 21 days prior to such meeting.
- b) The agenda for the fall AGM shall include:
 - Election of Chair of the Board of Directors unless the current chair is completing the second year of a two-year appointment
 - Election of Officers by the Board of Directors
 - Presentation of the Society's financial statements for the previous fiscal year ending August 31
 - Presentation of the Annual Report on the results achieved by the Association
 - Any special resolutions
 - Board Development activities when appropriate
- c) The Officers of the Association shall serve until the end of the fall AGM and following adjournment of the fall AGM, the elected successors shall assume their positions.
- d) Only matters set out in the notice for the fall Annual General Meeting are considered at the Annual General Meeting.

5.2 General Meetings

- a) The President shall call for a General Meeting no less than one time annually no later than the end of May and provide Written Notice of the General Meeting. The Written Notice shall include the time, date, location as determined by the President, and the purpose of the meeting. Such Written Notice shall be sent to all Member Schools for distribution to Charter Boards and Superintendents at least 21 days prior to such meeting.
- b) The agenda for the spring General Meeting shall include:
 - Fees for the upcoming year
 - Budget for the upcoming year
 - Strategic Planning

- Any special resolutions
- Board Development activities when appropriate
- Celebration of Alberta's Charter Schools

5.3 Special Meetings

- a) A Special Meeting shall be called by the President:
 - upon a majority vote of the Board of Directors; or
 - upon receipt of a written request by the Officers; or
 - upon receipt of a written request from the majority of Member Schools setting forth the reasons for requesting such meeting.
- b) The President shall provide Written Notice of a Special Meeting which shall include the time, date, location as determined by the President, purpose of the meeting. Such Written Notice shall be sent to all Member Schools for distribution to Charter Boards and Superintendents at least 10 days prior to any such meeting, unless a Special Resolution is proposed, in which case, no less than 21 days notice is required.

6. Special Resolution

“Special Resolution” means a motion presented at a Board of Directors’ meeting of which not less than 21 days notice in writing specifying the intention to propose the motion has been given, and requiring the approval of a simple majority of those Directors entitled to vote in attendance.

7. Participation by Telephone or Electronic Means

In circumstances where a member of the Board of Directors or an Officer of the Association is unable to attend the AGM, General Meeting(s), or a Special Meeting, the member is permitted to attend by telephone or electronic means provided that all other members of the Board of Directors and Officers confirm their ability to hear the member who is participating by such means. Any Director or Officer participating by such means is deemed to be present at the meeting.

8. Quorum

A simple majority defined as 50% plus 1 Director will constitute a quorum for the transaction of business at any meeting of the Association.

9. Decision Making

- a) At any Board of Directors' meeting, votes will be cast through a show of hands, unless a request is made for secret ballot. Only designated Directors or alternates shall vote on legal or financial matters.
- b) The Board of Directors will strive for consensus, but decisions will be made by majority vote and will therefore require at least 50% plus 1 vote to pass.
- c) Any action that may be taken at a Board of Directors' meeting may be taken without a meeting if consent, in writing, is obtained from all Directors entitled to vote. Any resulting action may be recorded into the minutes of the next Board meeting, as appropriate.
- d) The President may authorize an electronic vote by email if a situation requiring a voted decision on a stated motion must be acted upon by the Board of Directors between meetings. In such a case, quorum shall be constituted when a simple majority of the Directors cast a vote by email. Any such motion will be recorded into the minutes of the next Board meeting.
- e) No proxy voting will be allowed.

10. Auditing

- a) All records including but not limited to the record of motions, financial statements, accounts of the Secretary and the Treasurer shall be audited at least once year by an individual or committee appointed by the Officers.
- b) A complete and proper statement of the standing of the books for the previous year shall be submitted by such auditor at the Annual General Meeting of the Association.
- c) The books and records of the Association will be open at all times for inspection by Directors and Member Schools.

11. Fiscal Year

The fiscal year of the Association shall be September 01 of any given year to August 31 of the following year.

12. Remuneration

Unless authorized by the Board of Directors, no Director or Officer of the Association shall receive remuneration for services rendered.

13. Committees

Standing and ad hoc committees may be formed as necessary by the Board and will operate within specified terms of reference.

14. Rescinding or Amending Bylaws

The Bylaws of the Association may be rescinded or amended at any time by Special Resolution. Changes to the Bylaws do not come into effect until any such Special Resolution is registered at Corporate Registries. Special Resolutions sent to Corporate Registries shall be dated and verified by a person authorized by the Association.

15. Dissolution

Dissolution of the Association shall require a Special Resolution of the Board of Directors. On dissolution, any assets remaining after payment of all debts and liabilities shall be transferred in equal amounts to the Member Schools at the time of dissolution, or if no member schools exist at the time of dissolution, the remaining assets shall be transferred to an educational organization as decided by the Board.

TAAPCS BYLAWS - DRAFT

Definitions

Board of Directors – Governance board comprised of 13 directors, 1 from each charter school board; alternates to be named. The Board of Directors elects the chair every two years at the Annual General Meeting.

Officers of TAAPCS – Operational leaders elected by Board of Directors at the Annual General Meeting; must be a superintendent or secretary-treasurer.

Member School – A school operating under the governance of the 13 charter school boards.

Members – The directors of all 13 charter school boards.

Annual General Meeting (AGM) – General meeting held before November 30 of each fiscal year; consideration of financial reports including audit, annual report, elections, and other business as deemed appropriate by the Board of Directors and / or Officers.

Spring General Meeting (SGM) – General meeting to be held before May 31 of each fiscal year; consideration of fees, budget, strategic plan, and other business as deemed appropriate by the Board of Directors and / or Officers. A celebration of charter schools takes place at this meeting.

Special Meeting – A special meeting called in writing by the Board Chair to deal with an emergent matter.

Executive Advisory Committee – Advisory to the Officers and made up of Officers plus one representative for each of the 13 charter school boards; commonly superintendent or alternate.

Simple Majority – 50% plus 1

Commented [DF1]: 50% = 6.5 members; 50% + 1 = 7.5 members = 8 members = 61.5% of members (We want 50% + 1 if there is an even number of members; 50% rounded up to the nearest whole number if there is an odd number of members.) See <http://www.robertsrules.com/faq.html>. I would recommend that “simple majority” be defined as “more than half of the members in attendance.”

1. Membership

- a) Membership in the Association of Alberta Public Charter Schools Association is open to all charter school authorities that are authorized by the Minister of Education under the Alberta School Act.
- b) Membership is renewed annually through the payment of annual membership dues. Membership dues will be determined by the Board of Directors, and any proposed changes in the dues structure will be considered and voted on at the Annual General Meeting.
- c) If any member school is in arrears for membership dues or other fees or assessments for any year, such member school will be automatically suspended at the expiration of six months from the end of such year and will thereafter be entitled to no membership privileges or powers until reinstated. Reinstatement is automatic once arrears are paid.
- d) Any member school wishing to withdraw from membership may do so upon written notice to the Board of Directors through the Secretary of the Association.
- e) Upon a majority vote, defined as 50% plus 1 of the Board of Directors, any member school may be expelled from membership for any cause that the Board of Directors may decide is reasonable.

Commented [DF2]: As noted above, the definition means that 8 votes will be required.

2. Board of Directors

- a) The Board of Directors shall govern the affairs of the Association subject to the Bylaws and directions given by a majority vote at any meeting properly called and constituted.
- b) Attendance at Board of Directors' meetings is open to all Directors and Superintendents of member schools and Officers of the Association.
- c) The Board of Directors shall be composed of one representative from each member school, who shall be that school's designated Director. A designated Director shall be a Charter School Board member. Each school may appoint an alternate Director who is entitled to vote in place of the designated Director. The name of each Director and alternate shall be forwarded to the Association's Secretary prior to the Annual General Meeting.
- d) The Board of Directors shall elect one of its members to serve as the Chair of the Board of Directors and shall elect one of its members to serve as the Vice Chair of the Board of Directors.
- e) The Chair and Vice Chair elected by the Board of Directors shall be elected at the fall Annual General Meeting.
- f) The term of office for the Chair and Vice Chair of the Board of Directors shall be two years and the maximum number of successive terms for serving in the position of Chair or Vice Chair shall be two.
- g) The Chair of the Board of Directors shall preside at all meetings of the Board of Directors.
- h) The Chair of the Board of Directors shall be the primary spokesperson for the Association.
- i) Upon a majority vote of the Board of Directors, any Director may be removed from office for any cause that the Board of Directors may decide is reasonable.

Commented [DF3]: What is a "Board of Directors' meeting"? It is not defined in the "Definitions" section. How does it differ from a General Meeting of the Association (see Article 5.2)? Recommend that the Bylaws distinguish between a General Meeting and a Board of Directors' Meeting or, if there is no difference, remove reference to a Board of Directors' meeting.

3. Officers

- a) The Officers of the Association shall be the President, Vice-President, Secretary and Treasurer. The Officers shall be nominated by a Director of a Charter Board, a Superintendent or Secretary-Treasurer of a Member School and elected by a majority vote of the Board of Directors at the fall Annual General Meeting.
- b) The Board of Directors of the Association may elect co-Presidents and/or co-Vice Presidents.
- c) A Superintendent from a Member School shall be eligible to serve as President or Vice President or Secretary of the Association. A Secretary-Treasurer from a Member School shall be eligible to serve as Treasurer or Secretary of the Association.
- d) The term of office for all Officers shall be one year and the maximum number of successive terms for all positions as Officers shall be four. An Officer may serve as an Officer for more than four years; however, the Officer shall not serve in the same position for more than four successive years.
- e) Upon a majority vote of the Officers, any Officer may be removed from office for any cause that the Board of Directors may decide is reasonable.
- f) Should an Officer be removed from office or be unable to complete his or her term, the remaining Officers shall appoint a replacement for the duration of the term. Less than a full term served will not count in the calculation of successive terms.
- g) The Officers of the Association shall administer the day to day affairs of the Association subject to the Bylaws and Motions of the Board of Directors.
- h) Unless directed by the Board of Directors, the Officers are not authorized to borrow money on behalf of the Association.

Commented [DF4]: Question: Why are directors not eligible to serve as officers?

Commented [DF5]: This seems to suggest administration by a leadership group, carrying out the wishes of the Board as expressed in the bylaws and Board motions. What then is the role of the Executive Director? Who does the ED report to and what does the ED do? Perhaps an additional clause could be added that provides to the Officers the authority to engage the services of an ED to carry out the day-to-day administration of the Association.

3.1 President

- a) The President shall preside at all meetings of the Officers and the Executive Advisory Committee.
- b) The President shall sign letters, contracts and agreements and other correspondence on behalf of the Board of Directors.
- c) The President shall be the primary spokesperson for the Association when the Chair of the Board of Directors is unavailable or requests that the President act as the spokesperson on behalf of the Association.

3.2 Vice-President

The Vice-President shall assume the duties of the President when necessary and shall perform other duties as may be determined by the President or by the Board of Directors.

3.3 Secretary

- a) The Secretary shall attend meetings of the Board of Directors, the Officers and Executive Advisory Committee, and other meetings as requested by the Officers and shall ensure a record is kept of attendance and proceedings at these meetings.
- b) The Secretary shall distribute notices of all meetings in accordance with the bylaws or as otherwise directed by the Officers.
- c) The Secretary shall file the annual return, changes in the Officers of the Association, amendments to bylaws and other incorporating documents with Corporate Registry.
- d) The Secretary shall prepare the annual work calendar for the Association and shall distribute the calendar to the Board of Directors, Officers, Executive Advisory Committee, Member School organizations and others as decided by the Officers.
- e) The Secretary shall act as the custodian of corporate records.

3.4 Treasurer

The Treasurer shall supervise the business and financial operations of the Association including, but not limited to:

- o financial accounting, including accounts payable and receivable;
- o instituting adequate internal controls;
- o preparation of an annual budget and annual financial statements
- o present the Board of Directors with an accurate accounting of the Society's finances upon request of the Officers of the Association.

3.5 Secretary Treasurer

Consideration of a Secretary Treasurer position will only be made by the Officers should filling both positions be impossible.

4. Executive Advisory Committee

- a) Each Member School shall appoint one representative to serve on the Executive Advisory Committee of the Association.
- b) The Officers are considered members of the Executive Advisory Committee.
- c) The Executive Advisory Committee shall advise the Officers on matters pertaining to the administration of the affairs of the Association.
- d) The term of office for a member of the Executive Advisory Committee shall be one year. A member of the Executive Advisory Committee may serve an indefinite number of successive terms subject to his/her appointment by the Member School.

Commented [DF6]:

5. Meetings

Irregularities or errors made in good faith do not invalidate acts done by any meeting of the Board of Directors. No action taken at a meeting is invalid as a result of accidental omission to give notice to any Director or Member School, any Director or Member School not receiving any notice, or any error in any notice that does not affect the meeting.

5.1 Annual General Meeting

- a) The President shall call for an Annual General Meeting within three months of the end of the fiscal year (August 31) and provide Written Notice of the AGM. The Written Notice shall include the time, date, location as determined by the President, and the purpose of the meeting. Such Written Notice shall be sent to all Member Schools for distribution to Charter Boards and Superintendents at least 21 days prior to such meeting.
- b) The agenda for the fall AGM shall include:
 - o Election of Chair of the Board of Directors unless the current chair is completing the second year of a two-year appointment
 - o Election of Officers by the Board of Directors
 - o Presentation of the Society's financial statements for the previous fiscal year ending August 31
 - o Presentation of the Annual Report on the results achieved by the Association
 - o Any special resolutions
 - o Board Development activities when appropriate
- c) The Officers of the Association shall serve until the end of the fall AGM and following adjournment of the fall AGM, the elected successors shall assume their positions.
- d) Only matters set out in the notice for the fall Annual General Meeting are considered at the Annual General Meeting.

5.2 General Meetings

- a) The President shall call for a General Meeting no less than one time annually no later than the end of May and provide Written Notice of the General Meeting. The Written Notice shall include the time, date, location as determined by the President, and the purpose of the meeting. Such Written Notice shall be sent to all Member Schools for distribution to Charter Boards and Superintendents at least 21 days prior to such meeting.
- b) The agenda for the Spring General Meeting shall include:
 - o Fees for the upcoming year
 - o Budget for the upcoming year
 - o Strategic Planning

Commented [DF7]: Given that an AGM is required and that it therefore receives its own article within the bylaws, I would recommend that a separate article be included for the Spring General Meeting, identifying why and when it shall be held.

- Any special resolutions
- Board Development activities when appropriate
- Celebration of Alberta’s Charter Schools

5.3 Special Meetings

- a) A Special Meeting shall be called by the President:
 - upon a majority vote of the Board of Directors; or
 - upon receipt of a written request by the Officers; or
 - upon receipt of a written request from the majority of Member Schools setting forth the reasons for requesting such meeting.
- b) The President shall provide Written Notice of a Special Meeting which shall include the time, date, and location as determined by the President, and the purpose of the meeting. Such Written Notice shall be sent to all Member Schools for distribution to Charter Boards and Superintendents at least 10 days prior to any such meeting, unless a Special Resolution is proposed, in which case, no less than 21 days’ notice is required.

6. Special Resolution

“Special Resolution” means a motion presented at a Board of Directors’ meeting of which not less than 21 days’ notice in writing specifying the intention to propose the motion has been given, and requiring the approval of a simple majority of those Directors entitled to vote in attendance.

Commented [DF8]: As noted earlier, “simple majority” means 50% + 1, which, if all directors are in attendance, is 8 members.

7. Participation by Telephone or Electronic Means

In circumstances where a member of the Board of Directors or an Officer of the Association is unable to attend the AGM, General Meeting(s), or a Special Meeting, the member is permitted to attend by telephone or electronic means provided that all other members of the Board of Directors and Officers confirm their ability to hear the member who is participating by such means. Any Director or Officer participating by such means is deemed to be present at the meeting.

8. Quorum

A simple majority defined as 50% plus 1 Director will constitute a quorum for the transaction of business at any meeting of the Association.

Commented [DF9]: Again, in an association of 13 members, 50% + 1 = 8 members. A quorum would thus be 8.

9. Decision Making

- a) At any Board of Directors' meeting, votes will be cast through a show of hands, unless a request is made for secret ballot. Only designated Directors or alternates shall vote on legal or financial matters.
- b) The Board of Directors will strive for consensus, but decisions will be made by majority vote and will therefore require at least 50% plus 1 vote to pass.
- c) Any action that may be taken at a Board of Directors' meeting may be taken without a meeting if consent, in writing, is obtained from all Directors entitled to vote. Any resulting action may be recorded into the minutes of the next Board meeting, as appropriate.
- d) The President may authorize an electronic vote by email if a situation requiring a voted decision on a stated motion must be acted upon by the Board of Directors between meetings. In such a case, quorum shall be constituted when a simple majority of the Directors cast a vote by email. Any such motion will be recorded into the minutes of the next Board meeting.
- e) No proxy voting will be allowed.

Commented [DF10]: As noted several times earlier.

10. Auditing

- a) All records including but not limited to the record of motions, financial statements, accounts of the Secretary and the Treasurer shall be audited at least once year by an individual or committee appointed by the Officers.
- b) A complete and proper statement of the standing of the books for the previous year shall be submitted by such auditor at the Annual General Meeting of the Association.
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MEMORANDUM

January 7, 2017

To: Board of Directors
From: Don Falk – Superintendent
Subject: Provincial Curriculum Initiative

Background:

In June 2016, the Government of Alberta announced that a major revision to the curriculum would be undertaken, beginning in the fall of 2016 and continuing for the next six years (see attached news release dated June 15, 2016).

In December 2016, Education Minister Eggen provided the following update on the curriculum initiative:

Alberta Education is taking a new approach to developing new Kindergarten to Grade 12 (K–12) provincial curriculum. This work will span six years and be completed simultaneously in six subject areas: Language Arts (English, French, Français), Mathematics, Social Studies, Sciences, Arts and Wellness Education. New provincial curriculum will be developed for Kindergarten to Grade 4 by late 2018, followed by Grades 5 to 8 by late 2019. High school curriculum will be developed in phases from 2020 to 2022.

During the course of curriculum development, there will be multiple opportunities for Albertans to provide valued and meaningful input. The first opportunity for involvement was the Fall 2016 online provincial curriculum survey. The survey, available from October 18 to November 18, 2016, sought feedback on the general direction for the development of future provincial curriculum, as well as the strengths and gaps of our current curriculum. We received a fantastic response from Albertans: over 32,000 responses to Part A and over 25,000 responses to Part B. More than 3,000 Albertans participated in Face-to-Face sessions in local communities facilitated by the Alberta Regional Professional Development Consortia to assist in completing the survey. Next steps for the survey is the review and analysis of responses and a summary of feedback received by Albertans, which will be posted in early 2017.

In partnership with the Alberta Teachers' Association, Alberta Education has established Expert Working Groups for future curriculum content development. These groups are made up of individuals, including teachers and post-secondary professors and instructors, who have expertise within subjects and across grades. They have a balanced representation of Alberta's

geographic and demographic diversity; and also include representation from Francophone and First Nations, Métis and Inuit communities.

In addition to the input received from the Fall 2016 online curriculum survey, Expert Working Groups will also consider input from literature reviews, analysis of current curriculum, research on student learning, what other jurisdictions from around the world are doing, and previous work with our stakeholders, such as curriculum development prototyping to help draft K–12 curriculum. Drafts will be provided to Alberta Education for consideration.

The next opportunity for Albertans to provide input on future curriculum development will be in Spring 2017. At that time, we will validate draft subject introductions and draft K-12 scope and sequences through another online survey with Face-to-Face sessions/Focus Groups.

The New Horizons' lead on the curriculum initiative is Vice Principal Lori Vigfusson. Ms. Vigfusson will be present at the Board meeting on January 11, 2017, in order to provide additional information on the provincial curriculum initiative and to respond to questions from Board members. Attached are two documents to which Ms. Vigfusson will make reference during her presentation.

Directors who may be interested in more detailed information are invited to visit the following website: <https://education.alberta.ca/media/3273037/guiding-framework-oct-6-2016.pdf>.

Recommendation:

It is recommended that the Board of Directors receive the report on the provincial curriculum initiative as information.



Don Falk – Superintendent

Attachments (3)



© Jun 15, 2016

Alberta updating curriculum to better prepare students for future success

Starting this September, Alberta Education will begin developing new curriculum and will be asking Albertans to provide input.

Alberta Education's new approach to developing curriculum will span six years and work will be done simultaneously on six subject areas: Arts, Language Arts (English, French, Français), Mathematics, Social Studies, Sciences, and Wellness.

"This government is committed to developing curriculum - including the fundamentals of reading, writing and math - that ensures children have the best possible start in life to prepare them for rewarding careers in a diversified economy. Critical subject areas have not been updated in many years, so this work is long overdue. This new process will allow us to fulfil our commitments to educate our students about the history, perspectives and contributions of our Francophone, First Nations, Métis and Inuit peoples and communities."

- David Eggen, Minister of Education

Future provincial curriculum in all subjects will have a common design and student-centred direction, which will ensure consistency across the K-12 curriculum. This will make it easier for teachers to plan across subjects. It will also enhance the ability of those teachers who are teaching multiple subjects across grade levels to provide a more cohesive program, improving the overall learning experience for students and reducing teachers' planning time.

"Sleeker programs, allowing teachers to go more in-depth and to bring in more local elements, will ensure that our programs remain engaging, fulfilling and responsive to student needs. Teachers and the profession are excited for the changes and look

forward to partnering with government on curriculum development.”

- Mark Ramsankar, President, Alberta Teachers' Association

Albertans will have the opportunity to provide feedback on the development of new curriculum through hundreds of face-to-face meetings and an online survey planned for this fall.

“Parents are pleased that curriculum development is moving forward to meet the challenges of a changing world where all students can achieve success. Further school council collaboration will ensure it meets the diverse learning needs of students and enables them to reach their full potential.”

- Allison Pike, President, Alberta School Councils' Association

Backgrounder:

- New curriculum will be developed for Kindergarten to Grade 4 by late 2018. That will be followed by Grades 5 to 8 in late 2019. After that, our high school curriculum will be developed in phases from 2020 to 2022.
- Current curriculum remains in effect until new curriculum is implemented.
- New curriculum will contain an explicit focus on the development of learner outcomes that support and reinforce 21st-century competencies across curriculum, as well as literacy and numeracy.
- Provincial curriculum will be developed simultaneously in English and French for the first time.
- New curriculum reflects the principles and standards outlined in the Guiding Framework, which consolidates research, feedback from consultations and results of prototyping. The framework sets a common, student-centred direction for the development of future curriculum.
- Support for First Nations, Métis and Inuit student learning, as well as the inclusion of Education for Reconciliation, which includes ways of knowing and diverse perspectives, will be reflected in future K-12 curriculum. Four million dollars in existing funding will be spent on consultation with Indigenous partners on future curriculum.
- Francophone perspectives will also be included in future K-12 curriculum.
- Provincial curriculum will be developed and available for use through a digital platform, the Curriculum Development Application (CDA).

- Teachers will be able to interact and develop learning opportunities for their students through the CDA. This interactive platform will become a one-stop shop for subject-specific programs of study, resources and assessment.
- The CDA will also support the move to a shorter curriculum development cycle and an improved evergreening process.
- The costs for this new curriculum development are funded through current budget allocations; no new money is required. The cost over six fiscal years is estimated at \$64,430,684. This includes \$38,850,000 for staffing, \$20,394,684 for the engagement strategy and \$5,186,000 for CDA.

Related information

Alberta Education

Media inquiries

✉ **Larissa Liepins**

☎ 780-868-4200

Press Secretary, Alberta Education

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COMPETENCIES FAQS

FOR PARENTS

1. WHAT ARE COMPETENCIES?

Competencies are combinations of knowledge, skills and attitudes that students develop and apply for successful learning, living and working. They help students build upon how and what they know, understand, think and can do. Students develop and apply competencies when they face new challenges and develop solutions to solve the problems of today, while imagining and creating a new tomorrow.

Alberta's curriculum promotes the development of the following competencies:

- Critical Thinking
- Problem Solving
- Managing Information
- Creativity and Innovation
- Communication
- Collaboration
- Cultural and Global Citizenship
- Personal Growth and Well-being

2. WHY ARE COMPETENCIES IMPORTANT FOR ALBERTA STUDENTS?

Through competencies, students develop and connect key aspects of knowing, thinking and doing across a variety of learning contexts, both within and outside school. When students develop competencies, they acquire knowledge, skills and attitudes that contribute to their success as lifelong learners and active citizens.

3. HOW IS STUDENT COMPETENCY DEVELOPMENT SHARED WITH PARENTS?

Teachers use a wide variety of classroom assessment tools and feedback strategies. Student performance on subject-area assessments may provide evidence of how students apply or develop competencies. Teachers may communicate development of competencies to students and parents in a variety of ways. Local school jurisdictions decide how educators will report on student progress.

4. HOW CAN PARENTS HELP THEIR CHILDREN DEVELOP COMPETENCIES?

Competencies are not just for school, they are for life. They are a useful way for parents to be involved with their child's learning. Some suggestions for how to support your child to develop competencies include:

- Ask your child's teachers how they teach competencies and what you can do at home.
- Talk with your child about the skills and knowledge that he/she is developing and how they are useful in life.
- Do things together that use one or more competencies. This connects what your child learns at school to the things that they do in everyday life. For example: plan a meal together, learn new games, be part of a team, or discuss local or global issues.



Literacy

What is literacy?

Literacy is critical in helping us make meaning of the world around us. Literacy includes reading, writing, viewing, listening and speaking, but it also encompasses much more.

Alberta Education defines literacy as the ability, confidence and willingness to engage with language to acquire, construct and communicate meaning in all aspects of daily living.

Our technologically-driven society has expanded our notion of literacy. Today we communicate and interact globally using multiple types of print, images, symbols and sounds, often through digital media.

Literacy is socially and culturally based. People create meaning based on their language, culture and ways of knowing.

Why is literacy so important?

Literacy, along with numeracy, opens doors and opportunities for individuals to acquire the knowledge they need to achieve personal goals and build a better quality of life. It lays the foundation for lifelong learning and active participation in society. Literacy is essential for sharing histories, personal experiences and stories about traditions and the past.

How do we use literacy throughout life?

Literacy is learned, applied and developed throughout our lifetime and is nurtured through families and communities.



- Babies communicate their needs and feelings to their parents through sound, gesture and body language. Oral language development lays the foundation for later literacy learning.

- Young children develop literacy as they discover stories, songs and visual images. They engage in literacy during make-believe play, when scribbling on paper and when reading environmental print such as a stop sign.



- Older children actively communicate with their peers, often through digital media. They use literacy as they explore their ideas or interests, seek entertainment and investigate events happening around the world using a variety of print and digital media.

- Adults use literacy to read and understand directions, recipes, advertisements, manuals and websites. Throughout their day, they may create reports, fill out forms, negotiate transactions or analyze information.



How is literacy learned in school?

Literacy is a shared responsibility among educators. It is a part of learning in all subjects and grades. Although specific literacy knowledge and skills are taught primarily in Language Arts, every subject or discipline area teacher can help further develop, strengthen and enhance literacy.

Every subject area has its own unique literacy features. Current programs of study support students in learning how to read different kinds of text; write and express themselves in the formats associated with each subject and use content-specific vocabulary.

"The ability to read, write and communicate connects people to one another and empowers them to achieve things they never thought possible. Communication and connection are the basis of who we are and how we live together and interact with the world."

– International Literacy Association, 2015

<https://www.literacyworldwide.org/why-literacy>

Examples of literacy across subject areas

- In Fine Arts, students:
 - express ideas, emotions and understanding through movement, music, dramatic play or visual representation;
 - read a musical score; and
 - write and produce a play.
- In Health and Life Skills, Physical Education, and CALM, students:
 - describe how social messages and stereotypes can affect feelings of self-worth;
 - set and modify written goals to improve personal wellness; and
 - research and explain the skills, attitudes and behaviours for building, maintaining and enhancing healthy, positive relationships.
- In Language Arts, students:
 - communicate feelings evoked by a story using a media or mode such as dance, art, or video;
 - create rhyme in a song or poem; and
 - adjust oral and written communication according to audience.
- In Mathematics, students:
 - understand math-specific vocabulary and recognize that words can have different meanings depending on the context;
 - explain their reasoning in answering a question; and
 - acquire information and use comprehension strategies to solve a mathematical problem.
- In Science, students:
 - engage in research based on brainstormed ideas and questions on a specific topic;
 - read and interpret the periodic table; and
 - record daily weather in journals using text and illustrations.
- In Social Studies, students:
 - prepare and participate in a debate on a current event;
 - write to the mayor about the need for a new playground in their community; and
 - interpret a political cartoon.



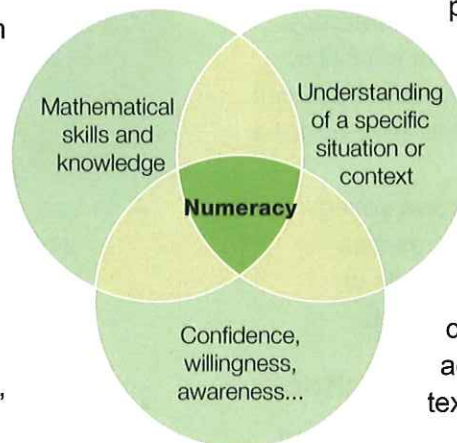
Numeracy

What is numeracy?

Alberta Education defines numeracy as the ability, confidence and willingness to engage with quantitative and spatial information to make informed decisions in all aspects of daily living.

> **Quantitative information** can be measured and expressed as an amount. It includes numbers, patterns, statistics and probability.

> **Spatial information** is the physical location of objects or people or the relationship between objects or people. It includes measures, location, direction, shape and space.



A numerate individual has the confidence and awareness to know when and how to apply quantitative and spatial understandings at home, at school, at work or in the community.

Why is numeracy so important?

Every day we are presented with quantitative or spatial information that we need to interpret and use to make sense of our world. We rely on our numeracy skills to compare costs, get to a destination, judge distances, fit objects into a limited space, interpret a chart or adapt a recipe. In school, numeracy, along with literacy, enables students to make meaning of the things they are learning in subjects like math, language arts, science and social studies.

How is numeracy different from mathematics?

Mathematics and numeracy both draw on the same body of knowledge, but they are not the same. Numeracy involves examining a particular context or situation and drawing on the relevant mathematical understandings to make an informed and personally suitable decision.

For example, choosing the most economical family cell phone plan requires an individual to perform calculations (mathematics) and accommodate the data, talk time and texting needs of each user (numeracy).



"Numeracy isn't about being able to flexibly use all of mathematics... but rather to flexibly draw on that subset of mathematics that is most useful in dealing with (life's) 'diverse contexts and situations'."

– Liljedahl & Liu, 2013



How do we use numeracy throughout our lives?

Numeracy development is a progression over time.

- Young children develop numeracy as they judge the distance needed to grasp a toy, recognize patterns and routines or learn how to manipulate shapes to complete a puzzle.
- Older children use numeracy to play board games, estimate the cost of a purchase with tax, judge how far to kick a ball or determine when to leave to arrive on time.
- Young adults make use of their numeracy skills when they interpret sports statistics, navigate their way to a destination, track cell phone data usage or budget to save up for a special purchase.
- Adults use numeracy to interpret voting statistics, choose a mortgage, assess nutritional content of food products or engage in home renovation projects.

How is numeracy learned in school?

Most of the knowledge and skills that are used for numeracy are initially learned in the mathematics classroom. Research has shown, however, that students do not automatically transfer these understandings to other areas of learning (Thornton & Hogan, 2005). Therefore, it is important that numeracy be learned, further developed and applied in each subject at all grade levels and in real life situations. The following examples show how numeracy can be developed with our current programs of study.

Examples of numeracy across subject areas

- In Fine Arts, students:
 - represent perspective in artistic creations; and
 - use timing to play or compose music.
- In Health and Life Skills, Physical Education, and CALM, students:
 - create and track progress for a balanced personal fitness plan; and



- calculate percentage of food intake from carbohydrates, fats and proteins and compare to *Canada's Food Guide*.

- In Language Arts, students:
 - plot story events on graphs or timelines; and
 - determine the accuracy of statements based on statistics in a news report.
- In Mathematics, students:
 - calculate how much carpet would be needed for a room; and
 - determine the real life implications of a change in interest rates.
- In Science, students:
 - estimate and take measurements during experiments; and
 - use models to represent systems, scientific structures or processes.
- In Social Studies, students:
 - represent historical and current events on timelines; and



- interpret economic and demographic data, including inflation, unemployment rates, and population patterns.

Liljedahl, P., & Liu, M. (2013). Numeracy. *Vector*, 2, 34–39. Retrieved from <http://www.peterliljedahl.com/wp-content/uploads/NR-Numeracy.pdf>

Thornton, S., & Hogan, J. (2005). Mathematics for everybody: Implications for the lower secondary school. In *Making Mathematics Vital: Proceedings of the Twentieth Biennial Conference of the Australian Association of Mathematics Teachers* (pp. 243–249). Adelaide, SA: The Australian Association of Mathematics Teachers. Retrieved from www.aamt.edu.au/content/download/19063/252036/file/mm-vital.pdf



Don Falk
Superintendent
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MEMORANDUM

January 7, 2017

To: Board of Directors

From: Don Falk – Superintendent

Subject: Progress Report on Education Plan

Background:

In accordance with the Board Work Plan for 2016-17, the attached Progress Report on the current Three-Year Education Plan is presented for the information of the Board of Directors. Principal Ted Zarowny will speak to the Report at the Board meeting on January 11, 2017.

Recommendation:

It is recommended that Progress Report on the Three-Year Education Plan 2016/17 to 2018/19 be received as information.

A handwritten signature in blue ink, appearing to read "Don Falk", is written over a light blue horizontal line.

Don Falk – Superintendent


Attachment (1)

2016-2017 Education Plan Review

Colour Key		
Initiated or Completed.	Not yet initiated.	From Stakeholder Forum

Note: Strategies *entered in boldface and italics* were identified as priorities at the Board Planning Retreat (March 2016).

1	<p>Deepen staff understanding and expertise of the Daily Five instructional strategy in Language Arts (framework for structuring literacy time so students develop lifelong habits of reading, writing, and working independently (https://www.thedailycafe.com/daily-5).</p> <ul style="list-style-type: none"> Enroll primary staff and grade 3-4 teachers in Daily 5 training. (\$ for 2-4 teachers; carried over from current Plan) 	This strategy has been revised. We were unable to register staff for the multi-day Daily Five workshop. Staff who were involved in the in-service last year are collaborating with new staff.
2	<p>Continue to combine Jr. High Language Arts and Social Studies for the development of a Humanities course.</p>	This is an ongoing strategy that continues to be implemented.. Staff changes in this position in the last three years have delayed progress in this area.
3	<p>Expand the use of Project Based Learning (PBL) across all grades.</p>	Staff continue to integrate and refine this strategy into the programs of study.
4	<p><i>Investigate opportunities to accelerate learning in subjects other than math, e.g. adjusting timetable, utilizing IPPs, greater flexibility in independent studies).</i></p>	Not yet initiated.
5	<p>Encourage and support continued participation in "Action Research Community of Practice" initiative.</p>	One action research project is nearing completion. Another revolving around math acceleration is slated to begin in January.
6	<p>Integrate Kanevsky's "Toolkit" strategies in the development of student IPPs (linked to the current Plan)</p> <ul style="list-style-type: none"> Based on in-service from Dr. Lannie Kanevsky (January 2016) 	Not yet initiated.
7	<p><i>Increase use of "Artist in Residence" program to enhance curricular instruction.</i></p>	An artist-in-residence has been selected to assist with a legacy project (tile mosaic) that will be placed on the north wall of the learning commons.
8	<p><i>Investigate options for a "service learning" component to our program.</i></p>	Not yet initiated.

9	<p>Increase opportunities for students to take social risks.</p> <ul style="list-style-type: none"> • Student presentations at assemblies. • Student newsletter submissions. • Share in front of authentic audiences. • Maintain talent show. • Maintain Independent Studies fairs. • Increase opportunities to interact with students from other schools. 	Ongoing.
10	<p>Include leadership skill development in IPP goals where appropriate.</p>	<p>Ongoing.</p> <p>In the photo below, two grade 6 students are leading a grade 2 class in an activity.</p>
		
11	<p>Revise the independent studies process (Investigations) (primary; elementary; junior high; continued from current Plan).</p> <ul style="list-style-type: none"> • Increase the profile of the presentations. • Conduct a review on the goals, outcomes and processes. • Tie in with current school action research process (Dinel & Vigfusson). • Investigate TedX Talks. 	<p>Ongoing. Elementary revisions will be determined by the action research that two staff are doing.</p> <p>Junior high "Investigations" has changed formats this year. See the example with this link.</p>
12	<p>Review, re-emphasize social contract and extent to which it meets the needs of students.</p> <ul style="list-style-type: none"> • Dianne Gossen (Creator, "Restitution Self Discipline") booked for Sept. 16 in-service and Sept. 15 parent night. • Include parent session in school council meetings. • Introduce the basics of Restitution-Self Discipline (RSD) with students • Develop a new social contract. • Revise student code of conduct to reflect the new social contract. 	<p>Ongoing and well under way. See this video that was used in an assembly in December.</p>
13	<p>Expand Zones of Regulation to include grades K-4.</p>	Ongoing.
14	<p>Implement the following strategies to address student emotional health:</p> <ul style="list-style-type: none"> • Continue to integrate daily mindfulness practice. • Implement teacher training in mindfulness, possibly through "Mindful Schools" organization. 	Partially implemented.
15	<p>Investigate other strategies to address student emotional health, e.g. social emotional learning (SEL), resiliency.</p>	Partially implemented.

16	Maintain representation on Eastern Edge Regional Collaborative Delivery Service leadership and executive teams.	Ongoing.
17	Continue to provide programming that meets the needs of gifted learners (congregated setting, I & C, IPP time, IS and Investigations, math acceleration)	Ongoing.
18	<i>Provide students with a variety in their physical education experiences. Examples include: Millennium Place Triathlon, curling, bowling, tennis, physical fitness component</i>	Ongoing at Junior High level. Still being initiated at the elementary level.
19	<i>Expand Career and Technology Foundations (CTF) at the grade 5-6 level.</i>	Ongoing. Grade 5 currently working with coding as the CTF component.
20	<i>Increase the number of musical guests and/or field trips that relate to the arts and music.</i>	Not yet implemented.
21	Strengthen program of gifted education pedagogy for new and continuing teachers. <ul style="list-style-type: none"> • Maintain teacher membership with the National Association for Gifted Children (NAGC) • Bring in guest speakers on gifted education. 	Ongoing. All staff have membership to the NAGC. First and second year staff had their first of three gifted in-service days in early December.
22	Implement second annual Stakeholder Forum in early 2017. Utilize input in development of revised Education Plan.	Initiated.
23	Revise school web page. <ul style="list-style-type: none"> • Integrate Facebook with web page. • Update to include more information regarding <ul style="list-style-type: none"> ○ Gifted education ○ School innovative practices ○ Appearance 	Ongoing.
24	<i>Enhance Communication with parents at the school and classroom level.</i> <ul style="list-style-type: none"> • <i>Revise school web page.</i> • <i>Purchase & implement new Student Information System (SIS).</i> • <i>Implement Grade Book with parent portals.</i> 	Ongoing.
25	<i>Include responsibility for school communication in job description with either existing or new staff positions.</i>	Completed.
26	Board of Directors to create a "common story" of New Horizons School that can be shared with others.	Not yet initiated.
27	<i>Implement communication initiative with parents prior to distribution of Accountability Pillar Survey so as to inform parents what the school has been doing..</i>	Not yet initiated.
28	Provide temporary accommodation to Ecole francophone de Sherwood Park on NHS campus in a manner that meets the needs of students and staff of both schools.	Completed.
29	Seek to enter into an engagement or collaboration with post-secondary institution and/or school division, particularly with respect to sharing research, innovations, and best practices with other educational stakeholders. (Reference: Draft Charter Schools Regulation)	AN option is currently being investigated that will tie in service-learning.
30	Implement orientation sessions and professional development opportunities for Board Directors.	Ongoing.

31	Increase the number of activities that promote school engagement and pride.	Ongoing. Pep rallies and expansion of extracurricular sports have occurred.
32	<p><i>Increase the number of student activities that promote positive interaction during lunch recess. Examples include:</i></p> <ul style="list-style-type: none"> • <i>Chess Club</i> • <i>In-School Science Olympics</i> • <i>Writers' Club</i> 	Ongoing. New clubs to begin in January.
33	Increase the number of activities that promote student decision-making, e.g. Student Council	Ongoing.
34	Undertake major modernization of school facility.	Ongoing.
35	Increase the awareness and appreciation of First Nations, Métis and Inuit culture through school-wide presentations.	Not yet initiated.
36	Students from grade 4-9 will learn the concepts and skills related to Choice Theory to manage conflicts and to help understand the behaviors of others.	Initiated and ongoing.
37	<ul style="list-style-type: none"> • Discuss at a School Council meeting the following question: What do you consider the key knowledge, skills, and attitudes necessary for learning throughout a student's lifetime? Consideration will be given to the competencies identified in the Ministerial Order on Student Learning. • Follow up with a survey in which parents can indicate the extent to which they feel their students are taught the selected knowledge skills and attitudes necessary for life-long learning. 	Initiated at the December school council meeting.
38	Implement a mentorship program for new teachers.	Initiated. Ongoing through the year.
39	<p>Bolster the current program</p> <ul style="list-style-type: none"> ○ Seek the services of a choral director. ○ Contract Artists-in-Residence. ○ Invite experts in the field. 	A choral director has been secured and will begin after school choir in January. Currently collaborating with an artist-in-residence.
40	Purchase & implement new Student Information System (SIS)	Completed.
41	Implement Grade Book with parent portals	Emphasis placed on learning the new SIS and associated new report card system. Parent portal will be initiated for the last part of the year.

Board of Directors – Work Plan for 2016-17

September	▪ Adopt Board Work Plan for 2016-17	✓
	▪ Receive Counsellor's Report for 2015-16 School Year	✓
	▪ Set date for October Board meeting	✓
	▪ Receive report on provincial achievement test results (closed meeting)	✓
	▪ Set date for NHCS Society AGM	✓
	▪	
October	▪ Conduct SGM; Hold Board elections	✓
	▪ Elect Board executive officers (must be within one week of SGM)	✓
	▪ Select members for Board standing committees	✓
	▪ Set dates for Board meetings (motion required)	✓
	▪ Notify Service Alberta of change in executive officers	✓
	▪ Sign Board Member Code of Conduct – Policy #101	✓
	▪ Receive Accountability Pillar Results Report for October 2016	✓
	▪ Attend TAAPCS Charter Board Directors/Regular Meeting #1	✓
	▪ Receive enrolment report for September 30, 2016	✓
	▪ Conduct initial orientation session for new Board members	✓
November	▪ Conduct AGM of NHCS Society	✓
	▪ Approve final Three-Year Education Plan 2016-17 to 2018-19	✓
	▪ Approve revised budget for 2016-17	✓
	▪ Approve Annual Education Results Report 2015-16	✓
	▪ Approve Audited Financial Statement Year Ending Aug 31/16	✓
	▪ Receive Report #1 from School Council	✓
December	▪ Receive Quarterly Financial Report for Sep - Nov 2016	✓
	▪ Receive Class Size Report for 2016-17	✓
January	▪ Attend TAAPCS Charter Board Directors/Regular Meeting #2	<input type="checkbox"/>
	▪ Receive mid-year progress report on Three-Year Education Plan 2016-19	<input type="checkbox"/>
	▪ Prepare breakfast for school staff – Jan. 20	<input type="checkbox"/>
	▪	<input type="checkbox"/>
	▪	<input type="checkbox"/>
February	▪ Approve school calendar for 2017-18	<input type="checkbox"/>
	▪ Stakeholder Forum – Gather input on possible Education Plan priorities	<input type="checkbox"/>
	▪	<input type="checkbox"/>

March	▪ Receive Quarterly Financial Report for Dec 2016 – Feb 2017	<input type="checkbox"/>
	▪ Approve Three-Year Capital Plan for 2017-18 to 2019-20	<input type="checkbox"/>
	▪ Board Retreat – Identify priorities for upcoming Education Plan	<input type="checkbox"/>
	▪ Administer Board-developed Stakeholder Survey	<input type="checkbox"/>
	▪	<input type="checkbox"/>
April	▪ Provide provisional approval to Education Plan 2017-18 to 2019-20	<input type="checkbox"/>
	▪	<input type="checkbox"/>
	▪	<input type="checkbox"/>
May	▪ Attend TAAPCS Charter Board Directors/Regular Meeting #3	<input type="checkbox"/>
	▪ Approve Budget for 2017-18	<input type="checkbox"/>
	▪ Receive Accountability Pillar Results Report for May 2016	<input type="checkbox"/>
	▪ Receive Board-developed stakeholder survey results	<input type="checkbox"/>
	▪ Consider salary adjustment for support staff, senior administration	<input type="checkbox"/>
	▪ Receive report from FANHS	<input type="checkbox"/>
	▪	<input type="checkbox"/>
June	▪ Assess Board Work Plan progress for 2016-17	<input type="checkbox"/>
	▪ Receive Quarterly Financial Report for Mar – May 2017	<input type="checkbox"/>
	▪ Schedule SGM of NHCS Society (requires 21 days’ notice; must be on or before Oct 10)	<input type="checkbox"/>
	▪ Schedule September 2017 Board meeting	<input type="checkbox"/>
	▪ Set date for Board Housekeeping Retreat	<input type="checkbox"/>
	▪ Receive Report #2 from School Council	<input type="checkbox"/>
	▪	<input type="checkbox"/>
	▪	<input type="checkbox"/>
Ongoing	▪ Consider proposals for new or amended Board policies	<input type="checkbox"/>
	▪ Receive recommendations from Board committees	<input type="checkbox"/>
	▪	<input type="checkbox"/>
	▪	<input type="checkbox"/>
Annually	▪ Negotiate collective agreement with ATA (as needed)	<input type="checkbox"/>
	▪ Undertake Superintendent evaluation	<input type="checkbox"/>
	▪ Undertake Board evaluation	<input type="checkbox"/>
	▪	<input type="checkbox"/>
As Needed	▪ Meet with:	<input type="checkbox"/>
	- County Council	<input type="checkbox"/>
	- MLAs	<input type="checkbox"/>
	▪	<input type="checkbox"/>