

**DATE:** March 1, 2016

**TO:** Board of Trustees

**FROM:** Darrel Robertson, Superintendent of Schools

**SUBJECT:** Process and Timeline for the 2016-2017 Budget and for the Fall Review of the 2015-2016 Results and the Plans for 2016-2017

**ORIGINATOR:** Lorne Parker, Executive Director, Infrastructure

**RESOURCE STAFF:** Todd Burnstad

**REFERENCE:** [Province of Alberta School Act](#)

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## ISSUE

School boards are required to prepare and submit to the Minister of Education a budget for the fiscal year beginning on the following September 1 of a given year. The spring proposed budget is based on projected enrolment and is due to the Province by May 31. The revised budget is updated in the fall based on the actual September 30 enrolment and is due to the Province by November 30.

In conjunction with the annual budget process, the Board of Trustees is required to meet government policy and requirements for school board planning and results reporting no later than November 30.

## BACKGROUND

The date of the 2016-2017 Provincial Budget announcement has not yet been confirmed. For purposes of this report, it is anticipated to be released on March 17, 2016, however the actual date could be different. To accommodate site-based budgeting, the Process and Timeline for the approval of the 2016-2017 Budget has been developed (Attachment I).

In addition, each school year, the Board of Trustees approves the process and timeline for review of the previous year's results as well as the review of the plans established for the current school year. Through discussions, the Board of Trustees have an opportunity to learn about the results achieved by schools and central decision units and the implications those results may have on their 2016-2017 plans. The Board of Trustees will also gain an understanding of how schools and central departments will address their plans in support of the District priorities.

Schools and central decision units will report on their results (Attachment II) achieved from the SMART (Specific, Measurable, Attainable, Relevant, Time-framed) goals that were established for 2015-2016 as well as identify the biggest challenges and improvement opportunities that will impact their 2016-2017 plans. The Plans document details priority, high impact SMART goals for the upcoming school year (Attachment III).

## RELATED FACTS

The proposed budget is based on projected enrolment, proposed revenue and funding assumptions to schools and decision units and the basis of allocation, which are developed in tandem.

The proposed budget is then updated in the fall based on September 30 enrolment. The process and timeline outlines key dates and specific information requirements necessary to meet the target date for the approval of both the spring proposed and the fall revised budget which in tandem represent the 2016-2017 Budget. In order to allow sufficient time for planning, the Distribution of Funds report will be presented at a special Caucus meeting on April 5, 2016 prior to public board on April 19, 2016. The Board of Trustees will then have an opportunity to review the proposed budget, prior to seeking approval at public board on May 31, 2016.

As part of the fall budget process, the Board of Trustees will review approximately one half of the schools in their ward in subcommittee meetings each year with the goal of having all schools reviewed twice over a four-year term. These meetings have been arranged so that trustees have the option to participate in additional reviews in other wards. School trustee subcommittee meetings will be held at schools; central trustee subcommittee meetings will be held at the Centre for Education. All subcommittee meetings will take place between November 16 and 29, 2016 and will be for a maximum of 2½ hours each. School subcommittee meetings will have groupings of up to four schools. Assistant superintendents, in addition to attending the subcommittee meetings, will review all their schools as part of one-on-one or in catchment meetings prior to November 30, 2016.

Central subcommittee meetings have been scheduled to take place November 16, 2016. There will be four central subcommittee meetings scheduled for a maximum of 2½ hours per session. The Superintendent will present his decision unit results review and plans as part of the Annual Education Results Review at public board on November 29, 2016.

During the school subcommittee meetings trustees, in collaboration with assistant superintendents, will facilitate a group dialogue. Proposed agendas for both school and central meetings are provided in Attachment IV. Attachment V identifies the proposed groupings (based on trustee ward) for trustee subcommittee reviews.

As in previous years the school decision units with first and second year principals will be reviewed by assistant superintendents. These meetings will be scheduled by the assistant superintendents prior to November 30, 2016.

## RECOMMENDATION

1. **That the Process and Timeline for the 2016-2017 Spring Budget and the 2016-2017 Fall Revised Budget, as outlined in Attachment I, be approved.**
2. **That the Process and Timeline for Review of the 2015-2016 Results and the 2016-2017 Plans, as outlined in this report be approved.**

## OPTIONS

Based on the information provided in this report, the following options are considered as the most admissible:

1. Approve the process and timeline for the 2016-2017 spring budget, the 2016-2017 fall revised budget and the process and timeline for review of the 2015-2016 results and the 2016-2017 plans.
2. Approve Option 1 with modifications.

## CONSIDERATIONS & ANALYSIS

Option 1 is being proposed as it complies with government and board requirements.

**NEXT STEPS**

- If approved by the Board of Trustees, the 2016-2017 budget process and timeline will be communicated to principals and central decision unit leaders.
- The spring budget will be recommended to trustees at public board on May 31, 2016.
- If approved, the 2016-2017 Budget Report will be submitted to Alberta Education on May 31, 2016.

**ATTACHMENTS & APPENDICES**

ATTACHMENT I	Process and Timeline for the 2016-2017 Budget (Calendar)
ATTACHMENT II	2015-2016 Results Review - document template
ATTACHMENT III	2016-2017 Plans - document template
ATTACHMENT IV	Proposed Agendas
ATTACHMENT V	School and Central Groups for review of 2015-2016 results and 2016-2017 plans – Trustees Subcommittee Review

TB:kr

## Spring Proposed 2016-2017 Budget Timeline

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
FEB	21	22	23	24	25 Teachers' Convention	26 Teachers' Convention	27
	28	29	1 BOARD 2:00pm Process & Timeline to Board (MARS 13872) Recommendation	2	3	4	5
MAR	6	7	8	9	10	11	12
	13	14 High Level Projected Enrolment from Planning	15 BOARD 2:00pm	16 DST - Budget Planning	17 Anticipated date for Provincial Budget announcement	18	19
	20	21	22	23 DST - Budget Planning	24	25 Good Friday	26
	27 SPRING RECESS Mar 25 – Apr 1	28 Easter Monday	29	3	31	1	2
APR	3	4	5 CAUCUS Distribution of Funds (MARS #13880 Feedback) BOARD 2:00pm	6	7	8	9
	10	11	12	13	14	15	16
	17	18 Target date to have actual Projected Enrolment from Planning	19 BOARD Distribution of Funds (MARS #13883 Recommendation)	20	21	22	23
	24	25	26	27	28	29 Projected Allocations to Schools & Central	30
MAY	1	2	3 CAUCUS BOARD 2:00pm	4	5	6	7
	8	9	10	11	12 School and Central Budgets Due	13	14
	15	16	17 BOARD 2:00pm	18	19 District Day in Lieu (no classes)	20 District Day in Lieu (no classes)	21
	22	23 Victoria Day	24	25	26	27	28
	29	30	31 BOARD Approval 2016-2017 Budget to Board (MARS #13897 Recommendation) Budget Report due to Province				

# 2016 - 2017 Fall Revised Budget Timeline

	Sun	Mon	Tue	Wed	Thu	Fri	Sat
SEP					1 First Day of Classes	2	3
	4	5 Labour Day	6	7	8	9	10
	11	12	13	14	15	16	17
	18	19	20	21	22	23	24
	25	26	27	28	29	30 BPS Results/Planning Modules Open	1
OCT	2	3	4	5	6 Enrolment Files Due to Budget Services	7 Principal Allowance Calc due to HR	8
	9	10 Thanksgiving	11	12	13	14 Results Review & Planning Doc's Due Revised Budget Open - Allocations to Schools & Central	15
	16	17	18	19	20	21	22
	23	24	25	26 Revised Budget Due	27	28	29
	30	31	1	2	3	4	5
NOV	6	7	8	9	10 Target Date to Distribute Results Review + Plans to Trustee's & Assistant Superintendents	11 Remembrance Day	12
	13	14 Non-Instructional Day	15 Non-Instructional Day	16 Trustee Central Review	17	18	19
	20	21 ASBA GENERAL MTG. Trustee School Reviews	22 ASBA GENERAL MTG. Trustee School Reviews	23 Trustee School Reviews	24 Trustee School Reviews	25 Tentative Date for Audit Committee?	26
	27	28 Trustee School Reviews	29 BOARD Fall Budget Update presented at Board MARS (TBD)	30 Fall Budget Update due to the Province			

**PROCESS AND TIMELINE FOR THE 2016-2017 SPRING PROPOSED  
BUDGET (DETAIL)**

<b>Spring/Planning Timeline</b>	<b>Process</b>
March 1, 2016	<ul style="list-style-type: none"> <li>• Process and Timeline for 2016-2017 Spring Proposed Budget is recommended to Board</li> </ul>
April 5, 2016	<ul style="list-style-type: none"> <li>• Distribution of Funds report is presented to Caucus</li> </ul>
April 19, 2016	<ul style="list-style-type: none"> <li>• Distribution of Funds is recommended to Board</li> </ul>
April 29, 2016	<ul style="list-style-type: none"> <li>• Schools and central departments receive projected allocations and budget requirements</li> </ul>
May 12, 2016	<ul style="list-style-type: none"> <li>• Schools and Central departments proposed budgets due and uploaded in BPS</li> </ul>
May 31, 2016	<ul style="list-style-type: none"> <li>• The Board approves the 2016-2017 Spring Proposed Budget</li> </ul>
May 31, 2016	<ul style="list-style-type: none"> <li>• The District's 2016-2017 Budget Report is submitted to Alberta Education</li> </ul>

## PROCESS AND TIMELINE FOR THE 2016-2017 FALL REVISED BUDGET (DETAIL)

Timeline	Process
September 2016	<ul style="list-style-type: none"> <li>Schools to invite the chairperson of the school council and other parents to attend the subcommittee review</li> <li>School council members will be invited to the review of central department results</li> </ul>
September 30, 2016	<ul style="list-style-type: none"> <li>2015-2016 Results Review document and the 2016-2017 Plan document distributed</li> </ul>
October 14, 2016	<ul style="list-style-type: none"> <li>The 2015-2016 Results Review document is due</li> <li>The 2016-2017 Plans document is due</li> </ul>
October 14, 2016	<ul style="list-style-type: none"> <li>Schools receive 2016-2017 allocations based on September 30 enrolment</li> <li>Central decision units receive 2016-2017 allocations</li> </ul>
October 26, 2016	<ul style="list-style-type: none"> <li>2016-2017 Fall Revised Budget is due</li> </ul>
November 10, 2016	<ul style="list-style-type: none"> <li>Copies of 2015-2016 results review documentation will be made for all Trustees</li> <li>Copies of 2016-2017 planning documentation and revised budgets will be made for all Trustees</li> </ul>
November 16, 2016	<ul style="list-style-type: none"> <li>Central Trustee Subcommittees</li> <li>Each central department presents their results at a public meeting to designated Trustees</li> </ul>
November 21 to 28, 2016	<ul style="list-style-type: none"> <li>School Trustee Subcommittees</li> <li>Each group of principals presents their results at a public meeting to designated Trustees</li> </ul>
November 29, 2016	<ul style="list-style-type: none"> <li>Superintendent of Schools' DU to be presented at Board as part of the Annual Education Results Review (AERR).</li> </ul>
November 29, 2016	<ul style="list-style-type: none"> <li>Trustees will have an opportunity to comment on subcommittee review meetings attended at a public Board meeting</li> </ul>
Prior to November 30, 2016	<ul style="list-style-type: none"> <li>Assistant Superintendent Subcommittees</li> <li>First and second year principals present their results to designated Assistant Superintendents</li> <li>Review of remaining schools from assistant superintendents' catchment areas</li> </ul>
November 30, 2016	<ul style="list-style-type: none"> <li>2016-2017 Fall Budget Update submitted to the Province</li> </ul>
December 9, 2016	<ul style="list-style-type: none"> <li>2015-2016 results review documentation, 2016-2017 plans and revised budgets will be posted on the District website</li> </ul>

**2015/2016 Results Review****School Name – DU #****District Priorities 2014-2018**

1. Foster growth and success for every student by supporting their journey from early learning through high school completion and beyond.
2. Provide welcoming, high quality learning and working environments.
3. Enhance public education through communication, engagement and partnerships.

Based on the three SMART goals that were established for 2015-2016 report on the results you achieved (with evidence, including referencing the School's Accountability Pillar results, if applicable) and describe how achievement of the goal supports the above District's Priorities (reference the priority number in your response).

**SMART Goal #1:** *goal will be imported from the 2015-2016 Budget*

**Results Achieved:**

**SMART Goal #2:** *goal will be imported from the 2015-2016 Budget*

**Results Achieved:**

**SMART Goal #3:** *goal will be imported from the 2015-2016 Budget*

**Results Achieved:**

**Challenges:**

**What were the biggest challenges encountered in 2015/2016?**

**Improvement Opportunities:**

**What are the implications from 2015/2016 that will impact your plan for 2016/2017?**



**2016-2017 Plans****School/Central Name: DU #****District Priorities 2014-2018**

1. Foster growth and success for every student by supporting their journey from early learning through high school completion and beyond.
2. Provide welcoming, high quality learning and working environments.
3. Enhance public education through communication, engagement and partnerships.

The following SMART (Specific, Measureable, Attainable, Relevant, Time-framed) goals have been established for the 2016-2017 school year (referencing the District's Priority number that the goal supports). Schools are to set one goal for each priority. Central DU's can set their goals around one or more priorities.

**SMART Goal #1:****SMART Goal #2:****SMART Goal #3:**

## TRUSTEE SUBCOMMITTEE MEETINGS

### AGENDA

1. Welcome by the Trustee, and introductions by the Assistant Superintendent or Executive Director. (3 min.)
2. Introductions by Principals/(Central DU) of any staff, students, parents or community members in attendance. (4 min)
3. Introductory remarks by the Chairperson (5 min.)
4. Group discussion facilitated by Chairperson and Assistant Superintendent/Executive Director. (2 hours)
5. Break where appropriate. (10 min)
6. Final remarks and closing of the meeting by the Chairperson. (5 min.)

### LUNCH

- There will be a 1 ½ hour break between the a.m. and p.m. sessions to allow time for lunch and travel time to the host school for the afternoon session.
- There is no expectation that schools provide lunch for Trustees or Assistant Superintendents



**SCHOOL/CENTRAL REVIEW 2015-2016 RESULTS  
& 2016-2017 PLANS  
POTENTIAL SPEAKING NOTES FOR THE  
CHAIRPERSON, TRUSTEE SUBCOMMITTEE**

Suggested Trustee Welcome and Introductions

My name is ( ) and I am pleased to welcome each of you to the trustee subcommittee review of the 2015- 2016 results and the 2016-2017 Plans. I am going to begin by calling upon the Assistant Superintendent (or Executive Director) to introduce each principal (or Central Decision Unit) who will in turn introduce staff, students, parents as well as any community members who are with us today.

Suggested Trustee Opening Remarks

The Board of Trustees is elected to represent the public and is responsible and accountable to that public and to the Provincial Government for the expenditure of the District's billion dollar annual budget.

In collaboration with staff, students, parents and the general public, the Board established the District's vision, mission and priorities. A district plan was then developed to align with, and support these priorities.

As part of the accountability process, Trustees have the opportunity to review the results of schools from the previous year, and to learn about the plans for the current school year - both of which should be in support of the overall District Priorities. This helps us formulate a better picture of what is happening not only in your school but in all schools across the District. These meetings allow Trustees to hear about:

- Each school's biggest success/achievement from the SMART goals that were set last year,
- If there were any challenges that were encountered and;
- What the plans/goals are for the current school year?

I would now like to call upon the principal of each school to start the discussion by referring to the goal that they established last year in their school plan around Priority 1. Reflecting on the Accountability Pillar Data, the District Feedback Survey and any other local measures discuss your greatest success.

If you are at a central results review: I would now like to call upon the Director of each decision unit to start the discussion by referring to a goal that they established last year in their central plan. Reflecting on your data, discuss your greatest success.

## **SCHOOLS – SUGGESTED FORMAT**

Please note: the purpose of this suggested format is to provide consistency among all the results review meetings taking place.

### Environment

- More conversation-based rather than presentation-based.
- Safety/openness to sharing both successes and challenges.
- No additional documentation will be required (other than the BPS modules).

While trustees are allowed to ask any questions/clarify any responses; schools requested consistency in process. As such, suggested common questions that could be asked by Trustees are highlighted below. Once approved by the Board, these questions will be shared with schools to support them in being adequately prepared to respond.

### Format 2015-2016 Results Review

1. Principals are asked to refer to the goal that they established last year in their school plan related to Priority 1.
  - Reflecting on your Accountability Pillar data, the District Feedback Survey results and any other local measures, discuss your greatest success.
  - What strategies did you use to achieve this success?
  - What are some potential next steps?
2. Principals are asked to refer to any of the goals established last year in their school plan.
  - Reflecting on your Accountability Pillar data, and/or the District Feedback Survey results and/or any other local measures, what does the data indicate is your greatest opportunity for growth?
  - How does this opportunity for growth connect to the goals outlined in your 2016-2017 school plan?
  - What strategies will you use to achieve your goal?
  - What evidence will be used to demonstrate success in achieving this goal?
3. Part of our role as a Trustee is to determine if there are common areas of challenge across the District and to advocate for potential solutions.
  - Discuss a challenge you encountered during the 2015-2016 School year.
  - How was it handled? What did you learn?
  - Will this challenge impact the 2016-2017 school year?
  - After hearing from other schools today, are there any supports or strategies you could have used to address your challenge?
4. Other Attendees
  - If time allows, direct limited questions to parents/other parties in attendance; possibly tie back to a District Feedback Survey question (i.e. How has the school provided you opportunities to be involved in (your child's) education)? Keep responses to a limited time to allow all parties in attendance an opportunity to contribute.

**School and Central Groups for Review of 2015-2016 Results  
and 2016-2017 Plans  
Trustee Subcommittee Review**

**Monday, November 21, 2016**

<b>Ward D</b>			<b>Ward C</b>			<b>Ward B</b>		
<b>9:00 to 11:30 am</b> <b>Host School: TBD</b>			<b>9:00 to 11:30 am</b> <b>Host School: TBD</b>			<b>9:00 to 11:30 am</b> <b>Host School: TBD</b>		
<b>Trustee Martin</b> <b>Assistant Superintendents</b> <b>Kathy Muhlethaler</b> <b>Kent Pharis</b>			<b>Trustee Chubb</b> <b>Assistant Superintendent</b> <b>Ron MacNeil</b>			<b>Trustee Draper</b> <b>Assistant Superintendent</b> <b>Mike Suderman</b>		
amiskwaciy Academy Delton Hospital School Campuses John A. McDougall			Dovercourt Inglewood Prince Charles Westmount			J.A. Fife John Barnett McLeod Steele Heights		

<b>Ward D</b>			<b>Ward C</b>			<b>Ward B</b>		
<b>1:00 to 3:30 pm</b> <b>Host School: TBD</b>			<b>1:00 to 3:30 pm</b> <b>Host School: TBD</b>			<b>1:00 to 3:30 pm</b> <b>Host School: TBD</b>		
<b>Trustee Martin</b> <b>Assistant Superintendents</b> <b>Kathy Muhlethaler</b> <b>Ron MacNeil</b>			<b>Trustee Chubb</b> <b>Assistant Superintendent</b> <b>Kent Pharis</b>			<b>Trustee Draper</b> <b>Assistant Superintendent</b> <b>Mike Suderman</b>		
Lawton Montrose Riverdale			Afton Glendale Meadowlark Sherwood			Balwin Delwood Princeton York		

**School and Central Groups for Review of 2015-2016 Results  
and 2016-2017 Plans  
Trustee Subcommittee Review**

**Tuesday, November 22, 2016**

<b>Ward C</b>	<b>Ward E</b>	<b>Ward I</b>
9:00 to 11:30 am Host School: TBD	9:00 to 11:30 am Host School: TBD	9:00 to 11:30 am Host School: TBD
<b>Trustee Chubb</b> Assistant Superintendent Ron MacNeil	<b>Trustee Gibson</b> Assistant Superintendent Kent Pharis	<b>Trustee Adams</b> Assistant Superintendent Mike Suderman
Brightview Britannia Mayfield Youngstown	Centennial Lymburn Ormsby	Edith Rogers Grace Martin Lee Ridge Millwoods Christian
<b>Ward I</b>	<b>Ward E</b>	
1:00 to 3:30 pm Host School: TBD	1:00 to 3:30 pm Host School: TBD	
<b>Trustee Adams</b> Assistant Superintendent Ron MacNeil	<b>Trustee Gibson</b> Assistant Superintendent Kent Pharis	
Crawford Plains Daly Grove T.D. Baker Weinlos	Callingwood Lynnwood Talmud Torah	

**School and Central Groups for Review of 2015-2016 Results  
and 2016-2017 Plans  
Trustee Subcommittee Review**

**Wednesday, November 23, 2016**

<b>Ward F</b>	<b>Ward H</b>	<b>Ward E</b>
<b>9:00 to 11:30 am</b> <b>Host School: TBD</b>	<b>9:00 to 11:30 am</b> <b>Host School: TBD</b>	<b>9:00 to 11:30 am</b> <b>Host School: TBD</b>
<b>Trustee Janz</b> <b>Assistant Superintendent</b> <b>Kathy Muhlethaler</b>	<b>Trustee Ip</b> <b>Assistant Superintendent</b> <b>Mike Suderman</b>	<b>Trustee Gibson</b> <b>Assistant Superintendent</b> <b>Kent Pharis</b>
Centre High Garneau McKernan Windsor Park	Keheewin Rideau Park Westbrook	Aldergrove Belmead Thornccliffe

  

<b>Ward F</b>	<b>Ward H</b>	<b>Ward B</b>
<b>1:00 to 3:30 pm</b> <b>Host School: TBD</b>	<b>1:00 to 3:30 pm</b> <b>Host School: TBD</b>	<b>1:00 to 3:30 pm</b> <b>Host School: TBD</b>
<b>Trustee Janz</b> <b>Assistant Superintendent</b> <b>Kathy Muhlethaler</b>	<b>Trustee Ip</b> <b>Assistant Superintendent</b> <b>Mike Suderman</b>	<b>Trustee Draper</b> <b>Assistant Superintendent</b> <b>Ron MacNeil</b>
Brander Gardens Earl Buxton Granview Heights Parkallen	Esther Starkman George P. Nicholson Johnny Bright	Belmont Belvedere Homesteader Sifton

**School and Central Groups for Review of 2015-2016 Results  
and 2016-2017 Plans  
Trustee Subcommittee Review**

**Thursday, November 24, 2016**

<b>Ward F</b>	<b>Ward A</b>	<b>Ward G</b>
<b>9:00 to 11:30 am</b> <b>Host School: TBD</b>	<b>9:00 to 11:30 am</b> <b>Host School: TBD</b>	<b>9:00 to 11:30 am</b> <b>Host School: TBD</b>
<b>Trustee Janz</b> <b>Assistant Superintendent</b> <b>Mike Suderman</b>	<b>Trustee Johner</b> <b>Assistant Superintendent</b> <b>Kathy Muhlethaler</b>	<b>Trustee Stirling</b> <b>Assistant Superintendent</b> <b>Kent Pharis</b>
L.Y. Cairns Lendrum Malmo Mount Pleasant	Baturyn Caernarvon Dunluce	Clara Tyner Forest Heights Gold Bar Kenilworth

<b>Ward F</b>	<b>Ward A</b>	<b>Ward G</b>
<b>1:00 to 3:30 pm</b> <b>Host School: TBD</b>	<b>1:00 to 3:30 pm</b> <b>Host School: TBD</b>	<b>1:00 to 3:30 pm</b> <b>Host School: TBD</b>
<b>Trustee Janz</b> <b>Assistant Superintendent</b> <b>Mike Suderman</b>	<b>Trustee Johner</b> <b>Assistant Superintendent</b> <b>Kathy Muhlethaler</b>	<b>Trustee Stirling</b> <b>Assistant Superintendents</b> <b>Kent Pharis</b> <b>Ron MacNeil</b>
McKee Old Scona Queen Alexandra Strathcona	Athlone Glengarry Lauderdale Major General Griesbach	Donnan Rutherford W.P. Wagner



**School and Central Groups for Review of 2015-2016 Results  
and 2016-2017 Plans  
Trustee Subcommittee Review**

**Monday, November 28, 2016**

<b>Ward I</b>	<b>Ward A</b>	<b>Ward C</b>
<b>9:00 to 11:30 am</b> <b>Host School: TBD</b>	<b>9:00 to 11:30 am</b> <b>Host School: TBD</b>	<b>9:00 to 11:30 am</b> <b>Host School: TBD</b>
<b>Trustee Adams</b> <b>Assistant Superintendents</b> <b>Mike Suderman</b>	<b>Trustee Johner</b> <b>Assistant Superintendent</b> <b>Kathy Muhlethaler</b>	<b>Trustee Chubb</b> <b>Assistant Superintendent</b> <b>Ron MacNeil</b>
Ekota J. Percy Page Tipaskan	Dickinsfield Evansdale Florence Hallock	Crestwood Glenora Ross Sheppard Westglen

<b>Ward I</b>	<b>Ward G</b>	<b>Ward</b>
<b>1:00 to 3:30 pm</b> <b>Host School: TBD</b>	<b>1:00 to 3:30 pm</b> <b>Host School: TBD</b>	<b>1:00 to 3:30 pm</b> <b>Host School: TBD</b>
<b>Trustee Adams</b> <b>Assistant Superintendents</b> <b>Mike Suderman</b>	<b>Trustee Stirling</b> <b>Assistant Superintendent</b> <b>Kathy Muhlethaler</b>	<b>Trustee Chubb</b> <b>Assistant Superintendents</b> <b>Kent Pharis</b> <b>Ron MacNeil</b>
Ellerslie Campus Michael Strembitsky Satoo	Academy at King Edward Hazeldean King Edward Mill Creek	Grovenor James Gibbons Parkview Stratford

**School and Central Groups for Review of 2015-2016 Results  
and 2016-2017 Plans  
Trustee Subcommittee Review**

**\*\*Superintendent of Schools DU to be reviewed at Board, November 29, 2016**

**Wednesday, November 16, 2016  
9:00 am to 11:30 am**

<b>Trustee</b>
<b>Trustee</b>
<b>Conference Room</b>
<i>Lorne Parker, Executive Director</i>
Archives & Museum Distribution Centre Facilities Services Planning & Student Transportation

<b>Trustee</b>
<b>Trustee</b>
<b>Conference Room</b>
<i>Darrel Robertson, Superintendent</i>
Communications District Foundation Executive and Board Relations General Counsel Human Resources

<b>Trustee</b>
<b>Trustee</b>
<b>Conference Room</b>
<i>Sandra Stoddard, Executive Director</i>
District Records & FOIP Management District Support Services Governance & Strategic Support Services Student Information

**Wednesday, November 16, 2016  
1:00 to 3:30 pm**

<b>Trustee</b>
<b>Trustee</b>
<b>Conference Room</b>
<i>Lorne Parker, Executive Director</i>
Financial Operations District Technology

<b>Trustee</b>
<b>Trustee</b>
<i>Sandra Stoddard, Executive Director</i>
Curriculum and Resource Support Inclusive Learning Research and Innovation for Student Learning

**Note:** The Board Chair has the option to attend any of the central Trustee subcommittee meetings.