

Date	June 16, 2026
To	Board of Trustees
From	Trustee Sarah Doll, Governance and Evaluation Committee Trustee Melanie Hoffman, Governance and Evaluation Committee Trustee Sherri O’Keefe, Chair, Governance and Evaluation Committee Trustee Jan Sawyer, Governance and Evaluation Committee
Subject	Governance and Evaluation Committee 2025-2026 Work Plan Summary
Resource Staff	Catherine Angeles, Kelsey Duebel, Wanas Radwan
Reference	Trustees’ Handbook, Subsection 6.1.1 Governance and Evaluation Committee

ISSUE

The Governance and Evaluation Committee is responsible for developing and presenting to the Board of Trustees (the Board) an annual Work Plan. This report provides a summary of the work accomplished by the Committee over the 2025-2026 school year.

KEY POINTS

- The Governance and Evaluation Committee’s 2025-2026 Work Plan was approved at the [February 10, 2026](#), public Board meeting. The work plan consisted of three main areas of focus, including: The Board Self-Evaluation; the Superintendent of Schools’ Evaluation; and governance.
- The Committee updated the Board’s Self-Evaluation process, and began with a survey in June 2026. The results of this survey will be shared with Trustees and will inform phase 2, a facilitated discussion, of the evaluation process in August 2026.
- The Superintendent’s evaluation was completed with the support of an external consultant. The results were shared with the Superintendent in June 2026.
- The Committee planned the process for the development of the 2026-30 Division Strategic Plan, which was approved at the [May 26, 2026](#), public Board meeting.
- The Committee reviewed sections of the Trustees’ Handbook and provided recommendations to Caucus for the update of some sections for clarity and to support consistent processes.
- In addition to this work, the Committee conducted a survey to collect Trustee input on interest in professional development opportunities, to inform professional learning opportunities in future years.

BACKGROUND

The Governance and Evaluation Committee’s Terms of Reference were approved at the [January 17, 2017](#), public Board meeting. The Committee’s 2025-2026 work plan was approved at the [February 10, 2026](#), public Board meeting. The Committee organized its work into the following three areas of focus:

- Board Self-Evaluation

- Superintendent of Schools' Evaluation
- Governance

As this was the first year of the current Board's term, the Committee oversaw the development of the 2026-30 Division Strategic Plan.

CURRENT SITUATION

The Governance and Evaluation Committee completed the following initiatives over the course of the 2025-2026 year:

- **Board Self-Evaluation:** In recognition that this is the first year of a new Board's term, the Committee reviewed the Board's self-evaluation process and updated it to include a two-phase approach. This approach incorporates an opportunity for individual self-reflection and whole group discussion. The first phase of the self-evaluation consists of a survey, for completion in June 2026. Trustees will engage in the second phase of their self-evaluation, a facilitated discussion, in August 2026.
- **Superintendent of Schools' Evaluation:** The Committee organized the Superintendent's evaluation, which consisted of interviews with Trustees and Division Support Team members by an external consultant. The final report has been received and the Board met with the Superintendent to discuss the results in June 2026.
- **Governance:**
 - The Committee oversaw the process for the development of the 2026-30 Division Strategic Plan, which was approved at the [May 26, 2026](#), public Board meeting. This included the coordination of strategic planning sessions facilitated by an external consultant.
 - The Committee reviewed several sections of the Trustees' Handbook with the intent to identify opportunities for revision. To date, the following sections have been updated as part of this review:
 - Section 5.7.2 Enquiries and Requests for Information: Clarifying the process for Trustee Requests for Information, including the development of a criteria to support consistent processes.
 - Section 5.2.3 Comments from the Public and Staff Representatives: Updating the requirements to permit a maximum of five speakers the opportunity to speak to education topics not included on the meeting agenda during one board meeting per month.
- **Professional Learning:**
 - The Committee conducted a survey to collect Trustee input on interest in professional development opportunities, to inform professional learning opportunities in future years. The first year of the board's term was primarily focused on professional learning provided by administration focused on orientation and familiarizing the board with the Division and preparation for key board decisions. Since their election in October 2025, the board has participated in:
 - Three days of board orientation at the beginning of the term
 - Two additional board governance orientation sessions provided by a third party
 - Ten professional learning sessions provided by administration
 - Board norms and protocols development sessions provided by a third party as part of the strategic planning process

The Committee offers the following suggestions for the the prioritization of activities for the 2026-27 Governance and Evaluation Committee, for consideration:

- Planning of the fall 2026 Board retreat
- Completion of recommendations to Caucus for Handbook revisions that have not yet been approved
- Evaluation of the processes used in the development of the Strategic Plan, Superintendent evaluation, and board self-evaluation.

ATTACHMENTS

- ATTACHMENT I Governance and Evaluation Committee Terms of Reference
ATTACHMENT II Governance and Evaluation Committee 2025-2026 Work Plan

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6.1.1 Governance and Evaluation Committee

Terms of Reference approved ([January 17, 2017, Board meeting](#))

Purpose

The Governance and Evaluation Committee is responsible for assisting the Board of Trustees to conduct:

- an annual Board self-evaluation for all but the last year of each Board term for continued Board development and improved Board performance with respect to the Board's role and responsibilities;
- an annual evaluation of the Superintendent of Schools in accordance with Board Policy [FGB.BP](#) - Evaluation of Superintendent of Schools and the review and/or renewal of the Superintendent of Schools' contract in accordance with the [Education Act](#);
- a process to identify and develop a strategic plan including the priorities that will guide Division operations and the budget planning cycle for the Board's four-year term of office;
- carry out its duties and commitments in relation to the Division Priorities by making recommendations on governance-related matters;
- over the four-year term review the Trustees' Handbook for updates and current practices; and
- an annual review of the policies and procedures governing the conduct of the meetings of the Board and the administration and business of the Board, in alignment with [Board Procedures Regulation AR82/2019](#).

Composition

The committee will consist of one less than majority of Trustees, from among which a chair will be selected. The chair is responsible for leading the discussion at each committee meeting and formally reporting back to the Board, either in writing or verbally at each regularly scheduled Caucus Committee meeting, about the committee's activities.

The Superintendent of Schools will assign a member of the Administration to support the work of the committee. Additional resources may be involved as requested by the Superintendent and/or designate.

Terms of Reference

A. Board Self-Evaluation

The Board will undertake an annual Board evaluation to inform the Board's continued development and improved performance.

The Board self-evaluation process should:

- measure Board performance with respect to the Mission, Vision, Values, Division Priorities, Division Strategic Plan, the roles and responsibilities of the Board, and the principles of operation of the Board;
- assist the Board in identifying Board strengths and areas for improvement;
- provide an opportunity for Trustees to reflect on how they work collectively and as individuals with respect to the Board's mandate and role and responsibilities;
- provide an opportunity for Trustees to discuss the Board evaluation results in the context of Board development; and

- provide an opportunity to recognize the Board's accomplishments.

The committee will:

- develop and recommend to Caucus Committee:
 - a plan for the annual evaluation of the Board of Trustees;
 - a proposed Board result statement based on an analysis of the Board's self-evaluation; and
- in the last year of a term, in lieu of a Board evaluation, assist Administration in the creation of a summary document of the Board's results and work still to be accomplished to aid in the transition for the next Board.

B. Evaluation of the Superintendent of Schools

The evaluation of the Superintendent of Schools is a vital process toward creating and maintaining a healthy school division. The Board of Trustees believes that organizational outcomes must be clearly and explicitly stated to:

1. ensure the Superintendent of Schools understands what is being expected and evaluated;
2. ensure the Board understands what to expect of the Superintendent; and
3. ensure the Superintendent of Schools and the Board clearly understand their respective roles and responsibilities.

The evaluation process and supporting information sources serve to:

- help to continuously improve the functioning of the Division;
- recognize areas and trends that are showing positive change or progress;
- provide feedback to the Superintendent of Schools regarding their leadership and performance expectations in key areas;
- provide ground work for establishing future goals;
- allow the Superintendent of Schools to report on their successes and challenges during the year, and provide feedback relating to continuous improvement efforts and annual goals;
- enable the Board and Superintendent of Schools to engage in dialogue about results, and discuss any issues or concerns associated with the role and the evaluation process; and
- strengthen the relationship between the Superintendent of Schools and the Board.

Process

1. The committee will be responsible for:
 - a) recommending the evaluation process to be used by the Caucus Committee;
 - b) overseeing the approved evaluation process;
 - c) reporting the evaluation results to the Caucus Committee and to public Board; and
 - d) initiating a timely review and/or renewal process for the Superintendent of Schools contract of employment in accordance with the [Education Act](#) and provisions of the Superintendent's contract.
2. The evaluation process will provide the Superintendent of Schools with an opportunity to:
 - a) review all pertinent information used in the evaluation;
 - b) discuss the evaluation report with the committee chair;
 - c) include a response to the evaluation in the report to Caucus Committee; and

- d) discuss the evaluation report with the Caucus Committee.
3. Notwithstanding 1 and 2 above, if the evaluation process calls for individual Trustee evaluations of the Superintendent of Schools, the individual evaluations will be compiled and summarized for reporting purposes and destroyed once the Superintendent of Schools has an opportunity to review the compiled results.
 4. The committee Chair will provide the Board Chair with the Superintendent's evaluation report for review prior to the report being shared with the Superintendent.
 5. The Superintendent of Schools will be provided a copy of the evaluation report submitted to Caucus Committee and the final evaluation report to Board.
 6. The Caucus Committee evaluation report and Board evaluation report will be filed in the Board corporate records. The records will be accessible to the Superintendent of Schools, a Trustee for that evaluation period, or as directed by motion of the Caucus Committee.

C. Identification and Development of Division Priorities

Division priorities should fit within the scope of the Board's mandate and be few in number so that Division resources may be effectively concentrated to achieve measurable results.

After an election, following the organizational meeting, the Committee will:

- recommend and facilitate a process for each Board member to contribute to the development of the Division Priorities;
- seek student, staff, parent and community stakeholder input into the Division Priorities; and
- consider all input received and develop and recommend a Division Priorities statement to public Board for approval.

The Committee will also:

- develop Board retreat agendas and chair the retreats;
- review and monitor Board Work Plan progress;
- review at least once per term or as required, to ensure they are current and relevant:
 - the Trustee Protocols o the School Board Governance and Operations Section of the Policy Manual
 - the Trustee remuneration package o the post-election orientation process
- Develop an orientation plan for the next Board
- Seek input from other Board committees to perform this work.

Governance and Evaluation Committee 2025-26 Work Plan

PURPOSE

The Governance and Evaluation Committee is responsible for assisting the Board of Trustees to:

- conduct an annual Board self-evaluation for continued Board development and improved Board performance with respect to the Board's role and responsibilities;
- conduct an annual evaluation of the Superintendent of Schools in accordance with Board Policy [FGB.BP - Evaluation of Superintendent of Schools](#) and the review and/or renewal of the Superintendent of Schools' contract in accordance with the [Education Act](#);
- identify and develop the priorities that will guide Division operations and the budget planning cycle for the Board's four-year term of office; and
- carry out its duties and commitments in relation to the Division Priorities by making recommendations on governance-related matters.

ACTIVITIES

Board Self-Evaluation

The Committee will:

- Review the Board's Self-Evaluation Instrument to determine if any changes are required. (February 2026)
- Initiate the process for the Board Self-Evaluation. Each Trustee will be asked to complete the Board Self-Evaluation Instrument. (May/June 2026)
- With support from the Director Board and Superintendent Relations, compile and summarize the individual evaluations for reporting purposes. (June 2026)
- Provide the final Board Self-Evaluation survey results to Trustees at a meeting for discussion (September 2026)
- Prepare a summary statement of the Board Self-Evaluation results to be read at a public Board meeting. (September 2026)

Superintendent of Schools' Evaluation

The Committee will:

- Review and update the key performance areas and process for the Superintendent Evaluation. This will include a review of approaches used by other boards and discussion with the Superintendent, with consideration of the Superintendent Quality Leadership Standard and Strategic Plan. Any proposed changes to the process will require Board approval. (January 2026 – March 2026)
- Initiate the process for the Superintendent's Evaluation. (March 2026)
- With support from an external firm, compile and summarize the feedback. Provide the Superintendent an opportunity to review the Evaluation and discuss implications with the Committee Chair. (May 2026)
- Submit the final Superintendent's Evaluation results and a report to the Caucus Committee, which includes a response to the evaluation from the Superintendent. (June 2026)
- Prepare a summary statement of the evaluation results to be read at a public Board meeting. (September 2026)
- If needed, work with the Policy Review Committee on Board-governance-related policy in the Trustee's Handbook by providing content recommendations to the Policy Review Committee on existing Board Policy [FGB.BP - Evaluation of Superintendent of Schools](#).

Governance

The Committee will:

- Develop schedules for Board off-site meetings, generative discussions and professional learning sessions, along with agendas and facilitation plans for each. (December 2025, with updates as needed)
- Oversee the development of the Division Strategic Plan 2026-29 (January - June 2026)
- Consider the implementation of an evaluation framework for the Board's Strategic Plan and/or policies (January 2026)
- Update the Terms of Reference (June 2026)
- Review and monitor the Board work plan progress (ongoing)
- Continue with updates/revisions to the Trustees' Handbook as needed (ongoing)

REQUESTED RESOURCES

- Staff to assist in the development of the Strategic Plan and Trustees' Handbook updates will be required. The Committee will have support from the Director Board and Superintendent Relations to define the scope of work and required resources. Funds for stakeholder consultation have been allocated in the current budget.
- Funds for engaging external consultation on revisions to the Superintendent's evaluation have been allocated in the current budget.