



Celebrating Tradition & Excellence



Annual Report
2005



EXECUTIVE:

Lance Bean, President
Cathy Appelgren, South West Branch Representative
Connie Bailey, North Central Branch Representative
Charles Baillargeon, North West Branch Representative
William Caisse, Aboriginal Representative
Roy Challis, Urban Public Boards Caucus Representative
Frank Durocher, Northern Branch Representative
Ed Geall, South Central Branch Representative
Brenda Kondra, Catholic Section Representative
Barb Riley, Conseil Scolaire Fransaskois Representative
Jack Rowswell, North East Branch Representative
Lois Smandych, South East Branch Representative
Audrey Trombley, Rural Boards Representative

Staff

Bill Wells, Executive Director
Barry Bashutski, Associate Executive Director Education Services
Richard Buettner, Associate Executive Director Corporate Services

Finance and Administrative Services

Patti Blackburn, Administrative Officer
Virginia Davidowich, Administrative Assistant
Debby Beriault, Receptionist

Communications and Governance Services

Ardith Stephanson, Director
Andrea Ashton, Communications Officer

Employee Benefits Plan

Dave Jackson, Director
Leona Baun, Supervisor of Benefits
Leslie Donsberger, Benefits Administrator
Chris Petford, Benefits Administrator
Carol McKay-Lawrence, Disability Management Coordinator

Employee Relations

Greg Deren, Director
Rory Griffith, Employee Relations Consultant
Lena McAlinden, Employee Relations Consultant
Robin McKenzie, Employee Relations Consultant
Christopher Schwan, Employee Relations Policy Analyst

Legal Services

Bonnie Ozirny, General Counsel
James R. McLellan, Solicitor
Geraldine Knudsen, Solicitor
Geoffrey Cochrane, Solicitor
Krista Lenius, Administrative Assistant

Insurance

Dave Jackson, Director

President's *Message*



The year 2005 has indeed been a unique one for boards of education and the Saskatchewan School Boards Association.

Our province celebrated its centennial in 2005, and our Association celebrated its 90th anniversary serving boards of education. So it is appropriate for us to look back with pride at the quality of the education system and the many successes of boards of education!

It is also a year to look forward, as we have undergone many changes in the last year and will continue to evolve, as boards and as the Association that exists to support boards.

The Minister of Learning mandated an amalgamation of many of our members, and some have undergone voluntary restructuring, that will reduce the number of boards in Saskatchewan to 28 by January 1, 2006. The past year we have been active at the Restructuring Coordinating Committee table, the group of education stakeholders that has made recommendations and provided direction for the restructuring process.

The Association's goal in those deliberations was to ensure that board autonomy and decision-making ability was protected and even enhanced through the restructuring process. Boards are and will continue to be a key part of the education system.

At the same time, the Minister ordered a change to local boards and school advisory councils, although final decisions and end results

are unknown. This could alter how we go about engaging our communities. A panel established by the Minister to look at local engagement has filed its report to the Minister, and it confirms the desire of boards to use local mechanisms to enhance board vision and goals. The Association was active in providing input to the panel, reflecting the vision of boards.

A review of the Foundation Operating Grant is also ongoing, and we are hopeful it will resume and come to conclusion. The Association is active at that table, with goals of fewer components and more unconditional funding for boards.

We are also hopeful that the government will deliver adequate long-term funding for education, long called for by boards and now supported by a coalition formed in 2005 with other local government agencies and business groups. The Minister of Learning stated that increased funding could not be delivered until after the "equity initiative" of restructuring, so boards and their communities are hopeful that will be in the coming year. Federal money amounting to \$54 million a year was provided in 2005 and will be provided again in 2006.

Boards of education have worked with their Association for improvements in collective agreements, governing policies and supports for student learning.

Your Association is examining its structure and it will be up to the members to decide how they want to govern their Association. We are as strong as our members, and it is through our members that we continue to have strength and purpose.

Significant change often brings uncertainty and upheaval, but there are also opportunities. I encourage all members of boards of education, and their staff, to reflect on the many positive services provided to children, and to celebrate those successes with passion.

Lance Bean, President

Executive Director's *Message*



The past year has been one of significant change for many boards of education, and could be described as a period of ambiguity for all boards and their Association.

Elections were held in June for 12 boards that were involved in the government-mandated restructuring, and

for one Catholic board of education that underwent a voluntary amalgamation. Those 13 boards have since undergone a period of significant decision-making to establish new school divisions that will be effective on January 1, 2006.

The Saskatchewan School Boards Association has provided significant support to those boards, beginning with support for hiring a director of education, and proceeding with supports such as policy governance inservice, communications and collective bargaining and human resources. The Association has continued to provide guidance and support for all boards of education through, for example, its direct services and trustee education and board development opportunities.

An Association seminar held in late June and supported by the Department of Learning outlined a “new era” for all boards of education. Many of the topics covered at the seminar will continue to unfold in the coming year, such as a new focus on student achievement, a changing local engagement framework, and the expected, continued review of the Foundation Operating Grant system.

Throughout the many changes, the Association has been active, along with our partners, to ensure

the appropriate authority and capacity of boards of education is maintained. Boards in many provinces that have been through a mandated restructuring have emerged with less capacity and decision-making ability, and that has not been the case in Saskatchewan. That is good news for schools and students. As well, there are opportunities with fewer boards to realize increased cooperation and communication.

The Association regularly represents the interests of boards at many committee tables and with provincial legislators and other stakeholders. In 2005, there were several additional venues at which the Association represented boards, including: the Restructuring Coordinating Committee, the Foundation Operating Grant External Reference Committee, and the Local Accountability and Partnerships Panel. Other highlights can be found throughout this annual report.

As the landscape continues to change for boards, the Saskatchewan School Boards Association continues to respond to the needs of boards as they serve their students.

Bill Wells, Executive Director

Strategic Planning

The Association Executive held its annual planning retreat in January and established the following strategic plan, guided by the vision and mission:

Our Vision

Achieving excellence in education through effective school board governance.

Our Mission

The Saskatchewan School Boards Association, as a democratic and voluntary organization, ensures advocacy, leadership and support for member boards of education by speaking as the voice of public education for all children, offering opportunities for trustee development and providing information and services.

Executive Goals

Strengthen Executive operations and effectiveness.

Action plan includes:

- development of a new policy manual, code of conduct and meeting framework, including a policy governance inservice in the summer of 2005
- a performance review of the Executive and Executive Director

Association Goals

1. Prepare boards of education with the knowledge and skills to govern effectively.

Action plan includes:

- renewing the Handbook for Board Members and workshop modules
- building website resources
- establishing trustee education and board development opportunities for 2005-06
- building a team of trained facilitators

2. Strengthen public understanding and support for public education.

Action plan includes:

- public opinion poll
- reviewing media relations and government relations strategy
- developing pre-election resources for candidates in June, 2005
- providing information to voters in June, 2005
- renewing the annual report

3. Strengthen board decision making through research and development.

Action plan includes:

- renew Association position statements
- publish and distribute new research reports via website
- review research and development component of website

2004 Convention Resolutions

Throughout the year the Association staff and Executive pursue the goals of the members reflected in resolutions that are passed at Convention.

Over 2005, those goals included:

- The desire of boards to have the Association help with the mandated restructuring initiative, reflected in a resolution calling for assistance in “. . . the development of transition plans and sound strategies to ensure the success of amalgamation of Boards of Education for the benefit of students.”

Examples of initiatives include: being active at the Restructuring Coordinating Committee table on behalf of boards; a June seminar that focused on issues for new boards such as legal, human resources, communications, benefits and insurance, and issues for all boards such as policy governance, student achievement, local engagement and accountability; and, continued support through policy governance inservices, human resources advice, etc.

- Pursuing the long-standing resolutions about adequate provincial funding for education, board of education access to the tax base and support for boards from the government departments in charge of health, justice and social services for those kinds of programs in schools.
- Reviewing the governance and fee structure of the Association, which is ongoing.
- Pursuing a local school engagement model that fits with the vision and goals of boards, which occurred through presentations and information to the Local Accountability and Partnerships Panel.

General Counsel

The General Counsel is legal advisor to the Association Executive, the Executive Director and to the various work areas within the Association. General Counsel also advises on matters of provincial interest.

A major focus of General Counsel during the past year has been on matters arising out of the government's restructuring of school divisions. The Department of Learning has, over the course of the year, sought input of our General Counsel relating to proposed changes to legislation with respect to restructuring and other education issues.

Assistance to newly elected boards of education was provided over the summer during their hiring of senior administrators. General Counsel worked directly with facilitators retained by the Association who are assisting boards of education which are moving to a strategic governance model and who will be assisting some boards of education with their operational policies and procedures.

In July, 2005, our Executive began intensive work on development of governance policies which will move the Executive more fully to strategic governance. The General Counsel is currently engaged in a legal review of the proposed governance policies. A revision of the Association's administrative policies for its staff is ongoing with the assistance of Robin McKenzie, one of our Employee Relations Consultants.

General Counsel also serves as advisor and resource to some Executive Committees and represents the Association on certain external or interagency committees, such as the Good Practices and Dispute Resolution Committee, where an understanding of the legal context in which boards of education operate is essential and where the work of the committee cannot occur in isolation of that legal context.

Provision of in-service to trustees and administrators throughout the year is also a priority of the General Counsel.

Advocacy

The Association continued to represent boards in many venues in 2005. That included direct advocacy with Members of the Legislative Assembly, other local governments and other provincial organizations. It included serving on the Restructuring Coordinating Committee and other Department of Learning Committees, as well as at other tables where decisions affect boards of education and their students.

Advocacy is an initiative that is often a long-term investment, and changes often seem slow to evolve. An example would be the changes to the Saskatchewan Assessment Management Agency that occurred in 2005. Boards of education were provided with a second seat on SAMA, and the government committed extra funding on behalf of boards to ensure there is a stable assessment system for the local funding of education. Boards were also given a veto over municipalities that wanted to leave SAMA. Boards had called for these changes for many years, and those calls were heeded in 2005.

The Association was also part of a coalition in late 2005 that called for increased and sustainable provincial funding for education, to reduce the burden on property taxes. The goals of the coalition followed long-standing Convention resolutions. The coalition included our Association, the Provincial Association of Resort Communities of Saskatchewan, the Saskatchewan Association of Rural Municipalities, the Saskatchewan Chamber of Commerce and the Saskatchewan Urban Municipalities Association. It was unique and significant in that it was the first time such a group joined together to call on the government to provide long-term funding. We await a formal response from the government.

As well, the Association partnered with health, universities and technical institutes in the province to present to the federal government a request for GST exemption for health and education, an exemption that has been provided to municipalities.

Trustee Education and Board Development

Trustee education and board development is organized by the Saskatchewan School Boards Association to ensure boards of education have access to programs and assistance to strengthen knowledge and skills for effective school board governance.

All 18 board development modules were updated in 2005 and a synopsis of each module is available on the Association website. The Association also worked with the Alberta School Boards Association to develop multimedia resources to add to the delivery of programs.

Plans for 2005-06 trustee education and board development were outlined in the pamphlet entitled “Trustee Education and Board Development 2005-2006” that was distributed to all boards of education in June 2005.

In 2005, the Association held Schools for Trustees, including one for board members elected in June, a Spring Seminar, a special June seminar, and the annual Convention.

Research and Development

Boards of education contribute to the Research and Development Fund to provide support for research of educational issues and for development projects to ensure informed decision-making by Saskatchewan boards of education and the Saskatchewan School Boards Association.

Funding support was provided for the following research and development projects in 2005:

- Develop board development resources and organize facilitators to support boards of education through the restructuring process.
- Develop a framework and resources to support development of school division operational policies and procedures.
- Develop resources and organize facilitators to support boards of education in implementing new directions for district boards of trustees and local school advisory committees.
- Conduct a poll of public opinion to identify significant trends in support for public education.

Research and development information is communicated on the Association website and used in meetings with board members.

Breakfast for Learning

In 2005, the Saskatchewan School Boards Association signed an agreement with the national Breakfast For Learning organization to renew this important program in Saskatchewan.

The Breakfast for Learning program is a non-profit organization that addresses the issues of child nutrition. Their mission is to ensure that every child in Canada attends school well nourished and ready to learn. They pursue this mission by:

- Financially supporting nutrition programs (breakfast, lunch and snack) for school-aged children across Canada
- Providing educational resources and other support to nutrition programs in Canada
- Conducting research on child nutrition in Canada

- Financially supporting the development of provincial and territorial advisory councils on child nutrition through the Member Development Fund to further support local programs.

The Association has contracted Kelly Berlinic to be the Coordinator for the Breakfast for Learning program in Saskatchewan. Berlinic has stated that the strategic priorities for Saskatchewan are to establish an effective Advisory Council on Child Nutrition and to establish an advocacy program for child nutrition in Saskatchewan.



Celebrating our *successes*

The Premier's Award

For the past number of years the Association, in partnership with award sponsor The Document Company – Xerox, has presented the Premier's Award for Innovation and Excellence in Education. The award was created to recognize education innovations focused on student development and achievement that have been advanced or directed by boards of education.

Previous winners include:

- Saskatoon Public Board of Education
- Tisdale Board of Education,
- Nipawin Board of Education,
- Regina Public Board of Education
- Lloydminster Public Board of Education.

At the 2004 Convention, one winner was chosen from 11 excellent applicants. The Saskatchewan Valley Board of Education was chosen for its program called Enhancing Student Achievement through Professional Learning Communities.

This program has among its goals to build the capacity of the Board of Education trustees and school division staff to function as a professional learning community in order to increase student achievement. The selection committee was impressed by the board's involvement and modeling of their commitment to learning.

The selection committee also asked to extend an honourable mention to the Regina Public Board of Education for the program on First Nations and Metis Partnerships, and the Tisdale Board of Education for the program on community learning networks.

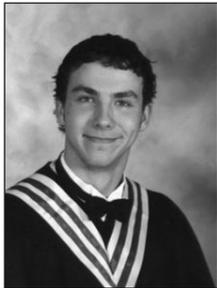
The leadership and innovation shown by boards have served students well and will create the excellence in education that is required for our future.



Saskatchewan Valley Board Chair Harold Klassen (middle) receives the Premier's Award on behalf of his board

Association Scholarships

The Association also presents two scholarships each year to graduating high school students who advance to post-secondary education in Saskatchewan. Based on demonstrated good character, community leadership, financial need, and a 500-word essay, a \$1,000 award is presented to a student entering university in Saskatchewan, and a \$1,000 award is presented to a student entering a technical institute in Saskatchewan. In 2005, the university scholarship was presented to Keith MacKenzie of Hazenmore, a graduate of Kincaid Central School in the Golden Plains School Division. The applied science and technology scholarship was presented to Whitney Rutten of Yellow Grass, a graduate of Yellow Grass School in the Sunrise School Division.



Keith MacKenzie



Whitney Rutten

Award of Distinction

For the third time at Convention in 2005, the Association will present the Award of Distinction to a school board member who has demonstrated outstanding service and made a significant contribution to enhance education. Life Memberships are presented to trustees based on service at the provincial and/or national level.

In 2004, the Award of Distinction was presented to Lorie Annand of the Melfort-Tiger Lily Board of Education. Bernie Ford of the Gull Lake Board of Education received the inaugural Award.

Services to Boards of Education

Corporate Services

Just over two years have elapsed since June 2003 when boards of education overwhelmingly approved a change in the way member services are provided by the Association. This included enhancements in the areas of Employee Relations and Legal Services.

As well, four departments were brought under the umbrella of Corporate Services. This strategic objective intended to better coordinate the work of Employee Relations, Legal Services, Employee Benefits Plan and Insurance as the departments deliver services and advice to boards.

The departments of Corporate Services held two successful Senior Administrators' Seminars, in April and September. Topics included school investigations, teacher contracts, the provincial teachers' collective agreement (protective provisions, sick leave and SUB plan provisions), provisions for municipalities to opt out of the Saskatchewan Assessment Management Agency and the implications for school divisions, and the impact of restructuring on human resources and employment contracts.

Provincial Bargaining – Teachers' Collective Agreement

Association Executive members Connie Bailey (chair), Cathy Appelgren and Roy Challis and staff member Richard Buettner served as the Association's Provincial Bargaining representatives over the past year.

The Committee was actively involved in the negotiating process with our government colleagues. There were 26 formal scheduled meetings with the members of the Government-Trustee Bargaining Committee and 40 days of bargaining (including conciliation) with teachers during the past round of negotiations. Regular reports were provided to the Executive in addition to the nine confidential bargaining updates sent to each Board Chairperson and reports to Branch Councils.

The Committee was pleased the negotiations produced a fair, affordable and sustainable provincial collective agreement with our teachers. The current agreement has a term from September 1, 2004 to August 31, 2007 – a length of three years. Conceivably, the next round of bargaining with teachers will begin within 12-18 months.

Employee Benefits

The year 2005 was challenging and exciting as many accomplishments were achieved toward the collective vision and strategic direction of the plan.

During 2005 a complete review was completed of the plan design, operational structure and administration functions, as well as stakeholder agreements and partnerships. It identified a multitude of efficiency gains that have increased the value and reduced the costs of administering the Employee Benefits Plan.

There are a number of existing and upcoming events that will have a significant impact on the Employee Benefits Plan. First, the restructuring that is affecting many of the province's school boards, which is changing the geography and demographics of the participating groups. The insurance industry has also experienced consolidation and restructuring that impacted the market opportunities available to the benefit plan. Finally, increased plan utilization, aging work force, and increasing fees associated with pharmacare, medical treatment, and dental services are increasing costs.

Currently the Employee Benefits Plan Department is operating with a shared Director, three Benefit Administrators and one Disability Management Coordinator. Through the reduction and streamlining of operational and procedural functions this department is able to operate under normal circumstances with two fewer permanent staff members than in April, 2004.

This year the Employee Benefits Department capitalized on insurance market consolidation, moving away from its former insurance carrier (Maritime Life) to a restructured financial underwriting arrangement with Manulife Financial. Several changes including consolidation of health, vision and dental, LTD, Life, and AD&D resulted in a significant reduction in premium rates and a transfer of the financial risk to the Employee Benefits Plan.

Other improvements to the Employee Benefits Plan included enhancements to the coverage available through the plan. There has been a strategic transformation of the benefit plan to a preventative and proactive approach to wellness and healthy living. The coverage is aimed at providing more benefits for preventative services and limits on restorative processes. Cost containment mechanisms have been developed to ensure legitimacy and accuracy of claims payment and pooling limits over the entire plan in the event of catastrophic loss.

Disability Management Coordinator Carol McKay-Lawrence was responsible for the development and rollout of a Reference Guide related to early intervention and return-to-work programs that began pilots in three school divisions in September 2005.

The Employee Benefits Department conducted a Group Benefits Seminar in April 2005. It was held in Saskatoon and 65 payroll staff and Secretary-Treasurers attended.

Employee Relations

Staff in this Department advise and assist boards of education on a variety of human resource issues and concerns. Over the course of 2005, the services of the department have been focused on direct services to boards – both on a day-to-day basis as well as with respect to such pivotal activities as collective bargaining, providing information and advice to boards of education around issues arising out of restructuring, expanding services and building relationships with both existing and new boards, and preparing to help boards of education meet the challenges presently arising out of restructuring.

Collective bargaining continues to be a critical and growing area of activity. The table below summarizes the number of support staff collective bargaining agreements that staff of the Employee Relations Department has been primarily responsible for negotiating.

Employee Relations Consultants provided advice and support to boards of education in several additional cases, the level of involvement varying, up to being at the table with board of education representatives in three instances. Substantial support was also given to boards respecting local teacher bargaining. The staff also represented boards of education in resolving matters arising out of four applications made to the Labour Relations Board. Each year more boards have asked for support at the bargaining table, including this year, when staff represented four boards of education at collective bargaining tables where Association staff had not so acted in the past.

Day-to-day services to boards of education continue in resolving disputes with employees, contract interpretation, staffing and staff reorganization, administration of leaves, employee discipline, and implementation of the provincial teachers' agreement. Direct services have been provided to at least 20 boards of education each month. In many cases service is provided in cooperation with Legal Services staff and increasingly with Employee Benefits staff in matters relating to disability and accommodation.

Advice and information on restructuring has been provided, including formal presentations to new trustees in June on key human resource issues facing the new divisions, written material addressing such topics as conduct during union organizing drives and the key issues facing boards of education around collective bargaining and amalgamation. Staff members have also contacted senior administrators in all of the new divisions with a view to learning more about the divisions' issues and plans in human resource management, and about how the Association might be of most assistance.

Staff of the department has also engaged in a variety of activities during the year to strengthen relationships and provide learning opportunities for boards and administrators, including meeting regularly with school division administrators whose responsibilities focus on human resource management.

Currently, Employee Relations staff members continue to work on a plan to have a full range of resources in place for boards in negotiating new collective agreements in the emerging school divisions. An even greater priority has been attached to local teacher bargaining.

Negotiations underway January 1, 2005	9
Negotiations commenced during the period January 1, 2005 to present	12
Agreements reached during the period January 1, 2005 to present	13
Negotiations ongoing at present	8

Insurance

The General Insurance Plan provides property and liability insurance for all member boards of education. The Plan also includes the management of a number of self-funded loss pools for buildings and contents, general liability, sexual molestation and abuse, and air quality claims.

The Insurance Department dealt with a number of coverage and risk related matters in 2005. Issues included school bus regulations, playground safety inspections, and the placement of boards' sexual molestation coverage. A concentrated effort to reimburse excess reserves that had accumulated over the past years' operations was conducted in order to meet the effective date of amalgamation of school divisions.

Continuing efforts are being made to develop strategic partnerships that will assist the Association and member boards in avoiding and mitigating liability claims. The number of lawsuits continues to increase in relation to the number of incidents occurring in the school or on school premises.

Meetings were conducted with insurance and legal representatives involved in defending board claims. The purpose of these meetings was to better coordinate the information and paper flow of claims that result in litigation. The Insurance Department was often the last to find out when cases were being settled, and only because a payment was required. The lawyers representing the school boards have been asked to copy the Insurance Department on the status of all cases and confirm their intentions with this office prior to settlement options being discussed.

Marketing and educational opportunities continue to develop as the Association promotes in-services for school board administration and staff.

Throughout this reporting year the Association was active in discussions related to the "Take Our Kids To Work" program and the position taken by the Saskatchewan Workers' Compensation Board and Saskatchewan Learning. The Insurance Department developed a number of information documents and provided consultation on alternative coverage options for school boards.

The Insurance Department is in the process of developing a number of comprehensive check-lists for schools to utilize in the maintenance and operation of their schools. With the increase in litigation it is helpful to the defendant's case if regular procedural functions are logged.

For example, schools in Saskatchewan are prime locations for slip and fall injuries during the winter months. It is becoming more common for individuals who incur an injury as a result of such a fall to bring a claim against the school and the school board. It is helpful in legal proceedings for the board representative to be able to produce a chronological log of activities related to shoveling and de-icing or other maintenance activities that will dismiss the claim of negligence.

This Department is continually exploring opportunities to reduce the risk and exposure of schools and school boards wherever possible. The accomplishments during this period are reflective of the effort to manage as well as mitigate the number of claims and the costs associated with them. Enquiries related to liability insurance, transportation safety, membership, and government regulations are managed on a daily basis.

Legal Services

The in-house Legal Services team provides legal support directly to Boards of Education. Legal issues relating to teacher contracts, non-teaching contracts, collective agreements, management of absences, long-term medical leaves, discipline and staff performance continue to require much of the attention of staff lawyers. Additionally, tendering issues, assessment and taxation, and family and student problems were a major focus in 2005.

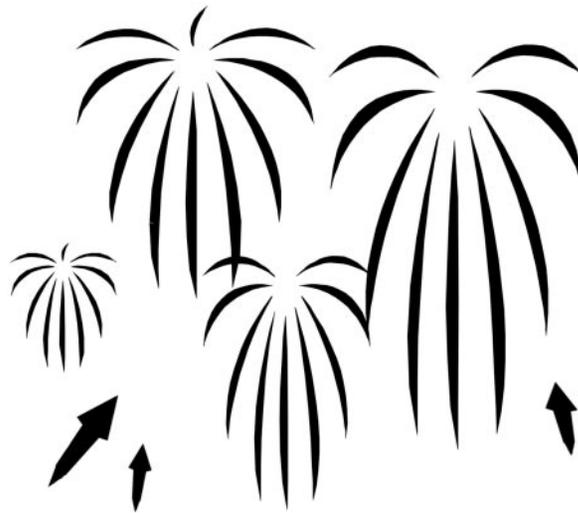
The services of staff of the Legal Department continue to be regularly used by approximately 90 per cent of member boards. A major component of the daily work continues to be calls from administration with urgent questions.

From January to September 2005, Bonnie Ozirny focused on issues arising out of restructuring and General Counsel work and Jim McLellan acted in the position of Director of Legal Services.

Effective October 1, 2005, Bonnie returned to her role as General Counsel and Director of Legal Services. Geraldine Knudsen and Geoffrey Cochrane continue in their role as staff Solicitors. Krista Lenius completed her first full year of employment in the position of Administrative Legal Assistant.

2005 SASKATCHEWAN SCHOOL BOARDS ASSOCIATION BUDGET

	2004 (actual)	2005 (budgeted)	2005 (projected)
REVENUE			
CORE	\$1,152,512	\$1,377,490	\$1,377,490
MEMBER SERVICES FEE	\$731,500	\$762,705	\$762,705
INVESTMENT INTEREST & SUNDRY	\$212,769	\$148,000	\$148,000
EMPLOYEE BENEFIT PLAN	\$290,889	\$322,500	\$326,500
INSURANCE PLAN	\$77,137	\$59,700	\$60,000
EXPENDITURES			
GOVERNANCE-EXECUTIVE	\$221,982	\$297,562	\$331,470
EXECUTIVE DIRECTOR/FINANCIAL ADMIN SERVICE	\$541,926	\$518,483	\$514,163
COMMUNICATION/GOVERNANCE	\$130,252	\$142,200	\$123,200
EDUCATION SERVICES	\$127,469	\$136,900	\$134,900
EMPLOYEE RELATIONS	\$614,285	\$662,250	\$648,900
CORPORATE - SERVICES	\$440,905	\$504,750	\$503,900
LEGAL SERVICES	\$290,889	\$322,500	\$326,500
EMPLOYEE BENEFIT PLAN	\$77,137	\$159,700	\$60,000
INSURANCE PLAN	19,962	\$26,050	\$31,662
BUILDING			
REVENUE	\$101,470	\$116,908	\$103,060
EXPENDITURE	\$325,876	\$131,408	\$135,682
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	(\$224,406)	(\$14,500)	(\$32,622)
CONVENTION & TRUSTEE DEVELOPMENT			
REVENUE	\$228,683	\$220,450	\$370,750
EXPENDITURE	\$154,602	\$141,500	\$275,065
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	\$74,081	\$78,950	\$95,685
RESEARCH & DEVELOPMENT			
REVENUE	\$104,356	\$89,562	\$107,700
EXPENDITURE	\$104,356	\$89,562	\$107,700
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	\$0	\$0	\$0
EMPLOYEE BENEFIT PLAN			
REVENUE	\$7,438,402	\$6,287,500	\$5,673,500
EXPENDITURE	\$7,438,402	\$6,287,500	\$5,673,500
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	\$0	\$0	\$0
INSURANCE PLAN			
REVENUE	\$3,048,219	\$2,465,300	\$2,340,000
EXPENDITURE	\$3,048,219	\$2,465,300	\$2,340,000
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	\$0	\$0	\$0
RESERVE ALLOCATION			
PROVINCIAL BARGAINING	\$20,000	\$20,000	\$20,000
BUILDING MAINTENANCE	\$10,000	\$10,000	\$10,000
PRESIDENT'S REVIEW COMMITTEE	\$7,500	\$7,500	\$7,500
ENERGY SAVINGS	\$0	\$12,000	\$12,000
CAPITAL EXPENSES	\$0	\$22,000	\$22,000
RESERVE INTEREST	\$0	\$19,000	\$19,000
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	\$37,500	\$90,500	\$90,500
TOTAL			
REVENUE	\$13,385,937	\$11,850,115	\$11,269,705
EXPENDITURE	\$13,553,800	\$11,850,115	\$11,265,480
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	(\$167,863)	\$0	\$4,225



Celebrating 90 Years in Education



Achieving excellence in education
through effective school board governance

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