



2012 Annual Report



"The Voice for Publicly-Funded Education in Saskatchewan."



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President's Message



Sandi Urban-Hall
President

In the days and weeks leading to our Fall General Assembly, I have been particularly reflective. I am at a crossroads where I will be stepping away from the provincial executive and another will take my place.

Education is a journey – not only for the students we serve but for each of us. There are steps, lessons along the way that one needs to learn before they can move on to the next. The adage you have to walk before you can run is true. Some lessons we can share and learn from one another; others we have to learn on our own.

For many of you this is your first Saskatchewan School Boards Association meeting. The SSBA has a long history – a long history of experiences and lessons taught and learned. We have the good fortune to stand on the shoulders of men and women who came before us over the last 97 years. They knew that as individuals they couldn't make the difference that they wanted to make. They needed each other; just like today, we need each other. The diversity of our boards, the diversity of our trustees, our staff and our students make us stronger.

My first Saskatchewan School Boards Association meeting was “life before amalgamation” and I walked into Spring Assembly and wondered if I belonged there. The room was not diverse – I didn't see people “like me” – a mom of four preschoolers. Over time, I have witnessed an evolution. The diversity in this room is changing – slowly, but changing. As an Association, we have a responsibility to ensure that “this room” reflects our provincial community. This change needs to keep pace with the change in our communities. Our students and our parents need to have that same sense of belonging that I sought. They need to see themselves reflected in their schools and in their board room.

I have learned the power of words. I have learned that language either builds a person or tears them down. I also know that many do not reflect on the words they choose – the “education system” certainly doesn't. “Education Gap” and “High Cost Student” are all words that place judgment on a child. I challenge you to be leaders in moving our language from shame and blame to one of respect and value.


Educational outcomes are certainly impacted by opportunities a child has experienced in his early years. If a child experiences poverty – what opportunities have been limited or what services are non-existent? Shouldn't we be addressing the "opportunity gap" that is affecting many of our students? We know that some of the services we need to provide to students requiring intensive supports are extremely expensive – say that.

Our Fall Assembly is an opportunity to reflect on the work of the past year as well as an opportunity to look to the work ahead. Over the fall, we have been working on the Strategic Plan 2025. We will be sharing it with you over the coming days. By standing on the shoulders of those that came before us – by learning or taking risks – we will achieve our vision of education in Saskatchewan. Where every student, regardless of where they live, their race or personal circumstance will have every opportunity they need to achieve and succeed – and take their rightful place in the world.

Reach out and introduce yourself – welcome new faces. It is the relationships we build with each other that gives us the support we need individually and as an Association to do our work.

I am proud. I am proud of the trustees I have had the honour to serve with – on the Executive, in committees and in this room. I am proud of the SSBA staff who believe passionately in the role of boards and do everything they can to support us. I am proud of our students. They are well rounded community leaders who demonstrate perseverance and grit. I am honoured to have had the opportunity to serve you.

Regards,

A handwritten signature in black ink, reading "Sandi Urban-Hall". The signature is fluid and cursive, with the first name "Sandi" being more prominent.

Sandi Urban-Hall
President



Executive Director's Message



Darren McKee
Executive Director

As I pondered what message I wished to share with trustees and school division staff about what the past year has brought, and what the next year might bring, one thought came consistently to mind: we are living in – and will continue to live through – a period of change.

I really enjoyed meeting with boards this year and spending time understanding and appreciating the many issues, hopes and dreams for students that keep you busy in your divisions. In the face of constant and significant change I was struck by both the diversity of Saskatchewan boards and your commitment to the challenges that each of you face as you work to ensure high quality education for all students in the province.

I must also confess that trying to keep up with the pace of this change and ensuring that the voice of the SSBA's member boards is heard has been a challenge. A great deal of thanks must be given to your Provincial Executive, board chairs, trustees, and SSBA and school division staff for their commitment, patience and support. Without the help of all of these partners, the task would be overwhelming.

In closing, I believe it is important to recognize the opportunity that comes with change and in particular the satisfaction that we have such significant and dedicated people working for the future of this province.

I am humbled by having been given the opportunity to work as your Executive Director over the past year.

Kininaskomtin – With Great Respect...

Darren McKee
Executive Director



Association Executive



Sandi Urban-Hall
President



Janet Foord
Vice-President



Glen Gantefoer
Catholic Constituency



Duane Favel
Aboriginal Constituency



Élizabéth Perreault
Conseil scolaire
fransaskois Constituency



Eldon Van Den Bossche
Central Constituency



Dan Danielson
Urban Public
Constituency



Connie Bailey
Southern Constituency



Joe Daigneault
Northern Constituency



Association Staff



Darren McKee
Executive Director



Leslie Anderson
Director,
Communications Services



Dave Jackson
Director, Insurance &
Risk Management



Jeff McNaughton
Director,
Employee Benefits



Lionel Diederichs
Director, School Board
Development Services



Geraldine Knudsen
Solicitor



Andrea Ashton
Communications
Officer



Chris Petford
Benefits Administrator



Leona Baun
Supervisor,
Employee Benefits



Patti Blackburn
Administrative Officer



Jim McLellan
Solicitor



Scott Sibbald
Communications
Officer



Leanne Petford
Benefits Clerk



Patty Webb
Benefits Administrator



Debby Thomas
Administrative
Assistant



Maureen Jickling
Solicitor



Greg Zaba
Strategic HR
Consultant



Cindy Komonosky
Receptionist



Cathy Nyhus
Benefits Clerk



Jamie Lerat
Strategic Advisor,
First Nations and Métis
Education Services



Krista Lenius
Legal Assistant



Lorna Selinger
Strategic HR
Consultant



Yanyan Han
LAFOIPP Project
Analyst



Services



Communications Services

The Association E-News, *The School Trustee* newsletter and website provided timely and relevant information to the membership and continue to be positively received.

The Director of Communications provided advocacy, communications and public relations strategies and supports to the President, Executive and Executive Director.

Executive meeting summaries were developed and distributed by Executive members to all SSBA Constituencies.

SSBA Twitter and Facebook accounts continue to be utilized to communicate with the membership and to increase Association presence with other individuals and organizations. Between October 2011 and September 2012 the number of SSBA Twitter followers increased by 75 percent - from 485 to 848. YouTube has also been utilized to help spread the SSBA public awareness messages.

In 2012, the School Board Elections Package was updated with the support of representatives from the Ministries of Municipal Affairs and Education, the Public and Catholic Sections, SASBO, and SSBA Communications and Legal Services. The agreed to package was subsequently posted on the websites of the partner organizations. In addition to the direct hits on our website to access the 2012 School Board Elections Package, an additional 55 people accessed the package through Twitter.



In 2012, Public Engagement workshops were held in Prince Albert (Saskatchewan Rivers SD and CÉF), Moose Jaw (Prairie South SD and Regina Public SD), Rosetown and Outlook (Sun West SD), Saskatoon (Greater Saskatoon Catholic Schools), Warman (Prairie Spirit SD) and Weyburn (Holy Family RCSSD). The workshops focused on the development of school division and school level public awareness and engagement plans.

In order to increase public awareness of the role of school boards and to encourage citizens to consider running for the position of school board member, a three-week, province-wide radio, television and daily/weekly newspaper campaign was developed and executed beginning in late August. The intent was to run the campaign prior to the deadline for filing nomination papers on September 19.

In 2012, the Association committed to developing and implementing a strategy to recruit First Nations and Métis peoples to seek the office of school trustee (please see the First Nations and Métis Education section of this report for more information).

In August, a Campaign School for School Board Candidates was held in Saskatoon. The school focused on Roles and Responsibilities of School Board Members, How to Run an Election Campaign, Becoming a Better Public Speaker and a panel presentation which provided Campaign Perspectives from Experienced Candidates. Feedback on the session was very positive, and the majority of those who attended ran as school board candidates in the October election.

Two new features appeared online and in *The School Trustee* – profiles of trustees from across the province and recognition of all of the submissions to the Premier's Award for Excellence in Education.

In 2012, the SSBA introduced the *MLA eBulletin*, sent quarterly to all MLAs to encourage understanding of board of education positions on topics of importance to education. A Trustee/MLA network was also established to encourage further dialogue with local MLAs regarding provincial education issues.

To support the SSBA's services strategic priority, an eNewsletter entitled *Professionally Speaking* was created and sent monthly to school division trustees and administrators. The eNewsletter provides relevant information to support professional development and helps keep school division administrators apprised regarding issues of importance to the SSBA's member boards.

Employee Benefits and Disability Management

Twenty-five of 28 school divisions and two of three affiliate members participated in the SSBA Employee Benefits Plan (EBP) this past year. Annual premiums are in excess of \$14 million and coverage is provided to more than 7,300 school division employees province-wide. With spouses and dependents covered, that number increases to more than 18,000 people.



The annual Employee Benefits Administration Seminar was well-attended once again in 2012 (left). Meanwhile, the Benefit Administrator Bulletin has been distributed monthly since November 2011.



The annual EBP Seminar for on-site plan administrators and human resource personnel was held in May. The seminar included 32 delegates from 18 school divisions, and feedback from participants was very positive.

A monthly *Benefit Administrator Bulletin* is now sent monthly via email to human resource, benefit and payroll administrators in the province.

This year also saw the inaugural meeting of the SSBA EBP Representative Advisory Committee (RAC). Committee membership includes representation from SSBA, SASBO, LEADS and school division employees. The agenda was very full, and included an introduction to the historical and current environment of the EBP, and to the partners involved in the EBP. The RAC was also asked to take a strategic look into the future of the benefits plan.

The role of disability management within the EBP remained active, with consultations between various strategic partners such as the Workers' Compensation Board, Occupational Health and Safety, Manulife Financial and school divisions. Several school divisions requested assistance with return to work scenarios, with issues and situations related to attendance management, and with general and specific disability management issues.

Insurance and Risk Management Services

The Insurance and Risk Management Program continues to provide claims management, loss control and risk management services to all school divisions. To date, the insurance program provides coverage for 762 schools with an accumulated value of \$7.4 billion including buildings and contents.

In January, a decision was made to move the primary insurance carrier to Zurich Canada after a twelve year relationship with Travelers. This resulted in better coverage, administration support and premium rates for all 28 school divisions who participate in this program.

Insurance and Risk Management Services has been heavily involved with the Ministry of Education in setting policy and participating in discussions on asset management, funding and Pre-Kindergarten transportation issues.

A generic framework on strategic risk management for school board trustees has been developed and a template that can act as a tool in the strategic planning process will be available to school boards by the end of the year.

The Saskatchewan Chapter of the Risk and Insurance Management Society hosted the 2012 National Conference in Saskatoon.



The Director of Insurance and Risk Management was a program co-chair for the conference which included topics such as:

- Privacy breach
- Risk appetite and tolerance
- Enterprise risk management
- Preventing catastrophes
- Construction risk
- Emerging risk



In total, the conference held 27 concurrent sessions, 4 plenary sessions and was attended by more than 800 delegates.

The annual risk management and loss prevention workshop was held in Saskatoon in February and was attended by facility managers, CFOs and trustees. Topics included:

- Review of current trends/exposures and mitigation strategies
- Contracts, boiler and machinery claims
- Construction risk

Continued work is being done in the areas of Emergency Planning Preparedness and Business Continuity Planning with Saskatoon Public Schools, Prairie Valley SD and Regina Public SD. A template was developed for use by all school divisions in the province.

Another area Insurance and Risk Management Services offers guidance in is strategic planning discussions with Safe Saskatchewan regarding the creation of a safety curriculum for primary students. A number of presentations were conducted in January with facility managers and superintendents at the annual Council of Education Facility Planners International (CEFPI) conference in Saskatoon.

Loss control inspections were completed in over 50 schools throughout the province this year and a number of schools have coordinated independent inspections on playground equipment, science labs, and industrial arts shops.

Employee Relations Services

Two consultants provide support to all school boards upon requests made in person, by telephone and email. There is daily interaction with human resources personnel, directors of education, CFOs, superintendents and other school division staff regarding a multitude of issues. These queries include labour relations issues such as:

- Collective bargaining,
- Interpretations of the Provincial Teachers' Agreement, LINC and support staff agreements
- Grievance management, arbitrations and union organizing

Some common human resource management issues include:

- Duty to accommodate
- Performance
- Discipline
- Recruitment and retention
- Terminations and investigation processes.

Direction is also provided regarding interpretation of Labour Standards, Occupational Health and Safety, Workers' Compensation, and the *Education Act*.

This past year, there has been involvement in a number of grievances of which four were moved to the arbitration level. – two are still pending and two have been settled outside of this process.

Employee Relations and Legal Services were involved in one conciliation case regarding a Local Implementation and Negotiation Committee (LINC) agreement, which resulted in a collective agreement being reached. Since the last Fall General Assembly, numerous collective agreements were completed and some continue to be at various stages of the negotiation process:

- Eleven LINC Agreements are at different levels of negotiations for the 2012 year with a few currently waiting ratification
- Nine support staff agreements expire in 2012 with a number currently in negotiations, some of these do not expire until December 31
- One support staff agreement now expires in 2015
- Provincial teachers agreement expires August 31, 2013

In total, there are 32 support staff agreements and 28 LINC Agreements. The support staff collective bargaining agreements are with CUPE, SEIU, USW, SGEU and SUN – CUPE is involved in the majority of these agreements.

Twenty-two of 28 boards entering into negotiations have sought advice, direction and information throughout their bargaining process, including requesting SSBA Employee Relations representation at the bargaining table.

Information was provided regarding: costing, wage percentage settlements, bargaining preparation, strategy on specific issues and language recommendations, in both LINC and support staff agreements. Assistance was also provided for the Provincial Teachers' Collective Bargaining Agreement.

Employee Relations Services maintains the entire collective agreement library for the Province consisting of the provincial teachers agreement, support staff and LINC agreements. These agreements continue to be kept up to date as they are ratified and forwarded to the SSBA office. The library is accessible on the revised Employee Relations section of the SSBA website.

The Employee Relations section of the website also includes all of the compiled and updated comparative information on a provincial basis regarding key and emerging bargaining issues. Comparative items include wage levels and percentage increase, preparation time, extracurricular, noon hour supervision, leaves, bereavement, sick leave, Educational Assistants' hours of work and substitute rates as well as other topics upon request.

Support and services have also been provided to the Locally Determined Teachers Benefits (LDTB) Working Advisory Group.

The consultants presented and participated at the national annual meeting of Canadian Educational Negotiators this year. Employee Relations presented on the major changes and bargaining trends in education, as well as on the status of provincial teacher bargaining in relation to impending changes to the *Education Act*.

As representatives of the SSBA, we have begun consultations with the Saskatchewan Teachers' Federation to discuss a joint venture for a proactive approach for the duty to accommodate process for school boards and teachers.

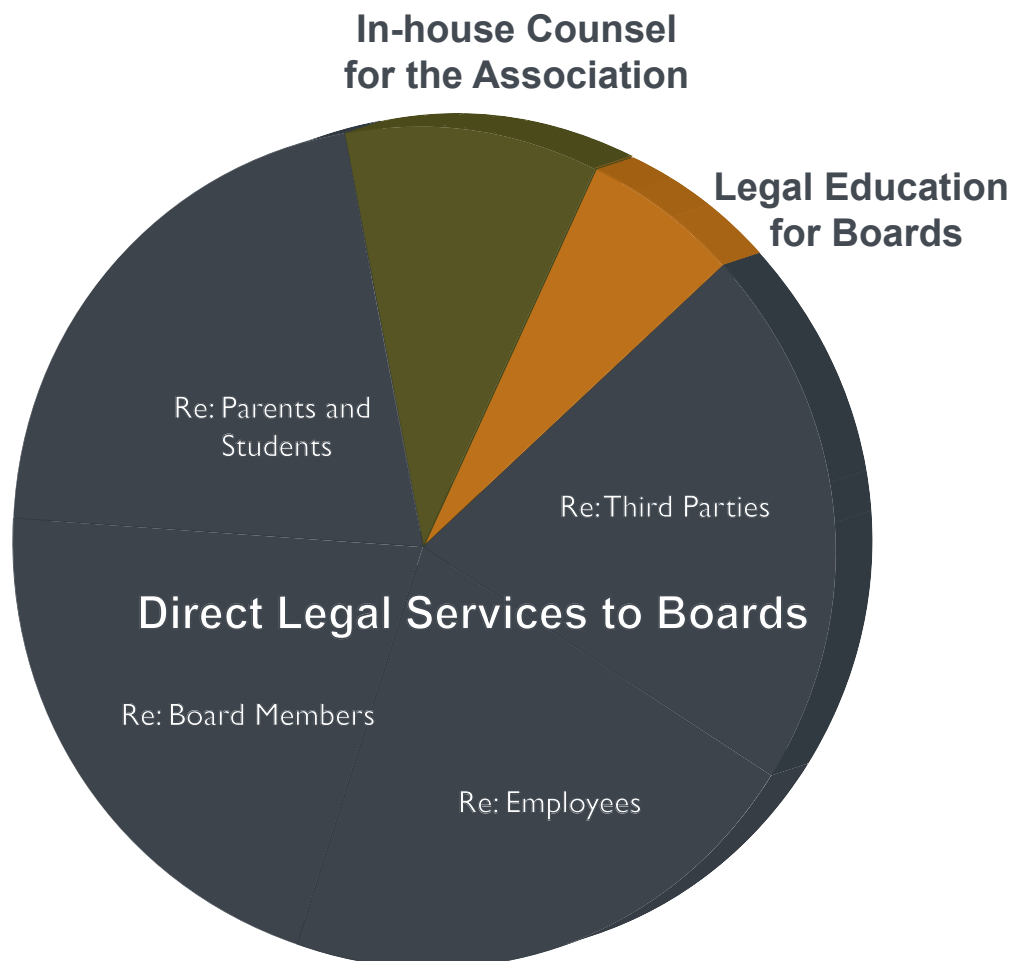
Discussions have ensued with Saskatchewan Association of School Business Officials (SASBO) and League of Educational Administrators, Directors and Superintendents (LEADS) representatives to explore best practices and processes for providing useful provincial comparative data in an accessible electronic format.

Legal Services

Legal Services provides an array of services to the Association and its members. Each client, whether it be the Association or a Board of Education, has a solicitor-client relationship with the Legal Services' team of lawyers that is subject to the same level of confidence and privileges that a client would receive upon retaining private bar legal services.

In 2012, the vast majority of school divisions called upon SSBA's Legal Services. The lawyers in Legal Services focus the majority of their time on assisting school divisions in the resolution of their legal issues. An advantage to working so closely with the Association and the school divisions is that Legal Services' lawyers gain a great deal of knowledge from their work which then translates into a pool of knowledge, precedents and information that can be shared with other school divisions.

The following graph depicts the various areas of legal practice for Legal Services' lawyers:



Direct Legal Services to Boards

Direct legal services to school divisions includes providing legal advice on the following relationships between school divisions and:

- Parents and/or students including issues relating to:
 - Custody and access
 - Programming and registration
 - Accommodations for special needs
 - Privacy and access to records
- Employees including issues relating to:
 - Investigations and discipline
 - Drafting and interpretation of employment contracts
 - Duty to accommodate employees
- Third parties including issues relating to:
 - Drafting, interpreting and enforcing contracts
 - School operations, including tendering process and leases
 - Municipal and First Nations matters
 - The Province of Saskatchewan including the Ministry of Education, Saskatchewan Human Rights Commission and the Office of the Saskatchewan Information and Privacy Commissioner
- Board members including issues relating to:
 - Governance, including conflict of interest and procedures
 - School Community Councils
 - Policy review in all areas of operations and education

SSBA lawyers also represent school divisions in litigation such as grievances, Boards of References, and in Queen's Bench Court and the Saskatchewan Court of Appeal.

In-House Counsel for the Association

In 2012, the SSBA lawyers reviewed and provided commentary on proposed changes to labour legislation and to the *Education Act* and its regulations. The lawyers also participated in tripartite committees with the Ministry of Education and the Saskatchewan Teachers' Federation pertaining to the *Local Authority Freedom of Information & Protection of Privacy Act*. The lawyers reviewed and drafted contracts and internal policies for the Association.

Legal Education for Boards

The SSBA's lawyers continuously engage in legal education on an individual client basis. In 2012, the SSBA lawyers made presentations at SASBO's fall conference on a number of issues including pending changes to the *Education Act* and on records retention. Presentations were also made at the Principal's Short Course and at the Saskatchewan Ministry of Justice privacy conference.



Board Development Services

Board Development Services provides supports for Boards in three main ways:

- Networking and development events, including most significantly General Assemblies, Members' Councils and Trustee (formerly President's) Academy.
- Governance and development resources
- Direct individual facilitation and support

This year's events continued to rate very well with more than 96 percent of respondents providing "Good, Very Good or Excellent" ratings and nearly 68 percent providing "Very Good or Excellent" ratings.

The two most recent Trustee Academies – in 2010 and 2012 – have been ranked well above other events with more than 86 percent "Very Good or Excellent." Small group discussions consistently receive very high ratings and very positive comments regardless of venue.

Current initiatives in Board Development Services include an evolution of policy based governance for boards to understand what it takes to be an effective board. Board Development Services is focusing on developing events and resources that support boards in understanding roles and responsibilities and how to successfully fulfill those.

Board Development Services has also entered into discussions to investigate the potential for adding a board member certification program. That certification would be both specific to educational governance but also broad enough to be recognized in other board roles that a trustee may find themselves serving.

Board Development Services represents the SSBA on many provincial committees and advisory groups. It also supports other ad hoc activities and projects that arise as a result of provincial issues that impact boards.



The following summarizes additional key indicators of Association Board Development Services for 2009 - 2012:

	2009	2010	2011	2012
Fall General Assembly: Number of Trustees (and Boards) Participating	232 (29)	228 (28)	216 (28)	TBD
School for Trustees	-	96	-	-
Spring General Assembly: Number of Trustees (and Boards) Participating	171 (28)	160 (25)	170 (28)	172 (27)
Spring Members' Council: Number of Boards Participating	28	29	26	27
Fall Members' Council: Number of Boards Participating	29	28	28	28
Trustee Academy: Number of Trustees (and Boards) Participating	89 (15)	52 (14)	-	55 (12)
Customized On-Site Workshops Facilitated	8	3	-	2



The Right-Honourable Paul Martin (front middle), Lucie Santoro (front left) and Dr. Carlana Lindeman (front right) met with the SSBA Executive in October to discuss Getting Back to Business: Engaging Aboriginal Youth in Entrepreneurship.

First Nations and Métis Education Services

Strengthening First Nations and Métis student achievement continues to be a key strategic priority of the SSBA.

The SSBA's First Nations and Métis Education Action Plan is committed to fully engaging First Nations and Métis peoples in all aspects of the school system in addition to assisting to eliminate the achievement gap between Aboriginal and non-Aboriginal students.

The Aboriginal Council, comprised of 25 trustees and representing seven boards of education, meets quarterly to discuss a number of key issues relating to First Nations and Métis education.

This year, the Aboriginal Council and SSBA were instrumental in extending and focusing a pilot project with Horizon SD with the delivery of three 90-minute webinar sessions titled *Sparking a Virtual Conversation About Residential Schools*.



Members of the Aboriginal Council participated in a facilitated strategic planning session in September.

The webinar sessions were repeat sessions that focused on the Indian residential school era. To encourage participation from school divisions, the SSBA produced a “trailer” video to summarize the content of the webinars. The format of the webinar included a panel of individuals who are residential school survivors. These individuals represented the following organizations:

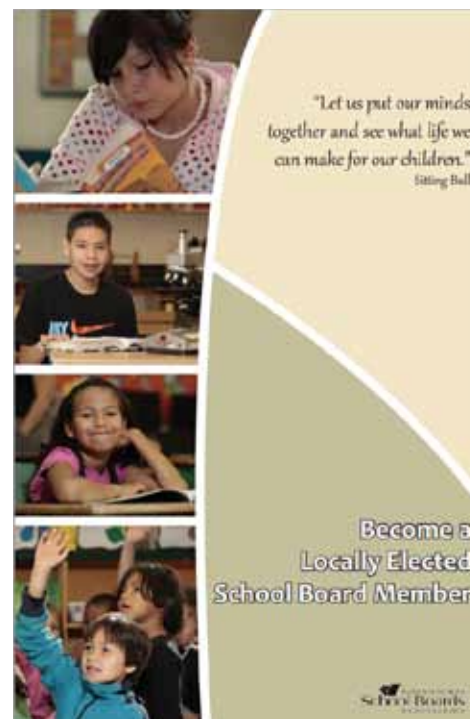
- Office of the Treaty Commissioner
- Saskatchewan Indian Cultural Centre
- Federations of Saskatchewan Indian Nations
- The Truth and Reconciliation Commission of Canada
- The Métis community

The webinars involved participants from 19 different locations throughout the province, representing six different school divisions. The participants mainly came from the Horizon SD; however, one presentation included participants from an on-reserve school in Birch Narrows.

To raise the awareness of the role of a school board trustee the SSBA developed an Aboriginal Trustee recruitment brochure titled “Become a Locally Elected School Board Member”. This brochure profiled three current Aboriginal trustees from Saskatoon Public, Ile-a-la Crosse and Lloydminster Public School Divisions. Also included in the brochure is a Regina First Nations Elder, who has promoted and delivered Treaty Education and the First Nations Culture to a number of school divisions throughout the province.

The brochure was distributed to all school divisions and a wide range of First Nation and Métis organizations, with a request to further distribute the brochure within their communities.

To assist in this awareness, the SSBA placed an advertisement in September 2012 *Eagle Feather News* newspaper publication. This advertisement was intended to encourage Aboriginal community members to become a locally elected school board member.





community growth voice success

Become a Locally Elected School Board Member. Make a Positive Difference in Your Community.

The voices of Aboriginal communities are crucial in eliminating the achievement gap between Aboriginal and non-Aboriginal students in Saskatchewan.

By 2016, it is estimated that 45% of all students entering kindergarten in Saskatchewan will self-identify as Aboriginal. This is an exciting opportunity for school board leadership.

Contact your local school division for more information on becoming a school board candidate. Nominations close on September 19, 2012.

Help ensure Saskatchewan children and youth receive the best education possible.

saskschoolboards.ca



An important project the Association is currently involved in addresses a number of topics. A local First Nations researcher will engage in research for the following subject matter:

- A survey of attitudes and perceptions of school board administrators, teaching and non-teaching staff where no declared First Nations and Métis student presence is visible to ensure there is an understanding of the need and support for improving First Nations and Métis student achievement
- Address a framework with a consistent set of achievement measures that are the foundation for the sector to assist in assessing progress in First Nations and Métis student achievement and ensure progress is being made to eliminate the achievement gap for First Nations and Métis students
- Where the Ministry and/or the Association have identified schools that are experiencing substantially higher student achievement scores among their First Nations and Métis students compared to the provincial average, the researcher will provide recommendations on how environmental conditions, activities and/or initiatives may be applied in other school divisions to support and improve student success
- Address whether an increase in Aboriginal participation on Boards of Education would positively impact achievement for First Nations and Métis students

The final report delivery date is expected to be completed by spring 2013.



In the spring of 2012 the Social Sciences and Humanities Research Council announced the recipients of their Partnership Development Grant. As a result, the SSBA has engaged in a partnership with the following universities and community partners on this grant:

- University of Waterloo
- McMaster University
- University of Saskatchewan
- York University
- Colour of Poverty – Colour of Change
- Saskatchewan Teachers' Federation

The project *Building and Mobilizing Knowledge on Race and Colonialism in Canada* is a national anti-racism project, being led in Saskatchewan by a First Nations and Métis associate professor at the University of Saskatchewan.

The objective of this research project is to mobilize through the production of educational materials, including films and interactive websites, to explore existing research and knowledge on how race continues to matter in Canada.

This project takes a firm stance against narratives of Canadian multiculturalism, or those accounts that promote the idea that racial equity and harmony exist in Canada. Members of the Anticolonial Project believe that multicultural approaches oversimplify race and colonization; deny the experiences of Indigenous people and racial minorities; and make it difficult if not impossible to address the consequences of colonization and racial inequity in Canada.

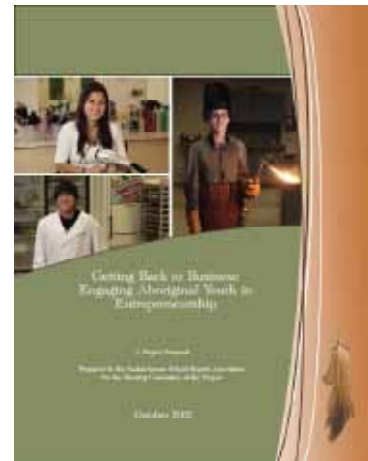
Current project activity involves discussions with the STF and SSBA on how to shape focus groups (i.e. location, participants, administrators, teaching and non-teaching staff), duration of session of focus groups, etc. These focus groups will contribute to the project research.

The anticipated timeline for the project is from summer 2012 to summer 2014.

The final project the SSBA's Aboriginal Council has been instrumental in supporting is titled *Getting Back to Business: Engaging Aboriginal Youth in Entrepreneurship*. This project proposes to unite key organizations from the Saskatchewan business and education sectors in a collaborative effort to engage Aboriginal students in entrepreneurship and the opportunities in the Kindergarten to Grade 12 education system.

A number of provincial organizations have shown interest in improving entrepreneurial opportunities for Aboriginal students in Saskatchewan. These organizations include:

- Saskatchewan School Boards Association
- Saskatchewan Boards of Education
- Ministry of Education, Government of Saskatchewan
- Saskatchewan Apprenticeship and Trade Certification Commission
- Saskatchewan Chamber of Commerce
- Martin Aboriginal Education Initiative
- KPMG
- Junior Achievement
- Saskatchewan Teachers' Federation
- Federation of Saskatchewan Indian Nations
- Métis Nation – Saskatchewan
- First Nations University of Canada
- University of Saskatchewan – Edwards School of Business
- University of Regina – Paul J. Hill School of Business



A steering committee was formed in fall 2012 with representation from these organizations to further develop this proposal.

The project proposal will outline a three-year process to develop a strategy and action plan to achieve the following three main project goals:

- To produce a plan that will help vulnerable Aboriginal youth develop a stronger sense of financial and entrepreneurial literacy
- To increase attendance rates for those enrolled in the program
- To increase the graduation rates for those program participants

The project is designed to reawaken the entrepreneurial spirit in our Aboriginal youth. Saskatchewan is an economically growing province with the highest per capita Aboriginal population which provides the organizations involved with a great opportunity for success.

The commitment of partner organizations to the project will allow for the moving forward of work to prepare for a program implementation date of September 2013.



Working Advisory Group



Locally Determined Teacher Benefits

In January of this year, the SSBA Executive formed the Locally Determined Teacher Benefits Working Advisory Group (LDTB WAG). The WAG held its initial meeting on March 30 and presented an interim report and recommendations to the Executive at the April Executive meeting.

The WAG met again on June 11 and presented its final report to the Executive on June 18. At that meeting, the Executive extended and expanded the work of the WAG.

The WAG's Final Report included the following recommendations and observations:

- That communication be directed to the Ministry indicating the need for joint work to ensure that accurate and complete data is available for decision making.;
- Most boards feel there is great value to local decision making related to teacher working conditions, but there is also great diversity as to what boards feel is valuable;
- That the Association put forward a position to the Ministry to reflect the overall view of boards and communicate that more discussion with boards is required to determine what local decision making related to teacher working terms and conditions should include.

On June 20, the Executive met with boards at a special meeting in Saskatoon. At that meeting, boards affirmed that they saw great value in local decision making and that identifying what LDTB should include required more discussion.

In July, Education Minister Marchuk informed boards that he would be seeking input from stakeholders related to LDTB.

In August, the Ministry invited discussion with the SSBA LDTB WAG to ensure that the best data was available. On September 10, following those discussions, the Ministry circulated another data request to all school divisions. The deadline to return the data is October 9. The Ministry discussed the template and data request with SASBO on September 13 and with directors, CFOs and board chairs on September 19-20. The Ministry will meet again with the WAG on Oct. 17 to review the data collected.

The Association continued discussions with boards at Members' Council on September 28. The information provided by boards was collated, summarized and made available to the Executive on October 18-19. The Association will continue to engage in conversation with the Minister and Ministry of Education on this important issue.



Events



Members' Councils

The SSBA hosts two Members' Councils per year. Board chairs, directors of education and a designate from the board, typically a vice-chair, attend the Members' Councils.

The focus during the Members' Council in February was the eight characteristics of effective school boards. Lisa Bartusek from the National School Boards Association facilitated a session focused on boards' roles in improving student achievement.



In September, Members' Council engaged in a discussion on Locally Determined Teacher Benefits (LDTB). The discussion informed members of the LDTB Working Advisory Group about the variance throughout the province and why LDTB benefits are important to boards.



General Assemblies

The theme of the 2011 Fall General Assembly was *Teach Our Children Well*. Ray McNulty, President of the International Center for Student Leadership and author of the book *It's Not Us Against Them: Creating the Schools We Need*, was the keynote speaker. A student panel of current and graduated high school students was well-received by the audience.



At the 2012 Spring General Assembly participants listened to and discussed the meaning of 21st Century education. Keynote speaker Will Richardson provided his insight on the role school boards have in ensuring 21st Century skills are being taught in schools.



Trustee Academy

The Trustee Academy, formerly President's Academy, was held in Waskesiu in June. Participants listened to presentations on LEAN business processes, school division audits, and boards' roles in directing and controlling.



Provincial Teacher Bargaining Meeting – SSBA and STF

In February, the Saskatchewan School Boards Association and Saskatchewan Teachers' Federation jointly sponsored an information meeting regarding the 2010-2013 Provincial Collective Bargaining Agreement.

The purpose of the meeting was to develop common understandings between and among the parties to the provincial agreement. The day included the presentation of information about the agreement and interpretive bulletin and an opportunity for interactive discussion among the participants.



Labour Legislation Special Meeting of Trustees

In June, close to 200 trustees and school division senior administrators met in Saskatoon to discuss the province's *Consultation Paper on Labour Legislation Renewal* as a result of the Government of Saskatchewan announcing its intention to renew the province's labour legislation.

A questionnaire containing approximately 140 questions was developed and distributed to interested stakeholders and the public. Trustees and senior administrators discussed questions from the questionnaire germane to the education sector.





Finance and Administration



Milton & Associates CHARTERED ACCOUNTANTS

INDEPENDENT AUDITORS' REPORT

To the Members of
The Saskatchewan School Boards Association

We have audited the accompanying financial statements of Saskatchewan School Boards Association, which comprise the balance sheet as at December 31, 2011 and the revenue, expenditure and net assets statement and cash flows statement for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit includes performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of Saskatchewan School Boards Association as at December 31, 2011, and its financial performance and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Milton & Associates

Chartered Accountants

April 23, 2012

2007 E. Dunnison Cr., Regina, SK S4V 0N9 Tel: 584-1333 Fax: 584-1334

THE SASKATCHEWAN SCHOOL BOARDS ASSOCIATION

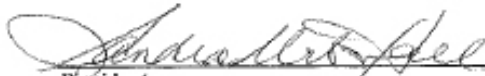
BALANCE SHEET


DECEMBER 31, 2011

(with 2010 total figures for comparison)

	<u>Operating Fund</u>	<u>Benefits Fund</u>	<u>Insurance Fund</u>	<u>Total 2011</u>	<u>Total 2010</u>
CURRENT ASSETS					
Accounts receivable	\$ 8,400	\$ 452,895	\$ 451,051	\$ 912,346	\$ 652,239
Prepaid expenses	<u>43,392</u>	<u>-</u>	<u>-</u>	<u>43,392</u>	<u>11,115</u>
	51,792	452,895	451,051	955,738	663,354
INVESTMENTS (Note 3)	3,339,518	3,041,281	14,167,824	20,548,623	17,434,526
PROPERTY (Note 4)	<u>292,804</u>	<u>-</u>	<u>-</u>	<u>292,804</u>	<u>324,938</u>
	<u>\$ 3,684,114</u>	<u>\$ 3,494,176</u>	<u>\$ 14,618,875</u>	<u>\$ 21,797,165</u>	<u>\$ 18,422,818</u>
LIABILITIES					
Bank indebtedness	\$ 1,290,154	\$ -	\$ -	\$ 1,290,154	\$ 1,972,358
Payables	2,296	-	1,649,300	1,651,796	2,076,162
Revenue received in advance	<u>21,554</u>	<u>-</u>	<u>-</u>	<u>21,554</u>	<u>-69,699</u>
	<u>1,314,004</u>	<u>-</u>	<u>1,649,500</u>	<u>2,963,504</u>	<u>4,118,219</u>
NET ASSETS - Schedule					
Appropriated	506,313	3,494,176	12,969,375	16,969,864	12,656,153
Unappropriated	<u>1,863,797</u>	<u>-</u>	<u>-</u>	<u>1,863,797</u>	<u>1,648,446</u>
	<u>2,370,110</u>	<u>3,494,176</u>	<u>12,969,375</u>	<u>18,833,661</u>	<u>14,304,599</u>
	<u>\$ 3,684,114</u>	<u>\$ 3,494,176</u>	<u>\$ 14,618,875</u>	<u>\$ 21,797,165</u>	<u>\$ 18,422,818</u>

Approved by the Executive


President


Executive Director

THE SASKATCHEWAN SCHOOL BOARDS ASSOCIATION

STATEMENT OF REVENUE, EXPENDITURE AND NET ASSETS

YEAR ENDED DECEMBER 31, 2011

(with 2010 total figures for comparison)

	<u>Operating Fund</u>	<u>Benefits Fund</u>	<u>Insurance Fund</u>	<u>Total 2011</u>	<u>Total 2010</u>
REVENUE					
Membership fees	\$ 2,235,216	\$ -	\$ -	\$ 2,235,216	\$ 2,202,182
Premiums	-	14,765,328	2,962,882	17,728,210	17,293,060
Investment & sundry	316,131	2,481,794	780,404	3,578,329	1,440,843
Assemblies, events and board development	152,280	-	-	152,280	179,828
Building	191,208	-	-	191,208	175,069
First Nations & Metis education services	178,039	-	-	178,039	137,096
SK Nutritional Advisory Council for Kids	19,457	-	-	19,457	20,000
	<u>3,092,331</u>	<u>17,247,122</u>	<u>3,743,286</u>	<u>24,082,739</u>	<u>21,448,078</u>
EXPENDITURE					
Executive activity/membership engagement	614,152	-	-	614,152	775,441
Executive director/administration	424,228	-	-	424,228	367,021
Association operations	174,478	507,395	207,214	889,087	786,255
Building	162,496	-	-	162,496	192,473
Communication services	289,027	-	-	289,027	284,144
Education development services	321,807	-	-	321,807	321,252
Employee relations	249,607	-	-	249,607	181,337
Legal services	578,622	-	-	578,622	552,381
First Nations & Metis education services	178,039	-	-	178,039	137,096
SK Nutritional Advisory Council for Kids	19,457	-	-	19,457	20,000
Claims/carrier	-	14,027,062	1,767,959	15,795,021	16,313,715
Depreciation	32,134	-	-	32,134	32,134
	<u>3,044,047</u>	<u>14,534,457</u>	<u>1,975,173</u>	<u>19,553,677</u>	<u>19,963,249</u>
NET REVENUE	48,284	2,712,665	1,768,113	4,529,062	1,484,829
NET ASSETS, BEGINNING OF YEAR	<u>2,321,826</u>	<u>781,511</u>	<u>11,201,262</u>	<u>14,304,599</u>	<u>12,819,769</u>
NET ASSETS, END OF YEAR	<u>\$ 2,370,110</u>	<u>\$ 3,494,176</u>	<u>\$ 12,969,375</u>	<u>\$ 18,833,661</u>	<u>\$ 14,304,598</u>

**Saskatchewan School Boards Association
2012 ASSOCIATION BUDGET**

ASSOCIATION SUPPORTS AND SERVICES

	Actual 2011	Budget 2012	Projected 2012
REVENUE			
Membership Fee	2,235,215	2,334,212	2,334,212
Board Development Services/Assemblies/Events	152,279	174,748	180,000
Building	191,208	189,625	190,000
Investment & Sundry	<u>316,131</u>	<u>310,000</u>	<u>300,000</u>
TOTAL REVENUE	\$2,894,833	\$3,008,585	\$3,004,212
EXPENSES			
Executive Activity/Membership Engagement	614,153	503,188	705,000
Executive Director/Administration	424,228	309,360	330,000
Association Operating Expenses	174,477	196,875	247,000
Building	194,631	169,072	177,000
Member Services			
- Communications	289,027	336,500	336,500
- Board Development Services/Assemblies/Events	321,807	534,440	530,000
- Legal&Employee Relations Services	828,230	855,000	785,000
Reserve Allocations	0	<u>103,550</u>	<u>103,550</u>
TOTAL EXPENSES	\$2,846,553	\$3,008,585	\$3,214,850
NET SURPLUS(DEFICIT)	\$48,280	\$0	-\$209,838

SSBA BUSINESS SERVICES

REVENUE			
Employee Benefit Plan	17,247,122	15,141,521	15,141,521
Insurance/Risk Management	<u>3,743,286</u>	<u>3,035,500</u>	<u>3,035,500</u>
	\$20,990,408	\$18,177,021	\$18,177,021
EXPENSES			
Employee Benefit Plan	17,247,122	15,141,521	15,141,521
Insurance/Risk Management	<u>3,743,286</u>	<u>3,035,500</u>	<u>3,035,500</u>
	\$20,990,408	\$18,177,021	\$18,177,021



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