

2014 ANNUAL REPORT

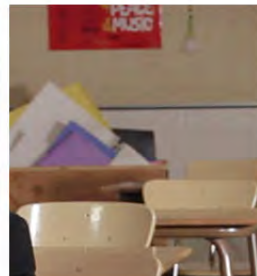




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PRESIDENT'S MESSAGE



As I think about the seven years I have served on your provincial executive, many thoughts and special moments come to mind.

But as I reflect upon this past year in particular, I am reminded again about the very real strength boards of education bring to bear when we speak with a unified voice. A couple of years ago, at a CSBA Congress in Quebec City, former Prime Minister Paul Martin said, "School boards. Don't you get it? Don't you understand the very real power you have? Because you do!"

Those words have stuck with me, and time and again are reinforced when 28 boards of education in Saskatchewan speak with a clear, collective and unified voice. When we work together our influence increases exponentially. And it is then that the most powerful change occurs.

This past year has also demonstrated that our collective voice becomes even stronger when other voices are added to the choir. The relationships made and partnerships forged through the leadership of your SSBA Executive and staff have served boards very well. Meaningful partnerships and mutual understandings continue to be strengthened with our traditional education partners such as LEADS and SASBO. But new and productive relationships are also being developed and enhanced with non-traditional, yet very important allies – from the Saskatchewan Chamber of Commerce, to SUMA, SARM, First Nations and Métis organizations, and the list goes on. These individuals and organizations share the SSBA's belief that all children in this province, regardless of where they live or their personal circumstances, deserve the resources and supports they need to achieve and succeed. And when we are all singing from the same song sheet, we can indeed be a force to be reckoned with.

School boards in Saskatchewan are recognized and appreciated across this country for their leadership and excellence. Throughout the year, the SSBA is asked by the national and other provincial trustee associations to share our knowledge and expertise in such areas as First Nations and Métis education, board member governance training, communication with the media, relationship building – and again, the list goes on. Saskatchewan school boards should be very proud of the fact that they are seen as leaders by their colleagues and peers. The good work you are doing every day in the service of students, families and communities is being acknowledged and modeled by others.

As I close my final Annual Report as your President, I thank all current and past members of the SSBA provincial executive and boards of education for the wonderful support and guidance you have provided over the years. I am humbled by the confidence you have shown in me, and thank you for allowing me to serve.

A handwritten signature in black ink, which appears to read "Janet Foord". The signature is fluid and cursive.

Janet Foord
President

SSBA EXECUTIVE



Janet Foord
President



Connie Bailey
Vice-President



Glen Gantefoer
Catholic Constituency



Duane Favel
Aboriginal Constituency



Élizabéth Perreault
Conseil scolaire
fransaskois Constituency



Kevin Waugh
Urban Public
Constituency



Ronna Pethick
Central Constituency



Janet Kotylak
Southern Constituency



Janine Boucher
Northern Constituency

EXECUTIVE DIRECTOR'S MESSAGE



As another SSBA Fall Assembly approaches, I, like many of you, sit back and wonder, “Where has the year gone?”

So much has happened over the past twelve months. And the two words which spring immediately to mind that describe that period are Leadership and Change.

School boards in Saskatchewan play a vital role and have a tremendous impact on student achievement and success in their local communities and collectively at the provincial level.

School boards ARE the education leaders in education in this province. They are the innovators, agents of change and decision-makers. Any read through the SSBA newsletter or annual report will quickly confirm this.

Change has always been, and will always be, upon us. To create and meet change positively – in a manner and with the goal of always putting the needs of students first – requires courageous leadership. Those words, “courageous leadership”, represent a key theme and integral part of the SSBA *Vision 2025* Strategic Plan. The descriptors of “courageous leadership” in the plan include:

- Hope, promise and passion;
- Shifting from indecisive, unclear positions to clear direction and positions;
- Moving from positional leadership to leadership as a means to an end; and
- Changing emotionally-based decisions to evidence-based decisions.

As you read through this annual report you will see many instances of change. What you will also find is Saskatchewan boards of education and your SSBA Executive initiating and responding to change with profound and courageous leadership.

Much change – requiring even more courageous leadership – will no doubt await us as we move into 2015 and beyond. It is my privilege to travel beside you on that journey.

A handwritten signature in black ink that reads "Darren McKee". The signature is fluid and cursive, with the first name "Darren" being more prominent than the last name "McKee".

Darren McKee
Executive Director

SSBA STAFF



Darren McKee
Executive Director



Leslie Anderson
Director, Communications



Dave Jackson
Director, Insurance, Risk
Management & Legal Services



Ted Amendt
Director, Board Development
Services and Strategic HR



Jeff McNaughton
Director,
Employee Benefits



Lori Mann
Director, Corporate
Services



Joe Couture
Communications and
Research Consultant



Geraldine Knudsen
Solicitor



Greg Zaba
Strategic HR Consultant



Leona Baun
Supervisor,
Employee Benefits



Debby Thomas
Administrative
Assistant



Andrea Ashton
Communications
Consultant



Maureen Jickling
Solicitor



April Blondeau
Strategic HR Consultant



Patty Webb
Benefits Administrator



Cindy Komonosky
Receptionist



Jamie Lerat
Strategic Advisor, First
Nations & Métis Education



Helen Yum
Solicitor



Sheila Gyorgy
Benefits Administrator



Chris Petford
Benefits Administrator



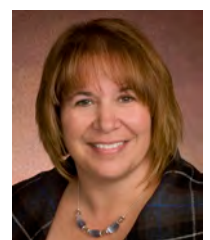
Yves Bousquet
Aboriginal Youth
Entrepreneurship Program
Coordinator



Krista Lenius
Administrative Paralegal



Leanne Petford
Benefits Clerk



Cathy Nyhus
Benefits Clerk

TODAY'S EDUCATION ENVIRONMENT

Education in Saskatchewan continues to change dramatically. Improving student achievement is the key focus of boards of education and the provincial government. Independently, the government has set clear goals for improvement through its Plan for Growth as has the SSBA through Vision 2025, the Strategic Plan approved by the Association's membership in 2013.

Boards of education and the Ministry of Education are now also accountable for the goals set out in the province's first ever Education Sector Strategic Plan, which was unanimously approved by boards of education and accepted by the Ministry of Education in April.

The education system is faced with many challenges. Demographic changes from overall population growth, growth of the Aboriginal student population and increasing immigration and cultural diversity of Saskatchewan students require more focused and dedicated efforts to improve achievement.

The provincial economy remains strong, but is resource-dependent and affected by uncertain global economic conditions. Boards of education, fully dependent upon the province for both operating and capital funding, operate without the assurance of funding that is predictable, sustainable and sufficient to achieve the goals for which boards are ultimately accountable.

School boards alone cannot successfully meet the short- and long-term objectives necessary to improve student achievement in Saskatchewan. The collaboration and engagement of all education sector partners and other stakeholders is crucial. The SSBA has demonstrated courageous leadership in building a common vision and shared ownership among stakeholders; however, work continues to ensure that the education of children and youth is viewed as the province's most important social endeavour and the key to Saskatchewan's continued and future growth and prosperity.

The SSBA is a voluntary, member-funded and member-driven organization. The success of the Association in supporting boards of education depends upon strong support from the 28 boards that comprise the membership. Effective communication, service delivery and membership engagement is critical to maintaining membership understanding of and support for SSBA initiatives, actions and undertakings for which the elected members of the SSBA Provincial Executive are responsible.





STRATEGIC DIRECTION

Vision

By 2025, Saskatchewan has a globally recognized education system that others wish to emulate.

Mission

To provide leadership, coordination and services to member boards of education to support student achievement.

Values

- Personal integrity and courageous leadership;
- Honest relationships built through collaboration, open and transparent communication; and
- An atmosphere of trust and mutual respect.

Strategic Themes

The SSBA's *Vision 2025* calls for achieving outcomes in four strategic theme areas:

- Accountability for All;
- Engagement at All Levels;
- Courageous Leadership; and
- Alignment at All Levels.

In this annual report, progress is reported on the *Vision 2025* strategic goals established by the provincial executive and approved by the membership.

ENGAGEMENT AT ALL LEVELS

participation * ownership * involvement



“Engagement for strategic decision making.”

-Vision 2025

GOAL

SSBA member boards and key stakeholders are engaged in strategic decision making (2.1)

OUTCOMES



Joint Committee on Student and Teacher Time

In May, the Saskatchewan Teachers' Federation (STF), the Saskatchewan School Boards Association (SSBA) and the Government of Saskatchewan committed to addressing issues of mutual concern and strengthening relationships among teachers, school boards and the government. Specifically, the parties agreed to address the outstanding issues regarding student instructional time, school year and school day for teachers.

The participating organizations met in June to develop a path forward to address the outstanding issues. This resulted in the establishment of a nine-person committee consisting of three members from each of the STF, SSBA and Government. The SSBA representatives are trustees Connie Bailey and Ray Morrison and director of education Dwayne Reeve.

The mandate of the Joint Committee on Student and Teacher Time (JCSTT)



(L-R) Dwayne Reeve, Connie Bailey and Ray Morrison

is to gain a common understanding on and resolve the outstanding issues regarding student instructional time, school year and school day for teachers. The Committee held its first meeting on August 12.

To help inform its work, the Committee consulted with teachers over the

October to early November period through a series of teacher reference and focus groups. These sessions were conducted by Praxis Analytics, a leading independent Saskatchewan research firm.

The process consists of two phases.

The first phase of the process involved the establishment of two reference groups: one made up of classroom teachers and one made up of school principals who will advise on phase two of the process.

The second phase involves the selection of teachers from various parts of the province who will be invited to participate in diarizing their day-to-day teaching experience throughout October followed by a focus group session in November.

The Committee will complete its work in January 2015.

Aboriginal Council

The Aboriginal Council meets throughout the year and is engaged in SSBA event program planning and delivery. The Aboriginal Council continues to expand its work and to integrate topics related to First Nations and Métis education within SSBA event agendas. The council is involved in the delivery of the National Trustee Gathering on Aboriginal Education in Saskatoon in 2015.

Another area that the Aboriginal Council was influential in supporting was the adopted SSBA resolution that every publicly funded school in Saskatchewan be encouraged to frame and place in a prominent location the federal government's 2008 Statement of Apology to former students of Indian Residential Schools. The apology document has been shared with school divisions and

information is being collected related to implementation activity with an updated scheduled to be shared at the November SSBA AGM. School divisions' implementation activity will also be highlighted on the SSBA website.

Services Survey

To ensure membership awareness of and engagement in directing services currently and potentially provided by the SSBA, all trustees and school division senior administrators were asked to participate in a survey of SSBA services. The Johnson-Shoyama Graduate School of Public Policy was selected to conduct the survey after a Request for Proposal (RFP) process.

According to the report, overall, services provided by the SSBA to its members are considered important and the majority of those responding are satisfied with the services received. Specific findings by department were also detailed.

There were 143 responses from trustees, LEADS and SASBO members. The results of the survey were shared



with the Executive and communicated to the membership and are helping to shape SSBA service delivery and expansion as well as the Association's

response to member, Ministry and other stakeholder requests.

One area of SSBA services that was perceived as particularly important according to survey respondents is the Legal Services department. More than 97 per cent of those surveyed said Legal Services was important to them. Very high levels of satisfaction were also reported for Legal Services. Legal Services provides a team of lawyers uniquely experienced in the practice of law in the education sector in Saskatchewan. They deal with a broad range of issues and are used every month by the majority of board chairs, directors of education, superintendents and members of SASBO. The cost of all SSBA Legal Services are all included within SSBA membership fees.

EBP Focus Group

In May, the Employee Benefits Plan (EBP) department conducted focus groups comprised of plan administration staff from approximately 10 school divisions. The focus group provided feedback regarding SSBA administrative procedures that impact them as external partners. The outcome of the focus group includes engagement and effective and efficient administration procedures.



GOAL

Value and ownership in information sharing (2.2)

OUTCOMES



Budget Planning

SSBA member boards requested early notice of SSBA budget forecasts this year, to help with school division budget planning. In response, a draft 2015 Association budget was developed with input from boards and approved by the Executive and shared with all boards in June.

The final draft is completed for membership approval at the 2014 Annual General Meeting. During the Fall Members' Council, SSBA Executive constituency representatives reported on the feedback they had received from their constituencies related to the draft budget. There were no issues identified to constituency representatives by members who received the draft budget.

Compensation Survey

In response to a 2012 resolution passed by the membership, a survey related to compensation for school division senior employees – Directors of Education, Deputy Directors, Assistant Directors, Superintendents and Chief Financial Officers – was conducted this spring, by service provider Insightrix. The results of the completed survey were shared with partners.

An additional salary survey is planned for later in 2014, focusing on the remaining out-of-scope central office staff. The SSBA continues to work collaboratively with LEADS and SASBO regarding the compensation surveys.

Self-Declaration Project

In collaboration with the Ministry of Education, discussions have taken place with multiple school divisions to pilot a First Nations, Métis and Inuit Student Self-Declaration Project. It is anticipated that the project will be implemented in the fall of 2015.

Saskatoon Public, Saskatchewan Rivers, Northern Lights, Northwest and Light of Christ school divisions are all expected to participate. A process that was found to be effective by the Regina Public School Division is to be used as the basis for the pilot.

The intention of the Self-Declaration project is to provide a template process for school divisions in order to facilitate more accurate numbers regarding First Nations, Métis and Inuit students.

This improved information will assist school divisions in coordinating the supports necessary to ensure that all students in the province have the resources they need to achieve and succeed.



Publications, Meetings and Events

Information sharing with members occurred throughout 2014, with the regular publication and distribution of *The School Trustee* newsletter and frequent emails to trustees and school division administrators from the SSBA President and Executive Director.

The SSBA Executive and staff build relationships with key education sector partners and other stakeholders to ensure views of boards are represented in all considerations.

SSBA Communications supports advocacy work by providing regular and up-to-date information and messaging to members and actively researching best practices and shared priorities.

SSBA events also provide excellent opportunities for information sharing and trustee networking. Events in 2014 include Members' Councils, Spring General Assembly, Trustee Academy and the Fall AGM and Joint Conference. System successes are celebrated at SSBA Events.



Members' Council in September 2014



Trustee Academy in June 2014



Spring Assembly in April 2014



Delegates gather at Members' Council in September and at Trustee Academy in June 2014

Executive Delegations

Throughout the year, the SSBA Executive met with many delegations to mutually share information, enhance understanding and build relationships to support the work of boards.

Delegations scheduled during 2014 included the Minister of Education, the Official Opposition Education Critic, Student First Public Engagement Advisors, the Public Section, the Catholic Section, LEADS, SASBO, Breakfast for Learning, the Saskatchewan Urban Municipalities Association, the Saskatchewan Association of Rural Municipalities, the Saskatchewan High Schools Athletic Association, Safe Saskatchewan, the Saskatchewan Teachers' Federation and the Canadian Union of Public Employees.



Johnson-Shoyama



Minister of Education



Canadian Union of Public Employees



Student First Public Engagement Advisors



LEADS



SASBO

Premier's Award and Scholarships

The presentation of the Premier's Board of Education Award for Innovation and Excellence takes place at the Fall General Assembly.

The Premier's Award promotes the sharing of best practices and achievements in enhancing student opportunities and improving student outcomes. Articles featuring all Premier's Award nominations, along with other school division successes, are published in *The School Trustee* newsletter throughout the year.



Representatives of the Chinook Board of Education gather at the Fall 2013 AGM to receive their Premier's Board of Education Award for their submission "Chinook Leveled Literacy Intervention Program"

In 2014, under the leadership of the Board Development Committee, criteria for the Premier's Award – as well as for SSBA scholarships – was clarified and scoring rubrics were created and posted. This improved system increases transparency in decision-making processes. In addition, for the Premier's Award, an outside panel of education partners deliberates and brings a recommendation to the Board Development Committee, bringing further rigour and credibility to the process.

GOAL

Measurable increase in public awareness (2.3)

OUTCOMES



Communications and Advocacy Strategic Plan

A strategic plan has been developed to support the SSBA Executive in advocating with a unified, provide-wide voice on matters identified as important by the membership and in promoting the important work of boards of education in improving outcomes for all students.

The plan supports the *Vision 2025* themes of increasing awareness, improving engagement, sharing information, relying on evidence and encouraging collaboration. For 2015, there are four key plan objectives.

- Advocate for K-12 education funding that adheres to principles identified by the SSBA membership in its position statement on financing, by developing a report-card system that boards can use to evaluate provincial budgets, and strategically releasing the results.
- Encourage the development of resources and supports to help improve outcomes for First Nations and Métis students, by undertaking research and engaging partners, and by continuing to support and promote the Aboriginal Youth Entrepreneurship Program.
- Promote the work of boards of education by celebrating 100 years of supporting student success during the SSBA centennial year.
- Ensure board members have increased awareness of the value for money they receive from SSBA advocacy, services and board development, by developing key messages related to value for money and including those in all communications to Association members.

Communicating Shared Priorities



SSBA President Janet Foord joined CTV Morning Live host Chris Hodges to talk about board of education priorities for 2014-2015. (Photo credit: CTV)

The SSBA Executive continues to take every opportunity to call attention to issues identified as important by all members. President Janet Foord

regularly meets with decisions makers and stakeholders. She also took advantage of media interest in students returning to classrooms this fall to highlight the focus of boards of education on ensuring student success. Foord told media outlets that work in 2014-15 will continue to centre around the Education Sector Strategic Plan priorities of improving reading levels and improving Aboriginal student outcomes, as well

as ensuring that funding levels from the provincial government are predictable, sustainable and transparent.

Responsive Sector Engagement

The SSBA Executive also continues to strive to respond publicly to sector issues in a timely manner.

This was exemplified in the response to the final report of the Student First advisors for the province.

On the day of the report's announcement, President Janet Foord via a media release thanked the advisors for their work, while noting that elected boards regularly communicate and engage with parents, teachers, students and communities and will continue to rely most strongly on their engagement with education partners and stakeholders at the local level in Saskatchewan.

COURAGEOUS LEADERSHIP

hope, promise and passion * risk and challenge



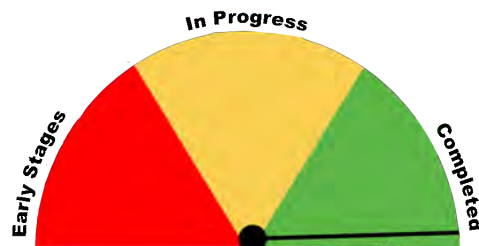
“Clear direction and positions.”

-Vision 2025

GOAL

Clear direction and positions (3.1)

OUTCOMES



Progress on Resolutions

The Saskatchewan School Boards Association Executive remains committed to and accountable for forward progress on the Association's adopted resolutions. Progress continues to be made on a wide variety of resolutions adopted in 2011, 2012 and 2013.

Information about the progress on the work plans related to the

resolutions is included below and in other communications.

Progress on two resolutions of particular note relates to the Comprehensive School Health policy and Anaphylaxis policy resolutions. The SSBA President and Executive Director have met with the provincial ministers of education and health on these files and both ministers have

named ministry officials to assist the SSBA in its work.

A committee met in October and have identified the partners needed for involvement and necessary steps forward. Work continues under the leadership of trustees Cindy Anderson and Lisa Lambert on these files.











ADOPTED RESOLUTIONS PROGRESS

Updated Sept. 22, 2014













	Complete		In progress		Early stages	PS = Position Statement
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For detailed information on resolutions, visit <http://www.saskschoolboards.ca/index.php?id=aboutus-resolutions>.














2013 — workplan online at <http://www.saskschoolboards.ca/aboutus/resolutions/2013ResolutionsWorkPlan.pdf>

Budget Resolution	13-02 PS 2.3 Technology	13-01 PS 1.1 Developing Statements	13-09 PST Exemption for Boards	13-08 100% Rebate of GST	13-07 Portable Classrooms	13-04 Health Action Plan	13-03 Anaphylaxis Policy	13-06 Statement of Apology	13-11 Tuition Fee Rate Study
									

2012 — workplan online at <http://www.saskschoolboards.ca/aboutus/resolutions/2012ResolutionsWorkPlan.pdf>

Bylaw 12-01 President / V-P terms	Amended Budget Resolution	12-01 PS 3.3 Education Equity	12-02 PS 4.1 Collective Bargaining	12-03 PS 5.2 Partnership Agreements	12-07 Increase Bandwidth in Schools	12-14 Recognize Enrolment Growth	12-11 First Nations Tuition Agreements	12-06 First Nations Student Transitions	12-13 Education Tax Statements	12-10 Joint Purchasing Consortiums	12-09 Salary Survey Process
											

2011 — workplan online at <http://www.saskschoolboards.ca/aboutus/resolutions/2011ResolutionsWorkPlan.pdf>

Budget Resolution	5-A PS 5.0 Engaging Public	2.2-A PS 2.2 Assess Achievement	3.2-A Removal of Portables	3.2-B Portable Allocation Process	5-B Prevention Program Standards	2.2-B 30-Level Courses Evaluation	2.1-A Technical Training Transitions	3.2-C Necessity Capital Funding	5-D Spring Break	5-E Alternative School Year	3.1-A Provincial Auditor Costs	2.1-B Expand Kindergarten
												

Provincial Collective Bargaining

In May 2014, a second tentative provincial bargaining agreement was reached between the Government-Trustee Bargaining Committee and the Saskatchewan Teachers' Federation. The tentative agreement was not ratified by teachers.

As the next step in the collective bargaining process, a conciliation board was established.

In June, the STF applied for conciliation to the Chairperson of the Education

Relations Board. The Chairperson, Beth Bilson, oversaw the appointment of three members consisting of a member from each side, as well as a chair who was selected by the other two members.

The members of the new board are: Andrew C.L. Sims Q.C., chair, well-known for his experience in resolving labour disputes; Roy Challis, representing the GTBC, a former teacher who also served as a president of the SSBA and as a board

member for the Living Sky School Division; Carol Moen, representing the STF, a former teacher who also served as a president of the STF.

The board met on October 16 and 17 to begin its work.



Audit and Investment Committee

In March, the SSBA Executive approved the establishment of the Audit and Investment Committee to provide general stewardship and oversight to the Association's audit and investment activity. The committee includes two members of the SSBA Executive and the external financial advisor, appointed by the Executive. The committee assists the Executive in effectively performing its fiduciary and oversight roles through reliable financial reporting, reducing risk and maintaining stakeholder confidence. The SSBA's Corporate Services department ensures transparency and due diligence around finances with

oversight by the committee, which is led by an outside expert.

Scotiabank has been appointed as the investment manager for Association and Specific Land Claims Funds. The SSBA Executive approved the appointment during its September meeting in Saskatoon.

Investment management is reviewed annually by the SSBA's Audit and Investment Committee to ensure that funds are managed with the appropriate balance between return on investment and risk with consideration of liquidity requirements

for ongoing cash flow demands. Proposals from several investment managers were received and reviewed before Scotiabank was recommended and approved by the SSBA Executive as the service provider. Scotiabank provided a sound investment portfolio proposal and included an investment strategy for each of the funds – operating, employee benefits, insurance and Specific Land Claims. Scotiabank's commitment to customer service was also demonstrated.

The Audit and Investment Committee is currently in the RPF process to select a new external auditor.



GOAL

Leadership as a means to an end (3.2)

OUTCOMES



Board Development

To ensure membership engagement and relevancy of topics, SSBA Board Development events are planned by a provincial committee consisting of three board chairs, three board members and one SSBA executive member.

The committee is responsible for identifying opportunities for membership engagement and

for providing strategic direction and focus for SSBA events and professional development activities. Formal evaluation tools and informal feedback from trustees have confirmed that members' board development expectations are being met.

About 95 per cent of the membership rated SSBA events held during the

2013-14 school year as either Good, Very Good or Excellent. Registration fees for SSBA events in 2013-14 were down by approximately 10 per cent from 2012-13, while attendance rose.

The variety of events provides networking opportunities and supports a provincial perspective and a united voice for boards.

Trustee Education and Certification Program

The SSBA is committed to supporting effective school board leadership and to providing professional development opportunities on governance.

The first cohort, comprised of 26 board of education members, completed the SSBA's Board Member Education and Certification Program in April. Feedback regarding the program was

positive. A second cohort is planned for November of this year.

The education program is a university-level course that is designed specifically for school board members to support them in pursuing excellence in school board governance, offered through the Johnson-Shoyama School of Public Policy and supported by

Brown Governance. The education portion of the program is comprised of four separate two-day modules.

The certification portion includes a comprehensive exam based on the learning from the four modules, which include governance and its relationship to strategy, risk management, people and resources.



Members of the first cohort of the SSBA Board Member Education and Certification Program gathered at the Spring Assembly in 2014 to receive recognition for their achievement in this program.

GOAL

Evidence-based decision making (3.3)

OUTCOMES



Te Kotahitanga / Following Their Voices

To support Saskatchewan First Nations and Métis student achievement, SSBA staff researched the New Zealand Te Kotahitanga project, a World Innovation Summit for Education Award winning program that supports teachers in helping improve Māori student learning and achievement. The SSBA Executive endorsed the project and facilitated discussions with the STF, Ministry of Education and FSIN. Daniel Murfitt, Principal of William Colenso College High School in New Zealand, spoke to the 2014 SSBA Spring Assembly about Te Kotahitanga.



Daniel Murfitt speaks to the 2014 SSBA Spring Assembly about Te Kotahitanga.

The SSBA has continued to support this work throughout the year through involvement on a provincial advisory committee. The student achievement initiative being developed is now referred to as Following Their Voices. The project is moving to the pilot stage.

Following Their Voices is a Saskatchewan research-based professional development initiative that will support teachers who work with First Nations and Métis students. The initiative is intended to raise the educational achievement and participation of First Nations and Métis students by supporting teachers and school leaders to develop strong relationships with First Nations and

Métis students and to co-construct a school environment of student success.

The initiative will be implemented through school-based strategic leadership teams supporting a peer-coaching model that will have supportive structures in place for professional development, collegial reflection and co-constructive planning.

Directors of Education are being invited to consider high schools that might participate in the development stage of the initiative, which is to begin in early 2015.

The advisory group providing guidance on the development of the initiative includes: Métis Nation – Saskatchewan, the FSIN, LEADS, the SSBA, the STF, the U of S, the U of R, the Ministry of Education and Elders.

Public-Private Partnerships

The Association continues to conduct research regarding P3 / joint-use facilities. KPMG prepared, with input from school board representatives, a “value for money” risk assessment of the P3 process for the provincial government. This assessment was



presented in April to the SSBA and boards affected by P3s. The SSBA continues to monitor the issue and is encouraging boards to engage and attend P3 informational meetings offered by the Chamber of Commerce.

Governance Review

The SSBA Executive and membership continue to consider how the Association should best meet its goals. To align itself with best practices and ensure continuous improvement, the SSBA undertook a governance review process in 2013. A report on this process was prepared for the SSBA Executive by the Johnson-Shoyama Graduate School of Public Policy and shared with the membership at the 2013 Fall General Assembly.

In 2014, boards were asked to provide feedback on the SSBA's current governance model. This feedback was shared and discussed at constituency meetings held in conjunction with the SSBA Spring General Assembly. Findings were compiled and provided to the SSBA



Executive and the cumulative results were shared online and at the Fall 2014 Members' Council.

Feedback at Members' Council confirmed that the Governance

Report captured trustees' experience at the consultation meetings and that mandate clarification should be the starting point for further discussions. Trustees said that discussion of mandate should precede the determination of the appropriate SSBA governance structure. Trustees also recommended that to ensure continued transparency and "arm's length" in the process, an independent third party should be engaged to facilitate the mandate clarification.

All boards were provided with a copy of the final consultation report in October. The SSBA will continue to engage boards to ensure all voices and perspectives are heard throughout the next steps of the governance review process.

Equity Working Advisory Group

Following the 2013 SSBA AGM, the Minister of Education responded to the report of the Education Equity Working Advisory Group. The report contained a number of "Actions for Consideration" directed at the Ministry of Education, the SSBA and other education partners including: Ministry of Education initiatives must be accompanied by resources to properly implement them; the SSBA must continue to advocate for a long-term capital asset plan and board operational funding needs; and other education partners must continually review issues related to facilities funding and the distribution model to ensure concerns raised in the report remain valid.

In his response the Minister stated that supports for learning and transportation are the primary focus for the 2013-14 school year and

that the Ministry's focus in 2014-15 will be Locally Determined Terms and Conditions for teachers. As a result, boards of education were asked to consider the question, "How do Locally Determined Terms and Conditions for teachers support the advancement of student achievement at the local level?" The information received is being used to ensure the SSBA and boards can provide insight and direction to the government.

The SSBA is involved in the joint committee on student and teacher time that includes the Ministry of Education and the STF that might have implications regarding Locally Negotiated Terms and Conditions. The Executive will continue to inform the membership as issues arise and determine a course of action for the future.



Education Equity WAG Members meeting in Saskatoon in 2013

ALIGNMENT AT ALL LEVELS

directions * resources * investment



“Shared vision, focus and direction.”

-Vision 2025

GOAL

Shared, collaborative plans (4.1)

OUTCOMES



Aboriginal Youth Entrepreneurship Program

During the 2013-14 school year, Saskatchewan became the first jurisdiction in Canada to launch the Aboriginal Youth Entrepreneurship Program province wide. The program represents a partnership among the SSBA and the Martin Aboriginal Education Initiative (MAEI) and is supported by funding from sponsors PotashCorp and Aboriginal Affairs and Northern Development Canada. School divisions, businesses and individuals also support the program in a variety of ways.

The Steering Committee for the program includes representation from the SSBA and boards of education, the MAEI, KPMG, Junior Achievement, the STF, the FSIN, First Nations University of Canada, Métis Nation – Saskatchewan, the Ministry of Education, the Saskatchewan Apprenticeship and Trades Certification Commission, the Saskatchewan Chamber of Commerce and the business schools of both the University of Saskatchewan and the University of Regina.

The SSBA continues its efforts to expand and promote the AYEP in Saskatchewan's schools. For 2014-15, the second year of the program, enrolment more than doubled, from 146 to 360 students. The program is aimed at increasing attendance and graduation rates among Aboriginal youth and evidence supports that it has done just that. The AYEP embeds traditional knowledge within the

curriculum to engage students, which assists in improving outcomes.

The AYEP is part of the SSBA's continued focus on supporting school boards in improving education outcomes for First Nations and Métis students in Saskatchewan. The SSBA is unwavering in its belief that all children – no matter where they live in this province or their personal circumstances – must have the resources and supports they need to achieve and succeed. The AYEP is one example of how the SSBA is encouraging the development of resources and supports to improve outcomes for Aboriginal students in Saskatchewan.

The AYEP requires commitment from non-traditional partners in education. The engagement of the business community has been critical to the program's success. PotashCorp has continued to be a leader as a financial partner. The SSBA is working to secure continued funding commitments for the AYEP from corporate and government sponsors.

Videos were produced during the summer to highlight the success of the first year of the AYEP and have been shared at numerous events and online. An event to celebrate the program's expansion into its second year took place in the fall.



AYEP student Brandon Bedard addresses a crowd at Mount Royal High School in Saskatoon and shares his experiences in the AYEP.



School board chairs gather with Minister of Education Don Morgan and SSBA President Janet Foord at the 2014 Spring Assembly to celebrate the official announcement of the Education Sector Strategic Plan.

Education Sector Strategic Plan

The provincial Education Sector Strategic Plan – for which the SSBA had long advocated – came to fruition in 2014, through the shared leadership of boards of education and the Ministry of Education. It was approved by boards and accepted by the Ministry this spring.

The ESSP was developed based on feedback of more than 1,000 people and is the first-ever province-wide plan developed in co-operation with all sector partners. The plan sets out short-term, medium-term and long-term strategic goals for Pre-Kindergarten to Grade 12 education and assigns responsibility for their achievement.

The SSBA continues to work to highlight the goals of the plan and to support boards of education in achieving them. Boards agreed to focus for 2014-15 on improving reading levels and developing a plan to improve outcomes for Aboriginal students.

Collaborative Relationships



Delegates at the Duty to Accommodate Workshop in April 2014

In 2014, the SSBA has continued building collaborative relationships through joint work on a number of projects.

Collaborative efforts related to both Local Authority Freedom of Information and Protection of Privacy and to Duty to Accommodate were highly successful.

Following in the model of the

collaborative work of the SSBA and the STF around Duty to Accommodate, a committee is beginning work on implementing the Memorandum of Agreement regarding Good Practices and Dispute Resolution.

The SSBA is a leader in encouraging collaborative approaches among Saskatchewan partners to produce successful outcomes.

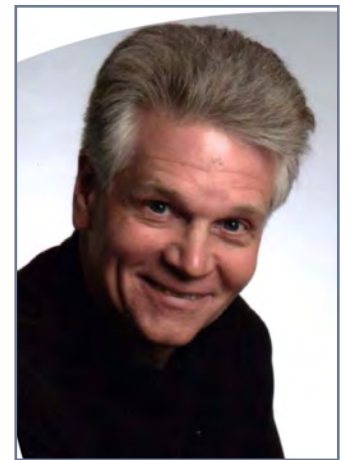
Joint Conference



C. J. Huff



Gary Merasty



Kim Ratz

Planning continues for the first-ever joint conference of the SSBA, LEADS and SASBO. The conference will be held in Saskatoon in November. The conference theme is “Navigation Our Future ... Sharing The Vision”.

Speakers for the joint conference include:

- Dr. C.J. Huff, superintendent of Joplin Schools. He is credited with being a key leader in drawing the community of Joplin, Missouri, together just days after a catastrophic tornado struck, providing a positive light for the country to rally around in the midst of the tragedy and destruction. Finding a learning space for 4,200 students in 12 weeks was “a daunting task” – but he did it.
- Gary Merasty, President and Chief Operating Officer of Des Nedhe Developments LP and former Vice-President of Corporate Social Responsibility at Cameco Corporation. He grew up in a small reserve community in northern Saskatchewan.
- Kim Ratz has worked in schools, and with people who work in schools, for more than 40 years, throughout the U.S. and Canada. His message is finding how each of us can do our best by aligning attitudes, aptitudes and actions to give our best for students.
- Kelly Taylor is a home grown comedian who has performed all across Canada as well as performing in Los Angeles and New York City at some of the most well respected clubs in the industry. Additionally, he has performed overseas for the troops.



Kelly Taylor

GOAL

Shared resources and investment (4.2)

OUTCOMES



Human Resources Data Warehouse

The SSBA's Strategic Human Resources department is continuing its work on the Provincial Human Resources Data Warehouse, with the support of Saskatchewan school divisions and in partnership with LEADS and SASBO.

Boards identified that a Provincial Data Warehouse for local bargaining is needed to provide school division staff with access to more and faster information on support staff bargaining. At Members' Council, SSBA staff demonstrated the Data Warehouse and its powerful search

functions. The Data Warehouse is unique in Western Canada, offering salary grids and other information in one searchable site.

The initial work to secure, compile and update information for all 28 boards in one place has been completed. Further phases of the Data Warehouse project will continue building on the initial investment in the system. More information and expanded functionality will be added to provide even greater benefits for all school divisions in the province.

Third-Party Payroll Solution

The SSBA implemented a third-party payroll solution in 2014 to ensure payroll activities are compliant with all accounting and regulatory requirements and to enable the Association to redirect staff to higher-value-add activities.



Employee Benefits Plan Modernization

The SSBA's Employee Benefits Plan has developed, tested and implemented electronic form and automated administration processes to improve service delivery for plan members. Electronic enrolment in the EBP and electronic administration of leaves of absences has reduced administrative time and resulted in savings.

The SSBA's Employee Benefits Plan is designed specifically for employees of school divisions and cost savings can be demonstrated for all school divisions that belong to the EBP. Some divisions can realize savings of up to \$100,000 or more, depending on their size. The EBP covers approximately 7,400 non-teaching employees across Saskatchewan and last year paid out almost \$13 million in benefits.

Risk Management and Insurance

Risk management and loss prevention work has contributed to reducing insurance claims by almost half since 1990. The SSBA General Insurance Program provides comprehensive

coverage for more than 760 schools and more than 175,000 students, insuring \$8.2 billion in value. Overall rates member boards pay today are less than they were in 1990.



(L-R) April Blondeau and Greg Zaba, Strategic HR Consultants for the SSBA and Ted Amendt, Director of Board Development Services provide an overview of the Human Resources Data Warehouse to delegates at Fall Members' Council.

GOAL

Shared vision, focus and direction (4.3)

OUTCOMES



Community Involvement



SSBA staff members are actively involved in volunteering for and supporting community initiatives. One example is the Breakfast for Learning program, which was supported in

2014 by SSBA staff in a number of ways. A lunch-hour sale of hot dogs, hamburgers and baking was organized in September to raise money for the program.

SSBA staff members also participated during September in Flipping for Kids, a Breakfast for Learning fundraiser.

Conversation on Education

Following the Fall Assembly in 2013, a “Conversation on Education” was initiated by the SSBA, LEADS, the STF and the Saskatchewan Chamber of Commerce. The purpose of the day-long session, held on December 6, 2013, was to broaden the conversation about the changing needs of education beyond traditional K-12 education partners, and to ensure education sector partners have a clear and shared understanding of the needs of non-traditional K-12 stakeholders who play a key role in preparing students for the challenges of the future.

Organizations invited to send representatives to this meeting included the SSBA, STF, LEADS, SASBO, Saskatchewan Chamber of Commerce, Saskatchewan Apprenticeship and

Trades Certification Commission, University of Regina Faculty of Education, University of Saskatchewan College of Education, Gabriel Dumont Institute, First Nations University of Canada, Saskatchewan Indian Institute of Technologies, Saskatchewan Federation of Labour, Saskatchewan Ministry of the Economy, Saskatchewan Institute of Applied Science and Technology and the Ministry of Advanced Education.

Participants involved in the “Conversation” saw great value in the process and expressed keen interest in pursuing a second Conversation on Education which is underway and expected to be held in early 2015 for the purpose of arriving at a shared action plan moving forward.

Organizational Culture

After an internal committee initiated discussions among SSBA staff and produced an Organizational Culture document, all staff have committed to and signed a statement of cultural values posted in the SSBA office. Efforts are ongoing to ensure the creation of the kind of organizational culture that is reflected in the document. Creating a specific kind of organizational culture takes work and staff members throughout the SSBA are engaged in working together as a team to achieve an ideal workplace as envisioned in the document.

Employee recognition awards and coaching for senior management continued in 2014.

ACCOUNT FOR

performance management * research-based decision making



“Measuring success against clearly defined roles and accountabilities.”

-Vision 2025

GOAL

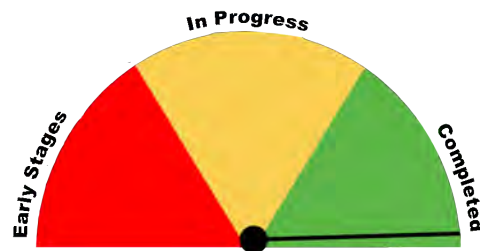
A clear accountability framework with flexible implementation targets is established. (1.1)

OUTCOMES

Performance Accountability and Reporting

A performance accountability and reporting framework has been developed and approved by the Executive with tools for measuring and reporting performance. The organizational performance plan has engaged every SSBA Executive and staff member.

Changes to the annual report reflect a new focus on communicating Association roles, strategic initiatives and outcomes, and identifying progress to date.



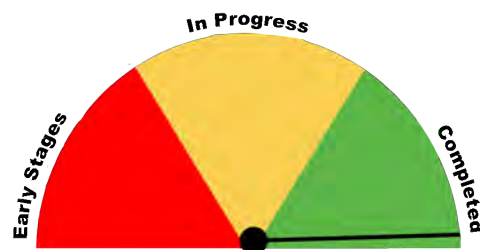
GOAL

Success is measured against clearly defined roles and accountabilities. (1.2)

OUTCOMES

Performance Pay

A performance pay system based upon the achievement of key individual and departmental success factors was fully implemented in 2014.



GOAL

Performance management is developed, valued and used at all levels. (1.3)

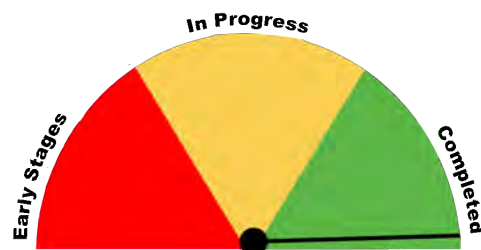
OUTCOMES

Performance Management

Performance plans that align with the SSBA *Vision 2025* were developed and implemented for all staff. Plans were developed in consultation with staff, and regular performance reviews were conducted. Performance evaluation of staff in each department was completed by department directors. Year-end recommendations for all staff were reviewed and approved by the management team.

The Executive Director conducted the reviews of senior management members. The 2014 salary increases for all staff members were based upon the achievement of Individual Performance Plan goals.

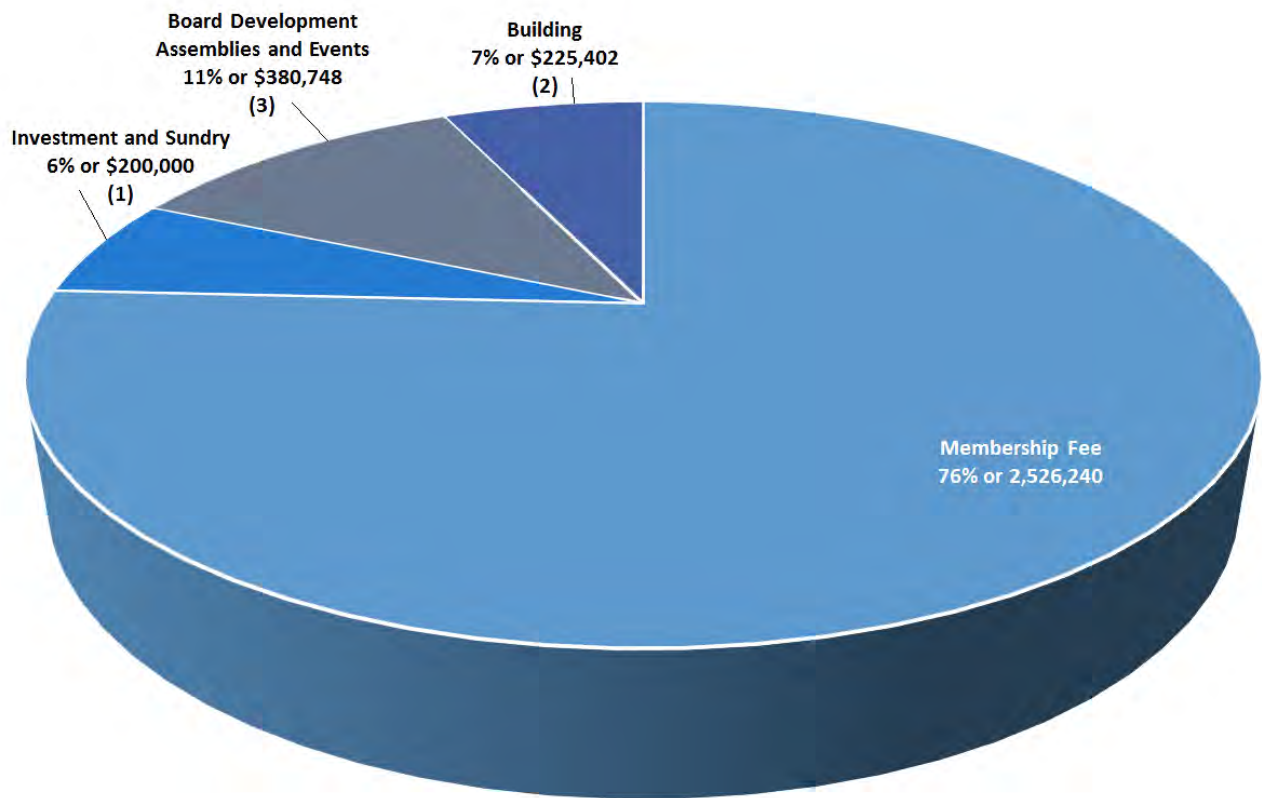
Work continues to ensure that performance management is well understood and that consistent criteria are used in evaluating staff.



FISCAL RESPONSIBILITY

Proposed 2015 Budget

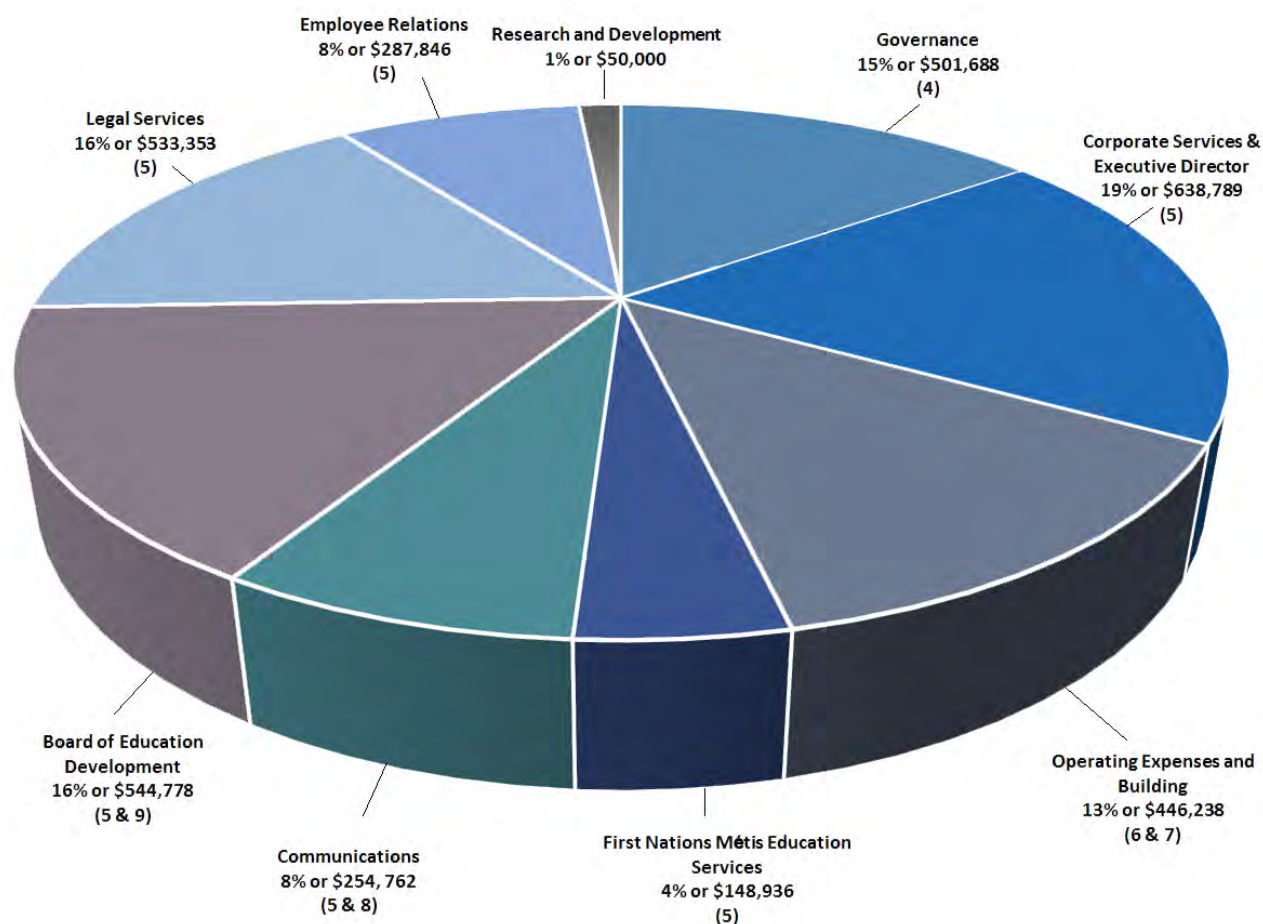
Revenues



Notes:

- (1) The increase is due mainly to higher investment income anticipated.
- (2) The increase in building rent reflects lease renewals for SSBA's building tenants.
- (3) The increase is due mainly to budgeted revenue for the Canadian School Boards Association Congress to be hosted by the SSBA in 2015. The costs of the event will be covered by registration fees.

Expenses



(4) The increase is due to increased committee representation and activity as well as an increase in external audit fees.

(5) The increase in salaries is due mainly to a change in the method of accounting for performance increases to be included in the projected budget for each SSBA service area as opposed to being included in the budget as a one line Operating Expense item as was done in the 2014 budget. Also included is a salary increase of 2.25%. This increase will be allocated to staff based on performance as measured against performance objectives established for 2014. The increase in Board Development Staff expenses also includes \$34K for the employee relations data warehouse project which will be funded from reserves.

(6) The decrease is due mainly to increases in staff salaries being included in the budgets of individual service areas, not in the Association Operating Expense category as was done in 2014.

(7) The increase includes \$30K for possible improvements to the SSBA office and increases in costs associated with operating the building. Funding for for improvements will come from reserves. It should be noted that increases in building expenses will be offset by future rent increases.

(8) The increase includes \$10K for the 100th anniversary of the SSBA which will be taken from reserves and \$3K to cover the costs of ongoing website maintenance, photo file replacement, hardware replacement and repair (cameras, etc).

(9) The increase is due mainly to costs associated with the CSBA Congress which will be hosted by SSBA in July 2015. The cost of this event will be recouped through Congress registration fees.

10) \$74K in funding will be taken from reserves in 2015 including \$10K for the 100th anniversary of the SSBA, \$34K for the employee relations data warehouse project, and \$30K for possible improvements to the SSBA office.

Saskatchewan School Boards Association Business Services Proposed 2014

	2012 Actual	2013 Actual	2014 Budget	2015 Proposed Budget	Variance Budget-Actual \$
Revenue					
Employee Benefits	16,727,769	16,694,597	15,375,760	15,679,237	303,477
Insurance & Risk Management	3,827,893	3,425,925	3,235,000	3,260,961	25,961
Total Revenue	20,555,662	20,120,522	18,610,760	18,940,198	329,438
Expenses					
Employee Benefit Plan					
Carriers	14,306,491	14,515,152	14,289,691	14,575,485	285,794
Administrative	129,951	144,706	173,814	177,290	3,476
Staff Expenses	445,714	478,726	544,220	555,784	11,564
Allocation to reserves	1,845,613	1,556,013	368,035	370,678	2,643
	16,727,769	16,694,597	15,375,760	15,679,237	303,477
Insurance & Risk Management					
Loss Pools	555,681	1,721,068	2,859,000	2,859,000	-
Claim Expense	78,511	91,090	119,000	119,000	-
Administrative Expense	35,397	38,603	76,500	78,174	1,674
Staff Expenses	169,640	177,460	180,500	204,787	24,287
Allocation to reserves	2,988,663	1,397,704			
	3,827,892	3,425,925	3,235,000	3,260,961	25,961
Total Expenses	20,555,661	20,120,522	18,610,760	18,940,198	329,438

Saskatchewan School Boards Association

Summary

	2012 Actual	2013 Actual	2014 Budget	2015 Proposed Budget	Change \$	Change %	
ASSOCIATION SUPPORTS & SERVICES							
Revenue							
Investment & Sundry	250,042	216,076	175,000	200,000	25,000	14.3%	1
Membership Fee	2,334,212	2,334,211	2,476,791	2,526,240	49,449	2.0%	
Building	189,677	192,639	211,745	225,402	13,657	6.4%	2
Assemblies, Events & Board Development	235,359	273,982	175,748	380,748	205,000	116.6%	3
Total Revenue	3,009,290	3,016,908	3,039,284	3,332,390	293,106	9.6%	
Expenditures							
Executive Activity/Membership Engagement							
President/Vice-President Compensation	23,388	23,369	23,388	23,388	-	0.0%	
Executive Expenses	227,679	226,067	232,500	232,500	-	0.0%	
Committees/Projects	387,621	188,562	111,500	180,500	69,000	61.9%	4
Membership Engagement	20,956	23,154	85,500	27,800	(57,700)	-67.5%	4
Allowances & Memberships	28,942	36,386	37,500	37,500	-	0.0%	
	688,586	497,538	490,388	501,688	11,300	2.3%	
Executive Director/Administration							
Staff Expenses	332,089	542,986	632,550	638,789	6,239	1.0%	5
Association Operations&Building							
Association Operating Expenses	206,239	277,983	262,050	230,279	(31,771)	-12.1%	6
Building Expenses	274,054	188,536	179,165	215,959	36,794	20.5%	7
	480,293	466,519	441,215	446,238	5,023	1.1%	
Research and Development							
	30,601	55,791	50,000	50,000	-	0.0%	
First Nations Metis Education Services							
Staff Expenses	-	126,235	106,250	114,936	8,686	8.2%	5
Projects	-	60,773	34,000	34,000	-	0.0%	
	-	187,008	140,250	148,936	8,686	6.2%	
Communications							
Staff Expenses	316,079	186,092	206,331	235,762	29,431	14.3%	5
Communications Expenses	13,806	3,898	6,000	19,000	13,000	216.7%	8
	329,885	189,990	212,331	254,762	42,431	20.0%	
Board of Education Development							
Staff Expenses	330,249	155,272	167,000	210,928	43,928	26.3%	5
Assemblies, Events & Board Development	176,293	283,808	143,850	333,850	190,000	132.1%	9
	506,542	439,080	310,850	544,778	233,928	75.3%	
Employee Relations							
Staff Expenses	266,436	273,293	268,000	287,846	19,846	7.4%	5
Legal Services							
Staff Expenses	532,397	532,271	493,700	533,353	39,653	8.0%	5
Legal Expenses		90	-	-	-		
	532,397	532,361	493,700	533,353	39,653	8.0%	
Total Expenditures before Reserve Adjustment	3,166,829	3,184,566	3,039,284	3,406,390	367,106	12.1%	
Reserve Adjustment	-	-	-	(74,000)	(74,000)		10
Total Expenditures after Reserve Adjustment	3,166,829	3,184,566	3,039,284	3,332,390	293,106	9.6%	
Net Surplus (Deficit)	(157,539)	(167,658)	-	-	-		

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, 2013 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, 2013, 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

June 16, 2014

THE SASKATCHEWAN SCHOOL BOARDS ASSOCIATION

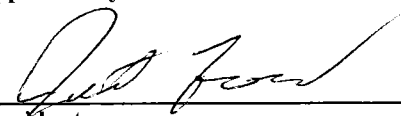
BALANCE SHEET

DECEMBER 31, 2013

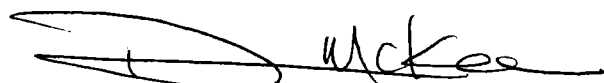
(with 2012 total figures for comparison)

	<u>Operating Fund</u>	<u>Benefits Fund</u>	<u>Insurance Fund</u>	<u>Total 2013</u>	<u>Total 2012</u>
CURRENT ASSETS					
Cash in bank	\$ 1,060,360	\$ -	\$ -	\$ 1,060,360	\$ 279,201
Accounts receivable	67,418	653,307	-	720,725	874,800
Prepaid expenses	62,941	-	-	62,941	41,390
	1,190,719	653,307	-	1,844,026	1,195,391
INVESTMENTS (Note 3)	1,012,754	7,695,938	17,945,124	26,653,816	23,446,152
PROPERTY (Note 4)	228,536	-	-	228,536	260,670
	<u>\$ 2,432,009</u>	<u>\$ 8,349,245</u>	<u>\$ 17,945,124</u>	<u>\$ 28,726,378</u>	<u>\$ 24,902,213</u>
LIABILITIES					
Payables	\$ 72,347	\$ 1,453,443	\$ 2,072,501	\$ 3,598,291	\$ 2,851,466
Revenue received in advance	346,884	-	-	346,884	23,468
	419,231	1,453,443	2,072,501	3,945,175	2,874,934
NET ASSETS - Schedule					
Appropriated	649,095	781,511	15,872,623	17,303,229	20,392,437
Unappropriated	1,363,683	6,114,291	-	7,477,974	1,634,842
	2,012,778	6,895,802	15,872,623	24,781,203	22,027,279
	<u>\$ 2,432,009</u>	<u>\$ 8,349,245</u>	<u>\$ 17,945,124</u>	<u>\$ 28,726,378</u>	<u>\$ 24,902,213</u>

Approved by the Executive



President



Executive Director

THE SASKATCHEWAN SCHOOL BOARDS ASSOCIATION

STATEMENT OF REVENUE, EXPENDITURE AND NET ASSETS

YEAR ENDED DECEMBER 31, 2013

(with 2012 total figures for comparison)

	<u>Operating Fund</u>	<u>Benefits Fund</u>	<u>Insurance Fund</u>	<u>Total 2013</u>	<u>Total 2012</u>
REVENUE					
Membership fees	\$ 2,334,211	\$ -	\$ -	\$ 2,334,211	\$ 2,334,212
Premiums	-	15,173,844	3,091,767	18,265,611	17,701,411
Investment & sundry	216,076	1,520,753	334,158	2,070,987	2,653,242
Assemblies, events and board development	273,982	-	-	273,982	235,360
Building	192,639	-	-	192,639	189,677
SK Nutritional Advisory Council for Kids	17,135	-	-	17,135	18,086
Freedom of information project	80,342	-	-	80,342	40,000
Aboriginal affairs	32,279	-	-	32,279	-
	<u>3,146,664</u>	<u>16,694,597</u>	<u>3,425,925</u>	<u>23,267,186</u>	<u>23,171,988</u>
EXPENDITURE					
Executive activity/membership engagement	497,538	-	-	497,538	688,586
Executive director/administration	542,986	-	-	542,986	332,089
Association operations	277,983	623,432	216,063	1,117,478	986,941
Building	188,536	-	-	188,536	241,920
Communication services	189,990	-	-	189,990	329,886
Board of Education development services	494,871	-	-	494,871	537,142
Employee relations	273,293	-	-	273,293	266,436
Legal services	532,362	-	-	532,362	532,398
First Nations & Metis education services	187,008	-	-	187,008	-
SK Nutritional Advisory Council for Kids	17,135	-	-	17,135	18,086
Freedom of information project	80,342	-	-	80,342	40,000
Aboriginal affairs	32,279	-	-	32,279	-
Claims/carrier	-	14,515,152	1,812,158	16,327,310	15,972,752
Depreciation	32,134	-	-	32,134	32,134
	<u>3,346,457</u>	<u>15,138,584</u>	<u>2,028,221</u>	<u>20,513,262</u>	<u>19,978,370</u>
NET REVENUE	(199,793)	1,556,013	1,397,704	2,753,924	3,193,618
NET ASSETS, BEGINNING OF YEAR	<u>2,212,571</u>	<u>5,339,789</u>	<u>14,474,919</u>	<u>22,027,279</u>	<u>18,833,661</u>
NET ASSETS, END OF YEAR	<u>\$ 2,012,778</u>	<u>\$ 6,895,802</u>	<u>\$ 15,872,623</u>	<u>\$ 24,781,203</u>	<u>\$ 22,027,279</u>

LOOKING AHEAD

This annual report is a testament to the progress made on strategic goals and outcomes towards Vision 2025 — “By 2025, Saskatchewan has a globally recognized education system that others wish to emulate.” Having locally-elected leaders guiding that progress is imperative for improving outcomes for all students while remaining accountable to the electorate for the decisions made regarding education in Saskatchewan.

Continued work with education sector partners in 2014 resulted in the Education Sector Strategic Plan, which

will support the SSBA’s progress in working toward the realization of Vision 2025.

In addition, the Association’s new strategic plan for communications and advocacy for 2015 will support Vision 2025 by advocating for education funding that adheres to principles identified by the membership; encouraging the development of better resources and supports for First Nations and Métis students in Saskatchewan; promoting during our centennial year the work of school boards by celebrating 100 years

of supporting student success; and, ensuring member boards are aware of the value for money they receive through SSBA advocacy, services and board development.

As 2014 comes to a close, we anticipate another year of change, opportunity and progress as boards of education work together and with education sector partners to promote and advance student achievement in Saskatchewan. All the best in 2015 as together we continue to aspire to achieve Vision 2025.





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