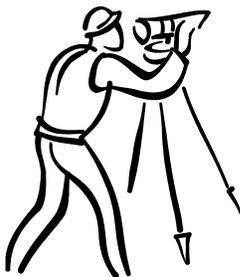


School Landscape



Name: _____

School: _____

District: _____

What do you See?



What would you LIKE to see?



SAMPLE

School Council Yearly Agenda

Last Revised: Insert Date Here

September Meeting

- Welcome and orientation
 - Introduction to Roles & Responsibilities of School Council
 - Introduction, Creation or Review of School Council Plan
- Principal's report – key events, areas needing School Council involvement
- Overview of current School Budget and Student Achievement Goals/Challenges

October Meeting

- Principal's Report: Student Assessment practices in support of Student Achievement
- Overview of the 3 Year Education Plan of the school and the school district
- Elections/ Appointments to key positions

November Meeting

- Principal's Report: Initiatives for "at-risk" students in support of Student Achievement
- Review of school and school district Annual Results Report
- Analysis and Implementation of School Council Plan to support Student Achievement

December Meeting

- Principal's Report: Introduction/Overview of the Accountability Pillar for school and school district
- Holiday celebration

January Meeting

- Principal's Report: Review of Discipline Policy relating to Student Achievement
- Begin discussion relating to upcoming School Budget and Three-Year Educational Plan
- Assessment of School Council Plan relating to supporting Student Achievement
- Alberta School Councils' Association's conference information/registration

February Meeting

- Principal's Report: Mid-year assessment: Student Achievement Results to date
- Special Guest Speaker in support of Student Achievement: Topic TBA
- School Council Recruitment Strategies and Succession Planning
- Discuss and submit a provincial issue to ASCA for consideration at the Annual General Meeting.

March Meeting

- Principal's Report: Instructional Practices relating to Student Achievement
- Final discussion relating to the upcoming School Budget and Three-Year Educational Plan
- Assessment of School Council Plan relating to supporting Student Achievement

April Meeting

- Principal's Report: Finalized School Budget and 3 Yr Education Plan
- Finalize School Council Recruitment Strategies and Succession Planning
- Opportunities for recognition of staff, students and parents relating to supporting Student Achievement

May Meeting

- Principal's Report: Staffing, Program and Practices Changes in support of Student Achievement
- AGM Planning,
- Final Evaluation of School Council Plan relating to supporting Student Achievement

June Meeting

- Celebrate successes!

The _____ School Council meets at 6:30 p.m. on the third Wednesday of every month in the school library. Please join us in supporting our students!



Engagement Opportunities for Families, Friends and Community Members of _____

School

(Including, but not limited to, School Council Members)

20__ -20__ School Year

There are many engagement opportunities for families, friends, school council and community members throughout the school year. In addition, or as an alternate, to regular meetings, there are other activities that result from our work that you may be able to help with.

As a committed and involved supporter of our children's education, your time and expertise are greatly valued. If you would like to participate in any of the following activities, please check those of interest and return this form to: _____

Committees: Small committees may be organized throughout the school year, based on the needs identified by our school community. Involvement on these committees provides participants with an opportunity for meaningful contributions while increasing their knowledge of our school.

Media Requests: Occasionally, the media is looking for the parent, family or community perspective on stories they are reporting. If you would feel comfortable talking to the media, check here. The school council chairperson or principal will contact you first to determine your interest and availability for each request.

Surveys: For those who aren't able to attend additional meetings, online, mail and/or telephone surveys providing input on current or future issues and initiatives is a great opportunity to express your opinions.

Email or phone updates about School Council, Parent Association, or District events/meetings.

Mentorship and Skills Bank: School Councils are all about people working together to support student achievement and success. This is an opportunity for everyone to contribute to the success of our students. Completing this section does not commit your time, but you may be contacted as a valuable resource for potential learning opportunities or special projects in the school. Other family members and friends can complete this too!

Skills or interests I can share with students, staff and parents: (Please list any/all you'd like to share)

Student(s) Name _____

Parent/Adult Name(s): _____

Relationship to Student(s): _____

Home Phone: _____ Work/Cell Phone: _____

Email Address(es): _____

Preferred Contact Method: Phone Email Printed Material sent with student(s) listed above

Signature*: _____ Date: _____

*** Permission Release:** *As a parent/guardian of a student attending this school, I give consent for representatives from the school council to contact me for the purposes of information and input regarding school council business/activities. I understand that I have the right to cancel my consent in the future.*

We will communicate as much information as possible via email.



2012-2013 School Year

Permission for School Council to Contact Parents/Guardians Directly



School councils are collective associations of parents, teachers, principals, staff, students and community representatives who seek to work together to promote the well-being and effectiveness of the entire school community and thereby to enhance student learning. A school council is a means to facilitate co-operation among all the concerned participants in the local school.
(Alberta Education)

School councils are one way we can all work together to support teaching and learning. School council plays an important role by advising the principal. We invite YOU to become involved!

School council members need to be able to contact parents about such things as:

- meetings, special events, fundraising and other activities sponsored by the council,
- obtaining your opinions and comments about school matters so council can work with the principal, and
- sharing information on matters that affect public education.

School councils are subject to the Provincial Government's privacy act, the *Personal Information Protection Act (PIPA)*. This means that in order for the school council to contact its parent or guardian members directly, they must provide the contact information directly to the school council.

If you would like to receive communication and information directly from the school council, we need to know how to contact you and to have your permission to do so. Please fill in the form below and return it to the school. Your information will be kept private and used by the School Council Executive only to share information with you about school council activities for the 2012-2013 school year.

If you have questions about the collection of your contact information, please contact this year's school council chair.

 Please cut this part off and return it to the school.

FOR THE 2012-2013 SCHOOL YEAR

As a parent/guardian of a student attending _____ School, I give my consent for the school council to contact me directly about school council business. I understand that if I no longer want to be contacted by the school council, I can ask the chair to remove my name from the contact list.

Name: _____ Phone : _____

Full Address: _____ Postal Code: _____

Email: _____

Signature: _____ Date: _____

Raising the Profile and Awareness of Your School Council

- Have a presence at the beginning of the school year activities (Meet the Teacher Night, Principals' Muffin Morning, etc.) Ask to speak briefly at these events – the importance of parental involvement and advising the principal on school matters through school council.
- Host a barbeque or pot luck in conjunction with Meet the Teacher Night and personally invite parents to attend one school council meeting to see what it's all about. Follow up with a personal invitation.
- Develop a brochure on your school council. Post it on the school website and include it in the school's newsletter and other print materials.
- Develop a school information package for new parents and invite them to participate on school council. Include information on school council.
- Using a Family Engagement Form, develop an email address list, and potential "skills banks" of parents who cannot make it to meetings, but are interested in the school council. (Refer to the Personal Information and Privacy Act information in the School Council Resource Manual.) Ask for those parents' input into agenda items prior to the meeting. Follow up with information via email about decisions made/topics discussed at the meeting for those who cannot attend.
- Establish a baby-sitting service with junior high or high school students for school council meeting nights; car pool to the meeting; offer to hold some of the meetings during afternoons or mornings, if possible.
- Understand the needs of parents whose first language is not English.
 - Host a "multi-cultural" potluck supper: translate school council newsletter into other languages if possible; extend personal invitations to families to attend school functions.
- Determine the preferred method of communication for the majority of parents.
 - (Website, email, print material, phone calls, etc.)
- Create a plan for parental engagement activities for the school year.
 - (Offer workshop and skill development opportunities; bring in speakers on topics of interest to parents.)
- Send frequent reminders to parents so school council is highly visible and top of mind.
- Network with other area school councils to share good practices.



SAMPLE

POLICY for SCHOOL COUNCIL

PERSONAL INFORMATION PROTECTION ACT (PIPA)

Policy

The _____ School Council shall use all reasonable means to comply with the Personal Information Protection Act (PIPA).

Guidelines

1. The school council shall designate a person responsible for personal information.

(The school council designate shall be responsible for responding to questions about personal information - ensuring all personal information is accurate, protected from unauthorized access and destroyed once it is no longer needed)
2. The school council shall collect only personal information that is required to fulfill its role as a school council to communicate with parents or guardians of students enrolled at the school.
3. The school council shall indicate the purpose for which the information is being collected and how it will be used when acquiring consent.
4. Personal information shall be used only for the purpose stated when it was collected unless consent is obtained for an alternative use.
5. The school council shall disclose an individual's personal information, held by the school council, to that individual upon request.
6. The school council shall ensure that all personal information is accurate, protected from unauthorized access, and destroyed safely once it is no longer needed.

More information relating to School Councils and PIPA may be found on the ASCA website <http://www.albertaschoolcouncils.ca/?page=Links> or through the Service Alberta website <http://servicealberta.ca/pipa/non-profit-organizations.cfm>



Social

Meetings have a social component that can influence the interactions and perceptions of the meeting participants and the outcomes of the meeting.

Adult learning principles may help define strategies for meeting interactions. Adults come with a wealth of experiences and when introduced to new information adults will filter this information with their own experiences. This may translate to a need to reflect. At times individuals may not be able to respond immediately as there has not been enough time to reflect to assimilate the new information to decide how to act upon it.

Adults will search for information as it becomes relevant to them. It is possible that extra information adults do not deem relevant may not be retained. Basic information may be presented and it may be more effective to ask what if any other information they wish to have.

People have values that guide behavior and thoughts. Values may have an impact on meeting effectiveness. All meeting participants are treated equally and have the opportunity to participate. There is respect for people and their cultures by choosing appropriate language and using polite, appreciative communications.

It is inappropriate to use meeting structure to control the social aspect of meetings. Invoking rules to minimize input or participation can lead to a negative meeting culture.

A Code of Ethics allows meeting participants to focus on business by creating a common social experience.

Meeting participants need to know their input will not be taken out of context or shared outside of the meeting. Ideas, business and projects are shared with the wider community not personal statements and opinions.

Everyone is a meeting leader not only the meeting chair. Meeting participants seek to engage everyone present and contribute to the meeting culture. The chair will ensure structure and timelines are followed and all meeting participants actively demonstrate the code of conduct and ethics.

Additional Suggestions:

- Statements are reflective of the individual speaking, for e.g. I would like to have a discussion about the School's Education Plan.
- Discussions use polite dialogue, requests, suggestions, choice, non person gender specific for e.g. "You may choose to participate....We would like to explore.....the code of ethics prevent the school council from talking about individual incidents".
- All meeting members attend to each other actively listening and are non-judgmental.
- All meeting members respect the application of the meeting structure by the chairperson.
- Meeting participants do have different status (for example-executive positions, length of time on school council) yet everyone is treated with the same degree of respect and equality.
- Sidebar conversations represent a need to discuss an item more fully, encourage the people to share with the larger group indicating their thoughts and opinions are valuable
- Have fun, use humour!



Context

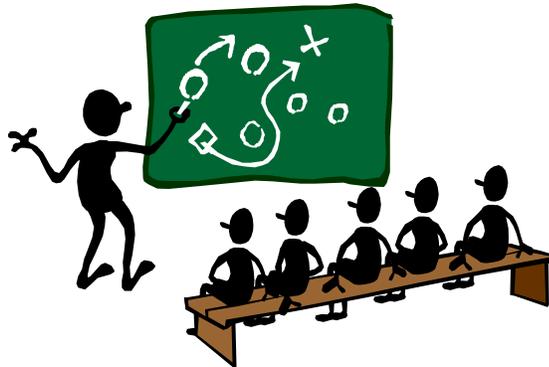
Every meeting has a purpose. Meeting participants need to know the purpose. Each agenda item may require an introduction as to what, who, when, why and how. Context may require additional time and may or may not be achieved in the meeting. The chairperson may provide context, ask other meeting participants to provide the context or indicate the agenda item will require more context before a discussion/decision happens.

In addition school council is comprised of volunteers. The school council members who attend meetings are not necessarily agreeing to projects and tasks outlined by others. Meeting participants will determine their own level of involvement. This context is important to acknowledge, meeting participants need to be appreciated not directed.

To achieve context a school council may:

- Research
- Review supporting documents. Meeting minutes are documents that provide context and should be actively read by meeting participants and the members at large of the group
- Chair can assess agenda items to ensure it is aligned with the purpose of the group and the objective of the meeting
- Meeting participants may ask for the purpose in order to determine the context
- Purpose may provide the clarity necessary for determining the context
- What is the context for school councils? What is the context of each meeting? Could be.....
- School's Education Plan, School's Budget, Provincial Achievement Test Results, School's Board's Education Plan, School Board's Budget

Is it about the students and school improvement planning?



Structure

It is important that a meeting have structure. This structure is comprised of the roles, procedures and purpose. It is a framework that creates reasonable expectations, provides guidance for behaviors and a set of rules for interaction. It is a component groups may want to define so that meetings may have positive outcomes.

These are suggestions that may assist your group in having effective meetings.

- The agenda is finalized three days prior to meeting
- Meeting times, location and procedures are shared with meeting participants and the larger community
- Additional agenda items identified just prior or at the meeting are added to the next meeting agenda to allow all meeting participants time to prepare
- When discussing issues the chairperson asks if there is new information to avoid repetition and may summarize the issue
- All meeting members welcome everyone with introductions
- Chairperson provides context when introducing agenda item
- Meeting has procedures that everyone knows
- Meetings have time limits and end within 10-15 minutes of that time
- Meetings have a code of conduct/ethics
- Chairperson keeps a list of who wants to speak in order so that everyone has an opportunity to give input
- Meeting participants speak for themselves (not a larger unidentifiable group)
- Chairperson explains how meetings will proceed. Items will be introduced with context, chair will identify who will speak, chair will monitor time, and chair will lead group to action
- All meeting participants will intercede when personal issues are inappropriately introduced
- Whenever possible materials for the meeting will be shared prior to the meeting
- Previous meeting minutes will be distributed prior to the meeting so meeting time is not used to read meeting minutes
- Chair will ask meeting participants by name to contribute to ensure everyone has an opportunity to participate
- Meeting participants are clear on the roles, purpose and responsibilities for the meeting
- Agenda items requiring the most discussion should be first on the agenda
- Meeting participants adhere to confidentiality policies, regulation and laws

These components may help to create an atmosphere conducive to effective meetings.



SAMPLE

School Council Code of Ethics

The *School Council Resource Manual* (page 6) suggests a Code of Ethics for school council as a whole, intended for all members of school council acting as a collaborative group. The following has been adapted from the *School Council Resource Manual*.

As a school council, advocating for student achievement and school improvement in (school name) school, we shall strive to:

- *Abide* by the legislation that governs school council.
- *Be guided* by the mission statement of the school and our school council.
- *Endeavour* to be familiar with school policies and operating practices and act in accordance with them.
- *Practice* the highest standards of honesty, accuracy, integrity and truth.
- *Recognize* and *respect* the personal integrity of each member of the school community.
- *Apply* and *adhere* to democratic principles.
- *Declare* any conflict of interest.
- *Foster* a positive atmosphere in which individual contributions are encouraged and valued.
- *Consider* the best interests of all students in our decisions and deliberations.
- *Respect* the confidential nature of some school business and *respect* limitations this may place on the operation of the school council.
- *Never disclose* confidential information.
- *Limit* discussions at school council meetings to matters of concern to the school community as a whole.
- *Use* the appropriate communication channels when questions or concerns arise.
- *Promote* high standards of ethical practice within the school community.
- *Accept* accountability for school council decisions.
- *Accept* no payment for school council activities.



SAMPLE

Conduct Agreement for School Council Members

Dovercourt School Council, Edmonton Public, created these AGREEMENTS through a collaborative discussion at their school council meeting October 18, 2010. SC Chair (2011-2012) Susan K says: "Each meeting agenda since that point involves us reviewing the Agreements. They are on a poster that is laminated and posted for each meeting. We know we are getting healthier as a team because we all hold one another to them versus just a member of the Executive doing so".

Agreement of Meeting Conduct (Rules of Play, Ground Rules)

Intent: *Healthy teams hold each other accountable so that everyone can participate, and contribute, for the best possible outcome.*

- Raise hand to speak
- Agree to disagree
- Be open to others' ideas
- No "sidebar" conversations
- Stay on topic
- Save questions for after speaker is finished presenting
- Peak hands to signal "end of conversation"

Agreements are posted and reviewed at each meeting.



SAMPLE

Code of Conduct for School Council Members

A code of conduct is a statement of principles in which a person or group of people believes, and which governs or influences their behavior. It is an expression of dedication to integrity. *Below is a sample code. It can be adapted to fit your council or serve as a guide to creating a unique code for your council.*

As a member of _____ School Council,

I will:

- *Devote* time, thought and study, to the role and responsibilities of a school council member so I can provide effective service to my council.
- *Be* familiar with school council policies and operating principles.
- *Work* with my fellow school council members in a spirit of harmony cooperation, and respect for differences of opinion.
- *Promote* positive and collaborative relationships on school council, between school council and the greater school community.
- *Encourage* parent participation in school council.
- *Work* with my fellow school council members to support the goals of the school's education and improvement plans.
- *Assist* the school council to excel in all of its efforts and undertakings.
- *Act* as an advocate for excellence in education at the school and community levels.
- *Declare* any conflict of interest.
- *Never* disclose any confidential information I may have access to through other involvements at the school.
- *Use* the appropriate communication channels to address concerns



School Council Operating Procedures

1. DEFINITIONS

In these Operating Procedures:

- A. "School" means _____ School;
- B. "Council" means the School Council for the School;
- C. "Parents" means parent, guardian or primary caregiver of any child attending an educational program at the School;
- D. "Regulation" means the School Councils Regulation under the School Act;
- E. "School Community" means persons other than parents (as defined in 1C above) who have, in the opinion of the majority of the members of the School Council, an interest in the well-being of the School.

2. AUTHORITY

The School Council derives its authority to participate in the education of our students through Alberta Provincial Legislation, specifically *Section 22* of the *School Act*, and the School Councils Regulation which supports it.

3. MISSION STATEMENT/PHILOSOPHY

Note: Can insert the mission/philosophy of the School, and add a statement that the School Council's mission is to support the mission of the School, or create one specific to the School Council.

The School Council will undertake discussions and activities which will enhance student learning and foster the well-being and effectiveness of our School Community.

4. GOALS/PURPOSE

The goals of the School Council, in keeping with the *School Act* and the *School Councils Regulation*, are to:

- A. Represent the parent perspective by providing advice to and consulting with the principal and the board on matters relating to the School such as: the School philosophy, mission and vision, policies, improvement plans, programs and directions, and budget allocations to meet student needs;
- B. Develop special events which will foster participation and well-being of the school community;
- C. Develop a communication plan to share information with parents and the community and facilitate communications with all educational stakeholders;
- D. Consult with other school councils and provincial organizations;
- E. Advise school boards, Alberta Education or other provincial organizations on broader educational issues;
- F. Encourage a positive atmosphere where individual contributions are encouraged and valued;
- G. Stimulate continuous improvement in meaningful involvement by all members of the School Community;
- H. Facilitate collaboration among concerned participants of the School Community;
- I. Support an approach to education in which decisions are made collaboratively and, wherever possible, at the School and classroom level;
- J. Facilitate the development of a common vision for the School;



School Council Operating Procedures

- K. Facilitate a formal performance evaluation of our School Council and communicate the results of this evaluation to the school board and the School Community;
- L. Support the School in its efforts to focus teachers' time and the School resources on the essential tasks of teaching and learning;
- M. Facilitate communication with educational stakeholders and the general community.
- N. Comply with the School Councils Regulation by providing the school board with an annual report that summarizes the School Council's activities for the previous school year, including a financial statement relating to money, if any, handled by the School Council, no later than September 30th.
- O. Adhere to School Council's Code Ethics

Note: One of the two following options (Representative Model or Town Hall Model) should be chosen – delete the other one and the numbering will change accordingly but should stay correct.

5. GOVERNANCE, MEMBERSHIP and DECISION MAKING

The School Council uses a **Representative** Operating Style and/or Model of Governance.

- A. The membership of the School Council shall consist of:
 - 1) (#)_____ parents as defined in 1C above, elected by parents at the Annual General Meeting. The parents elected will be considered to represent all of the School Community;
 - 2) The principal of the School;
 - 3) One or more teachers from the School, appointed or elected by the teachers;
 - 4) One or more students if required (high school), appointed or elected by the students,
 - 5) Others as decided by the School Council (optional);
- B. The voting members of the School Council shall consist of: _____;
- C. The non-voting members of the School Council shall consist of: _____;
- D. The parent/other ratio may vary at times, but the number of parent members must always exceed the number of administration, staff, students and/or community representatives.

OR

6. GOVERNANCE, MEMBERSHIP and DECISION MAKING

The School Council uses a **Town Hall** Operating Style and/or Model of Governance..

- A. The membership of the School Council shall consist of:
 - 1) All parents, as defined in 1c above;
 - 2) The principal of the School;
 - 3) Teachers and staff of the School;
 - 4) One or more students if required (high school), appointed or elected by the students,
 - 5) Others as decided by the School Council (optional);
- B. The voting members of the School Council shall consist of: _____;
- C. The non-voting members of the School Council shall consist of: _____;
- D. The parent/other ratio may vary at times, but the number of parent members must always exceed the number of administration, staff, students and/or community representatives.



School Council Operating Procedures

7. DECISION MAKING

Decisions at School Council meetings will be made by consensus as much as possible.

- A. A decision made by consensus must be stated clearly and recorded as such in the minutes of the meeting.
- B. If a decision is made by a vote, the motion must be moved and passed by the majority of School Council voting members.

8. QUORUM

- A. Quorum will be attained when the majority of voting members present at any School Council meeting are parents as defined in 1C above, and the principal or designate is present.
- B. In the absence of a quorum:
 - 1) No motions may be considered or approved.
 - 2) If a majority of parents and School Council Members at the meeting agree to proceed in the absence of a quorum, the School Council will continue the meeting for purposes of discussion of issues, but point 1) above will continue to apply.

9. EXECUTIVE COMMITTEE and TERMS OF OFFICE

The positions of the Executive Committee shall consist of: A Chairperson, Vice Chairperson (or Co-Chairperson), Secretary and Treasurer (if required).

- A. All Executive Committee positions must be filled by parents as defined in 1C above;
- B. Every parent is eligible to be elected to an Executive Committee position on the School Council;
- C. The terms of office are from the Annual General Meeting to the following Annual General Meeting. Any elected member may serve ___ consecutive terms in the same position.
- D. The Executive Committee of the School Council will be elected by parents attending the Annual General Meeting or, in the event of vacancies after the Annual General Meeting, appointed at the first School Council meeting after the Annual General Meeting;
- E. The Executive Committee, through the Chairperson and in consultation with the principal, will provide the agenda for all meetings and circulate minutes of the same;
- F. The Executive Committee will carry out the day-to-day operation of the School Council.

10. DUTIES OF THE EXECUTIVE COMMITTEE MEMBERS

A. Chairperson

It is expected that the School Council Chairperson will be a parent of a student attending the school. Unless otherwise delegated, the Chairperson of the School Council will:

- 1) Chair all meetings of the School Council;
- 2) Coordinate with the principal to establish meeting agendas;
- 3) Communicate with the principal on a regular basis;
- 4) Call regular School Council meetings;
- 5) Decide all matters relating to rules of order at the meetings;
- 6) Follow existing School Council operating procedures;
- 7) Ensure that minutes are recorded and maintained;
- 8) Have general supervision of all activities of the School Council;
- 9) Be the official spokesperson of the School Council;



School Council Operating Procedures

- 10) Ensure there is regular communication with the school community, beyond those who attend meetings;
- 11) Stay informed about school board policy that impacts School Council;
- 12) Have signing authority, if required, on any financial accounts together with the vice-chair and/or the treasurer;
- 13) Submit an annual report in conformance with the Regulations.

B. Vice Chairperson

Unless otherwise delegated, the Vice-Chairperson of the School Council will:

- 1) In the event of resignation, incapacity or leave of absence of the Chairperson, fulfill the Chairperson's responsibilities;
- 2) In the absence of the Chairperson, supervise the affairs and preside at any meetings of the School Council;
- 3) Work with and support the Chairperson in agenda preparation;
- 4) Ensure the appropriate management, in compliance with PIPA, of any personal information collected on behalf of the School Council;
- 5) Assume responsibility, in consultation with the School Council, for communicating with the fundraising society or other parent groups within the School;
- 6) Promote teamwork and assist the Chairperson in the smooth running of the meetings;
- 7) Keep informed of relevant school and school board policies;
- 8) Prepare to assume the position of Chairperson in the future;
- 9) Have signing authority, if required, on any financial accounts together with the Chairperson and/or the treasurer;
- 10) Aid the Chairperson and undertake tasks assigned by the Chairperson.

C. Secretary

Unless otherwise delegated, the Secretary of the School Council will:

- 1) Act as a recorder at each meeting and ensure the minutes accurately reflect the directions agreed to at the School Council meeting;
- 2) Keep minutes, correspondence, records and other School Council documents;
- 3) Maintain a dated record of all the members of the School Council who have knowingly provided their contact information, in compliance with PIPA;
- 4) Distribute notices of meetings and other School Council events as required;
- 5) Ensure all materials relating to the School Council including resources (Alberta School Council Resource Manual), all meeting minutes and any relevant documents are available to the public in an accessible location in the School;

In the absence of the secretary, the School Council shall choose a recording secretary for the meeting.

D. Treasurer (if required – see Fundraising clause)

Unless otherwise delegated, the Treasurer of the School Council will:

- 1) Keep accurate records of all financial transactions;
- 2) Ensure that records are available upon request of the school board or public;
- 3) Be responsible for the deposits of all monies paid to the School Council in whatever bank, trust company, credit union or treasury branch the School Council may order;
- 4) Have signing authority on any financial accounts together with the Chairperson and/or Vice Chairperson;



School Council Operating Procedures

- 5) Present a full, detailed account of receipts and disbursements to the School Council whenever requested by the School Council and prepare the financial statements for the annual report;
- 6) Supervise the affairs and preside at any meetings of the financial committee.

E. Past Chairperson (Optional)

The Past Chairperson of the School Council will:

- 1) Serve in an advisory capacity to the new School Council;
- 2) Act in the absence of both the Chairperson and Vice-Chairperson.

F. Members at Large / ECS Parent Representative / Classroom, Grade or Division Representatives/Community Members/Fundraising Association Liaison

These individuals will be key members of School Council who:

- 1) Share their professional knowledge, expertise and life experience with other School Council members;
- 2) Encourage feedback and participation from community groups and individuals;
- 3) Communicate information of interest to the School Council and the school community;
- 4) Share information from School Council meetings with the community;
- 5) Have a clear understanding of the School Council's goals and purpose;
- 6) Respect confidentiality;
- 7) Attend School Council meetings;
- 8) Identify possible topics for agendas;
- 9) Serve as a liaison between the School Council and their organization or area of responsibility/expertise.

11. VACANCIES

With the exception of the School Council positions filled by the principal and teacher rep, the School Council may appoint School Council members and/or School Community members to fill vacancies until the election at the next Annual General Meeting.

12. MEETINGS

A. Regular Meetings

A minimum of ____ regular School Council meetings will be held per school year or as called by the Executive Committee. It will be decided when these meetings will take place at the Annual General Meeting. The meetings will take place at the School, unless otherwise advertised.

B. Special Meetings

The School Council Executive Committee may at any time give notice of a Special Meeting of the School Council. Notice will be given at least 5 days before the meeting. The notice will state the time, date and place of the meeting, and describe the matters to be dealt with. At any Special Meeting all parents in attendance shall have the right to vote.



School Council Operating Procedures

C. Annual General Meetings

Where the School Council hasn't been operational the year prior, an Establishment Meeting will be held in accordance with Section 3 of the School Councils Regulation, otherwise an Annual General Meeting of the School Council will take place one each school year.

- 1) The Annual General Meeting of the School Council will be held in the month of _____ or at an appropriate time during the school year as determined by the School Council. The meeting will be advertised throughout the school and the community no less than 2 weeks beforehand and will state the business to take place at the Annual General Meeting.
- 2) All parents as defined in 1C above are eligible for election.
- 3) All parents as defined in 1C above are eligible to vote at the Annual General Meeting.
- 4) The business of the Annual General Meeting shall include:
 - a. the election of School Council (Representative) and/or Executive (Town Hall) Members
 - b. any proposed bylaw amendments;
 - c. financial statement of the previous year;
- 5) And may also include:
 - a. plans and budget for the upcoming year;
 - b. discussion of any major issue in which all parents should have input such as: changes to the Vision or Mission; school policy; or other major changes in the school program or focus;
 - c. any formal evaluation of the School Council.

13. MEETING AGENDAS

The Chairperson will work in partnership with the principal to establish the agendas for all meetings. Agenda item requests must be made through the Chairperson, who will, if necessary, consult with the Executive Committee and principal as to the appropriateness of the item requested.

14. COMMITTEES

The School Council may appoint committees that consist of School Council members and/or School Community members. Committees meet outside of School Council meetings to complete their assigned tasks and present a report of their activities at School Council meetings.

15. POLICIES

Subject to any provincially or board mandated policies and/or regulations, the School Council may make and implement policies in the School that the School Council considers necessary to carry out its functions.

- A. The School Council may develop policy for the duration of their term.
- B. The policies of the School Council will be reviewed at the beginning of every new School Council term to decide if each policy will be implemented for the new School Council and its term.
- C. Topics on which School Council may wish to develop guiding policies include, but are not limited to: Communication (Internal and External), Record Keeping, Fundraising, Privacy,



School Council Operating Procedures

Location of Meetings, Official Correspondence Address, New Member Orientation, School Council Evaluation, and Social Media.

16. SCHOOL COUNCIL FUNDRAISING

Subject to any provincially or board mandated policies and/or regulations, the School Council may raise funds that do not require incorporation to obtain (i.e.: not casinos, bingos, raffles, etc).

- A. The School Council will, where possible, encourage the fundraising society to do the fundraising for the School, the School Council and the School Community.
- B. Should the School Council choose to fundraise, funds may be given to the School to track and record, or may be deposited in a bank account operated by the School Council.
- C. School Council funds given to the School will be subject to the school board's policy on School Council fundraising and/or School Generated Funds.

17. FUNDRAISING SOCIETY and OTHER GROUPS OF PARENTS

The School Council recognizes and appreciates the efforts of other groups of parents striving to support and enhance the educational opportunities in the School.

- A. The School Council will communicate regularly with the fundraising society and/or other groups of parents to support their activities and to solicit support for School Council activities.
- B. The School Council may develop policies to promote a productive, open and transparent relationship with the fundraising society and/or other groups of parents.

18. CODE OF ETHICS

All School Council members shall:

- A. Abide by the legislation that governs them;
- B. Be guided by the mission statements of the School and School Council;
- C. Endeavour to be familiar with the School's policies and operating practices and act in accordance with them;
- D. Practice the highest standards of honesty, accuracy, integrity and truth;
- E. Recognize and respect the personal integrity of each member of the School Community;
- F. Declare any conflict of interest;
- G. Encourage a positive atmosphere in which individual contributions are encouraged and valued;
- H. Apply democratic principles;
- I. Consider the best interests of all students;
- J. Respect the confidential nature of some school business and respect limitations this may place on the operation of the School Council;
- K. Not disclose confidential information;
- L. Limit discussions at School Council meetings to matters of concern to the School Community as a whole;
- M. Use the appropriate communication channels when questions or concerns arise;
- N. Promote high standards of ethical practice within the School Community;
- O. Accept accountability for decisions;
- P. Not accept payment for School Council activities.



School Council Operating Procedures

19. CONFLICT RESOLUTION

The School Council shall abide by the Conflict Resolution Procedures outlined in the school board's policies and regulations. If none exist, the School Council shall apply every effort to resolve internal conflicts using the steps outlined in these Operating Procedures.

- A. If at any time, ten (10) parents, or fifty percent (50%) of the Executive Committee members of the School Council, are of the opinion that the School Council is in a state of conflict such that its operation is significantly impaired, they may deliver a written request signed by them to all School Council members, and the following will apply:
- 1) The Chairperson will call a Special Meeting of the School Council.
 - 2) The Secretary will provide a minimum of five (5) days' written notice to all parents and School Council members of the date, time, place and purpose of the Special Meeting.
 - 3) At the Special Meeting, all parents and School Council members present will have an opportunity to hear and discuss the issues causing conflict.
 - 4) On motion, seconded by any parent or School Council member present at the Special Meeting, a vote shall be held respecting a proposed resolution to the conflict.
 - 5) If the combined majority of parents and School Council members present vote in favour of the resolution proposed, the School Council will immediately act upon the resolution.

20. PRIVACY

The School Council shall adhere to the Personal Information Protection Act (PIPA), and shall not use or share personal information for purposes other than those of School Council business.

21. DISSOLUTION

As per Alberta Provincial Legislation, only the Minister of Education has the authority to dissolve a School Council. If the School Council is dissolved, the Principal may choose to establish an advisory committee to perform some or all of the duties of the School Council until the next school year. The Principal will perform the duties as outlined in Alberta Provincial Legislation with respect to the re-establishment of the School Council within forty (40) school days after the start of the next school year.

22. REVIEWS and AMENDMENTS

Subject to any provincially or board mandated policies and/or regulations, the School Council may make any changes to these Operating Procedures deemed necessary to carry out its functions.

- a. The Operating Procedures will be reviewed for their relevance and effectiveness annually, by the School Council Executive Committee or a committee established expressly for that purpose.
- b. Notice of proposed changes to the Operating Procedures will be provided to the School Community no less than 5 days before the meeting.
- c. The Operating Procedures of the School Council may be amended by a majority vote of the voting members present at any scheduled meeting of the School Council.



School Council Operating Procedures

These Operating Procedures have been accepted by a majority of the members entitled to vote at a meeting of the School Council.

Date _____

Chairperson's Name

Chairperson's Signature

Secretary's Name

Secretary's Signature

Principal's Name

Principal's Signature



SAMPLE**School Council Meeting Agenda****Date:** _____ **Time:** _____**Location:** _____

- 7:00 - 7:05 p.m. **1. Call to Order**
- Approval of Agenda
- 7:05 - 7:10 p.m. **2. Approval of Previous Minutes for Decision**
- Business arising
- 7:10 - 7:45 p.m. **3. Reports from Committees** (e.g., band parents, sports group)
- _____
- _____
- _____
- 7:45 - 7:50 p.m. **4. Reports from Representatives from other Organizations**
(e.g., Alberta School Councils' Association (ASCA), trustee/charter board member)
- 7:50 - 7:55 p.m. **5. Principals/Staff Report**
- 7:55 - 8:00 p.m. **6. Unfinished Business for Decision or Action**
- 8:00 - 8:05 p.m. **Break**
- 8:05 - 8:30 p.m. **7. Presentation on Character Education/Bullying**
- 8:30 - 8:40 p.m. **8. New Business for Referral**
- 8.1 _____
 - 8.2 _____
- 8:40 - 8:45 p.m. **9. Meeting Evaluation Information**
- 8:45 p.m. **10. Next Meeting date and Adjournment**



SAMPLE
EASTGLEN SCHOOL COUNCIL AGENDA
Wednesday, April 18, 2012
6:30 p.m. Eastglen School

- | | |
|--|------------|
| 1) Call to Order, Welcome, Introductions | 1 minute |
| 2) Approval of Agenda | 1 minute |
| 3) Approval of Minutes: Mar 21, 2012 | 3 minutes |
| 4) Student Reps Report | 10 minutes |
| 5) Principal's Report: | |
| a. Highlights of School Activities: Recent and Upcoming | 10 minutes |
| b. Review of school year: successes and challenges | |
| c. Staff Development Plan update | 20 minutes |
| 6) The Work of School Council: Supporting Student Achievement | |
| a. School Council Recruitment Strategies – ideas/discussion | 10 minutes |
| b. Budget and Three-year Educational Plan | 10 minutes |
| School Council Input – What areas need additional focus? | |
| c. Opportunities for Recognition of staff and students | 10 minutes |
| 7) Correspondence | 5 minutes |
| 8) Emergent Business | 5 minutes |
| <i>Business arising from correspondence or previous agenda items</i> | |
| 9) Action Items | 2 minutes |
| 10) Next Meeting Date: May 16, 2012 @ 6:30 p.m. | |
| 11) Adjourn | |

Total meeting time: est. 90 minutes

EASTGLEN PARENT ASSOCIATION MEETING TO FOLLOW. ESTIMATED MEETING TIME: 30 MINUTES

The mission of the Eastglen School Council is to support increased Student Achievement for all students in Eastglen High School, with the ultimate goal of having the high school completion rate for the graduating classes of 2011 and thereafter be 80% or greater.



Meeting Strategies

Making Meetings Meaningful

- At the start of a new school year, review your school council's operating procedures:
 - Is there a fixed start and end time for the meetings?
 - Is there a process to deal with unfinished business?
 - Is there a method of extending the meeting beyond the end time if required?
 - Is there an ability to strike committees to take on some additional work if necessary?

- Each school council is unique – consider the goals of your school council for this year:
 - At the first school council meeting, discuss the goals or initiatives the council wishes to pursue for the year.
 - Consider standardizing the agenda to reflect a focus on the goal(s) or initiative(s). (See Alberta School Council Resource Manual, pages 48 and 49).
 - Before placing a topic on the agenda, consider whether it 'fits' with school council's focus for the year.
 - Be aware of the number of agenda items – will there be enough time to discuss or take action on each one, given the timeframe of the meeting? Can some items be deferred to a future meeting?
 - If there are reports given at the meeting, consider asking they be provided in writing (via email) to council members prior to the meeting, so discussion time is limited to questions of clarification.
 - Consider how many times the school council should meet to effectively pursue its goal(s). Discuss whether some of the meetings could be "alternative" (via email or chat room format)?

- If there are several goals or initiatives the school council has decided to pursue, consider the use of committees to ease the workload of the whole school council:
 - If your school council has developed a "skill bank", consider matching people's skills to each initiative and invite participation on a committee to undertake the initiative.
 - Make sure committee representatives understand their mandate, time required, and reporting processes before the committee begins its work.
 - Consider what's necessary to keep the council informed and for the council to provide guidance to the committee -- how many times should the committee chair attend a school council meeting?

See the Alberta School Council Resource Manual for more suggestions



Why Volunteer for School Council?

Great Reasons to Join School Council:

- To support your child
- To get to know the community
- To help the students and staff
- To have an impact
- To be an agent for change
- To keep learn
- To be an advocate
- To donate your professional skills
- To assure progress
- To be informed of your school's environment
- Because of interest in education
- To be challenged
- To contribute to the school
- To model volunteerism
- To demonstrate how values can be actions to your children

Why People Volunteer:

- To feel valued
- To be trusted
- To be listened to
- To be respected
- To have two-way communication and be inclusive
- To have growth opportunities
- To be recognized
- To feel supported
- To have fair expectations
- To feel connected
- To be an advocate
- To keep skills alive
- To be part of a team
- To learn something new
- To have impact
- To be challenged
- Because they were asked
- To assure progress
- To donate professional skills
- To make new friends
- To see that resources are well-allocated



Reasons Why People Say “No”

- They feel they were never asked
- Do not know the purpose of school council
- Do not know what school council does (functions)
- Issues to be addressed seem overwhelming
- Feel work is not valued
- No support or training offered
- Meeting topics are not of interest
- Fear that commitment is too large
- Long-time volunteers may have strong personalities and not appear welcoming to new ideas or people
- Out-of-pocket expenses for child care
- Bad reputation of past school councils or of meetings
- Do not understand the many roles parents or a school council can assume
- Limited time
- Thinking they have nothing to offer
- Fear of attending a meeting where they don't know anyone
- No transportation available
- Their schedules don't match
 - Meetings are always in the evening
- Not familiar with the culture of the school council
- No knowledge of the structure of education in Alberta



Effective School Council Checklist

Our council clearly understands the roles and responsibilities of council and its participants.

- We are familiar with the School Act and the *School Councils Regulation*.
- We use the Alberta School Council Resource Manual.
- We participate in workshops and other skill development and training opportunities.
- We are familiar with and regularly review our school council's operating procedures.
- We assess and evaluate our school council's work annually.

Our school council focuses on student learning and sets priorities for student achievement / school improvement:

- We are knowledgeable about and advise on the school's three-year education plan.
- We discuss strategies for school council and parents to support the goals in the school's three-year plan.
- We understand the school's Accountability Pillar Report and Annual Results Report.
- We understand Provincial Achievement Test (PAT) and Diploma Exam results and how they relate to school improvement planning.
- We advise on strategies for improving achievement through interpretation of the Accountability Pillar, Annual Results Report, PAT and Diploma Exam scores.

Our school council promotes meaningful parental involvement. We are inclusive, respectful, demonstrate trust and have high ethical standards.

- We communicate with parents and the broader school community.
- We encourage participation on school council and recognize and address barriers to participation.
- We welcome newcomers to the school and build positive, trusting relationships.
- We conduct efficient meetings and other activities with dignity and respect.
- We have implemented and adhere to our school council's Code of Ethics.
- We strive to build positive relationships with our principal and others.



Glossary

Accountability An obligation to answer for the execution of one's assigned responsibilities

Accountability Pillar A report summarizing the provincial accountability process created to give school boards a consistent way to measure their success and assess progress using a broad spectrum of measures

Action Plan Specifies the tasks required to be done, the person required for the task, the target completion date and the anticipated completion date

Advising Information offered as an opinion or recommendation about future action or counsel

Advocacy Support or argument for a cause or policy

AISI (*Alberta Initiative for School Improvement*) a bold approach to improving student learning by encouraging teachers, parents, and the community to work collaboratively to introduce innovative projects that address local needs.

Alternative Program A program that emphasizes a particular language, culture, religion or subject-matter or uses a particular teaching philosophy – but not a special education program and not a religious education program provided by a separate school board

Authorized Resources Materials that have been approved by the Ministry of Education as appropriate to support the mandated curriculum

Board, School Board Elected governing body of a school district, division or jurisdiction; also referred to as a School Authority

By-law A law or rule governing the internal affairs of an organization

Charter School A school operated by a society incorporated under the *Societies Act* or a company registered under Part 9 of the *Companies Act*

Code of Ethics A guide to behaviour of a high moral standard

Community Representative A member of the community or a representative of a business that has a link with the school

Consensus A decision-making process that finds the highest level of agreement amongst a number of participants

Consultation A discussion where participants share their individual opinions or perspectives on a topic(s)

Credit Enrolment Unit A funding unit used to calculate base instructional funding at the high school level for school authorities

Curriculum All the courses of study offered by an educational institution

Curriculum Handbook for Parents replaced by the digital resource “**My Child's Learning**”, provides details of expected outcomes for each grade/course authorized by ABED

Dual Credit Strategy A way in which students may earn post secondary credits with high school course credits

Dual Track School A school that has one or more alternative programs, in addition to its regular program

Early Childhood Services Program An education program provided to a child who, as of September 1, is younger than 6 years of age; pursuant to Section 30 of the *School Act*.

Education Partners Provincial level organizations representing stakeholder groups

Education Plan / Three (3) Year Education Plan A three-year education plan, updated annually, developed by both the school and school jurisdiction.

Financial Plan A revenue and expenditure summary and a description of how resources will be used to address priorities and implement the education plan

Freedom of Information and Protection of Privacy Act Gives individuals a right of access to records that are in the custody or under the control of a school board or charter board, subject to limited and specific exceptions set out in the Act.

Funding Framework The guidelines for allocation of funds to school authorities in Alberta (allocated in three blocks: instruction, support and capital)

Gifted and Talented Designation of a category of special need student

Grade Level Achievement The grade of curriculum a student has mastered



Governance The act of establishing and monitoring the long-term direction of an organization through policy

Inclusive Education System A way in which to provide all students with the most appropriate learning environments and opportunities to best achieve their potential; ensuring that each student belongs and receives a quality education no matter their ability, disability, language, cultural background, gender, or age

Individualized Program Plan A precise plan of action designed to address the student's/child's special education needs, based on assessment information that provides the basis for intervention strategies. An **IPP** is mandatory for all students/children identified with special education needs

Knowledge and Employability Program A program of studies for Grade 8 – 12 students incorporating employability skills and knowledge, resulting in a Certificate of High School Achievement rather than a High School Diploma

Legislation A proposed or enacted law or group of laws

Liability Is the responsibility of one person or organization to another, enforceable in law

Lobby Group A group of persons engaged in trying to influence legislators or other public officials in favour of a specific cause

Mandate The legal authorization to act given to a person or organization

Mild, Moderate, Severe Designation of a category of student with special needs

Mission A statement of the organization's educational purpose with a focus on students

Outreach Program A program offered in a stand-alone facility which provides a basic education for students who are unable to attend or benefit from a regular school program

Parental Engagement The act of engaging or condition of being engaged, in education

Program Unit Funding (ECS) A category of funding related to special needs ECS students

Personal Information and Protection Act Protects individual privacy by requiring private sector organizations to obtain consent for the collection, use and disclosure of personal information

Policy A consistent course of action demonstrated through a stream of decision making

Program of Choice A program chosen by parents, such as home education, one with a strong language or cultural focus, or outreach education

Provincial Achievement Test An annual series of tests administered to students in grades 3, 6 and 9 which are intended to assist Alberta Education and school authority personnel in ensuring that high-quality education is provided to all students in the province

Regulations A law, rule, or other order prescribed by authority, especially to regulate conduct.

Results Report / Annual Education Results Report Public documents meant to inform parents and the public of the progress made by their school authority toward achieving the goals and outcomes of their Three-Year Education Plans

School Act A document passed in the Legislature outlining the requirements and expectations of K-12 education.

School Authority Includes school jurisdictions, funded accredited private schools, and private ECS operators

School Community Students enrolled in the school and their parents, children enrolled in an ECS program at the school and their parents, the school staff and other persons who have an interest in the school

School Council A collective association of parents, teachers, secondary students, principals, staff and community representative(s) who work together to effectively support and enhance student learning – mandated under Section 22 of the *School Act*

School Related Matters Undefined by ABED and education partners; specifics may be at the discretion of the School Council and school community

Society Five or more people who share a common recreational, cultural, scientific or charitable interest (a society may not incorporate primarily to carry on a trade or business)

Trustee In accordance with the *School Act*, a member of a board, as defined as a board of trustees of a district or division



Education Acronyms

AB ED Alberta Education
ACSTA Alberta Catholic School Trustees Association
ACHSC Alberta Coalition for Healthy School Communities
ACYI Alberta Children and Youth Initiative
ADL Alberta Distance Learning
ADLC Alberta Distance Learning Centre
AGM Annual General Meeting
AISI Alberta Initiative for School Improvement
AISA EPSC Alberta Initiative for School Improvement Education Partners Steering Committee
ASBA Alberta School Boards Association
ASCA Alberta School Councils' Association
AERR Annual Education Results Report
ASBOA Association of School Business Officials of Alberta
ASCA Alberta School Councils' Association
ATA The Alberta Teachers' Association
CALM Career and Life Management
CASS College of Alberta School Superintendents
CEU Credit Enrolment Unit
CHSF Canadian Home and School Federation
CPAC Curriculum Policy Advisory Committee
CPF Canadian Parents for French
COATS Council on Alberta Teaching Standards
COSC Council of School Councils
CSA Council on School Administration (*Principals*)
CTS Career and Technology Studies
DIPs Diploma Examinations
ECS Early Childhood Services
ELL English Language Learner/Learning
ESL English as a Second Language
FNMI First Nations, Métis, Inuit
FOIP Freedom of Information and Protection of Privacy Act
FPFA Fédération des parents francophones de l'Alberta
FSL French as a Second Language
FTE Full-Time Equivalent
GLA Grade Level of Achievement
IOP Integrated Occupational Programming (now Knowledge and Employability Courses)
IPP Individualized Program Plan
K&E or **KEP** Knowledge and Employability Program (formerly IOP)
LRC Learning Resources Centre
PATS Provincial Achievement Tests
PD Professional Development
PIPA Personal Information Protection Act
PLC Parent Link Centre or Professional Learning Community
PPCSL Professional Practice Competencies for School Leaders
PSBAA Public School Boards Association of Alberta
PUF Program Unit Funding
SACS Safe and Caring Schools (and Communities)
SHIP Student Health Initiative Program
TQS Teacher Quality Standards



Additional Resources

Alberta School Councils' Association

Provides resources, including school council development and advocacy services for Alberta School Councils. <http://www.albertaschoolcouncils.ca>

Phone: 780-454-9867 Toll Free: 1-800-661-3470

Alberta Corporate Registries

Provides related to registered societies http://www.servicealberta.ca/Corporate_Registries.cfm

Phone: 310-0000

Alberta Education

Provides information for parents, students and educators as well as contact information for school boards and schools throughout Alberta. <http://education.alberta.ca>

Phone: 780-427-7219 (For toll-free access within Alberta, first dial 310-0000.)

Alberta Gaming and Liquor Commission

Provides information to registered societies related to gaming activities and licenses

<http://www.aglc.ca/>

Phone: 780-447-8600 Toll Free: 1-800-272-8876

Alberta Regional Professional Development Consortia

Promotes student learning and achievement, school improvement and parental involvement in education by providing professional development services at the local, regional and provincial levels. <http://www.arpd.ab.ca>

Phone: 780-444-2497

Alberta Teachers' Association

Provides additional information for parents. <http://www.teachers.ab.ca/Pages/Home.aspx>

Phone: 1-800-232-7208

Alberta Learning Information Service

Offers career planning, learning and employment resources. <http://alis.alberta.ca/index.html>

Phone: 310-0000

Board Development Program

Provides assistance to not-for-profit boards in the area of governance.

<http://culture.alberta.ca/bdp/default.aspx>

Phone: 780-427-9999 Toll Free: 1-800-232-7215

LearnAlberta.ca

Provides learning resources for Alberta's Kindergarten to Grade 12 community.

<http://www.learnalberta.ca>



Additional References

A Principal's Guide to Working Effectively with Your School Council, Alberta Learning, 2004;
[Limited hard copies available by request through the ASCA office](#)

[Planning resources for School Authorities](#), Alberta Education

[Accountability Pillar](#), Alberta Education

[Alberta School Council Effectiveness: Summary of Findings of the Provincial Consultations](#),
Kaleidoscope Consulting, 2004

[Alberta School Council Resource Manual](#), Alberta School Councils' Association, 2007

[Alberta School Councils' Association](#)

[Policy and Requirements for School Board Planning and Results Reporting](#), Alberta Education 2012

[Parents' Participation in School Improvement Processes](#), Canadian Education Association 2004

[People for Education](#), Ontario

[Realities, Perspectives and Challenges: A Survey of Alberta School Councils](#), Alberta School
Councils' Association, 2008

[School Act Revised Statutes of Alberta 2000](#), Alberta Education

[School Councils Regulation 113/2007](#), Alberta Education, 2007

[Survey of School Planning Councils in B.C.](#), Society for the Advancement of Excellence in
Education, 2004

