



CASS

College of Alberta
School Superintendents

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POLICY MANUAL

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College of Alberta School Superintendents

Policy Manual

Introduction

The following policies have been developed to highlight and support the governance work of the Board of Directors. In addition to clearly defining the role of the Board, the role of the Chief Executive Officer (CEO) and the delegation of authority from the Board to the CEO, it addresses the following in its policies:

- directions for how the Board of Directors is to function and how individual members of the Board are to conduct themselves;
- parameters through which finances are managed;
- support services accessible to members;
- responsibility for the integrity of the College's Continuing Education Program (CEP);
- non-delegable matters such as policy making; and,
- specific matters which the Board has chosen to delegate to the CEO.

These Board Policies may be supplemented by an Administrative Procedure as part of the Administrative Procedures Manual. Administrative Procedures (AP) will be the primary written document by which the CEO provides operational direction. All policies and administrative procedures must be entirely consistent. The development of two separate and distinct documents (i.e., Policy/Administrative Procedures) is meant to reinforce the distinction between the Board's responsibility to govern and the CEO's administrative duties.

The College would like to acknowledge the University of Manitoba for establishing a code of conduct for board members as reflected within its own Code of Conduct for Board of Governors. This content, in part, has been incorporated into Policies 3 and 4 within this policy manual.

The College appreciates the generous assistance of the Saskatchewan League of Educational Administrators (LEADS) for providing a policy index to the College and for specific content related to Policies 5 – 9 and Policy 16.

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CASS POLICY	
Policy 1 – Board of Directors Governance Leadership	<p>References: CASS Act – Sections 7-8 CASS Bylaws 1-19 – 1-23</p> <p>Updates: December 2022 – Creation of CASS Policy Manual December 2022 – Creation of Policy 1 December 7, 2022 – Approved by CASS Board</p> <p>Amended:</p>

Background

The Board of Directors must perform the duties and exercise the powers determined by the CASS Act, Bylaws, policies, meeting protocols, Board resolutions, and Board committees.

Regulations

1. The Board acts in the name of and on behalf of the College and is responsible for all activity being conducted on behalf of the College.
2. The Board's strategic interests will be guided by its mission to support, in the public interest, building system education leadership excellence to ensure optimal learning for all students.
3. The Board will be further guided in performing its governance of the College by its dedication to achieving the objects of the College through board meetings and enacting the responsibilities of its Executive Committee, Governance and Nominating Committee, the Audit and Risk Management Committee, and Zone Committees.
4. The Board will develop policies and amend them as required to further clarify and strengthen the application of its governance mandate.
5. The Board recruits the CEO and determines the operational authority of the CEO according to contractual expectations and those determined in Board Policy 2.
6. The Board is dedicated through the authority of the President to provide ongoing supervision and evaluation of the CEO as per established contractual expectations.
7. The Board delegates specific responsibilities to standing committees through Terms of Reference included in its Bylaws.

CASS POLICY	
Policy 2 – Chief Executive Officer Operational Management and Leadership	<p>References: CASS Act – Sections 8-9 CASS Bylaw 1-24</p> <p>Updates: December 2022 – Creation of CASS Policy Manual December 2022 – Creation of Policy 2 December 7, 2022 – Approved by CASS Board</p> <p>Amended:</p>

Background

The Board of Directors manages and conducts the business of the College through delegation of authority to the Chief Executive Officer.

Regulations

1. The Chief Executive Officer is accountable to the Board for each of the following areas:
 - management of records;
 - fiscal management;
 - communications (internal and external);
 - support for the Board in achieving short and long-term strategic priorities;
 - support for regulated members in addressing situational and professional development needs;
 - promoting professional learning through a continuing education program that furthers the capacity of regulated members in meeting their professional practice standards;
 - serving as the Registrar of the College and implementing accreditation, auditing, and participation standards in order to ensure that all regulated members are in good standing with the College;
 - building effective and collaborative relationships in order to secure the support of internal and external partnerships;
 - advocating for school system leadership in the province;
 - recruiting, deploying, supervising, and evaluating consultants in order to further professional learning needs of regulated members;
 - recruiting, deploying, supervising, and evaluating all employees who fall within the governance mandate of the College;
 - supervising and evaluating the effectiveness of the Alberta Regional Professional Development Consortia (ARPD) in achieving the responsibilities outlined within the Provincial Funding Manual and the ARPD Operations and Governance Manual.

2. The Chief Executive Officer will liaise with external partners, government administrative officials, and regulated members in achieving recommendations of the Board or in order to report to the Board on topics related to its ongoing corporate and strategic interests.
3. The Chief Executive Officer will attend all board meetings, prepare agenda packages, report to the Board on topics of corporate and strategic interests, and circulate minutes and highlights regarding these meetings.
4. The Chief Executive Officer will attend all Board committee meetings as a non-voting member.
5. The Chief Executive Officer will generate communications dedicated to addressing the needs of the Board and those of regulated members.
6. The Chief Executive Officer has the sole responsibility for delegating work expectations to all other employees within the College's governance mandate.
7. The Chief Executive Officer may create administrative procedures in order to assist with the College's operations dedicated to areas of accountability.
8. The Chief Executive Officer is responsible for determining who is hired into positions within the CEO's supervision and evaluation authority.

CASS POLICY	
Policy 3 – Conflict of Interest	<p>References: CASS Act – Sections 8-9 CASS Bylaw 1-4</p> <p>Updates: December 2022 – Creation of CASS Policy Manual December 2022 – Creation of Policy 3 January 13, 2023 – Approved by CASS Board</p> <p>Amended:</p>

Background

A Board of Director holds a position of trust. As such, there is a general obligation to avoid situations of conflict of interest.

Regulations

Definition of Conflict of Interest

A conflict of interest arises when a Board of Director's personal and / or business/occupational/ professional interests compete with or supersede the Board of Director's dedication to the interest of the College. This could arise from a real or apparent conflict of interest.

Real conflict of interest

A "real conflict of interest" exists when a Board of Director holds a business, occupational or professional interest, whether directly or indirectly ("a personal interest"), that in the opinion of a reasonable person is sufficient to put into question the Board of Director's ability to exercise his or her duties on the Board independently, impartially, and objectively.

Avoidance of Conflicts

Each Board of Director must arrange his/her personal interests and conduct himself/herself in a manner to avoid a real or apparent conflict of interest. Without limiting the generality of the foregoing, a Board of Director:

- shall not act on behalf of, or deal with, the College in any matter where a real or apparent conflict may exist;
- shall not use the relationship with the College to confer an advantage on oneself or on a close friend, any related person, business associate, or a corporation or partnership in which the Board of Director holds a significant interest;
- shall not use property owned by the College to confer an advantage on oneself or on a close friend, any related person, business associate, or a corporation or partnership in which the

Board of Director holds a significant interest;

- shall not use information acquired through membership on the Board to confer an advantage on oneself or on a close friend, any related person, business associate, or a corporation or partnership in which the Board of Director holds a significant interest;

Clarification

If a Board of Director is in doubt as to whether or not a conflict exists, the Board of Director must seek the advice of the Board President, or of a person designated by the Board, and must follow the advice given. In the case of the Board President, he or she is to seek the advice of the Board's Executive Committee.

Declaration of Conflict of Interest

A Board of Director must take immediate steps to resolve the conflict or to remove the perception that a conflict exists. Each Board of Director is required to make a declaration of the nature and extent of any conflict of interest at the first opportunity after the facts related to the conflict of interest have come to the Board of Director's attention. After making a declaration of a conflict of interest, the Board of Director:

- shall not take part in the discussion of the matter and shall not vote on any question in respect of the matter (that the Board of Director may be counted for the purposes of reaching a quorum for that meeting);
- shall leave the meeting for the period during which the matter is under discussion; and
- shall not attempt in any way, before, during or after the meeting, to influence the discussion and/or voting on any question in respect of the matter.

After a declaration of a conflict of interest has been made by a Board of Director:

- the declaration and the resolution of any conflict of interest shall be recorded in the minutes of the meeting.

CASS POLICY	
Policy 4 – Code of Conduct for Board of Directors and the Chief Executive Officer (CEO)	<p>References: CASS Act – Sections 8-9 CASS Bylaw 1-2</p> <p>Updates: December 2022 – Creation of CASS Policy Manual December 2022 – Creation of Policy 4 January 13, 2023 – Approved by CASS Board</p> <p>Amended:</p>

Background

The mission of the College as stated in Bylaw 1-2 is to “support building system leadership excellence to ensure optimal learning for all students.” The College’s values and objects as further outlined in Bylaw 1-3 provide a specific declaration of the kinds of decisions that will result in the attainment of this mission. The manner through which the Board of Directors and the CEO behave and engage within the broader community is the greatest predictor that the College will achieve its mission through ethical decision making. Such decision making assures:

- compliance with the legislation and Bylaws that empowers the Board of Directors and CEO;
- appropriate stewardship of the Board’s foundational statements;
- sustaining community confidence in the contributions that the College makes to its membership and the broader educational community.

Regulations

The following Code is applicable to all Board of Directors and the CEO:

A. General Duties and Obligations:

Each Board of Director and the CEO shall:

- place student learning at the forefront of all decision making;
- aim to increase public interest and public knowledge of the aims of education;
- seek to improve the teaching profession and its leadership through professional practice;
- support system educational leaders in their efforts to improve public education;
- sustain transparency regarding the governance and operations of the College;
- speak to issues only from the perspective of the mandate of the College and what has been determined to be the position / decision of the entire Board;
- make decisions based upon effective research and quality / defensible information;
- support the role of other educational partners according to their mandates;
- strive for collaboration and consultation whenever possible;

- cooperate and enhance a partnership with the Ministry to further the College’s mission;
- support the adherence of regulated members to their Professional Code of Conduct.
- safeguard the expenditures of the College according to budgetary planning or budgetary adjustments supported by a Board motion.

B. Conflict of Interest:

Each Board of Director and the CEO shall agree that a “conflict of interest” exists when a personal and/or business/occupational/professional interests compete with or supersede the Board of Director’s and CEO’s dedication to the interests, duties, and obligations of the College. This could arise from an apparent or real conflict of interest. Policy 4 addresses rules governing conflicts of interest.

C. Confidentiality

Each Board of Director and the CEO shall agree that:

- items identified as “in-camera” as part of a Board meeting shall only be addressed by the entire Board that attends to the “in camera” topic. Such topics are not discussed in public by anyone unless agreed to by a resolution of the entire Board.
- topics that are addressed to promote the strategic interests of the Board or another education partner (including the Government of Alberta) and are defined as having “embargoed status” shall not be discussed in public.
- proceedings at public session meetings that are dedicated to the establishment of public minutes (which includes Board meetings and Zone Committee meetings) are not confidential unless they have been explicitly defined as such.
- proceedings at committee meetings of the Board, apart from Zone Committee meetings, are confidential, unless otherwise explicitly directed by the Board or the Zone Committee.
- during the term of the Board of Director / CEO and thereafter, confidential information received by a Board of Director / CEO shall not be divulged unless agreed to by a resolution of the entire Board.
- It is the responsibility of the Board of Director / CEO who receives confidential information to ensure the security of confidential information entrusted to them at all times. At the appropriate time, such documentation must be destroyed in a confidential manner.

D. Rules about Gifts

The Board of Directors / CEO should not accept gifts, benefits, entertainment or favours that influence or may appear to influence the activities or affairs of the College. Similarly, a Board of Director / CEO must not offer gifts or entertainment in order to secure preferential treatment for the College.

E. Non-Compliance

A Board of Director / CEO who breaches any of the terms of this code shall be subject to sanction or discipline as applicable for the CEO. In the case of a Board of Director, a sanction

may range from a warning up to and including a request for the Board of Director's resignation, or removal from the Board by the appointing body, as the case may require.

In the case of the CEO, discipline will be consistent with the application of AP 202 – Progressive Discipline of CASS Employees.

CASS POLICY	
Policy 5 – Board of Director Affirmation of Office	<p>References: CASS Act – Sections 8-9 CASS Bylaw 1-4</p> <p>Updates: December 2022 – Creation of CASS Policy Manual December 2022 – Creation of Policy 5 January 13, 2023 – Approved by CASS Board</p> <p>Amended:</p>

Background

The Affirmation of Office is a solemn pledge and promise that the Board of Directors make to carry out their duties to the best of their abilities and to the benefit of the College, its members and Alberta's students. The duties of a Board of Director are many and varied, and extend beyond board meetings. The Board of Directors are system education leaders serving as a collective voice to support building system leadership excellence to ensure optimal learning for all students. This mission is achieved through the College's commitment to professional learning for all CASS regulated members, the provision of collaborative advocacy with the Ministry of Education, and contributing a learned perspective to all provincial educational partners.

Regulations

Required Acknowledgement

Therefore, the Board requires its Board of Directors to acknowledge and agree to a series of principles and expectations, by signature, before formally assuming the role and responsibilities of the Board of Directors as defined in *CASS Act*, 2022; and CASS Bylaws and Policies. These principles and expectations require its Board of Directors to:

1. contribute to the fulfilment of the mission and vision of CASS;
2. give the highest priority to the interest of CASS and declare any conflict that exists between personal interests and those of CASS;
3. respect the provisions of the *CASS Act*, CASS Bylaws, CASS Policies and if a violation of the *CASS Act*, Bylaws and Policies becomes known, the Board of Director will disclose it to the Board;
4. support the decisions of the Board, and recognize the confidentiality of the discussions that lead to those decisions;
5. facilitate communication among CASS regulated members by reporting, as required, the decisions of the Board or communicating the position of the Board on any matter;
6. participate in the learning and meeting requirements of the Board in order to enhance one's contribution as a Board of Director and as a system education leader;

7. assist CASS members to understand and fulfill their responsibilities as system education leaders;
8. maintain fidelity to the Code of Conduct for Board of Directors (Policy 4);
9. exercise honesty, loyalty, care, diligence, skill and prudence in carrying out duties as a Board of Director.

Appendix A – Affirmation of Office



BOARD OF DIRECTOR'S AFFIRMATION OF OFFICE

The Affirmation of Office is a solemn pledge and promise that the Board of Directors make to carry out their duties to the best of their abilities and to the benefit of the College, its members and Alberta's students. The duties of a Board of Director are many and varied, and extend beyond board meetings. The Board of Directors are system education leaders serving as a collective voice to support building system leadership excellence to ensure optimal learning for all students. This mission is achieved through the College's commitment to professional learning for all CASS regulated members, the provision of collaborative advocacy with the Ministry of Education, and contributing a learned perspective to all provincial educational partners.

Therefore, I hereby acknowledge and agree that I will:

1. contribute to the fulfilment of the mission and vision of CASS;
2. give the highest priority to the interest of CASS and declare any conflict that exists between my personal interests and those of CASS;
3. respect the provisions of *CASS Act*, CASS Bylaws, CASS Policies and if a violation of the *CASS Act*, Bylaws and Policies becomes known to me, I will disclose it to the CASS Board of Directors;
4. support the decisions of the CASS Board of Directors, and recognize the confidentiality of the discussions that lead to those decisions;
5. facilitate communication among CASS regulated members by reporting, as required, the decisions of the Board or communicating the position of the Board on any matter;
6. participate in the learning and meeting requirements of the Board in order to enhance my contribution as a Board of Director and as a system education leader;
7. assist CASS members to understand and fulfill their responsibilities as system education leaders;
8. maintain fidelity to the Code of Conduct for Board of Directors (Policy 4);
9. exercise honesty, loyalty, care, diligence, skill and prudence in carrying out duties as a Board of Director.

Name of Board of Director

Witness Name

Signature

Signature

Dated this ____ day of _____, 20____.

Dated this ____ day of _____, 20____.

CASS POLICY	
Policy 6 – Respect for Human Diversity and Equal Opportunity	<p>References: CASS Act – Sections 8-9 CASS Bylaw 1-4</p> <p>Updates: December 2022 – Creation of CASS Policy Manual December 2022 – Creation of Policy 6 January 13, 2023 – Approved by CASS Board</p> <p>Amended:</p>

Background

CASS reaffirms the rights, as provided for in the *Alberta Human Rights Act, 2022* and the *Canadian Charter of Rights and Freedoms*, of all members and employees of CASS. CASS members and its employees will be free from discrimination on prohibited grounds as described in *Alberta Human Rights Act, 2022* or the *Canadian Charter of Rights and Freedoms*. Human diversity includes all the ways in which human beings are both similar and different. Respect for diversity means accepting and respecting differences in people and their unique circumstances. Diversity may include, but is not limited to, gender identity, sexual orientation, age, ethnic origin, ancestry, culture, socio-economic status, religion, family status, and mental and physical disability.

Policy Statement

CASS endorses the principle that all persons are equal in dignity and rights. Acts of discrimination-based differences protected by law shall not be tolerated in the governance, operation, or programs and services of the College. The development and implementation of policies, procedures, practices and programs shall reflect and promote everyone's right to equal concern and respect, and provide an environment which promotes and fosters growth, harmony and equality of opportunities for all.

CASS POLICY	
Policy 7 – Electronic Meetings	<p>References: CASS Act – Sections 8-9 CASS Bylaw 1-3</p> <p>Updates: December 2022 – Creation of CASS Policy Manual December 2022 – Creation of Policy 7 January 13, 2023 – Approved by CASS Board</p> <p>Amended:</p>

Background

The need and advantages of holding electronic meetings from time to time is both acknowledged and necessary. This Policy is intended to provide guidance when holding and participating in these meetings.

Policy Statement

This Policy provides for the use of electronic means for the holding of meetings of the Board, its Executive Committee, and all other standing committees.

Regulations

1. Electronic meetings may be used to hold meetings of the Board, its Executive Committee and all other standing committees. These meetings may be held with all participants using electronic means or in a blended scenario.
2. All participants must have access to the necessary equipment for participation. A right of membership is participation, therefore, the technology used must be accessible to all members to be included in the meeting.
3. All rules pertaining to the Board, Executive Committee and all other standing committee meetings apply equally to electronic meetings. For example, notice, pre-meeting package requirements, quorum, minute taking, voting, confidentiality requirements will be applicable to electronic meetings.
4. All provisions and policy related to in-camera meetings and conflict of interest will apply equally for electronic meetings of the participants involved.
5. Subject to any conditions or limitations provided for under the CASS Act, Bylaws or this Policy, a Board of Director who participates in a meeting through electronic means shall be deemed

to be present at the meeting and will be recorded as in attendance at and part of the quorum of the meeting.

CASS POLICY	
Policy 8 – Financial Operations	<p>References: CASS Act – Sections 8-9 CASS Bylaw 1-3</p> <p>Updates: December 2022 – Creation of CASS Policy Manual December 2022 – Creation of Policy 8 January 13, 2023 – Approved by CASS Board</p> <p>Amended:</p>

Background

CASS divests financial services to the Chief Executive Officer (CEO) and an Administrative Assistant. Three funding sources, each of which are assigned to distinctly established cost centres, explain the College's financial services model. Annual membership dues that are established through the annual budgeting process pay for the operational needs of the College and services provided on behalf of its members.

The Alberta Regional Professional Development Consortia (ARPDC), who is funded through the provincial funding framework of Alberta Education, is governed by the Board, and the annual funding received is disbursed to each consortium, with provisions made, so that CASS employees and consultants may bill the consortium for the actual costs of administrative services that are provided to ARPDC for such work.

Finally, the Ministry of Education from time to time provides conditional funding to CASS for completing project work that advances the Ministry's annual business plan. CASS implements the procedures detailed below to minimize risk and maximize controls over its financial affairs.

Regulations

1. *Accrual Accounting*
CASS uses the accrual method of accounting. Under this method, an expense and the related liability are recorded at the time the goods or services are received and an obligation is incurred.
2. *Authorized Bank Signers*
Authorized signers for the bank account include: the CEO, the President, and the Past President.
3. *Bank Reconciliations*

All bank reconciliations are to be performed monthly.

4. *Budget*

Budgetary planning will commence in June of the fiscal year and will receive final approval of the regulated members at the Fall Annual General Meeting.

5. *Payables*

Scheduled payment of expenditures (including cheques payable) will be authorized in batches by the authorized bank signers.

6. *Credit Cards*

The CEO will be issued a corporate credit card with the Executive Assistant, and Administrative Assistant given supplementary cards. In order to ensure payment on a timely basis, documentation has been filed with the credit card company to make an auto payment monthly that clears off the balance due on the statement, which is a singular statement representing the activity of all card holders. Each card holder shall provide all supporting document for the credit card transactions. Any processing errors by the credit card merchant would be identified on a detectable basis as opposed to preventative basis, and will be brought to the attention of the credit card company accordingly.

7. *Financial Reports to the Board*

As a measure of control and the provision of appropriate oversight, the following financial reports are provided to the Board on a monthly basis:

- an additional review of the Administrative Assistant's balance sheet, and the comparative income statement, its coding, revenues, and expenditures through a spread sheet review and rendering of this information by the CEO;
- a critical analysis which compares actual results to the annual budget;
- a cumulative statement of financial position for all cost centres up to the timing of the report.

8. *Insurance*

CASS secures continuous third-party liability insurance coverage.

9. *Investments*

CASS may rely upon funds available for investment. The objectives for the investment of funds are:

- preserve capital / assets through minimum risk;
- maintain liquidity appropriate to meet ongoing financial requirements; and,
- obtain a competitive rate of return.

All investments shall be guaranteed investment certificates or term deposits with the capacity to cash-out on the investment certificate at any time.

CASS POLICY	
Policy 9 – Access to Unrestricted and Restricted Reserve Funds	<p>References: CASS Act – Sections 8-9 CASS Bylaw 1-3</p> <p>Updates: December 2022 – Creation of CASS Policy Manual December 2022 – Creation of Policy 3 January 13, 2023 – Approved by CASS Board</p> <p>Amended:</p>

Background

The College may, over time, accumulate a surplus. Surpluses are categorized within reserves which are appropriations of unrestricted net assets and are established at the discretion of the Board. Surpluses may be placed within an Unrestricted Reserve Fund. Within the overall Reserve, a Restricted Reserve Fund is also established and may be available to access should the need arise.

Regulations

1. *Unrestricted Reserve Fund*
All Unrestricted Reserve Fund expenditures by administration requires Board approval.
2. *Restricted Reserve Fund*
Restricted Reserve Funds are dedicated to specific purposes. The reserves are either operational or legal. The operational reserve is comprised of funds set aside to ensure the continued operation of the College in the event of a funding shortfall. The legal reserve is comprised of funds set aside for legal proceedings that could otherwise incur costs impacting the operational goals of the College.
3. *Access to Reserves*
Access to any amount from the Unrestricted Reserve Fund or the Restricted Reserve Fund by the Administration must have prior approval of the Board. Requests for accessing the Restricted Reserve Funding must be initiated through a briefing of the Board's Executive Committee.

CASS POLICY	
Policy 10 – Education Partner Conference Attendance and Recognition	<p>References: CASS Act – Sections 8-9 CASS Bylaw 1-3</p> <p>Updates: December 2022 – Creation of CASS Policy Manual December 2022 – Creation of Policy 10 January 13, 2023 – Approved by CASS Board</p> <p>Amended:</p>

Background

The College upholds the “spirit of collaboration” as an organizational value. This value is supported by a statement that the organization “seeks to involve appropriate educational partners or stakeholders in our processes.” Conferences are ideal opportunities to demonstrate CASS’ interest in and appreciation for specific provincial and Pan-Canadian educational partnerships in K – 12 Education.

Regulations

1. The President and Executive Director or equivalent of the following educational partners will be invited with complimentary registration cost, to participate in the Fall Conference and Annual Learning Conference:
 - Alberta Education,
 - Alberta School Boards Association (ASBA),
 - Public School Board Association of Alberta (PSBAA),
 - Association of School Business Officials of Alberta (ASBOA),
 - Alberta Catholic School Trustees Association (ACSTA),
 - The Association of Alberta Public Charter Schools (TAAPCS),
 - Alberta Teachers’ Association (ATA),
 - Fédération des Conseils scolaires Francophones de l’Alberta (FCSFA),
 - Alberta School Councils’ Association (ASCA),
 - Council of Catholic School Superintendents of Alberta (CCSSA),
 - British Columbia School Superintendents Association (BCSSA),
 - Saskatchewan League of Educational Administrators Directors and Superintendents (LEADS),
 - Manitoba Association of School Superintendents (MASS),
 - Ontario Public Supervisory Officers’ Association (OPSOA),
 - Canadian Association of School System Administrators (CASSA), and
 - EdCan Network (EdCan).

2. Other educational partner organizations not included above will be invited as agreed by the Board.
3. The invited participants from Alberta Education will be the Minister, Deputy Minister, or an Assistant Deputy Minister designate.
4. All other Alberta Education Staff are required to pay the conference registration cost.
5. Any president from any of these organizations who is currently a regulated member of CASS, will be required to pay the full registration cost of conferences to which the president has been invited.
6. During the introductory aspects of each conference, the president and chief administrator from each invited partner organization who is in attendance will be recognized by being introduced.
7. Conference planning and conference agendas will stipulate which sessions being provided are for the exclusive attendance of CASS regulated members.

CASS POLICY	
Policy 11 – Communications	<p>References:</p> <p>CASS Act – Sections 8-9</p> <p>CASS Bylaw 1-3, 1-34, 1-35</p> <p>Policy 1 – Board of Directors Governance Leadership</p> <p>Policy 2 – Chief Executive Officer Operational Management and Leadership</p> <p>Updates:</p> <p>December 2022 – Creation of CASS Policy Manual</p> <p>February 2023 – Creation of Policy 11</p> <p>January 13, 2023 – Approved by CASS Board</p> <p>Amended:</p>

Background

Clear communication protocols are necessary for the College to address its corporate responsibilities, members' interests and engage with external partners. The CASS Board of Directors, employees, regulated members, and education partners rely upon predictable communication processes so that the College may be of appropriate support and influence in furthering the effectiveness of the provincial K – 12 education system. Internal and external and communication processes have been established to further these outcomes.

Regulations

Communications through Governance

1. The President of CASS shall speak on behalf of the Board of Directors regarding topics of importance to the membership and represents the College in dialogue with the Minister of Education and presidents of external partner organizations.
2. Zone Directors may reflect the interests of their zones and share these perspectives with the Board. Zone Directors have the same obligation as all Directors to deliberate upon decisions in the best interest of the College as a whole.
3. CASS bylaw 1-35 has formalized specific board to zone communication protocols. Zone Directors will communicate to their Zone Committees regarding decisions that have been made at Board of Directors Meetings.

Communications through Administration

1. The Chief Executive Officer will liaise with employees, external partners, government administrative officials, and regulated members in achieving the prescribed outcomes or

recommendations of the Board or in order to report to the Board on topics related to its ongoing corporate and strategic interests.

2. The periodic circulation of *CASS Connects* shall serve as the primary method to inform the membership of news and events dedicated to enhancing the effectiveness of system education leadership.
3. Any employment matter within the College that requires further consideration and impacts the scope of the employee's work shall be communicated to the employee's supervisor for further attention and / or resolution.

Internal Communication

1. This communication is primarily dedicated to Internal Standing Committees which are defined in the bylaws and advance the College's governance, operations, annual goals, and strategic interests. Communications dedicated to this work shall be privileged information for regulated members.
2. As an Internal Standing Committee, each Zone Committee shall ensure that their communication regarding member interests and matters affecting the strategic interests of the College are addressed only with regulated members in attendance.
3. ARPDC plays an important role in communicating regional and provincial professional learning developments to school authorities and to the CASS Board of Directors. ARPDC will develop an annual communication plan to ensure consistent and accessible information regarding professional development to all stakeholders.

External Communications

1. This communication arises from CASS' work with external partner organizations that advance the cause of education in the public interest, involve the participation of additional education partner organizations, or non-regulated affiliate members of the College. The Chief Executive Officer shall coordinate the distribution of this information to regulated, associate, and affiliate members, and as required, to external partner organizations.
2. External Standing Committees may request that items of importance requiring decisions impacting the College be further addressed. Under such circumstances, the following provisions will apply:
 - Any matter addressing the corporate or strategic interests of the College and / or is applicable to the Terms of Reference for Board Standing Committees will be communicated to the Board of Directors through the CEO.
 - Any matter impacting the operations of the College as addressed in Policy 2,

Regulation 1 will be addressed by the CEO.

- Any draft communication from an external standing committee shall be pre-approved by the CASS Executive Committee prior to its publication.

Embargoed Communication

1. CASS members shall honour their commitments to communications internally or externally that have been classified by the College or educational partners as embargoed in nature.

CASS POLICY	
Policy 12 – Audit and Risk Management	<p>References: CASS Act – Sections 8-9 Bylaws – 1-1 – 1-4 Policy 1 – Board of Directors Governance Leadership Policy 2 – Chief Executive Officer Operational Management and Leadership</p> <p>Updates: December 2022 – Creation of CASS Policy Manual February 2023 – Creation of Policy 12 March 9, 2023 – Approved by CASS Board</p> <p>Amended:</p>

Background

The CASS Board of Directors is committed to achieving the expectations of its Foundational Statements in a fiscally responsible manner while considering risks and uncertainties associated with the operations of the College and making reasonable efforts to offset risks and sustain operational effectiveness.

Guiding Principles

1. The Board is committed to achieving its objectives and recognizes it operates in a context with internal and external uncertainties.
2. The Board shall consider both threats and opportunities as a natural part of considering uncertainty or “risk” in decision-making.
3. The Board needs to take risks in pursuit of its objectives. The Board’s risk appetite towards considering uncertainty associated with achieving objects will differ depending on internal and external factors and legal or policy-based requirements and expectations.
4. The Board is inclined to accept risks associated with supporting system education leaders through professional growth and engaging in collaborative advocacy with educational partners. The Board will be risk adverse to matters jeopardizing legal and policy compliance including financial audit and insurance related expectations.
5. Risk management is considered to be a key component of the strategic, operational, and budget planning processes.

Regulations

1. The CEO will ensure that further to Bylaw 1-23(9)(c), an Audit and Risk Management Committee is appointed annually and that the Terms of Reference for this committee guide all required deliberations and actions to be taken.
2. An annual workplan will be developed to support adherence to the terms of reference and shall be reported to the Board.
3. The Board shall annually benchmark its financial surplus status bearing in mind audit recommendations, including the capacity to provide legal supports dedicated to offsetting potential risk.
4. The CEO will support the Board's requirements for a risk-aware culture and monitor and report on significant risks to the Audit Committee and Board of Governors.

CASS POLICY	
Policy 13 – Continuing Education Program (CEP) Accreditation	<p>References:</p> <p>CASS Act – Sections 5, 7, 8-9, 70</p> <p>Bylaws – 1-3</p> <p>Policy 1 – Board of Directors Governance Leadership</p> <p>Policy 2 – Chief Executive Officer Operational Management and Leadership</p> <p>CASS Bylaws 1-6, 1-8, 1-10, 1-18, 1-23, 2-1</p> <p>Updates:</p> <p>December 2022 – Creation of CASS Policy Manual</p> <p>February 2023 – Creation of Policy 16</p> <p>March 9, 2023 – Approved by CASS Board</p> <p>Amended:</p>

Background

The College’s responsibility to develop and implement continuing education programs and resources to improve the knowledge and skills of members constitutes its core regulatory requirement. Accordingly, the College shall establish continuing education requirements that support regulated members in meeting the Leadership Quality Standard or Superintendent Leadership Quality Standard. Each regulated member of the College shall meet any continuing education requirements related to the practice standard that complements the leadership certificate required for a current professional designation. Regulated members are deemed to be accredited when they have met their continuing education standards. A regulated member who has annually met the appropriate continuing education standard, has annually paid dues in full to the College, and is not in default of any obligation or requirement of the College, is deemed to be a “member in good standing.”

Definitions

Professional Designation: This is the title befitting a regulated member’s contractual responsibility as a system education leader with a school authority which also determines the continuing education program that is the focus of one’s practice standard. A system education leader who has a professional designation as Chief Superintendent shall engage in a continuing education program that focuses on the standard and competencies associated with the Superintendent Leadership Quality Standard (SLQS). A system education leader who has a professional designation that encompasses any other role as a system education leader shall engage in a continuing education program that focuses on the standard and competencies associated with the Leadership Quality Standard (LQS).

System Education Leader: This is a classification of professional leadership in K – 12 education befitting a regulated member in good standing with the College.

Continuing Education Standard: This standard is the amount and scope of annual professional learning that is required to be a system education leader.

Guiding Principles

1. The College's regulated members improve the Teaching Profession and its leadership through professional learning that is dedicated to improved professional practice.
2. The distinct and important contribution that the system education leader makes to the K – 12 public education system becomes validated as public confidence and accountability in educational administration leadership are enhanced.
3. When the College provides a continuing education program that is relevant, rigorous, responsive to the learning needs of members, and verifies that it meets common expectations for success, the public interest in education is well served.

Regulations

1. The College shall apply regulatory authority with its membership with respect to the accreditation of system education leaders who annually engage in the College's education programs.
2. A regulated member has achieved CEP accreditation when the annual continuing education standards of the College have been and are being met.
3. It is the duty of the College's Board of Directors to define, approve, and implement the College's annual Continuing Education Program (CEP) requirements for all regulated members. The Board may engage a sub-committee comprised of the CEO and regulated members to advise on implementation requirements.
4. It is the Chief Executive Officer's responsibility to keep the Board informed of any development where members are not meeting their annual CEP requirements.
5. As registrar of the College, it is the Chief Executive Officer's responsibility to:
 - a) keep a register at the head office with the name and address of every member of the College, including the business address of that individual and which shall indicate whether the member is or is not in good standing.
 - b) ensure the implementation of the College's Continuing Education Program (CEP) for all regulated members.
 - c) audit member compliance with the plan and assure the required participation outcomes of each regulated member.
 - d) protect the integrity of accreditation requirements that are established in the public interest through establishing non-compliance sanctions.

6. The CEP framework, as prescribed in the Bylaws, must be approved by the Board on an annual basis.
7. The CEO shall develop administrative procedures to address the auditing of member compliance with the CEP and address processes to assure that each regulated member is a “member in good standing.”

CASS POLICY	
Policy 14 – Legal Advice and Assistance for Members	<p>References: CASS Act – Sections 6, 8-9, 18 Bylaws – 1-1 – 1-4 Policy 1 – Board of Directors Governance Leadership Policy 2 – Chief Executive Officer Operational Management and Leadership</p> <p>Updates: December 2022 – Creation of CASS Policy Manual February 2023 – Creation of Policy 15 March 9, 2023 – Approved by CASS Board</p> <p>Amended: December 6, 2024 – Change in Regulation 3</p>

Background

The CASS Board of Directors recognizes and supports that its regulated members are legally required to respect the authorities of their employer under the *Education Act* and their contracts of employment. Notwithstanding this provision, in support of its members effectiveness and desire to thrive professionally, provisions will be in place to provide support for allegations of non-constructive and unfair treatment exercised by employers to CASS regulated members.

Regulations

1. The CASS Membership Legal Assistance Program (CMLAP) will provide provisions for a regulated member who perceives non-constructive and unfair treatment by an employer to apply for coverage under the program.
2. Program provisions shall be reviewed by the CASS Board annually and communicated to members.
3. The threshold of support for this program will usually be the provision of a legal opinion to a regulated member about an appropriate course of action to deal with an employment concern. If a legal opinion confirms that the employee's entitlement to natural justice aligns with the level of support the College is prepared to offer financially, approval from the CASS CEO may enable additional financial assistance. Details regarding the extent of this support will be specified within the CMLAP.
4. Any further legal advocacy regarding an employee concern shall be left up to the discretion of the employee which will require the employee to pay the entire cost of any further action taken on the employee's behalf.

5. Further clarifications about this program are to be directed to the CASS CEO.

CASS POLICY	
Policy 15 – Personal Information and Privacy Management	<p>References</p> <p><i>CASS Act</i> – Sections 3-4 <i>Societies Act</i> (Alberta) <i>Personal Information Protection Act</i> (Alberta) <i>Personal Information Protection Act Regulation</i> (Alberta) Policy 1 – Board of Directors Governance Leadership Policy 2 – Chief Executive Officer Operational Management and Leadership</p> <p>Updates:</p> <p>December 2022 – Creation of CASS Policy Manual February 2023 – Creation of Policy 15 March 9, 2023 – Approved by CASS Board</p> <p>Amended:</p>

Background

Alberta's *Personal Information Protection Act* (PIPA) determines the parameters through which CASS as a non-public body and not-for-profit society under the *Societies Act* shall manage personal information that it receives, as well as the privacy considerations that must be part of its operational framework. The College shall engage with its members (regulated, associate, affiliate), employees, consultants, and clients in a matter that respects these obligations.

Section 6 of *PIPA* expects that the College must make available written information about practices relevant to the use of personal information and privacy management to people impacted by these matters upon request. The following information describes what members, employees, consultants and clients can expect about how personal information and privacy management will be addressed by the College. This information, which is intended to be a notice addressed to each person representing these groups, reflects the College's adherence to its legal expectations involving personal information and privacy management.

Scope of Notice

The College is committed to safeguarding the personal information entrusted to us by our members, employees, consultants, and clients. We manage your personal information in accordance with Alberta's *Personal Information Protection Act* (PIPA) and other applicable laws. This notice outlines the principles and practices we follow in protecting your personal information. This policy applies to members of the College, its employees, consultants, and clients and to any other service or party providing services on its behalf.

What is personal information?

Personal information means information about an identifiable individual. This includes an individual's name, home address and phone number, age, gender, marital or family status, an identifying number, financial information, educational history, educational credentials, and professional certifications.

What personal information do we collect?

We collect only the personal information that we need for the purposes of providing services to our members, employees, consultants and clients, including personal information needed to:

- deliver requested products and services
- enroll a member, client, employee, or consultant in a program
- send out information dedicated to the College's service objectives or those of its affiliates (i.e., ARPDC)

We normally collect member and client personal information directly from members and clients. We may collect your information from other persons with your consent or as authorized by law.

Purposes of Collecting Personal Information

We inform our members and clients, before or at the time of collecting personal information, of the purposes for which we are collecting the information. The only time we do not provide this notification is when a client volunteers information for an obvious purpose, an example is producing a credit card to pay a membership or conference registration fee when the information will be used only to process the payment.

Consent

We ask for consent to collect, use, or disclose client personal information, except in specific circumstances where collection, use or disclosure without consent is authorized or required by law. We may assume your consent in cases where you volunteer information for an obvious purpose.

We assume your consent to continue to use and, where applicable, disclose personal information that we have already collected, for the purpose for which the information was collected.

We ask for your express consent for some purposes and may not be able to provide certain services if you are unwilling to provide consent to the collection, use or disclosure of certain personal information. Where express consent is needed, we will normally ask members of the College, its employees, consultants, and clients to provide their consent orally (in person, by telephone), or in writing (by signing a consent form).

We may collect, use or disclose client personal information without consent only as authorized by law. For example, we may not request consent when the collection, use, or disclosure is to determine suitability for an honour or award, or in an emergency that threatens life, health or safety.

Opt-out Consent

A client may withdraw consent to the use and disclosure of personal information at any time unless the personal information is necessary for us to fulfill our legal obligations and service delivery expectations. We will respect your decision, but we may not be able to provide you with certain products and services if we do not have the necessary personal information.

How do we use and disclose personal information?

We use and disclose member and client personal information only for the purpose for which the information was collected, except as authorized by law. For example, we may use client contact information to deliver goods and services.

If we wish to use or disclose your personal information for any new business purpose, we will ask for your consent. We may not seek consent if the law allows this. For instance, the law allows organizations to use personal information without consent for the purpose of collecting debt.

What is personal employee or consultant information?

Personal employee information is personal information about an employee or consultant which is collected, used or disclosed solely for the purposes of establishing, managing or terminating an employment relationship or a consultant's work relationship. Personal employee information may, in some circumstances, include a Social Insurance Number, a performance review, etc.

We can collect, use and disclose your personal employee or consultant information without your consent only for the purposes of establishing, managing or ending the employment or consultant relationship. We will provide current employees and consultants with prior notice about what information we collect, use, or disclose and our purpose for doing so.

What personal employee or consultant information do we collect, use and disclose?

We collect, use and disclose personal employee information to meet the following purposes:

- Determining eligibility for employment or consultant work, including verifying qualifications and references
- Establishing training and development requirements
- Assessing performance and managing performance issues if they arise
- Administering pay and benefits (paid employees only)
- Processing employee work-related claims (i.e., benefits, workers' compensation, insurance claims) (paid employees only)
- Complying with requirements of funding bodies (i.e., Alberta Education Funding Framework, Government of Alberta Conditional Grants)
- Complying with applicable laws (i.e., Canada Income Tax Act, Alberta Employment Standards Code)

We only collect, use and disclose the amount and type of personal employee information that is reasonable to meet the above purposes. The following is a list of personal employee information that we may collect, use, and disclose to meet those purposes.

- Contact information such as your name, home address, telephone number
- Criminal background checks
- Employment or volunteer information such as your resume (including educational background, work history and references), reference information and interview notes, letters of offer and acceptance of employment, policy acknowledgement forms, background verification information, workplace performance evaluations, emergency contacts, etc.
- Benefit information such as forms relating to applications or changes to health and insurance benefits including medical and dental care, life insurance, short- and long-term disability, etc. (paid employees only)
- Financial information, such as pay cheque deposit information and tax-related information, including Social Insurance Numbers (paid employees only)
- Other personal information required for the purposes of our employment or volunteer relationship

We will inform our members, employees, and clients of any new purpose for which we will collect, use, or disclose personal employee information, or we will obtain your consent, before or at the time the information is collected.

We will obtain your consent to collect, use, or disclose your personal information for purposes unrelated to the member, employee, and client relationship (i.e., such as providing you with information about our workplace charity program).

What information do we provide for employment / consultant references?

In some cases, after your employment or consultant relationship with us ends, we will be contacted by other organizations and asked to provide a reference for you. It is our policy not to disclose personal information about our employees and volunteers to other organizations who request references without consent. The personal information we normally provide in a reference includes:

- Confirmation that an individual was an employee or consultant, including the position, and date range of the employment or volunteering
- General information about an individual's job duties and information about the employee or volunteer's ability to perform job duties and success in the employment or volunteer relationship

How do we safeguard personal information?

We make every reasonable effort to ensure that personal information is accurate and complete. We rely on individuals to notify us if there is a change to their personal information that may affect their relationship with our organization. If you are aware of an error in our information about you, please

let us know and we will correct it on request wherever possible. In some cases, we may ask for a written request for correction.

We protect personal information in a manner appropriate for the sensitivity of the information. We make every reasonable effort to prevent any loss, misuse, disclosure or modification of personal information, as well as any unauthorized access to personal information.

We use appropriate security measures when destroying personal information, including shredding paper records, and permanently deleting electronic records.

We retain personal information in accordance with our bylaws and only as long as is reasonable to fulfil the purposes for which the information was collected or for legal or business purposes.

Access to records containing personal information

Individuals have a right to access their own personal information in a record that is in the custody or under the control of CASS, including ARPDC, subject to some exceptions. For example, organizations are required under the *Personal Information Protection Act* to refuse to provide access to information that would reveal personal information about another individual.

If we refuse a request in whole or in part, we will provide the reasons for the refusal. In some cases where exceptions to access apply, we may withhold that information and provide you with the remainder of the record.

You may make a request for access to your personal information by writing to the Office of the Chief Executive Officer. You must provide sufficient information in your request to allow us to identify the information you are seeking.

You may also request information about our use of your personal information and any disclosure of that information to persons outside our organization. In addition, you may request a correction of an error or omission in your personal information.

We will respond to your request within 45 calendar days, unless an extension is granted. We may charge a reasonable fee to provide information, but not to make a correction. We do not charge fees when the request is for personal employee information. We will advise you of any fees that may apply before beginning to process your request.

Questions and complaints

If you have a question or concern about any collection, use, or disclosure of personal information by CASS, including ARPDC, or about a request for access to your own personal information, please contact the Office of the Chief Executive Officer.

If you are not satisfied with the response you receive, you should contact the Information and Privacy Commissioner of Alberta:

Office of the Information and Privacy Commissioner of Alberta

Suite 2460, 801 - 6 Avenue, SW

Calgary, Alberta T2P 3W2

Phone: 403-297-2728

Toll Free: 1-888-878-4044

Email: generalinfo@oipc.ab.ca

Website: www.oipc.ab.ca

CASS POLICY	
Policy 16 – Addressing Solicitation of Products and Services	<p>References:</p> <p>CASS Act – Sections 8-9</p> <p>Bylaws – 1-3</p> <p>Policy 1 – Board of Directors Governance Leadership</p> <p>Policy 2 – Chief Executive Officer Operational Management and Leadership</p> <p>Policy 17 – Procurement of Services</p> <p>Updates:</p> <p>December 2022 – Creation of CASS Policy Manual</p> <p>February 2023 – Creation of Policy 16</p> <p>March 9, 2023 – Approved by CASS Board</p> <p>Amended:</p> <p>March 7, 2024 – Approved by CASS Board</p>

Background

One of CASS’ legislated purposes is to improve the Teaching Profession and its leadership through professional practice and involve appropriate educational partners or stakeholders in its processes. Given this role, the College becomes a captive audience for vendors of products and services wanting to seek further affiliation. Therefore, the College must place conditions, restrictions, and expectations upon how the solicitation of products and services will be addressed.

Guiding Principles

1. Responsibility for educational programs and goods and services related to them is the authority of provincial school authorities. Therefore, the endorsement of these goods and services is the prerogative of each local school authority.
2. The College expects the ongoing adherence of Canada’s anti-spam legislation laws by would-be vendors, and in particular CASL, which prohibits the distribution of unsolicited commercial messages (CEMS).

Regulations

1. The College shall annually determine vendor and exhibitor opportunities for conferences.
2. Vendors and exhibitors will receive promotional opportunities that complement the levels of sponsorship that have been established.
3. Receiving the opportunity to be a vendor and exhibitor at a CASS conference is dependent upon the vendor or exhibitor paying the College the rate that has been assigned for the sponsorship level desired.
4. Sponsors shall adhere to the conditions that have been established for enrolling in a level

- of sponsorship.
5. Sponsors may offer a presentation at a conference to enhance the promotion of their product or service only if school authorities that have relied upon the sponsors' products or services are the main presenters. The session being offered also needs to address Alberta's SLQS and LQS professional practice standards, and will be vetted by the conference planning committee.
 6. When the conference planning committee deems that specific sponsor and vendor presentations could assist members in developing an awareness of new and burgeoning developments in a field of education, an exception to Regulation 5 will be deemed acceptable. In such cases, the presentations will focus on building leadership capacity in alignment with the professional practice standards to support optimum learning for all students. Every effort will be made to ensure that the scope of the presentation is vetted by the Board if necessary, and that the presentation represents no evidence of contravening the College's legislative authority or represents a conflict of interest to the College, presenter, or school authority, which includes personal financial benefit to the regulated member.
 7. When possible, regulated members who are already utilizing a resource provided by the vendor will need to facilitate or introduce the presentation provided. Such action does not imply endorsement of the product or its content by the Board.
 8. Section 4 of the *CASS Act* expects that governors, employees, and contractors with the College will not take any action that is inconsistent with this legislation. Since Section 18 of the *CASS Act* compels regulated members to respect the authority of their school authorities, no sponsor or vendor presentation will represent the position of CASS as an organization or shall require those who participate within the presentation to endorse or further apply within professional practice the information provided by the vendor.
 9. Vendors have the opportunity to advertise their products and services through the CASS Connection magazine published bi-annually.

CASS POLICY	
Policy 17 – Procurement of Contracted Services	<p>References: CASS Act – Sections 8-9 Bylaws – 1-3 Policy 1 – Board of Directors Governance Leadership Policy 2 – Chief Executive Officer Operational Management and Leadership</p> <p>Updates: December 2022 – Creation of CASS Policy Manual February 2023 – Creation of Policy 16 March 9, 2023 – Approved by CASS Board September 5, 2024 – June amendment approved by CASS Board</p> <p>Amended: June 2024 – Updated with inclusion of CASS CEP Regulations as it relates to CASS-sponsored events; ARPDC references changed to APLC September 2024 – Switched items 3 & 4 under Regulations</p>

Background

Funding for CASS is determined by annual membership fees, government funding through the funding manual for APLC, government grants, and registration fees for CASS-sponsored professional learning. While the core work of the College is to further support for members needs through the expenditure of membership dues, additional administrative supports for APLC, government grants, and CASS-sponsored professional learning are needed to meet professional learning needs for school authorities and further the success of many ministerial mandates. Furthermore, through its funding, APLC requires contractors to assist with its professional learning needs. Therefore, the College needs to establish an approach to secure contractors to address services required to support APLC, the outcomes of government grants, professional learning opportunities under the Continuing Education Program (CEP), and other CASS-sponsored events.

Guiding Principles

1. A principal leadership consultant may be appointed by the CEO in a multi-year contractor arrangement in order to support the CEO in bringing continuity of service and quality assurance to CASS' overall professional learning program.
2. All contracted employees are expected to work under common contractual provisions that support the characteristics of what constitutes a non-employment and contractor specific

relationship with the College.

3. A predictable and transparent process for accessing contracted services must be in place.
4. Reasonable efforts will be made to make contracted services accessible to a diversity of would-be service providers.
5. CASS-sponsored events refer to any professional learning sponsored by the College that occurs with the approval of the CEO and is supported through contracted services.
6. Section 5, B, i of The *College of Alberta School Superintendents (CASS) Act* (2021; Updated 2023) states that CASS is to improve the teaching profession and leadership of the education system by developing and implementing continuing education programs and resources to improve the knowledge and skills of members. Section 70 of the *Act* requires the College to establish continuing education requirements that support meeting the *Leadership Quality Standard and Superintendent Leadership Quality Standard*. Therefore, all CASS Sponsored professional learning that supports these practices standards and would be applicable to a regulated member's annual accreditation, shall promote the correlation of this learning to the competencies that are applicable to these practice standards.

Regulations

1. The CASS Principal Leadership Consultant, APLC Executive Director, or a leadership consultant designated by the CEO will be responsible for the budgeting, scoping, and procurement of required contracted services.
2. All contracted services required for grant deliverables, conference programming and all other CASS-sponsored events shall be obtained through the advertisement of Requests for Proposals (RFPs).
3. The criteria in Appendix 1 is expected to be used by a consultant to prepare a program quality assurance profile for submission to the Governance and Nominating Committee prior to the opening of CASS-sponsored event registration.
4. Further to its terms of reference, the Governance and Nominating Committee will approve the programming for all CASS-sponsored events to ensure alignment with the CEP guiding principles and the competencies identified in the *Alberta Leadership Quality Standard (LQS)* and the *Superintendent Leadership Quality Standard (SLQS)*.

Appendix 1:

Policy 17 –Procurement of Contracted Services

Evidence of CASS Sponsored Event Quality Assurance

Content Relevance and Quality

1. **Alignment with Professional Standards:** What evidence exists that the content aligns with the LQS and SLQS and promote to members the competencies that will be addressed through content delivery?
2. **Current and Emerging Trends:** How will the topics address current and emerging trends, challenges, and innovations in the field?
3. **Evidence-Based Practices:** How are the sessions based on evidence-based practices and research to ensure the highest quality of information?
4. **Practical Application:** To what extent will practical applications and strategies be promoted that members can implement in their professional practice?

Speaker Qualifications

5. **Expertise and Experience:** Comment on the expertise and extensive experience of presenters in their respective fields.
6. **Diversity of Perspectives:** How does the professional learning represent a diverse range of speakers who can provide varied perspectives and insights?
7. **Engagement and Communication Skills:** What engagement and communication practices will be implemented through conference events?

Audience Engagement

8. **Interactive Formats:** Provide evidence that programs include interactive formats such as workshops, Q&A sessions, and group discussions to foster engagement and learning.
9. **Networking Opportunities:** What opportunities will exist for networking and professional relationship building among attendees.

Accessibility and Inclusivity

10. **Accessibility:** Demonstrate that all programs are accessible to individuals with disabilities and meet relevant accessibility standards.
11. **Inclusivity:** Ensure that the content is inclusive and respectful of diverse backgrounds, cultures, and experiences.

Learning Outcomes

12. **Clear Learning Objectives:** Demonstrate that the session has measurable learning objectives that are communicated to attendees beforehand.
13. **Continuing Education Credits:** Demonstrate that the programs will offer specific continuing education credits.

Feedback and Improvement

14. **Evaluation Mechanisms:** How is the program implementing evaluation mechanisms to gather feedback from previous attendees on the quality and impact of the programs.
15. **Continuous Improvement:** How is historic feedback being used to make continuous improvements to future programming.

Ethical and Professional Standards

19. **Ethical Content:** Are insurances in place so that all content adheres to the highest ethical standards and promotes integrity and professionalism.
20. **Non-Commercial:** Demonstrate that programs should be non-commercial in nature and free from overt product promotion. Demonstrate that program and product demonstration is only used to complement the professional practice focus that is being taught.

Organizational Alignment

21. **Strategic Goals:** Demonstrate how the programming aligns with the strategic goals and mission of CASS.
22. **Member Needs Assessment:** Demonstrate how base programming decisions are based upon a needs assessment of the membership to ensure relevance and demand.

CASS POLICY	
Policy 18 – APLC Governance Mandate	<p>References: CASS Act – Sections 8 - 9 Funding Manual for School Authorities – Regional Professional Development Consortia Bylaws – 1-3 Policy 1 – Board of Directors Governance Leadership Policy 2 – Chief Executive Officer Operational Management and Leadership</p> <p>Updates: December 2022 – Creation of CASS Policy Manual June 2024 – Creation of Policy 18 September 5, 2024 – Approved by CASS Board</p> <p>Amended:</p>

Background

Further to the Provincial Funding Manual, the College of Alberta School Superintendents will ensure relevant, effective, and efficient services and management of human and financial resources within each consortium. The mission, vision, guiding principles, purpose, value, and foundational principles through which oversight of APLC is expected to operate is explained in Appendix 1 – APLC Governance Document. The role of CASS Board governance of the APLC as well as the Terms of Reference for the APLC Provincial Advisory Committee (PAC) are also included within this document.

Guiding Principles

1. The CASS Board of Directors expects that the operations of APLC will be guided through the application of the APLC Governance Document.
2. Administrative Procedures that are developed through the direction of the CASS CEO and delegated to the APLC Executive Director, shall be developed to align with the parameters of the APLC Governance Document and provide guidance for the operational activity that supports this document.

Regulation

1. The CASS CEO, through delegation to the APLC Executive Director, shall establish a reporting protocol so that the Board will be informed of the progress of the APLC in meeting the expectations of the APLC Governance Document.

Appendix 1: APLC Governance Document



Alberta Professional Learning Consortium (APLC) Governance

Effective July 1, 2024

1.0 APLC Overview

1.1 Vision

Adult Learning for Students' Sake

The provincial education vision and recent trends in education provides a road map for Alberta Professional Learning Consortium (APLC) to be responsive and work in a collaborative, coordinated manner, continuing to design and deliver cost-efficient professional learning opportunities to Alberta educators. APLC strives to assist and prepare educators in Alberta by providing learning opportunities designed to support adult learning for students' sake. APLC provides professional learning opportunities through funding from Alberta Education, fee for service contracts, grant specific work, and cost recovery offerings that are in alignment with APLC foundational statements, and are responsive to the needs of provincial and local K-12 education stakeholders. Each professional learning opportunity designed and delivered is intended to support dynamic professional learning that positively impacts teaching and learning across the province.

1.2 Mission

To provide high quality professional learning opportunities for Alberta's educational community.

1.3 Guiding Principles

APLC will:

- design and deliver flexible innovative professional learning and resources for K-12 education stakeholders.
- collaborate and share to activate a provincial network that empowers regional and provincial implementation of professional learning opportunities across Alberta.
- model promising practices in adult learning to ensure relevant, purposeful, and engaging professional learning.
- employ a service-oriented model that is based on listening, understanding, and serving the needs of the K-12 education stakeholders in Alberta.

1.4 Purpose

In alignment with the guiding principles, the purpose of APLC is to develop professional learning opportunities in collaboration with local and provincial K-12 education stakeholders.

Collaboration across the province is evidenced in sharing of promising practices, provincial projects, conferences, speaking tours, and online sessions. APLC collaboration efforts result in the development of a wide range of professional learning resources accessed through regional and provincially maintained podcasts, websites, digital libraries, e-courses, YouTube channels, and print resources. Provincial collaboration is leveraged to enhance the learning opportunities designed to specifically meet the needs of teachers and leaders at the local and provincial levels.

1.5 Values

The College of School Superintendents (CASS) is the Governing Board for APLC. The following values of APLC are in alignment with CASS.

- ☒ Students Are First - APLC support the development and continuous learning of the education community to positively impact student success.
- ☒ Respect - APLC operates in a professional and respectful manner in all aspects of their work to build trusting working relationships focused on professional learning.
- ☒ Trustworthiness – APLC delivers reliable, relevant, and respected professional learning to build capacity in professional practice for those that participate in APLC activities and events.
- ☒ Spirit of Collaboration – APLC recognizes the importance of collaboration and the positive spirit of collective response to ensure the needs of K-12 stakeholders are met.
- ☒ Learnedness – APLC utilizes research-based practices to ensure a strong evidence base for innovation and practice.
- ☒ Integrity – APLC adheres to sound ethical practices and guiding principles to conduct their work.

2.0 APLC Foundational Statements (Formerly Goals)

1. Facilitate professional development which support the effective implementation of components of:

- Alberta Education Business Plan;
- Jurisdiction and school education plans; and
- Education Partner Strategic Plans.

2. Facilitate professional development which supports the effective implementation of curricula, including instruction, assessment, and student learning outcomes.
3. Coordinate, broker, and act as a referral centre to assist partners to identify available professional development resources.
4. Deliver professional development based on the identified and emerging needs of educational partners.
5. Promote and support the development of professional development leadership capacity.
6. Provide educational partners with access to professional development at a reasonable cost.

3.0 Governance of APLC

The Board of Directors of CASS shall serve as the Governance Board for APLC.

Governance responsibilities include:

1. Serve as the primary contact and advocate with Alberta Education on any matters related to the governance of APLC.
2. Engage a Provincial Advisory Committee of Education Partners to assist in and support the APLC mandate, and direction from the Minister to “broaden the spectrum of educational partners” at the provincial level, ensuring the contributions and recommendations of the APLC Advisory Committee are recognized and considered.
3. Approve general policy related to APLC.
4. Approve budget and provide financial oversight.
5. Recruitment and evaluation of the APLC Executive Director.
6. Review and approval of the APLC Strategic Plan, Annual Report, and Audited Financial Statement.
7. Authorize the CASS Chief Executive Officer to serve as the liaison with the APLC Executive Director and delegate responsibility to the CASS Chief Executive Officer for general oversight of operations of ARPDC, including:
 - a. Payroll
 - b. Fiduciary Responsibilities
 - c. Personnel Records including:

- i. Employment contracts, and
 - ii. Secondment agreements.
- 8. Authorize the CASS Chief Executive Officer to maintain record, for the purpose of audit, a monthly record of days and focus of work performed by the Executive Director.
- 9. Delegate responsibility to the APLC Executive Director to oversee, lead, and manage all operations of ARPDC.
- 10. Delegate responsibility to respective Regional Directors to oversee, lead, and manage all day-to-day operations of the Regional Consortia.
- 11. Support the meaningful liaison of the APLC Executive Director with Ministry of Education officials at all levels.

4.0 Terms of Reference

APLC Provincial Advisory Committee (PAC)

Terms of Reference

1. Authority

Pursuant to CASS Bylaw 1-4 - *Common Interests and Goals of Membership* CASS will serve the public interest by (d) governing the operations of the Alberta Professional Learning Consortium to ensure that professional learning supports the business plan of the Government of Alberta and the needs of school authorities throughout the province. The CASS Chief Executive Officer is the primary contact for APLC in its working relationship with the CASS Board of Directors. The APLC Executive Director serves as the direct contact for APLC and reports to the CASS Board of Directors.

The CASS Chief Executive Officer, or designate, shall establish the APLC Provincial Advisory Committee to the consortium.

2. Mandate

The Alberta Education Business Plan and recent trends in education provide a road map for the APLC PAC to be responsive and work in a collaborative, coordinated manner, suggesting design and delivery of professional learning opportunities to Alberta Educators. This PAC strives to provide feedback and direction to APLC in their work to prepare and assist educators by providing learning opportunities designed to support **adult learning for students' sake**. The APLC PAC has come to be established from the governance of seven independent consortia to a single governance structure

implemented by the College of Alberta School Superintendents (CASS). The APLC PAC will:

- Support the design and delivery of high-quality professional learning opportunities.
- Identify provincial professional learning, training, and resources to meet the needs of the education community.
- Honour Regional Advisory Committees' contexts, data, and needs for professional learning opportunities, considering student learning and achievement data, as well as participant input.
- Use the data from Regional Advisory Committees, in collaboration with Alberta Education, to assist in the provincial implementation of high leverage adult learning.
- Identify potential for shared resources amongst organizations.

3. Membership

a) The APLC PAC will consist of, but not be limited to, the following education partner representatives:

- Alberta Education (AE) – one representative
- Alberta School Board Association (ASBA) – one representative
- Alberta School Councils Association (ASCA) – one representative
- Association of Independent Schools and Colleges in Alberta (AISCA) – one representative
- Association of School Business Officials of Alberta (ASBOA) – one representative
- College of Alberta School Superintendents (CASS) – Chair
- Post-Secondary Institutions Offering Education Pre-Service – one representative (rotating by institution)
- Charter Schools – one representative
- Rupertsland Métis Centre of Excellence – one representative
- First Nation Education Authorities – one representative
- Director of the Francophone Consortium (CPFPP) – one representative
- Calgary (CRC) and Edmonton (ERLC) Consortia - one Director (rotating annually)
- Southern Alberta Professional Development Consortium (SAPDC), Northern Regional Learning Consortium (NRLC), Learning Network (LN), Central Alberta Regional Consortium (CARC) - one Director (rotating annually).

- b) The CASS Chief Executive Officer, or designate, will extend invitations according to the representation structure outlined within the Terms of Reference for the APLC PAC and consider requests for members to participate on the PAC.
- c) New members terms shall begin on September 1 in the year of their appointment. Term of office shall be determined by each member organization.
- d) If a PAC member resigns or leaves, the appointing organization shall appoint another member to complete the term of the member who is leaving.
- e) Substitute costs, honourariums and travel expenses WILL NOT be reimbursed by CASS for members of the APLC PAC. Those members attending the APLC PAC meetings will do so at the expense of their representative organization.
- f) The CASS Chief Executive Officer, through the assistance of CASS administrative / consulting services will serve as the secretariat of APLC PAC thereby providing support for the establishment of agendas, minutes, and other administrative tasks.

4. Member Roles and Responsibilities

- a) Each member shall remain at 'arm's length' with no assumption of control over one another.
- b) Each member shall attend meetings hosted by CASS and shall liaise between education stakeholder partners to foster cooperation and collaboration amongst the education community.
- c) Each member will bring professional development needs and supportive contributions for discussion and recommendations.
- d) Each member will represent their organization.
- e) Each member will report back to their organization.
- f) Each member will believe in and contribute/advocate for the purpose and outcomes of the APLC PAC.

5. Limits on Authority

This is a collaborative committee with an advisory capacity.

6. Reliance on Management and Experts

The CASS Chief Executive Officer may enlist the assistance of any professional that is deemed beneficial in the Committee's work.

7. Limitations on Committee's Duties

In contributing to the Committee's work, each member of the Committee shall be obligated only to exercise the care, diligence, and skill that a reasonably prudent individual would exercise in comparable circumstances. No Committee member is subject to a standard of care or diligence that is in any way more onerous or extensive than the standard specified within these terms of reference.

8. Meetings

- a) The APLC Provincial Advisory Committee shall hold a minimum of three (3) meetings in October, February, and May each year.
 - i. October Meeting - where ARPDC shares the annual learning plan in consideration of provincial input provided at the previous May APLC PAC Meeting.
 - ii. February Meeting - where regular APCL business and partnership activity is shared, and the Annual Report is shared from the previous year.
 - iii. May Meeting - where regular business of APLC is updated, and a process is implemented for provincial partners to provide feedback to ARPDC in developing its annual priorities.
- b) Meetings will be on-line or face-to-face at the call of the chair.
- c) Special meetings, in addition to regular meetings, may be called, by the CASS Chief Executive Officer or APLC Executive Director, as required.
- d) The CASS Board of Directors representative will chair all meetings. The chair position will be a two (2) year term.
- e) The CASS Chief Executive Officer, or designate, and CASS Administrative Services will serve as a secretariat to the APLC PAC, thereby providing support for the

establishment of agendas, and other administrative tasks.

- f) Minutes shall be kept of all APCL PAC meetings.

8. Decision Making Process

The APLC PAC will have the authority to make recommendations with respect to procedures, practices, and operations of the committee.

CASS POLICY	
Policy 19 – CASS Hosted Events	References: Bylaw 1-4, Bylaw 1-8, Bylaw 1-31, Updates: Amended:

Background

Equitable access for Board of Directors, the Chief Executive Officer, and regulated members to participate in committee meetings, professional learning and other CASS-hosted social events is essential to the College as a legislated regulatory body. Establishing clear scheduling guidelines ensures leadership, networking, and advocacy opportunities remain accessible while maintaining commitment to public interest and system education leadership standards.

Guiding Principles

1. The College is committed to ensuring equitable access to committee meetings, professional learning sessions, and social events for all Board of Directors, the Chief Executive Officer, and regulated members. This policy establishes clear guidelines to prevent systemic barriers that would exclude these entities from attending provincial meetings, social gatherings, or professional learning opportunities.
2. Under Bylaw 1-31, standing committees are responsible for advancing CASS's strategic objectives, and therefore their operations must align with the broader interests of the Board. Ensuring alignment and prevent scheduling conflicts is essential to uphold these objectives.
3. According to Bylaw 1-8, regulated members are responsible for continuous professional learning. Ensuring all members can attend scheduled learning opportunities that are addressed within CASS' Continuing Education Program, and supports their personal accreditation status needs and leadership development goals.
4. Per Bylaw 1-4, CASS supports regulated members in optimizing their system education leadership while fostering a collegial and professional environment. By preventing scheduling conflicts, this policy ensures that all members have equal access to leadership, networking, and advocacy opportunities. Establishing such access, fulfills the positive duty that all members have to act within a commitment to the public interest and in support of a common provincial standard for system education leadership.

Regulations

1. The Board Meeting Dates for the following year and Conference 3-Year Planner are available on the CASS website and must be referenced when scheduling Zone Meetings, committee meetings, and professional learning events to ensure alignment with provincial priorities and prevent scheduling conflicts.
 - [Board Meeting Dates](#)
 - [Event Planner 3-Year Schedule](#)
2. The Board shall establish meeting dates annually in April. Zone meetings for the following year must be scheduled during their final meeting of the current year, and ensuring planning needs align with established Board meeting dates to prevent scheduling conflicts.
3. No committee or affiliated body shall schedule activities that coincide with major CASS events or provincial meetings that are essential to the attendance of individual regulated members.
4. The Chief Executive Officer (CEO) shall oversee adherence to this scheduling requirement to ensure consistency of practice within the College and report back to the Board regarding any practices that are non-compliant.