



# **Board Meeting**

# **Agenda Package**

**February 17, 2021**

**AGENDA****Type of Meeting:** Board**Date:** February 17, 2021**Page:**1 of 2*"TOWARDS NEW HORIZONS"**Is it in the best interest of our students?**Does it support excellence?*

**NEW HORIZONS CHARTER SCHOOL SOCIETY  
BOARD OF DIRECTORS' MEETING  
FEBRUARY 17, 2021**

**AGENDA**

*Vision: New Horizons School will enable gifted students to strive for excellence in a positive academic learning environment that fosters social and emotional support for each student.*

1. **Call to Order** D. Hanson 7:00 pm

2. **Statement of Territorial Acknowledgment** D. Hanson 7:01 pm

*The Board of Directors of the New Horizons Charter School Society respectfully acknowledges that the land on which we meet is Treaty 6 territory, a traditional home, gathering place, and travelling route for diverse Indigenous Peoples, including Cree, Saulteaux, Blackfoot, Nakota, and Sioux, as well as the homeland of the Métis Nation. We recognize our responsibility as Treaty members and honour the heritage and gifts of the First Peoples of this land.*

3. **Adoption of Agenda** D. Hanson 7:02 pm

4. **Disclosure of Conflict of Interest** D. Hanson 7:03 pm

5. **Approval of Minutes** D. Hanson 7:04 pm

5.1 January 20, 2021 – attachment

6. **Administration Reports** 7:05 pm

6.1 Principal's Report

T. Zarowny

6.2 Superintendent's Report – attachment

D. Lindquist

7. **Board Reports** 7:25 pm

7.1 Board Chair's Report

D. Hanson

7.2 Committee Reports

D. Hanson

8. **New Business** 7:30 pm

8.1 Progress Report on Education Plan

T. Zarowny

8.2 Draft School Calendar for 2021-22 – attachment

D. Lindquist

**AGENDA****Type of Meeting:** Board**Date:** February 17, 2021**Page:**2 of 2*"TOWARDS NEW HORIZONS"**Is it in the best interest of our students?**Does it support excellence?*

- |     |   |           |         |
|-----|---|-----------|---------|
| 9.  | <b>Board Work Plan</b> – attachment                         | D. Hanson | 8:10 pm |
| 10. | <b>The Association of Alberta Public Charter Schools</b>    | D. Hanson | 8:15 pm |
| 11. | <b>Receipt of Reports</b>                                   | D. Hanson | 8:25 pm |
| 12. | <b>Correspondence Sent</b>                                  | D. Hanson | 8:26 pm |
|     | 12.1 Letter to Minister of Education re: Modular Classrooms |           |         |
|     | 12.2 SLS Funding for TAAPCS Information to Government       |           |         |
| 13. | <b>Correspondence Received</b>                              | D. Hanson |         |
|     | 13.1 Minister of Education Bylaw Changes Approval           |           |         |
|     | 13.2 New Education Deputy Minister email                    |           |         |
| 14. | <b>In Camera</b>  | D. Hanson | 8:28 pm |
| 15. | <b>New Business (cont'd.)</b>                               | D. Hanson | 9:15 pm |
|     | 15.1 Matters Arising from In Camera Meeting                 |           |         |
| 16. | <b>Adjournment</b>  | D. Hanson | 9:20 pm |

**Next Board Meeting – 7:00 p.m., Wednesday, March 24, 2021**

NEW HORIZONS CHARTER SCHOOL SOCIETY  
MINUTES

Type of Meeting: Board

Date: January 20, 2021

Initials: Chair \_\_\_\_\_

Approved: DRAFT

Recorded By: A. DeJong

Secretary \_\_\_\_\_

**January 20, 2021, 7:00 p.m.**

Board Members Present at Call to Order:

Dan Hanson  
CHAIR

Vincent Tong  
SECRETARY-TREASURER

Michelle Black  
DIRECTOR

Chris Burrows  
DIRECTOR

Administration Present:

Dean Lindquist  
SUPERINTENDENT

Patti Dundas  
SECRETARY-TREASURER

Ted Zarowny  
PRINCIPAL

Members Present:

Elizabeth Macve

Anita Sanderson

Jeffrey Blanchard

**1. Call to Order**

Chair Hanson called the virtual meeting to order at 7:03 p.m. and made opening remarks.

**2. Statement of Territorial Acknowledgment**

*The Board of Directors of the New Horizons Charter School Society respectfully acknowledges that the land on which we meet is Treaty 6 territory, a traditional home, gathering place, and travelling route for diverse Indigenous Peoples, including Cree, Saulteaux, Blackfoot, Nakota, and Sioux, as well as the homeland of the Métis Nation. We recognize our responsibility as Treaty members and honour the heritage and gifts of the First Peoples of this land.*

**3. Adoption of Agenda**

*Motion 2021-01-20-01*

*Moved that the agenda for the Board Meeting of January 20, 2021 be adopted as amended.*

*Moved: Director Burrows*

*Seconded: Secretary-Treasurer Tong*

*Carried*

NEW HORIZONS CHARTER SCHOOL SOCIETY  
MINUTES

Type of Meeting: Board

Date: January 20, 2021

Initials: Chair \_\_\_\_\_

Approved: DRAFT

Recorded By: A. DeJong

Secretary \_\_\_\_\_

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**4. Disclosure of Conflict of Interest:**

None

**5. Approval of Minutes**

**5.1 Minutes of December 16, 2020**

*Motion 2021-01-20-02      Moved that the Board Meeting minutes of December 16, 2020 be approved as presented.*

*Moved:      Director Burrows*

*Seconded: Secretary-Treasurer Tong*

*Carried*

**6. Administration Reports**

**6.1 Principal's Report**

Principal Zarowny provided a brief report relating to return to class after the holiday break and admissions. Admissions are still open. Currently the school has received 113 applications, about half of these are for kindergarten. The virtual open house was held in early January and was well attended. Discussion followed.

**6.2 Superintendent's Report**

Superintendent Lindquist spoke to updates in the re-entry plan and the capital plan request for two modular classrooms, as included in the agenda package. Administration continues to monitor health and safety measures on a regular basis. AHS has released new verbiage for cases of COVID within schools. There is no response from Alberta Education yet regarding the request for modular classrooms; this is concerning as another classroom is required for the 2021-22 school year. Follow-up from the Public Relations committee may be needed over the coming weeks. Discussion followed.

**Action:** Superintendent Lindquist will draft a letter to the Education Minister regarding the need for modular classrooms and will forward to the Board for input.

NEW HORIZONS CHARTER SCHOOL SOCIETY  
MINUTES

**Type of Meeting:** Board

**Date:** January 20, 2021

**Initials:**      **Chair** \_\_\_\_\_

**Approved:** DRAFT

**Recorded By:** A. DeJong

**Secretary** \_\_\_\_\_

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## 7. Board Reports

### 7.1 Board Chair's Report

Chair Hanson made welcoming remarks to attendees and asked for committee reports.

### 7.2 Other Committee Reports

#### **Policy Committee**

No report.

#### **Survey Committee**

No report.

#### **Finance and Audit Committee**

Committee Chair Secretary-Treasurer Tong indicated that the committee met to discuss the quarterly financial report, included for discussion on this agenda.

#### **Public Relations**

Chair Hanson indicated that the committee will be meeting in the new year to continue discussion and development of the advocacy plan.

#### **Personnel**

Chair Hanson indicated that negotiation meetings with the ATA have been rescheduled to early February, 2021.

## 8. New Business

### 8.1 Quarterly Financial Report (First Quarter)

Secretary-Treasurer Tong presented the quarterly financial report for the first quarter, as included in the agenda package. Discussion followed regarding the report and current reserves.

**Action:** Secretary-Treasurer Dundas will prepare and present a detailed report regarding current reserves at the Board Retreat on March 20, 2021.

### 8.2 Draft School Calendar for 2021-22

Superintendent Lindquist spoke to the draft school calendar for 2021-22, as included in the agenda package. Discussion followed.

NEW HORIZONS CHARTER SCHOOL SOCIETY  
MINUTES

Type of Meeting: Board

Date: January 20, 2021

Initials: Chair \_\_\_\_\_

Approved: DRAFT

Recorded By: A. DeJong

Secretary \_\_\_\_\_

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*Motion 2021-01-20-03 Moved that the draft school calendar for 2021-22 be approved in principle and presented to School Council and school staff for discussion. Final approval to occur at the February 17, 2021 board meeting.*

*Moved: Secretary-Treasurer Tong*

*Seconded: Director Burrows*

*Carried*

**8.3 Stakeholder Forum Planning**

Superintendent Lindquist spoke to planning for the Stakeholder Forum, as included in the agenda package. Discussion followed.

**8.4 Review of Board Policy #210 and Student Code of Conduct**

Superintendent Lindquist spoke to the required annual review of Policy #210 and the Student Code of Conduct, as included in the agenda package. Discussion followed.

*Motion 2021-01-20-04 Moved that the Board affirms that Policy 210 was reviewed and that the Board confirms compliance with the requirements of the Education Act.*

*Moved: Secretary Treasurer Tong*

*Seconded: Director Smith*

*Carried*

*Motion 2021-01-20-05 Moved that the Board affirms that the Student Code of Conduct was reviewed and that the Board confirms compliance with the requirements of the Education Act.*

*Moved: Director Burrows*

*Seconded: Secretary-Treasurer Tong*

*Carried*

**9. Board Work Plan**

The Board reviewed the Work Plan for 2020-21, as included the agenda package.

**10. The Association of Alberta Public Charter Schools (TAAPCS)**

No report.

NEW HORIZONS CHARTER SCHOOL SOCIETY  
MINUTES

**Type of Meeting:** Board

**Date:** January 20, 2021

**Initials:**      **Chair** \_\_\_\_\_

**Approved:** DRAFT

**Recorded By:** A. DeJong

**Secretary** \_\_\_\_\_

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**11. Receipt of Reports**

*Motion 2021-01-20-06      Moved that all reports be received as presented during the meeting.*

*Moved:      Director Burrows  
Seconded: Director Smith  
Carried*

**12. Correspondence Sent**

Vice Chair Clarke joined the meeting.

**13. Correspondence Received**

- 13.1 Letter from TAAPCS for Minister LaGrange
- 13.2 Deputy Minister Email – In Person Learning Resumes
- 13.3 TAAPCS Email – Relaunch Meeting
- 13.4 Proposed Resolution – Achieving Universal Public Education
- 13.5 Proposed Resolution – Addressing Barriers to Student Centered Education
- 13.6 Proposed Resolution – Equal Opportunity of Access to all Public Schools
- 13.7 Proposed Resolution – Financial and Government Accountability in AB Education
- 13.8 Proposed Resolution – Respect for ASCA's Bylaws, Values and Members\_rescind
- 13.9 Update to COVID-19 Case Reporting Language in Alberta Schools

**14. In Camera**

No in camera meeting.

**15. New Business (con't)**

**15.1 Matters Arising from In Camera Meeting**

No report.

Chair Hanson opened the floor to parent participants for questions and comments. Discussion followed regarding COVID-19 the close contact notification process.

**16. Adjournment**

Chair Hanson adjourned the meeting at 7:59 p.m.

*Next Board Meeting: February 17, 2021*





**Dean Lindquist**

Superintendent

Phone: 780-416-2353

Email: [dlindquist@newhorizons.ca](mailto:dlindquist@newhorizons.ca)

## **MEMORANDUM**

Date February 17, 2021

To: Board of Directors

From: Dean Lindquist - Superintendent

Re: February Superintendent Report

### Re-entry Plan Update

Although one school in the province has a reported COVID-19 variant, Alberta Health Services and Alberta Education have not required significant changes to our re-entry plan. Principal Zarowny has adjusted how students in junior high cohort on the playground. All other health and safety measures remain unchanged.

We have also been informed that we will be receiving the second funding installment to support our COVID-19 re-entry plan from the federal government (through Alberta Education).

All school staff continue to support the health and safety of our students at a very high level. This commitment is truly appreciated.

### Student Surveys for Stakeholder Forum Questions and Covid-19 Questions

Students were surveyed during the week of February 8. Data collected will be shared with the board along with Stakeholder Forum data at the March 2021 Board Retreat.

### NHS Student Information System

New Horizons School currently uses Maplewood's Student Information System for maintaining all student data used for government and internal to the school. Maplewood Computing has been purchased by Edsembli Inc who also have education management software. The result is that Maplewood will no longer be supported at the end of the school year.

A committee of school administration, office staff, and district staff are reviewing what education management software is available for schools. A requirement is that any selected solution must be Provincial Approach to Student Information (PASI) compliant.

Although the committee considered what management systems were available, two systems are being closely reviewed. Edsembli, who purchased Maplewood, will provide a relatively seamless transition to the new system. A number of school districts across Alberta and Canada use this system. The second system we are considering is Powerschool which is the most widely used student information system across the province and likely North America.

We anticipate having a decision made in the next month. Considerations used in the decision include:

- Cost – purchase of system, annual support costs, training costs
- Training needs of staff
- Efficiency of system
- Modules (e.g. IPP, fees) available for the system
- Reporting

**Recommendations:**

It is recommended that the Board receive this report as information.

A handwritten signature in blue ink, appearing to read "Dean Lindquist", with a stylized, cursive script.

Dean Lindquist

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**Combined 3-Year Education Plan 2020-2023  
&  
Annual Education Results Report (AERR)  
UPDATE**

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February 2021

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## What Do The Colours Mean?

Strategies highlighted in blue are connected to the feedback from the Parent Forum held in February.

Strategy	Status
Either on Track or Completed	
Started but Not Moving As Fast As Hoped	
Not Yet Started	
Strategies Highlighted in Blue are from the Stakeholder Forum	

## Charter Goal 1: Student Learning Is Improved

**Outcome One: Students will demonstrate mastery of learner outcomes mandated by the Alberta programs of studies.**

Strategies	Status
Increased visible expectations of excellence in junior high <ul style="list-style-type: none"> <li>increased accountability for students;</li> <li>higher expectations for achievement</li> </ul>	
K-9 Offer a remote learning alternative for students who are required to learn from home due to the COVID-19 pandemic.	
7-9: Increased Emphasis on “visible thinking” strategies (Ron Ritchhart)	
7-9: Increased Emphasis on “visible learning” strategies (Hattie)	
Writing: Continue to expand and implement the Flexible Pathways to Writing: Grades 7-9 . Continued focus on differentiating instructional writing goals.	

**Outcome Two: Students will become creative risk takers academically.**

Strategies	Status
Pilot the use of pre-tests in the junior high content area courses (Social Studies and Science) and explore how enrichment and/or acceleration can be addressed.	

## Charter Goal 2: Students Will Benefit from Opportunities for Positive Interaction

**Outcome One: Students will develop positive interdependence skills.**

Strategies	Status
Re-acquaint students with Restitution Self-Discipline concepts to teach them school-wide conflict resolution strategies	
School-based Administration and counselling to increase the use of "Monitoring Approach" when a conflict arises to coach students with conflict resolution.	
Increase inter-house (Earth, Air, Fire, Water) and group-building activities	

***Outcome Two: Students will become creative risk takers socially.***

Strategies	Status
Develop strategies to increase student understanding of leadership attributes and how to implement them.	
Increase student involvement in "service learning" activities (year two of Linking Generations Program).	

**Charter Goal 3: Students' Emotional Needs Are Supported**

***Outcome One: Students will develop independence, self-direction and self-discipline in learning.***

Strategies	Status
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Increase resources to better match the more challenging student needs.	
<p>Emphasize the following attitudes and behaviours that will make students successful at work when they finish school?</p> <ul style="list-style-type: none"> <li>• executive functioning (time management skills; improve accountability and responsibility; organization/prioritizing)</li> <li>• resilience: learn to fail; be able to deal with stressful and ambiguous situations</li> <li>• understanding giftedness (compassion for others)</li> </ul>	
Create a scope and sequence for helping students understand what it means to be gifted (Grades 4, 7, 9).	
Increase the full-time equivalency of school counselling services	
<p>Provide students with greater supports for social/emotional/mental health development.</p> <ul style="list-style-type: none"> <li>○ Create a “Mindfulness Club”</li> </ul>	
Provide parents and staff with additional tools to assist them in providing social/emotional support to their children	

**Outcome Two: Outcome 2: Students will become creative risk takers emotionally.**

Strategy	Status
Continue to investigate other strategies to address student emotional health, e.g. social emotional learning (SEL), resiliency (e.g. use of daily speaking circles.)	
Increase ways to celebrate and recognize student accomplishments.	
Increase a focus on Jr. High counselling, including career counseling.	

## PROVINCIAL GOALS

### Outcome One: Alberta's students are successful

Strategies	Status
<p>Increased visible expectations of excellence in junior high</p> <ul style="list-style-type: none"> <li>• increased accountability for students;</li> <li>• higher expectations for achievement</li> </ul>	

K-9 Offer a remote learning alternative for students who are required to learn from home due to the COVID-19 pandemic.	
7-9: Increased Emphasis on “visible thinking” strategies (Ron Ritchhart)	
7-9: Increased Emphasis on “visible learning” strategies (Hattie)	
Writing: Continue to expand and implement the Flexible Pathways to Writing: Grades 7-9 . Continued focus on differentiating instructional writing goals.	

## Outcome Two: First Nations, Métis, and Inuit students in Alberta are successful

Strategies	Status
Include an “Indigenous Perspectives” portion of staff meetings to explore indigenous culture and issues.	
Teachers integrate FNMI “ways of knowing” into their instruction.	

## Outcome Three: Alberta has excellent teachers, school leaders, and school authority leaders

### Broad Program of Studies

Strategies	Status
Increased visible expectations of excellence in junior high <ul style="list-style-type: none"> <li>increased accountability for students;</li> <li>higher expectations for achievement</li> </ul>	



More consistency at the junior high level between teachers and across the program ( expectations, communication, structure) <i>while maintaining diversity in teaching styles and approaches.</i>	
Increased emphasis on effective communication.	
IPP Improvement: <ul style="list-style-type: none"> <li>• More specific and defined outcomes and measures</li> <li>• more holistic inclusion of goals in daily routines</li> <li>• more collaboration</li> </ul>	
Focussed, intentional promotion of current programming so that the school community is aware of the quality and range of programs. (Year 1)	

#### Outcome Four: Alberta's education system is well governed and managed

Strategies	
Engage stakeholders at the winter Stakeholder Forum.	
Plan, implement and monitor the school's COVID protocols and procedures.	
Revise traffic and parking management plan to respond to increased population and the likelihood of increased parents drop-off due to COVID.	
Create Board Task Force to investigate establishment of New Horizons High School Program.	

Collaborate with School Council and the Fundraising Association of New Horizons School for the enhancement of our playground and outdoor spaces.	
<p>Increase emphasis on financial literacy and career planning.</p> <ul style="list-style-type: none"> <li>○ Review the extent to which the new/current provincial curriculum includes instruction focused on career and financial health education.</li> <li>○ Provide greater emphasis on career and financial health education instruction.</li> <li>○ Ensure that, either in the context of the new curriculum, or through new and innovative ways within the instructional program, these issues are addressed.</li> </ul>	



**Dean Lindquist**

Superintendent

Phone: 780-416-2353

Email: [dlindquist@newhorizons.ca](mailto:dlindquist@newhorizons.ca)

## **MEMORANDUM**

Date: February 17, 2021

To: Board of Directors

From: Dean Lindquist - Superintendent

Re: 2021/2022 School Year Calendar

### **Background:**

The 2021-22 school year calendar, approved in principle at the January Board Meeting, was circulated to the School Council and New Horizons School staff for feedback.

The School Council reviewed the details at their February Meeting and had no concerns with the proposed calendar.

School staff reviewed the details at their February staff meeting and have requested that the Board consider moving the October 18, 2021 IPP writing day to October 8, 2021.

Two documents are attached to this memo. These are:

- Approved in principle 2021-22 School Year Calendar
- Requested change to 2021-22 School Year Calendar

### **Implications:**

Both calendars maintain the same number of operating days and instructional days. These are 192 days of school operation of which 180 are instructional days with an additional 12 non-instructional days. By comparison, the 2021/22 calendar for Elk Island Public Schools includes 192 days of school operation, of which 181 are instructional days with an additional 11 non-instructional days.

The only difference between the approved in principle calendar and the recommended change calendar is the single IPP writing day, as noted in the two calendar attachments. The main implication for this change relates to bussing.

The approved in principle calendar aligns New Horizons School instructional days with Elk Island Public Schools instructional days and as such, school buses would be operational on all instructional days when NHS students attend school. With the requested change from NHS staff members, bus students would not have bussing available on October 18, 2021, as EIPS has a non-instructional professional learning day on that date. This will potentially impact several NHS students. Currently there are 181 students (122 families) using bussing service and in the 2019-20 school year 309 students (210 families) used bussing services.

The rationale for the proposed change by staff is that the shift in days would provide increased time for teachers to develop student individual program plans in preparation for parent-student-teacher interviews which typically occur in early November. The school staff have been working diligently to improve the IPP process over the last two years, and how to improve IPP's was a key discussion item with parents at the Board's January 2021 Stakeholder Forum.

**Recommendations:**

It is recommended that the Board consider the requested change to the calendar that was approved in principle at the January 20, 2021 Board meeting. Following the Board's review of the requested change, a decision to approve the 2021-22 school calendar should be made with one of the following recommendations:

Move that the Board approve the calendar that was approved in principle at the January 20, 2021 Board Meeting as the school year calendar for the 2021-22 school year.

Or

Move that the Board approve the calendar with the proposed staff change to the calendar that was approved in principle at the January 20, 2021 Board Meeting as the school year calendar for the 2021-22 school year.

Respectfully,

A handwritten signature in blue ink, appearing to read "Dean Lindquist", is written over a light blue horizontal line.

Dean Lindquist

2021 - 2022 School Calendar

August '21						
Su	M	Tu	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

September '21						
Su	M	Tu	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

October '21						
Su	M	Tu	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

November '21						
Su	M	Tu	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

December '21						
Su	M	Tu	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

January '22						
Su	M	Tu	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

February '22						
Su	M	Tu	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

March '22						
Su	M	Tu	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

April '22						
Su	M	Tu	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May '22						
Su	M	Tu	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June '22						
Su	M	Tu	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July '22						
Su	M	Tu	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						



School Closed/ Holidays



Day in Lieu of PT Conferences (school closed for students and staff)



PD / Organizational Day  
School Closed for Students



First and Last Day of School for Students



Early Dismissal / Staff Meeting

Important Dates	
Organizational /PD Days	August 30, 31
Classes Begin for Students	September 1
Labour Day	September 6
Thanksgiving Day	October 11
IPP Writing Day	October 18
Charter School Conference	October 22
Fall Break	November 8 - 11
Days in Lieu of P/T Conferences	November 12, March 25, May 20
Christmas Break	December 22 – January 4 Inclusive
Classes Resume	January 5
Professional Development Day	January 31
Teachers' Convention	February 10, 11
Family Day	February 21
Intake Day	March 4
Spring Break	March 28 – April 1 Inclusive
Good Friday	April 15
Easter Monday	April 18
Classes Resume	April 19
Professional Development Day	May 6
School Closed	May 20
Victoria Day	May 23
Final Day for Students	June 28
Organizational Day	June 29

Operational and Instructional Days		
Month	Days of School Operation	Days of Student Instruction
August	2	0
September	21	21
October	20	18
November	18	17
December	15	15
January	19	18
February	19	17
March	19	17
April	18	18
May	20	19
June	21	20
<b>Total</b>	<b>192</b>	<b>180</b>

2021 - 2022 School Calendar

August '21						
Su	M	Tu	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

September '21						
Su	M	Tu	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

October '21						
Su	M	Tu	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

November '21						
Su	M	Tu	W	Th	F	S
	1	2	3	4	5	6
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

December '21						
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26	27	28	29	30	31	

January '22						
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

February '22						
Su	M	Tu	W	Th	F	S
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

March '22						
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

April '22						
Su	M	Tu	W	Th	F	S
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

May '22						
Su	M	Tu	W	Th	F	S
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

June '22						
Su	M	Tu	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

July '22						
Su	M	Tu	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						



School Closed/ Holidays



Day in Lieu of PT Conferences (school closed for students and staff)



PD / Organizational Day  
School Closed for Students



First and Last Day of School for Students



Early Dismissal / Staff Meeting

Important Dates	
Organizational /PD Days	August 30, 31
Classes Begin for Students	September 1
Labour Day	September 6
IPP Writing Day	October 8
Thanksgiving Day	October 11
Charter School Conference	October 22
Fall Break	November 8 - 11
Days in Lieu of P/T Conferences	November 12, March 25, May 20
Christmas Break	December 22 – January 4 Inclusive
Classes Resume	January 5
Professional Development Day	January 31
Teachers' Convention	February 10, 11
Family Day	February 21
Intake Day	March 4
Spring Break	March 28 – April 1 Inclusive
Good Friday	April 15
Easter Monday	April 18
Classes Resume	April 19
Professional Development Day	May 6
School Closed	May 20
Victoria Day	May 23
Final Day for Students	June 28
Organizational Day	June 29

Operational and Instructional Days		
Month	Days of School Operation	Days of Student Instruction
August	2	0
September	21	21
October	20	18
November	18	17
December	15	15
January	19	18
February	19	17
March	19	17
April	18	18
May	20	19
June	21	20
<b>Total</b>	<b>192</b>	<b>180</b>





# EIPS DIVISION CALENDAR 2021-22

Regular School Day
  Early Dismissal for Students
  First Instructional Day (Semester 1 & 2)
  No School – Statutory or Paid Holiday
  No School for All Students and Staff
  No School for Students – Professional Learning/Operational Day

## Important Dates

- Aug 30** Professional Learning Day
- Aug 31** Operational Day
- Sept 1** Classes Begin
- Sept 6** Labour Day – Stat.
- Oct 11** Thanksgiving Day – Stat.
- Oct 18** Professional Learning Day
- Nov 8 - 12** November Break
- Nov 11** Remembrance Day – Stat.
- Nov 12** Day-in-Lieu: Parent Teacher Interviews
- Dec 22 - Jan 4** Christmas Break
- Dec 24** Christmas Floater Day – Paid Holiday
- Dec 27** Day-in-Lieu: Christmas Day – Paid Holiday
- Dec 28** Day-in-Lieu: Boxing Day – Paid Holiday
- Jan 3** Day-in-Lieu: New Year's Day – Paid Holiday
- Jan 5** Classes Resume for Students
- Jan 31** Professional Learning Day
- Feb 1** Second Semester Begins
- Feb 10 & 11** North Central Teachers' Convention
- Feb 21** Family Day – Stat.
- Mar 4** Professional Learning Day
- Mar 25** Day-in-Lieu: Parent Teacher Interviews
- Mar 28 - Apr 1** Spring Break
- Apr 4** Classes Resume
- Apr 15** Good Friday – Stat.
- Apr 18** Easter Monday – Paid Holiday
- May 6** Professional Learning Day
- May 20** School Closure Day
- May 23** Victoria Day – Stat.
- June 21** National Indigenous Peoples Day – no exams
- June 28** Last Instructional Day
- June 29** Last Operational Day

## AUGUST 2021

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## OCTOBER 2021

S	M	T	W	T	F	S
					1	2
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10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

## DECEMBER 2021

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

## FEBRUARY 2022

S	M	T	W	T	F	S
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28					

## April 2022

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

## JUNE 2022

S	M	T	W	T	F	S
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5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

## SEPTEMBER 2021

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

## NOVEMBER 2021

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

## JANUARY 2022

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

## MARCH 2022

S	M	T	W	T	F	S
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

## MAY 2022

S	M	T	W	T	F	S
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8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

## JULY 2022

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

## Calendar Guidelines

### 1. School Operational and Instructional Days

Month	Instructional Days	Operational Days
August	0	2
September	21	0
October	19	1
November	17	1
December	15	0
January	18	1
February	17	2
March	17	2
April	18	0
May	19	1
June	20	1
July	0	0
<b>Total</b>	<b>181</b>	<b>11</b>

**Total School Operational and Instructional Days 192**

Professional Learning Days	5
North Central Teachers' Convention	2
Parent Teacher Interview days-in-lieu	2
Opening/Closing Days	2
<b>Total – Operational Days</b>	<b>11</b>

### 2. Instructional Day Minimum

Elementary/Junior High	Days	Min./Day	Hr./Yr.
Regular Day	171	320	912
Early Dismissal Day	10	260	43
<b>Total</b>			<b>955</b>

Senior High Semester 1	Days	Min./Day	Hr./Semester
Regular Day	85	336	476
Early Dismissal Day	5	276	23
<b>Total</b>	<b>90</b>		<b>499</b>

Senior High Semester 2	Days	Min./Day	Hr./Semester
Regular Day	86	336	482
Early Dismissal Day	5	276	23
<b>Total</b>	<b>91</b>		<b>505</b>

**TOTAL 181 1,004**

### 3. Teacher Assigned Instructional Time

Assigned instructional time for teachers equates to approximately 890 hours per year.

### 4. Staff Meetings

First staff meeting is on September 8. All subsequent staff meetings are on the first instructional Wednesday of each month.

### 5. Professional Learning Days

Professional Learning Days are opportunities for staff to meet and work together on School Education Plans; share best practices; and build continuity with programs, assessment and teacher-educational assistant collaboration.

### 6. 10-Month Classified Staff Days

Ten-month classified staff work 181 instructional days, one operational day (August 31), three professional learning days—chosen from the following in consultation with school administration: August 30, October 18, January 31, March 4 and May 6—and 11 statutory and paid holidays, for a total of 196 days.

Schools may have to adjust their schedules to accommodate transportation schedules. However, instructional day minimums must be maintained.



## Board of Directors – Work Plan for 2020-21

<b>September</b>	<ul style="list-style-type: none"> <li>Adopt Board Work Plan for 2020-21</li> <li>Set date for October Board meeting</li> <li>Receive report on provincial achievement test results (closed meeting)</li> <li>Re-entry Plan Update</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>October</b>	<ul style="list-style-type: none"> <li>Complete Board Organizational Actions                             <ul style="list-style-type: none"> <li>Conduct Special General Meeting; hold Board elections</li> <li>Elect Board executive officers (must be within one week of SGM)</li> <li>Select members for Board standing committees</li> <li>Set dates for Board meetings (motion required)</li> <li>Notify Service Alberta of change in executive officers</li> <li>Identify Board signing authorities</li> <li>Sign Board Member Code of Conduct – Policy #101</li> </ul> </li> <li>Receive Accountability Pillar Results Report for October 2020</li> <li>Attend TAAPCS Annual General Meeting</li> <li>Receive enrolment report for September 30, 2020</li> <li>Conduct initial orientation session for new Board members</li> <li>Submit request to Alberta Education for modular classrooms</li> <li>Set date for NHCS Society Annual General Meeting</li> <li>Create Task Force to investigate establishment of New Horizons High School Program (as per Education Plan)</li> <li>Re-entry Plan Update</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>November</b>	<ul style="list-style-type: none"> <li>Conduct AGM of NHCS Society</li> <li>Approve final Three-Year Education Plan 2020-2021 to 2022-23</li> <li>Approve revised budget for 2020-21</li> <li>Approve Annual Education Results Report 2019-20</li> <li>Approve Audited Financial Statement Year Ending Aug 31/20</li> <li>Receive Report #1 from School Council</li> <li>Determine priorities, possible date for Stakeholder Forum</li> <li>Re-entry Plan Update</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>December</b>	<ul style="list-style-type: none"> <li>Set date for March Board Planning Retreat</li> <li>Receive Counsellor's Report for 2019-20 School Year</li> <li>Re-entry Plan Update</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>January</b>	<ul style="list-style-type: none"> <li>Receive Quarterly Financial Report for Sep - Nov 2020</li> <li>Review Policy 210 and associated Student Code of Conduct</li> <li>Approve school calendar for 2021-22 in principle</li> <li>Stakeholder Forum – Gather input on possible Education Plan priorities</li> <li>Re-entry Plan Update</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

## Board Annual Work Plan – Approved September 23, 2020

<b>February</b>	<ul style="list-style-type: none"> <li>Provide final approval of school calendar for 2021-22</li> <li>Prepare breakfast for school staff</li> <li>Receive mid-year progress report on Three-Year Education Plan 2020-23</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>March</b>	<ul style="list-style-type: none"> <li>Board Retreat – Identify priorities for upcoming Education Plan</li> <li>Approve Three-Year Capital Plan for 2021-22 to 2023-24</li> <li>Administer Board-developed Stakeholder Survey</li> <li>Re-entry Plan Update</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>April</b>	<ul style="list-style-type: none"> <li>Provide provisional approval to Education Plan 2020-21 to 2022-23</li> <li>Receive Quarterly Financial Report for Dec 2020 – Feb 2021</li> <li>Re-entry Plan Update</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>May</b>	<ul style="list-style-type: none"> <li>Attend TAAPCS Spring General Meeting</li> <li>Approve Budget for 2021-22</li> <li>Receive Accountability Pillar Results Report for May 2021</li> <li>Receive Board-developed stakeholder survey results</li> <li>Consider salary adjustment for support staff, senior administration</li> <li>Receive report from FANHS</li> <li>Re-entry Plan Update</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>June</b>	<ul style="list-style-type: none"> <li>Assess Board Work Plan progress for 2020-21</li> <li>Receive Quarterly Financial Report for Mar – May 2021</li> <li>Schedule SGM of NHCS Society (requires 21 days’ notice; must be on or before Oct 10)</li> <li>Schedule September 2021 Board meeting</li> <li>Set date for Summer Board Housekeeping Retreat</li> <li>Receive Report #2 from School Council</li> <li>Re-entry Plan Update</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<b>Ongoing</b>	<ul style="list-style-type: none"> <li>Consider proposals for new or amended Board policies</li> <li>Receive recommendations from Board committees</li> </ul>	<input type="checkbox"/> <input type="checkbox"/>
<b>Annually</b>	<ul style="list-style-type: none"> <li>Negotiate collective agreement with ATA (as needed)</li> </ul>	<input type="checkbox"/> <input type="checkbox"/>
<b>As Needed</b>	<ul style="list-style-type: none"> <li>Meet with:               <ul style="list-style-type: none"> <li>County Council</li> <li>MLAs</li> </ul> </li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

BOARD NAME	New Horizons Charter School Society											
		Student Count for 2021/22 or Percent	Public Charter Schools			Student Count for 2021/22 or Percent	Public Non- Charter		Difference		% of Non- Charter Funding	
SLS Funding 2021-2022	Public Charter Schools Formula				Public Non-Charter Formula							
Multi-Disciplinary Team (MDT)	2500 x 830 (power factor .33)	398	\$	18,026.09	5000 x 830 (power factor .66)	398	\$	259,951.80				
	212.50 x 830	398	\$	84,575.00	425 x 830	398	\$	169,150.00				
			\$	102,601.09			\$	429,101.80	\$	326,500.72	24%	
Student Wellness Program	2500 x 830 (.23 power factor)	398	\$	9,906.34	5000 x 830 (.45 power factor)	398	\$	73,946.46	\$	64,040.12	13%	
	\$200,000 x .0648	0.0410	\$	8,200.00	Total provincial funding \$40,000,000	398	\$	32,226.72	\$	24,026.72	25%	
					Our portion is 830/494,000 x 40 million							
Jurisdiction Composition Factor					Total provincial funding \$110,000,000							
	650,000 x .05524	0.017	\$	11,050.00	Our portion is 830/494,000 x 110 million	398	\$	88,623.48	\$	77,573.48	12%	
TOTALS			\$	131,757.42			\$	623,898.46	\$	492,141.04	21%	
1. Multi-Disciplinary Team	Change formula from 830 to your enrollment Both lines				Change all numbers in red Student count							
2. Student Wellness Program	Change formula from 830 to your enrollment change mental health factor to WMA percentage from your school finance grant calculation sheets for 2020-21											
3. Jurisdiction Composition Factor	Change factor to your jurisdiction composition factor from your school finance grant calculation sheets for 2020-21											



**Dan Hanson**

Board Chair

Phone: 780-416-2353

Email: [dhanson@newhorizons.ca](mailto:dhanson@newhorizons.ca)

February 3, 2021

The Honourable Adriana LaGrange  
Minister of Education  
228 Legislature Building  
10800 - 97 Avenue  
Edmonton, AB  
T5K 2B6

Dear Minister LaGrange:

New Horizons Charter School provides exemplary education to its students as demonstrated by the Ministry's Accountability Pillar as well as school administered survey results. Our success in providing exemplary educational programming is the result of the work of our students, staff, and parents. This success is also in part due to the board's high level of commitment to our school. We are also very fortunate to have the Education Ministry supporting and expecting strong and effective educational programming in our school.

Our challenge is physical space to provide classrooms for our students. Beginning in the 2021/22 school year we will have two (2) classrooms for all grade levels from kindergarten through grade 9. Our significant growth in enrollment over the past 10 years, is the result of the success that our students achieve and for the recognized need for gifted educational programming in the greater Edmonton area. Our current school capacity is significantly above 100%.

In 2020/21, we converted part of our Learning Commons space into a classroom for the additional grade eight class. To create space for the additional grade nine classroom in 2021/22, we will need to place a second classroom of students into our Learning Commons. The result of this decision will be that our school will no longer have a Learning Commons, and this will have a deleterious effect on all our students.

We need your support as our school no longer has adequate space to provide high level educational programming for our students. I am writing to you on behalf of the Board to request your support for the provision of two modular classrooms for New Horizons Charter School.

To address enrollment growth, our board applied for two modular classrooms in the October 2020 Modular Classroom request. We have also applied to Alberta Education (Capital Planning) for modular classrooms in each of the last two years without success. Our board did purchase one

modular classroom (with Alberta Education authorization) for the 2019/20 school year. However, purchasing additional classroom modulars is not currently an option.

Our Board requests the opportunity to meet with you to discuss our school's need for additional instructional space and for government's support by providing two modular classrooms to continue to support the educational needs of our students.

Sincerely

A handwritten signature in black ink, appearing to be 'Dan Hanson', with a large, stylized loop at the beginning and a horizontal line extending to the right.

Dan Hanson, Board Chair  
New Horizons Charter School

cc: Mr. Jordan Walker, MLA, Sherwood Park  
Honourable Nate Glubish, MLA, Strathcona-Sherwood Park



ALBERTA  
EDUCATION

*Office of the Minister*

JAN 21 2021

AR114564

Mr. Dan Hanson  
Board Chair  
New Horizons Charter School Society  
1000 Strathcona Drive  
Sherwood Park AB T8A 3R6

Dear Mr. Hanson: *Dan,*

Thank you for your November 26, 2020 letter regarding the bylaw amendments for New Horizons Charter School Society.

As Minister of Education, I believe that all Albertans share the same values in wanting a strong, vibrant education system that meets the learning needs of all students and gives them the skills and knowledge to reach their full potential. Alberta has always been a leader in educational choice, and I am proud to say that Alberta provides parents with more opportunities for their children's education than anywhere else in Canada.

The *Choice in Education Act* took effect on September 1, 2020. The act amends the *Education Act* to affirm that parents/guardians have the right to choose the kind of education they feel is best for their children. It strengthens Alberta's successful tradition of education choice, which includes public and separate schools, francophone schools, charter schools, independent (private) schools, home education and early childhood education.

My department has reviewed the amendments you requested to better align your bylaws with Alberta's *Board Procedures Regulation*, which authorizes participation in board meetings by electronic or other communication means. Based on this review, I hereby approve the revision of Articles 5 and 6 of New Horizons Charter School Society bylaws as outlined. It is my understanding that the society has also sent a letter to Service Alberta for authority to proceed with the changes as required by Alberta's *Societies Act*.

Should you require further assistance from Alberta Education staff, please contact Maurice Trottier, Field Services Manager, Central Services Branch, at [maurice.trottier@gov.ab.ca](mailto:maurice.trottier@gov.ab.ca) or 780-427-6714.

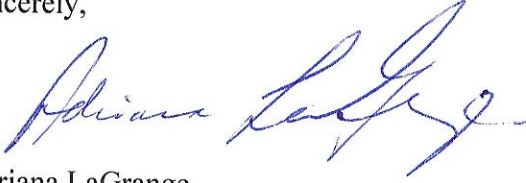
.../2



Mr. Dan Hanson  
Page Two

I want to thank the New Horizons School for supporting and offering choice in education, and I wish the staff, students and parents all the best this school year.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Adriana LaGrange', with a stylized flourish at the end.

Adriana LaGrange  
Minister



Dean Lindquist &lt;dlindquist@newhorizons.ca&gt;

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**Alberta Education's Deputy Minister**

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**EDC Minister** <Education.Minister@gov.ab.ca>  
Cc: Andre Tremblay <andre.tremblay@gov.ab.ca>

Fri, Jan 29, 2021 at 3:53 PM

**To: Board Chairs and Superintendents of Public, Separate, Francophone and Charter School Authorities**

**First Nations Education Directors**

**Independent (Private) School Authorities**

**Early Childhood Services**

**Presidents and Executive Directors of Stakeholder Associations**

Alberta Catholic School Trustees' Association (ACSTA)

Alberta Educational Facilities Administrators Association (AEFAA)

Alberta Home Education Association (AHEA)

Alberta Homeschooling Association (AHA)

Alberta School Boards Association (ASBA)

Alberta School Councils' Association (ASCA)

Alberta Teachers' Association (ATA)

Association canadienne-française de l'Alberta (ACFA)

Association of Independent Schools & Colleges in Alberta (AISCA)

Association of School Business Officials of Alberta (ASBOA)

College of Alberta School Superintendents (CASS)

Council of Catholic Superintendents of Alberta (CCSSA)

Fédération des conseils scolaires francophones de l'Alberta (FCSFA)

Fédération des parents francophones de l'Alberta (FPFA)

Learning Disabilities Association of Alberta (LDAA)

Public School Boards' Association of Alberta (PSBAA)

The Association of Alberta Public Charter Schools (TAAPCS)

Dear colleagues,

It is my pleasure to introduce the new Deputy Minister of Education, Andre Tremblay.

Andre has been involved with the public sector for more than 20 years. This includes provincial and municipal governments, as well as non-government organizations and academia. Since joining the Alberta government, he has served in various roles including deputy clerk of Executive Council, deputy secretary to Cabinet, associate deputy minister of Health and deputy minister of Transportation. Most recently, Andre was deputy minister of Agriculture and Forestry.

Andre has been here for about a week now. I know he has spent much of his time reaching out to many of our education partners and will continue to do so. My experience so far with Andre tells me he is an excellent choice for the role. Andre can be reached at 780-427-3659 or [andre.tremblay@gov.ab.ca](mailto:andre.tremblay@gov.ab.ca).

Sincerely,

Adriana LaGrange

Minister of Education

cc: Secretary Treasurers of Public, Separate, Francophone and Charter School Authorities  
Communications Contacts at School Divisions

Classification: Protected A