

MEMBER HANDBOOK



CASS

College of
Alberta School
Superintendents

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1. Vision, Mission, Values and Principles of Practice

Vision

Leadership excellence for world class Public Education.

Mission

The College of Alberta School Superintendents (CASS), the professional voice of system education leaders, provides leadership, expertise and advocacy to improve, promote and champion student success.

Values

Students are first

Respect for the Individual members

Trustworthiness

Spirit of collaboration

Learnedness – respect For research and best practices

Integrity

Principles of Practice

We put forth strong and vocal positions keeping student learning as the reason for making change.

We value each member equally.
Each regular member has one vote.
We practice collegiality and networking to build a community of practice.

We build trust through transparency in our organization. Our organization will be conducted in an open manner with all members having access to operation information.
We provide a consistent message on behalf of CASS, speak as if with a single voice.

We seek to involve appropriate partners or stakeholders in our processes.
We clearly define the purpose of each outreach at the outset collaborative or consultative.
We practice interdependency. Striving to find mutual benefits in our efforts.

We ensure that our positions are based on effective research and quality/defensible information.
We stress the life-long responsibility of our members.

We expect our members to practice their system education leadership in accordance with the Code of Professional Conduct of the College of Alberta School Superintendents.

2. Objects and Purposes

The members of the College of Alberta School Superintendents, Society, created a collegial organization of system education leaders to meet broad common interests and goals. To demonstrate their professionalism, the members have modeled the College bylaws on the standards required of a legislated professional organization to meet these broad common interests and goals which included, but not limited to, the following:

1. To serve the needs of public education by:
 - a. seeking to sustain improvement in student learning;
 - b. influencing the director of education and making any representations that it considers requisite to promote a high quality of education;
 - c. speaking publicly on issues affecting the learning needs of students;
 - d. speaking publicly about the contribution public education makes to the development of community and society;
 - e. generating alliances with key provincial stakeholders in support of public education.
2. To serve the public interest by:
 - a. protecting the public, particularly Alberta students, in all matters relating to the profession of system education leader;
 - b. fostering ethical behaviour and professional conduct of its membership and disciplining any member guilty of professional misconduct or professional incompetence in the performance of his or her duties, and
 - c. requiring its regulated and provisional regulated members to practice system education leadership in accordance with the Code of Professional Conduct and Practice Standard of the College of Alberta School Superintendents, Society;
 - d. contributing to the consideration of educational issues through the development and communication of “learned positions” on such issues; and,
 - e. promoting the needs of public education in Alberta and cooperating with other educational agencies including the Minister of Education, the Alberta Teacher’s Association, the Alberta School Boards Association, post secondary institutions in Alberta, the Association of School Business Officials of Alberta and the Alberta School Council Association in all matters relating to education.
3. To serve the needs of its members by:
 - a. promoting and upholding professional standards of performance for system education leaders;
 - b. developing high standards of professionalism, skills and knowledge in all matters relating to the profession of system education leader;
 - c. providing or organizing a continuing competence program, which will assist its regulated and provisional regulated members with maintaining competence and enhancing the provision of, professional services;
 - d. creating an environment that sustains strong collegial networks thereby developing a sense of community amongst its membership;
 - e. providing advice to its membership regarding contracts of employment, compensation, professional and personal supports as required.

3. Code of Professional Conduct

Background

The College of Alberta School Superintendents requires high standards of conduct from its members to maintain the honor and dignity of the profession. It is acknowledged that the actions of members of the College will be viewed and appraised by professional colleagues, trustees, staff members, students, parents, guardians and the community-at-large. Therefore, the College of Alberta School Superintendents has established a Code of Professional Conduct that makes explicit the principles and obligations of the profession. Violation of the Code may constitute an independent basis for investigation and possible disciplinary action by the College of Alberta School Superintendents.

Principles

Protection of the Public Interest

A distinguishing feature of a profession is acceptance of its responsibility to the public and its commitment to serve and honour the public interest. The public interest, for the purpose of this Code, is defined as the collective well-being of the communities of people served by members of the College of Alberta School Superintendents.

Membership in the College of Alberta School Superintendents requires a commitment to protect the public interest. Members of the College must place the public interest above their own at all times.

Integrity

Integrity is the fundamental quality from which the public trust derives. Members of the College are employed in positions of trust; therefore, integrity must be an element of character of every individual who seeks to practice as a member of the College. Members of the College must exemplify high standards of integrity in all interpersonal relationships and in the discharge of professional responsibilities. The trustworthiness of a member of the College must never be in question.

Objectivity

Objectivity is a quality that enhances integrity and helps safeguard the public interest. It requires members of the College to be impartial and free from conflicts between their private interests and professional responsibilities.

Obligations

The principles of the public interest, integrity and objectivity impose the following obligations on each member of the College.

Falsification or Misrepresentation

A member of the College SHALL refrain from engaging in conduct involving falsification or deliberate misrepresentation, including omission or concealment, of a material fact.

Discrimination

A member of the College SHALL respect human rights legislation in force in Canada. Except where differential treatment is permitted by law, a member of the College SHALL NOT discriminate in professional dealings with any person on grounds including, but not limited to, a person's ancestry, colour, race, nationality, national origin, ethnic background or origin, language, religion, creed or religious belief, religious association or activities, age, gender, physical characteristics, pregnancy, sexual orientation, marital or family status, source of income, political belief/association/activities, or physical or mental disability.¹

Sexual Harassment and Harassment

A member of the College SHALL refrain from engaging in vexatious comments or conduct that is known or reasonably ought to be known to constitute sexual harassment or harassment. Harassment – sexual or otherwise – includes any improper, abusive, or unwelcome conduct that offends, embarrasses, humiliates, or degrades another person.²

Confidentiality

A member of the College SHALL comply with provincial and school system requirements relating to the confidentiality of student, staff and parent/guardian information.

Personal Interests and Private Gain

A member of the College SHALL refrain from acting in a professional capacity when personal interests or relationships might reasonably be expected to result in private gain or impair objectivity or effectiveness in the discharge of professional responsibilities.

Contractual Matters

A member of the College SHALL fulfill all of the terms and obligations in his/her employment contract with the Board of Trustees, for the duration of the contract. Furthermore, the member SHALL honour all terms and obligations in the employment contracts of other school system staff.

Conduct of a Criminal Nature

A member of the College SHALL refrain from engaging in conduct that may lead to being convicted in a court of law of a criminal offence, which in the opinion of the Discipline Committee of the College, represents serious misconduct relevant to the individual's suitability as a member of the profession.

Conduct of CASS Colleagues

When concerns arise regarding the professional conduct of a colleague, the member SHALL first advise the colleague of the concern and subsequently attempt to resolve the matter collegially and in a confidential manner. If these attempts at resolution are unsuccessful, the member SHALL file a formal complaint with the College of Alberta School Superintendents. However, the member SHALL refrain from initiating, participating in, or encouraging the filing of complaints that are malicious, unwarranted or without basis in fact. Furthermore, the member SHALL refrain from knowingly assisting or inducing a colleague to contravene the Code of Professional Conduct.

¹ Canadian Bar Association (2006), *Code of Professional Conduct* (Ottawa, Ontario), 115.

² Canadian Bar Association (2006), *Code of Professional Conduct* (Ottawa, Ontario), 118.

Complaint Proceedings

A member of the College SHALL assist in the process of enforcing the Code of Professional Conduct by cooperating with investigations, participating in proceedings, and complying with directives from the College of Alberta School Superintendents.

Reference:

Canadian Bar Association (2006). *Code of Professional Conduct*. Ottawa, Ontario

4. Practice Standard, Leadership Dimensions and Indicators

Membership in the College of Alberta School Superintendents (CASS) requires a commitment to serving the public interest by providing exemplary educational leadership. This commitment requires a high standard of practice that maintains the honour and dignity of the College. The CASS Practice Standard, elaborated by eight leadership dimensions with supporting indicators, reflects the Alberta context. The applicability of the dimensions will vary among CASS members due to differences in their specific leadership roles

CASS Practice Standard
The CASS member is an accomplished leader and teacher who ensures each student is provided the opportunity to achieve optimum learning.

Leadership Dimension 1 – Visionary Leadership

The CASS member provides exemplary leadership in the development of a school system culture characterized by shared values and beliefs, and a collective vision that focuses on student learning.

Indicators

1. The school system’s culture is collaborative, innovative and supportive of efforts to improve student learning.
2. A collective vision of a preferred future, reflecting shared values and beliefs of the school system community, is clearly articulated.
3. High levels of student achievement and staff performance are promoted.
4. Each student has the opportunity to develop a strong foundation for citizenship, employment and life-long learning.
5. School system planning is evidence-based.

Leadership Dimension 2 – Instructional Leadership

The CASS member provides exemplary leadership in facilitating students' access to services and programs consistent with achieving provincial and school system goals.

Indicators

1. Each student has access to appropriate programming based on his/her learning needs.
2. Each teacher consistently meets the Alberta Teaching Quality Standard.
3. Exemplary instructional practices are identified, implemented and supported.
4. Opportunities are provided for teachers to improve professional practice by engaging in reflective dialogue and collective inquiry about teaching and learning.
5. Teaching strategies and student assessment practices are aligned with the intended learner outcomes in the Program of Studies.
6. Student learning improves through the appropriate application of assessment strategies *for, of, and as* learning. Reporting of student learning reflects progress towards achieving the intended outcomes in the Program of Studies. Multiple indicators and sources of evidence provide students with balanced opportunities to demonstrate their learning.
7. Student assessment informs and shapes instruction.
8. School administrators provide effective instructional leadership.
9. Student and staff accomplishments are recognized and celebrated.

Leadership Dimension 3 – Human Resources Leadership

The CASS member provides exemplary leadership in the development and sustained implementation of effective staff recruitment, selection, development, supervision and evaluation processes.

Indicators

1. Recruitment strategies lead to the selection of qualified and effective staff.
2. All staff members are supervised and evaluated in accordance with school system requirements.
3. Staff development aligns with provincial, school system, and school education plans.
4. Leadership is developed throughout the school system.
5. Contractual obligations with staff are fulfilled.
6. Principles of natural justice prevail in resolving staff performance issues.
7. Staff accomplishments are recognized and celebrated.

Leadership Dimension 4 – Ethical Leadership

The CASS member provides exemplary leadership by modeling and inspiring ethical behaviour that honours the principles of integrity, objectivity, and protection of the public interest.

Indicators

1. Decisions align with the best interests of students and reflect exemplary moral and ethical wisdom.
2. Personal actions are consistent with the *CASS Code of Professional Conduct*.

Leadership Dimension 5 – Effective Relationships

The CASS member provides exemplary leadership by building trust and effective relationships within the school system community.

Indicators

1. Board decisions and directions are communicated to the school system community in a timely and accurate manner.
2. Trust and respect characterize relationships among staff members, school councils, parents/guardians, Board members, Alberta Education, and other stakeholders.
3. Parents/guardians and community members are meaningfully involved in the school system.
4. Conflict resolution results from effective processes.
5. Collaborative approaches to problem-solving build consensus.

Leadership Dimension 6 – Organizational Leadership and Management

The CASS member provides exemplary leadership by managing the operations and resources of the organization in a manner that creates a responsible and responsive environment.

Indicators

1. System operations comply in a timely way with all statutory, regulatory, and Board requirements.
2. School plant, equipment and support systems operate safely, effectively and efficiently.
3. Human, material and financial resources are secured, allocated and managed in an effective, responsible, and accountable manner.
4. Organizational structures and operational plans provide clear direction.
5. The financial management of the school system is in accordance with the terms and conditions of funding received under the School Act or any other applicable Act or regulation.
6. Organizational performance is monitored and adjusted when necessary.

Leadership Dimension 7 – External Influences on Education

The CASS member provides exemplary leadership by understanding and responding strategically to external influences in education.

Indicators

1. Consideration is given to external political, economic, legal and cultural contexts affecting the school system.
2. Consideration is given to provincial, national and global issues and trends affecting the school system.
3. The school system demonstrates the benefits of public education.
4. Partnerships enhance public education

Leadership Dimension 8 – Chief Executive and Chief Education Office Leadership

The Superintendent of Schools, as Chief Executive Officer of the Board and Chief Education Officer of the school system, ensures each student is provided the opportunity to achieve optimum learning

Indicators

1. Each staff member is accountable to the Board through the Superintendent.
2. The Board is provided with the necessary information, advice and support to fulfill its governance role.
3. The Superintendent’s relationship with the Board is respectful, collegial and cooperative.
4. Appropriate processes are used to develop and review school system administrative procedures and educational initiatives.
5. Board policies are translated into administrative procedures as required.
6. Service delivery and other operations comply with Board policies and school system administrative procedures.
7. Board policies and school system administrative procedures are congruent with provincial and federal requirements.

5. Bylaws

The College of Alberta School Superintendents, Society, was registered in Alberta under the Societies Act in 1977.

Bylaw 1 Definitions

2. In this handbook,
 - a. “alternative complaint resolutions process” means an alternate dispute process as herein defined in bylaw 24;
 - b. “annual general meeting” means the meeting required to be held pursuant to bylaw 18;
 - c. “board” means the Executive Board of the College of Alberta School Superintendents as set out in bylaw 8;
 - d. “bylaws” means the bylaws of the College;
 - e. “CASS” means the College of Alberta School Superintendents, Society;
 - f. “College” means the College of Alberta School Superintendents, Society;
 - g. “conduct” includes an act or an omission;
 - h. “continuing competence program” mean a program of continuing competence as set out in bylaw 7;
 - i. “Discipline Committee” means a Discipline Committee as set out in bylaw 22;
 - j. “Executive Director” means the Executive Director of the College appointed as set out in bylaw 14;
 - k. “francophone regional authority” means a francophone regional authority as defined by the *School Act*;
 - l. “indictable offence” means an offence under the *Criminal Code* (Canada), the *Controlled Drugs and Substances Act* (Canada), the *Food and Drugs Act* (Canada) or the *Youth Criminal Justice Act* (Canada) that proceeds by indictment;

- m. “investigated person” means a person with respect to whom a complaint has been made;
- n. “member” means a regulated, provisional regulated, associate or affiliate member, in good standing of the College. Rights and responsibilities of membership categories may vary, and are identified in the Handbook;
- o. “operational day” means a day during which the College is in operation as defined by its operational calendar;
- p. “practice review committee” means the practice review committee as set out in the bylaw 22;
- q. “professional incompetence” is not a question of fact, but means the display by a member of:
 - i. a lack of knowledge of a lack of skill in judgement in the practice of system education leader;
 - ii. a disregard for the welfare of:
 - a. members of the public served by the member’s employer,
 - b. the member’s employer,
 - c. a teacher, student or other person under the member’s supervision,
- r. “professional misconduct” means any matter, conduct or thing of a member, whether or not disgraceful or dishonourable; that
 - i. is harmful or detrimental to the best interests;
 - a. the students,
 - b. the public,
 - c. the profession of system education leader
 - d. contravenes these bylaws or regulations,
 - e. tends to harm the standing of the profession of system education leaders,
 - f. is a failure to cooperate with an order of the Practice Review Committee undertaking a practice review,
 - g. is a failure to comply with an order of the Practice Review Committee, the Discipline Committee or the Board,
 - h. represents or holds out that a person is a member and in good standing while the person’s registration is cancelled,
 - i. represents or holds out that a person’s license is not restricted or subject to conditions when it is, or misrepresenting the conditions.
- s. “provisional regulated member” means a provisional regulated member as defined in bylaw 22;
- t. “Registrar” means the Registrar of the College who shall be the Executive Director;
- u. “Registration Committee” means a Registration Committee established under bylaw 22;
- v. “regulated member” means a regulated member as defined in bylaw 22;
- w. “school board” means a school board as defined in the *School Act*;
- x. “student” means student as defined in the *School Act*;

- y. “system education leader” means a person in possession of a teaching certificate as defined under Section 94(1) (a) of the *School Act*, who meets the requirements as stated in bylaw 2, who is in possession of a College registration certificate, and who
- i. occupies a school system education administrative position for a school board of a public or separate school jurisdiction or charter school, or First Nations school jurisdiction in the province of Alberta and who
 - ii. is not engaged in carrying out teaching functions; and
 - iii. performs or is authorized to perform any one or more of the following functions at the school jurisdiction level:
 - a. Superintendent of Schools/Chief Executive Officer or Chief Deputy Superintendent or Director of a First Nation school jurisdiction;
 - b. provides consultation, supervision or coordination of educational programs and services, including but limited to managing religious education, special education or student services; Alberta Initiative for School Improvement projects; First Nations, Metis and Inuit programs and services; curriculum or instruction; home education programs; distance learning programs; and/or online or outreach programs;
 - c. manages fiscal resources;
 - d. manages human resources;
 - e. undertakes strategic planning or developing policy;
 - f. undertakes collective bargaining or advise in the area of collective bargaining;
 - g. provides direct assistance to the superintendent or senior school administrators;
 - h. acts on behalf of the superintendent in the absence of the superintendent;
 - i. provides advice to a board as a member of a senior administrative team;
 - j. supervises or evaluates certificated or non-certificated staff;
 - k. exercises responsibility to technology administration;
 - l. exercises responsibility for planning and reporting;
 - m. provides public relations and communications support;

Bylaw 2 Membership

The membership of the College has six categories:

1. Regulated Member,
2. Provisional Regulated Member,
3. Associate Member,
4. Affiliate Member,
5. Life Member, and
6. Honorary Life Member

Regulated Member

1. An applicant shall be registered as a regulated member, if the applicant meets the following requirements
 - a. is employed as a system education leader by a school board of a public or separate school jurisdiction, charter school, or First Nation school jurisdiction located in the province of Alberta and the employment contract provides that said employee falls outside the scope of the employer's teacher-related collective agreement;
 - b. possesses a Bachelor of Education degree or equivalent from a university in Alberta or from a university of equivalent standard;
 - c. possesses a Master's degree from a university in Alberta or from a university of equivalent standard;
 - d. possesses a teaching certificate issued pursuant to the regulations made under section 94(1)(a) of the School Act;
 - e. possesses three years' experience in a school system in Alberta or in a school system of equivalent standard which is acceptable to the Board of Education that appointed the applicant to a position of system education leader;
 - f. possesses three years' experience in an administrative position in a school system in Alberta or in a school system of equivalent standard which is acceptable to the Board of Education that appointed the applicant to a position of system education leader;
 - g. meets the practice standard as set out in section 4 of this handbook; and,
 - h. provides evidence, as deemed acceptable by the Registration Committee, that the member is in good standing.
 - i. pays the annual fee for regulated members set by the members at the Annual General Meeting.

Provisional Regulated Member

1. An applicant shall be registered as a provisional regulated member where such member has not completed the requirements for regulated membership and the applicant meets the following requirements:
 - a. is employed as a system education leader by a Board of Education within Alberta and the employment contract provides that said employee falls outside the scope of the employer's teacher-related collective agreement;
 - b. a maximum period of three (3) years shall be permitted to the provisional regulated member to complete the requirements for a membership certificate as a regulated member;
 - c. an extension of a provisional regulated membership may be granted if deemed acceptable by the Registration Committee upon written submission with reasons to the applicant.

All regulated and provisional regulated members shall have the right to vote at all Annual General Meetings or Special Meetings of the College to hold office and to attend and vote at Zone meetings. Any member desiring to withdraw from membership in the College may do so upon written request to the Executive Director and surrender of the registration certificate. The effective date of the member's withdrawal shall be the end of that current fiscal year.

Each member shall promote the objects of the College and shall conform to all rules and regulations of the College whether expressed in its Code of Conduct, bylaws or regulations which may have been,

or may be, from time to time adopted by the College. Members who breach the Code of Conduct, bylaws or regulations shall be subject to discipline in accordance with these bylaws and regulations.

Associate Member

1. Associate members are those who:
 - a. pay the annual associate membership fee approved by the members at the Annual General Meeting,
 - i) pays the annual fee for regulated members set by the members at the Annual General Meeting
 - b. hold administrative responsibilities in public and separate school jurisdictions in the Province of Alberta or in Charter Schools or in school jurisdictions located within the First Nations of Alberta; and,
 - c. are within the teachers' collective agreement on whose behalf the ATA is bargaining.
 - d. not eligible for regulated membership.
2. The College retains the right to suspend or withdraw an associate membership for reasonable cause.

All associate members shall have the right to participate in all College activities and to receive College publications but shall not have the right to vote or hold office.

Affiliate Member

1. An affiliate member
 - a. is not eligible for regulated membership; that is the member does not require a teaching certificate;
 - b. must be
 - i) an employee of the Ministry of Education in a senior supervisory or consultative position;
 - ii) an academic member of a university faculty;
 - iii) a member of the Saskatchewan League of Educational Administrators, Directors and Superintendents;
 - iv) a member of the British Columbia School Superintendents Association;
 - v) an education administrator from the Yukon, Northwest Territories or Nunavut;
 - vi) in a senior leadership position in a public, separate, francophone or Alberta school jurisdiction;
 - vii) in a senior leadership position of an Indigenous Education Authority / Education Association: or
 - viii) an Executive Director with the Alberta Regional Consortia.
2. The College retains the right to suspend or withdraw an affiliate membership for reasonable cause.

Life Member

1. Life membership shall be granted to an individual who, upon leaving a CASS position, has been a member in good standing for a minimum of five (5) years.
2. Life Members who return to active service in positions which make them eligible for regulated membership shall be required to pay all dues and fees of the College during the term of such service.
3. Life members may serve the College at the pleasure of the Board in a consulting or advisory capacity.
4. A life member may attend all College meetings or functions of as a guest of the College and shall be exempt from payment of the annual membership fee unless subsection (2) applies to that individual.

Honorary Life Member

1. Honorary Life Membership may be granted by the Board to a deserving retired or retiring individual with less than five (5) years of membership in the College or to a non-member recognized for distinctive service.
2. Nominations for Honorary Life Membership may be initiated by a zone or by the Board prior to March 1st of the year in which Honorary Life Membership is to be bestowed.
3. An Honorary Life Member shall enjoy all of the privileges extended to a Life Member.
4. Honorary Life Members may serve the College at the pleasure of the Board in a consulting or advisory capacity.

Other

Individuals eligible for membership in the College who choose not to join may attend zone meetings, by invitation, but shall not be eligible to represent the College or vote on College issues (Zone or Provincial), or be entitled to any other privilege associated with membership in the College.

Bylaw 3 Membership Fee

The fee for membership in the College shall be set at the annual general meeting for the succeeding operational year.

To remain a member in good standing, membership dues must be paid annually on or before October 31 of each fiscal year.

Bylaw 4 Right to Title

Any person who meets the qualifications for membership and who pays the required fees shall be entitled to be a member, to have his or her name entered into the register and the right to title of “system education leader”

Receipt of Application

1. The Registrar shall, as soon as reasonably possible on receipt of an application for registration as a member, give notice to the applicant that the application has been received, whether it is complete and, if it is not complete, how it is not complete.
2. When an incomplete application is made complete by the applicant, the Registrar must, as soon as reasonably possible, give notice to the applicant that the complete application has been received.

Review of Application

1. On considering a complete application for registration as a member, the Registration Committee may
 - a. approve the application;
 - b. defer registration, if in the opinion of the Registration Committee, it is in the best interest of the public to defer the registration of the applicant until the applicant complies with conditions imposed by the Registration Committee; or
 - c. refuse the application for registration

Appeal of Registration Decision

1. An applicant whose application for registration is refused or deferred by the Registration Committee may, by written notice served on the College's Registrar within thirty (30) school days of receiving a notice of refusal and the reasons for it, appeal the refusal to the Appeal Committee.
2. The notice of appeal shall set out the reasons why, in the applicant's opinion, the application for registration should be approved.
3. An applicant who appeals a decision of the Registration Committee under this section
 - a. must be notified in writing by the Registrar of the date, place and time that the Appeal Committee is to hear the appeal; and
 - b. is entitled to appear with counsel and make representations to the Appeal Committee when it hears the appeal.
4. A member of the Registration Committee, who is also a member of the Appeal Committee, shall not participate in the appeal and shall not participate nor vote on a response of the Appeal Committee or be counted for the purposes of a quorum at a meeting of the Appeal Committee in relation to the applicant's appeal.
5. On hearing an appeal under this section, the Appeal Committee may make any response it deems appropriate in the circumstances and shall give a copy of its written response to the applicant and to the employing Board.

Bylaw 6 Registration Certificate

Registration Certificate

1. On entering the name of a person in the register, the Registrar shall issue a registration certificate to that person.
2. A registration certificate shall include:
 - a. the full name of the member;
 - b. the member's unique registration number;
 - c. a statement that the registration certificate is issued by the College
 - d. any conditions imposed on the member's registration certificate;
 - e. the category of membership; and
 - f. the expiry date of the registration certificate.
3. A member shall:
 - a. display the his/her registration certificate where the member provides professional services; or
 - b. on request, make the registration certificate available for inspection.

Cancellation of Registration Certificate

1. The Registrar may cancel or suspend the registration and registration certificate of a member unless a complete application for a registration certificate is received, the registration certificate fee is paid and any other penalties, costs, fees, levies or assessments are paid, as identified by the College.
2. The Registrar shall not cancel the registration of a member at that person's request unless the Board has approved the request for the cancellation.
3. When a request for cancellation of a registration is approved by the Board:
 - a. the Registrar shall cancel that registration; and
 - b. the member whose registration certificate has been cancelled, on being notified of the approval, immediately surrender to the Registrar
 - i. the registration certificate; and
 - ii. cease using the registration certificate.
4. The Board may direct the Registrar to reinstate in the applicable register a registration that was cancelled under this section, subject to any conditions that the Board may prescribe and to reissue the registration certificate.

Return of Cancelled Registration Certificate

1. If the registration certificate of a member is cancelled, that person shall, on request, return the registration certificate to the Registrar.

Reinstatement

1. If a registration certificate is cancelled only because the membership fee or a penalty, cost, fee, levy or assessment is not paid, the Registrar may, on its payment, issue or reissue the registration certificate and reinstate the registration.
2. Otherwise, a member whose registration certificate is cancelled shall need to apply for the registration certificate to be reinstated.
3. To maintain membership, members shall participate annually in continuous professional development as determined by regulation.

Bylaw 7 Continuing Competence Programs

Continuing Competence Program

1. The Board shall establish a continuing competence program within five (5) years from the date these bylaws comes into force.
2. A continuing competence program shall provide for a program for members to maintain competence and to enhance the provision of professional services.
3. To maintain membership, members shall participate annually in continuous professional development as determined by regulation.

Bylaw 8 Board

1. The Board shall consist of the President, Past President, First Vice-President, Second Vice-President, one Regional Director from each zone, one Metro Director, and one Director from a First Nations Education Authority.
2. The Board may direct, from time to time, that the College be represented by the Table Officers consisting of the President and 1st and 2nd Vice-Presidents and the Past President.
3. The Board shall officially take office on July 1 following the Annual General Meeting and continue in office to June 30 of the following year.

Bylaw 9 Nominees for Board

Nominees for the CASS Board shall be selected in the following manner:

1. The Past President is not elected and non-contested (president from the previous year).
2. The 1st and 2nd vice-presidents are nominees for president and 1st vice-president respectively.
3. The 2nd vice-president nominee is selected with consideration to geography and previous experience from nominations brought forward by the nominating committee comprised of three executive members of which the chair is the Past President.
4. All positions, other than the Past President, may be contested with nominations from the floor at the Annual General Meeting.

Bylaw 10 President

1. The President shall;
 - a. Be elected at the Annual Meeting for a term of one year.
 - b. Have served on the Board within the previous 3 years.
2. The President may serve a second term.
3. The President shall preside at every Annual, Special or Executive meeting of CASS at which the President is present.

Bylaw 11 Past President

1. The Past President shall be the member of College last holding the office of President.
2. The Past President is a member of the Executive and a Table Officer.

Bylaw 12 Vice President

1. There shall be two Vice-Presidents, namely, the First Vice-President and the Second Vice-President.
2. The Vice-Presidents shall be elected at the Annual General Meeting of the membership for a term of one year.
3. The First Vice-President shall preside at meetings of the College at which the President is absent and the Second Vice-President shall preside if the President and First Vice-President are absent.

Bylaw 13 Zone Directors

1. The five College Zones will be co-terminus with the zone structure for member Boards as defined by the Alberta School Boards Association effective September 1, 1997.
2. The College Zones will be named as follows: North (Zone One), North Central (Zone Two/Three), Central (Zone Four), South Central (Zone Five), and South (Zone Six).
3. In addition to the Zones described above, the four large urban jurisdictions, for purposes of Board representation, will comprise a Metro Zone.
4. Each Zone shall appoint a Zone Director to serve a one or two year term. In the event that a vacancy occurs during the term of a Zone Director, the Zone in which the vacancy occurs shall appoint an interim Zone Director for the remainder of the term.
5. The names of the Zone Directors who will serve on the Board during the succeeding operational year shall be submitted to the Executive Director by June 30th of the current year or as required should a vacancy occur.

Bylaw 14 Executive Director

1. The Executive Director shall be appointed by the Board.
2. The Executive Director must possess the academic and experiential qualifications of a regulated member.
3. The Executive Director shall be responsible for the preparation and custody of the minutes of all Annual, Special and Board meetings of the College, and shall make available the minutes of all meetings to the general membership of the College and shall provide copies of the minutes to members, upon request.
4. The Executive Director shall have charge of all books and records of the College which shall be located in the offices of the College.
5. The Executive Director shall have custody of the seal of the College and shall determine its use.
6. The Executive Director shall keep the Board informed of any membership issues.
7. The Executive Director shall be a non-voting, ex-officio member of the Executive.
8. The Executive Director shall serve as the Registrar for the College and shall:

- a. keep or cause to be kept, at the head office, a register in which shall be entered the name and address of every member of the College, including the business address of that individual;
 - b. enter in the appropriate register the name of a person who has paid the fee prescribed under the bylaws, and has been approved by the Registration Committee;
 - c. maintain a record of the members in each class or category of membership established under the regulations and the bylaws;
 - d. maintain and permit during regular office hours any person to inspect, without fee, a list of all the members in good standing.
9. No action lies or shall be instituted against the Executive Director in respect of anything done by the Executive Director in good faith pursuant to these bylaws.

Bylaw 15 Duties of the Board

1. The Board shall meet at the call of the President
2. The Board shall conduct the affairs of CASS in accordance with the stated objectives of the College.
3. The Board shall appoint a replacement should a vacancy occur during the term of office of any of the President, Past President or Vice-Presidents.
4. Zone Director and table officers of the Board shall not receive remuneration for their services.
5. The Board shall appoint an auditor to provide an annual audit of the finances, books and records of the College and shall present an audited financial statement of the previous year's operations to the membership at the Annual General Meeting.
6. The Board shall arrange for all cheques to be signed by the Executive Director and signing authorities as approved by the Board.
7. The Board may remove from office any member of the Board who misses three consecutive meetings.
8. Any three members of the Board may request the President to call a meeting and the President shall then call a meeting within 14 days.
9. The Board has the power to:
 - a. take any measure it considers necessary in order to give effect to any policy or bylaw adopted by the College with respect to any question or matter directly or indirectly affecting the profession of system education leaders;
 - b. appoint any person as an honorary member of the College;
 - c. establish committees and their powers and duties and provide for appointments to them;
 - d. confer any powers or impose any duties on a committee;
 - e. appoint delegates and representatives to appear on behalf of and represent the College;
 - f. provide for the reporting of legal decisions;
 - g. establish and maintain a library for the use of members of the College;
 - h. authorize or establish a code of conduct and practice standards for members and provide for their publication;
 - i. take any action and incur any expenses the Board considers necessary for the promotion, protection, interest or welfare of the College;
 - j. approve and / or define programs of study and education courses for registration requirement or continuing competence purposes.
10. The Board shall:
 - a. carry out the activities of the College and govern its members in a manner that protects and serves the public interest;

- b. provide direction to its members and regulate the practice of system education leader by its members;
 - c. establish, maintain and enforce standards of practice, registration and continuing competence for the practice of system education leader;
 - d. establish, maintain and enforce a code of conduct;
 - e. determine the duties, responsibilities and remuneration of the employees of the College.
11. A member of the Board may resign by delivering a written notice of his/her resignation to the College and such resignation shall be effective upon the date of receipt of such notice by the College or, if a time is specified in such resignation, at the time so specified, whichever is later.

Bylaw 16 Zone Organization

1. Members are encouraged to meet at the Zone level and to organize branches of the College so that College business can be conducted at this level and forwarded to the provincial level.
2. Two-way communication between the provincial Board of the College and the members through the Zone organizations is to be promoted as a means of enhancing the input into and hence quality of decision-making by the Board. Each Zone will have the responsibility of carrying out its functions as it sees fit and of making efforts to cooperate with Alberta Education, universities and other stakeholder groups that have interests in education.
3. The zone level shall be defined in bylaw 13.
4. The objects and purpose of each Zone organization shall be the same as those of the College generally. A Zone shall have the powers, not exceeding the powers of the College that the College may from time to time confer.
5. The operational year of each Zone organization shall be from July 1 to June 30.

Bylaw 17 Communication Protocol

1. Zone Directors are the key contact people within each Zone as outlined in Section 3 of the Administrative Regulations and Guidelines. These are the individuals whom Zone members should be contacting with respect to emergent concerns/issues. Zone Directors also have a critical role with respect to:
 - a. sharing emergent Zone concerns/issues with the Board for discussion and consideration and when necessary referral to Alberta Education;
 - b. being the conduit through which the Board will gather responses, information and/or evidence to further clarify or support a position that the Executive may be putting before Alberta Education or the Government on behalf of the College;
 - c. bringing forward, for the consideration of the assembly at the Annual General Meeting, proposed resolutions from the Zones that speak to their most pressing current educational concerns.
2. Zone positions on concerns/issues should be sent directly to the Board through the Zone Director. Upon receipt of same, the Board will determine whether:
 - a. the concern/issue is a provincial one, as determined by communication with other Zones on the same issue;
 - b. the concern/issue is one which should be sent out to all of the membership through the Zone Directors to gather further detailed information or to gain consensus for a College position; or

- c. this is a single Zone concern/issue, which will result in the Board attaching a letter indicating same when such concerns/issues and its documentation are forwarded to the Deputy Minister.
3. It should be noted that this process does not preclude individual College members from contacting Alberta Education representatives regarding matters which are of concern to that member's jurisdiction or which are in opposition to a College Zone or Provincial position.
4. The Board will continue to pursue a close working relationship with the Deputy Minister and his (her) Executive team in order to ensure that the College is able to inform and influence strategic planning and decisions.
5. The Board, in carrying out its duties under bylaw 15, may adopt a policy position on matters which arise between general meetings and shall submit these for ratification at the next special or annual general meeting.
6. In order to facilitate improved and frequent communication between the six College Zones and the Board, the Board will meet on a monthly basis either face-to-face or by teleconference throughout the school year.

Bylaw 18 Annual and Special Meetings

1. The Annual General Meeting in any year shall be held in conjunction with the annual conference on the date and time as approved by the Board. The membership shall be informed of the date, time and location at the preceding Annual General Meeting.
2. At least 30 days' written notice of the date and place of the Annual General Meeting shall be given to each member.
3. A Fall General Meeting in any year shall be held in conjunction with the annual Issues Forum in November.
4. At least 30 days' written notice of the date and place of the Fall General Meeting shall be given to each member.
5. The Board may call and hold one or more special meetings of members of the College during the year by giving each member 7 days' written notice of the time and place of and the reason or reasons for calling the meeting.
6. A quorum at the Annual General Meeting, Fall General Meeting or a Special Meeting of the College shall be 50 members.

Bylaw 19 Voting at Annual and Special Meetings

Every resolution or motion shall be decided by a majority of the votes of the members of the College present unless otherwise required by the bylaws of the College or its regulations.

Every resolution or motion shall be decided in the first instance by a show of hands unless a poll is demanded by a member.

Upon a show of hands every member having voting rights shall have one (1) vote and the Chairperson shall declare that a motion or resolution has been carried or not carried and an entry to that effect in the minutes of the College shall be sufficient evidence of the fact without proof of the number or proportion of the votes recorded in favour or against such resolution or motion

Bylaw 20 Amendments of Bylaws

Bylaws may be added, altered or rescinded through a Special Resolution passed at an Annual General Meeting or Special Meeting of the College by receiving the support of seventy-five percent of those members present at the meeting.

Bylaw 21 Operating Procedures

1. Robert's Rules of Order shall govern the conduct of each meeting unless otherwise noted in these Bylaws.
2. The College does not have borrowing powers.
3. The books and records of the College may be inspected during office hours by the members at the office of the College.
4. The operational year of the College shall be from July 1 to June 30.
5. Gifts and flowers from the College and arrangements for the Annual and other meetings shall be at the discretion of the Executive Director or of committees appointed for these purposes.
6. Delegates representing the College at conferences, meetings or functions whose attendance is approved by the Executive will be reimbursed their necessary expenses.
7. Policy or position resolutions to be considered at the Annual General Meeting must be in the hands of the Board not later than sixty days before the meeting to facilitate making adequate contact with the membership.
8. Emergent resolutions may be accepted for debate by any Annual General Meeting or Special Meeting if agreed to by a two thirds majority of members present.
9. Members whose retirement date falls prior to September 1st shall be honoured at the Annual General Meeting of the same year.
10. Policy resolutions shall be reviewed within five years of acceptance by the membership; if they are not reaffirmed within this time period, they will be deleted and no longer considered policy.

Bylaw 22 Committees of the College

Registration Committee

1. The Registration Committee is established consisting of:
 - a. a Regulated member at large, appointed by the Board of Directors, who will serve as chair of the committee;
 - b. two additional Regulated members appointed by the Board of Directors.
2. The term of a Registration Committee member is three (3) years. The Registration Committee member may be reappointed but may not be appointed for more than two (2) terms.
3. The Registration Committee shall meet at the call of the Chair.
4. Meetings shall take place only when all members of the Registration Committee are able to attend.
5. In the event that a member of the Registration Committee must be excused, a new member shall immediately be appointed by the Executive Director or the appropriate Zone.

Powers and Duties of Registration Committee

1. The Registration Committee shall consider applications from persons to be registered as members and may
 - a. approve the registrations;
 - b. recommend that the Discipline Committee hear and determine a complaint;
 - c. approve provisional registration until the applicant has satisfied the requirements for registration; or
 - d. make recommendations regarding the assessment and development of educational standards and experience requirements that are conditions precedent to registration as a regulated member.
2. The Registration Committee shall send a written notice of any decision made by it to the applicant.
3. If the decision of the Registration Committee is to refuse the registration of the applicant, written reasons for the decision must be sent to the applicant within thirty (30) operational days.
4. The Registration Committee may take any measure that is consistent with this Act that it considers necessary to carry out the duties and functions of the Registration Committee.

Practice Review Committee

1. The Practice Review Committee is established consisting of:
 - a. a Regulated member at large, appointed by the Board of Directors, who will serve as chair of the committee;
 - b. two additional Regulated members appointed by the Board of Directors.
2. The term of a Practice Review Committee member is three (3) years. The Practice Review Committee member may be reappointed but may not be appointed for more than two (2) terms.
3. The Practice Review Committee shall meet at the call of the Chair.
4. Meetings shall take place only when all members of the Practice Review Committee are able to attend.
5. In the event that a member of the Practice Review Committee must be excused, a new member shall immediately be appointed by the Executive Director or the appropriate Zone.
6. The Chair of the Practice Review Committee shall, in consultation with the committee members, prepare a written report of its review.

Powers and Duties of Practice Review Committee

1. The Practice Review Committee may, on its own initiative, and shall, at the request of the Board:
 - a. consider complaints alleging that a member is guilty of professional misconduct or professional incompetence;
 - b. recommend that the Discipline Committee hear and determine consequences for a complaint;
 - c. advise on any other matters that the Board deems appropriate in connection with the exercise of its powers and the performance of its duties in relation to competence and /or professional conduct in the practice of a member.
2. The Practice Review Committee may take any measure that is consistent with these bylaws that it considers necessary to carry out the duties and functions of the Practice Review Committee.

Discipline Committee

1. The Discipline Committee is established consisting of:
 - a. a Regulated member at large, appointed by the Board of Directors, who will serve as chair of the committee;
 - b. two additional Regulated members appointed by the Board of Directors.
2. The term of a Discipline Committee member is three (3) years. A Discipline Committee member may be reappointed, but may not be appointed for more than two (2) terms.
3. The Discipline Committee shall meet at the call of the Chair.
4. Meetings shall take place only when all members of the Discipline Committee are able to attend.
5. In the event that a member of the Discipline Committee must be excused, a new member shall immediately be appointed by the Executive Director or the appropriate Zone.
6. The Chair of the Discipline Committee shall, in consultation with the committee members, prepare a written report of its findings.

Powers and Duties of the Discipline Committee

1. The Disciplinary Committee may, on the recommendation of the Practice Review Committee, and must, at the request of the Board:
 - a. hold a meeting in relation to the complaint; and
 - b. advise on any other matters that the Board deems appropriate in connection with the exercise of its powers and the performance of its duties.
 - c. The Discipline Committee may take any measure that it considers necessary to carry out the duties and functions of the Discipline Committee.

Appeal Committee

1. The Appeal Committee is established consisting of:
 - a. a Regulated member at large, appointed by the Board of Directors, who will serve as chair of the committee;
 - b. three (3) life members, from which two (2) members shall participate when a committee meeting is called.
2. The life members to serve on the Appeal Committee shall be appointed by the Board.
3. The term of an Appeal Committee member is three (3) years.
4. An Appeal Committee member may be reappointed, but may not be appointed for more than two (2) terms.
5. The Appeal Committee shall meet at the call of the Chair.
6. Meetings shall take place only when all members of the Appeal Committee are able to attend.
7. In the event that a member of the Appeal must be excused, a new member shall immediately be appointed by the Executive Director or the Board.
8. The Chair of the Appeal Committee shall, in consultation with the committee members, prepare a written report of its findings.

Powers and Duties of the Appeal Committee

1. The appeal to the Appeal Committee must be founded on the decision of the Discipline Committee and the record of the proceedings before the Discipline Committee.
2. The Appeal Committee may
 - a. grant adjournments of the proceedings or reserve the determination of the matters before it for a future meeting to the Appeal Committee;
 - b. on granting special leave for the purpose, receive further evidence; and
 - c. draw inferences of fact and make a decision or finding that, in its opinion, ought to have been made by the Discipline Committee.
3. The Appeal Committee may take any measure that it considers necessary to carry out the duties and functions of the Appeal Committee.
4. The Appeal Committee shall hear appeals set out in bylaw 26.
5. A decision of the Appeal Committee is final and binding and is not subject to further review.

Standing and Ad Hoc Committees

1. The College is committed to work cooperatively with all other educational agencies to bring about action on any educational matter or issue of common interest to members of the College. To fulfill this objective, the following procedures regarding committees or committee membership shall be followed.
2. An Ad Hoc Committee, to consider and report on a specific problem, may be established either through a motion introduced by a member at an Annual General Meeting or at a Special Meeting of the Board. Upon appointment, an Ad Hoc Committee shall be assigned a period of time in which to complete its work and to present its report.
3. A Standing committee may be established either through a motion introduced by a member at an Annual General Meeting or by the Board.
4. The Board will normally operate these Standing Committees: Professional Learning.
5. All members shall be notified of the vacancies on Standing Committees and shall be invited to submit an expression of interest to fill such vacancies.
6. Standing Committee members shall be appointed by resolution at either an Annual Meeting or Board meeting.
7. Members of Standing Committees shall be named for a term of two years and may be re-appointed.
8. At least once a year, each member representing the College on a committee on which the College holds membership shall present a written report to members on the activities of the committee.
9. Representatives on committees who retire from active service may continue to serve until their work has been completed or until their successors are elected or appointed, or as otherwise provided in these Bylaws.

Bylaw 23 Complaint Process Professional Conduct

Making and Acting on a Complaint

1. If a written complaint of unprofessional conduct is made against a CASS member, accompanied by the “Request for a Review of Professional Conduct” Form, the letter of complaint and the

- name of the complainant shall promptly be shared with the CASS member.
2. If a written complaint of unprofessional conduct is made against a CASS member, but is not accompanied by the "Request for a Review of Professional Conduct" Form, the Registrar shall request that the complainant complete the form.
 3. If the complainant does not complete the Form, the complaint shall not be considered.
 - a. The complainant will be informed the complaint will not be considered, nor investigated; and
 - b. The correspondence will be destroyed, and the CASS member will not be informed that a complaint has been received.
 4. Upon receiving a complaint of unprofessional conduct, that is accompanied by the "Request for a Review of Professional Conduct" Form, the Registrar shall, within thirty (30) operational days give notice to the complainant of the action taken or to be taken with respect to it.
 5. The Registrar may:
 - a. encourage the complainant and the investigated person to communicate with each other and resolve the complaint;
 - b. with the agreement of the complainant and investigated person, attempt to conciliate the complaint;
 - c. with the agreement of the complainant and the investigated person, make a referral to an alternative complaint resolution process under bylaw 24;
 - d. request a third party to assess and provide a written report to the Registrar on the subject-matter of the complaint.
 6. This written report shall be for the use of the Registrar only.

Recommendations to the Practice Review Committee

1. The Registrar shall, within thirty (30) operational days after completion of the time required to initially act on a complaint, make a preliminary report which may contain, but is not limited to any of the following recommendations to the Practice Review Committee
 - a. that the Practice Review Committee consider the complaint.
 - i. If the matter is not resolved; or
 - ii. The settlement with regards to all matters is not ratified pursuant to a referral to an alternative complaint resolution process.
 - b. If the matter is frivolous, vexatious or without merit or there is insufficient evidence of inappropriate conduct to warrant any further referral of the matter, recommend to the Board that no further action be taken with respect to the matter under review.
 - c. For the purpose of giving effect to Bylaw 23, the Registrar may take any measure considered necessary.
2. In a case where it has been confirmed that a member has been convicted of an indictable offence, the Registrar shall forthwith refer the matter to the Discipline Committee.

Review and Investigation of Complaints

1. Where the Practice Review Committee is requested by the Registrar to consider a complaint, the Committee shall review the complaint in a timely fashion.
2. The Practice Review Committee shall dismiss the complaint, if in the opinion of the Practice Review Committee
 - a. the complaint is trivial or vexatious, or
 - b. there is insufficient evidence or no evidence of professional misconduct.
3. The Practice Review Committee shall give reasonable notice to a member of its intention to conduct a review of the practice of the member.
4. The Practice Review Committee may, through the Registrar, refer the complaint to an investigator no later than thirty (30) operational days after receiving the complaint from the Registrar.
5. In the event the Practice Review Committee refers the complaint to an investigator, the investigator's report and recommendations shall be submitted to the Practice Review Committee within forty-five (45) operational days of the date the Practice Review Committee's referral to the investigator.
6. On completion of its review, the Practice Review Committee shall forthwith:
 - a. make a written recommendation to the Registrar, so that the Registrar may attempt to resolve the matter,
 - b. recommend to the Registrar that the Discipline Committee hear and determine the complaint set out in the written report; or,
 - c. make a written report to the Registrar that no further action be taken with respect to the matter under review.
7. The Registrar shall communicate the recommendation of the Practice Review Committee to the complainant and the investigated person.

Bylaw 24 Alternative Complaint Process

Alternative Complaint Resolution Process

1. The Registrar may, with the agreement of the complainant and the investigated person, refer the complainant and the investigated person to an alternative complaint resolution process, as determined by the regulations, at any time before the referral to the Practice Review Committee, which shall be done within thirty (30) operational days of the date agreed to pursuant to bylaw 23.
2. The person who conducts the alternative complaint resolution process must set out the process in writing and include a statement that the investigated person or the complainant or both may cease participating in the alternative complaint resolution process at any time.
3. The complainant and the investigated person shall agree to the process as written under subsection (2) before the alternative complaint resolution process may begin.
4. A person who conducts an alternative complaint resolution process must be impartial and must act impartially.
5. If a report has been prepared with respect to the subject-matter of the complaint, the Registrar must submit a copy of the report to the person conducting the alternative complaint resolution process.

6. The person conducting the alternative complaint resolution process may, if necessary, request an expert to assess and submit a written report on the subject matter of the complaint or matters arising during the alternative complaint resolution process.
7. A person who conducts an alternative complaint resolution process may assist in settling a complaint, but if in the opinion of that person, a settlement is not likely to occur, the person shall notify the Registrar.
8. If during the alternative complaint resolution process information is introduced that causes the person conducting the alternative complaint resolution process to believe that the matter is substantially different from the original complaint, the person shall forthwith notify the Registrar, and the Registrar shall decide whether the alternative complaint resolution process may continue or whether the matter shall be processed under subsection (9).
9. On being notified that a settlement has not been concluded, the Registrar shall refer the matter to the Practice Review Committee to determine whether
 - a. if an investigation has not been commenced, to commence an investigation; or
 - b. if an investigation has been commenced but no report on the investigation has been made, to refer the complaint back to the investigator, if available, or appoint another investigator to complete the investigation regarding the complaint and make a report;
 - c. determine whether the complaint should be dismissed or proceed.

Evidence

1. A person who conducts an alternative complaint resolution process shall keep any records relating to the process separate from the College's records, except a ratified settlement.
2. Any documents prepared or generated for the purposes of an alternative complaint resolution process belong to the person who prepared or generated the documents but a report belongs to the College.

Settlement

1. If the complainant and the investigated person agree, in writing, to a proposed settlement of a complaint in an alternative complaint resolution process, the person conducting the alternative complaint resolution process shall report the settlement to the Registrar.
2. The Registrar may, on reviewing a proposed settlement of a complaint referred to under subsection (1),
 - a. ratify the proposed settlement, upon receipt and review of the report of the person conducting the alternative complaint resolution process;
 - b. refuse to ratify the proposed settlement, and refer the matter to the Practice Review Committee.
3. On being aware that a ratified settlement is not complied with, the Registrar may
 - a. investigate the circumstances of non-compliance and attempt to resolve the matter, and if non-compliance continues,
 - b. treat the non-compliance as a complaint and refer it to the Discipline Committee for a hearing.
4. If the Registrar makes a referral under subsection (3) (b), the information is deemed to be a complaint and the Registrar shall notify the complainant and the investigated person.

5. The College must retain a copy of the ratified settlement.
6. Subject to subsection (2) if a proposed settlement:
 - a. relates to all the matters complained of or that arose during the alternative complaint resolution process, no further proceedings under this process may be taken with respect to those matters; or
 - b. relates to only some of the matters complained of or that arose during the alternative complaint resolution process, the person who conducted the alternative complaint resolution process shall notify the Registrar of the matters that do not form part of the proposed settlement and on being notified the Registrar must refer the matter to the Practice Review Committee.

Bylaw 25 Meetings: Discipline Committee

Notice of Discipline Committee Meeting

1. Where a written report of the Practice Review Committee recommends that the Discipline Committee hear a complaint, a notice of the meeting shall be served by the Registrar on the member whose conduct is the subject of the meeting not less than thirty (30) operational days before the date specified for the meeting.
 - a. The notice shall:
 - i. contain or be accompanied by a copy of the complaint submitted to the Practice Review Committee;
 - ii. contain the written report of the Practice Review Committee; and
 - iii. specify the day, time and place of the hearing.
 - b. The person, if any, who made the complaint mentioned which leads to a meeting of the Discipline Committee:
 - i. shall be advised in writing by the Registrar, of the time and place of the hearing; and
 - ii. is entitled to attend the hearing.

Discipline Committee Meeting

1. The Discipline Committee shall hold a meeting to hear the complaint and shall determine whether the member whose conduct is the subject of the complaint is guilty of professional misconduct or professional incompetence.
2. A meeting of the Discipline Committee shall be open to the public unless
 - a. the complainant requests that the hearing be held in private because of the confidential nature of the matters to be heard; or
 - b. in the opinion of the Discipline Committee, the interest of any person other than the investigated person may be detrimentally affected if the meeting is not held in private.
3. No person(s) other than Discipline Committee members, shall adjudicate on any matter or matters before the meeting of the Discipline Committee.

Right to Counsel

1. The Discipline Committee, with the prior approval of the Registrar, may employ, at the expense of the College, any legal or other assistance that it considers appropriate.
2. The member whose conduct is the subject of the meeting may be represented by counsel at his or her own expense.

Discipline Committee Meeting Procedures

1. The Discipline Committee may accept any information that it considers appropriate and is not bound by rules of law concerning evidence applicable to judicial proceedings.

Failure of Member to Attend a Discipline Committee Meeting

1. Where the member whose conduct is the subject of a Discipline Committee meeting fails to attend the meeting, the Discipline Committee, may proceed with the meeting in the absence of the member.

Witnesses

1. The investigated person and any other person who, in the opinion of the Discipline Committee, has knowledge of the matter being heard before the Discipline Committee may be requested to attend these meetings as witnesses, appreciating that witnesses other than members are not compellable, in any proceeding under these bylaws.

Amendment of Charge

1. If, during the course of a Discipline Committee meeting, the evidence shows that the member whose conduct is the subject of the Discipline Committee meeting may be guilty of a charge different from or in addition to any charge specified in the complaint, the Discipline Committee shall:
 - a. notify the member of that fact; and
 - b. if the charge in the complaint is amended, added to or substituted, unless the member otherwise consents, the Discipline Committee shall adjourn the meeting for any period it considers sufficient to provide the member an opportunity to prepare a defense to the amended formal complaint.

Publication of a Decision

1. If the investigated person's membership in the College has been cancelled or suspended, notice of the cancellation or suspension shall be published in the form and manner prescribed in the regulations.

Discipline Committee Report and Decision

1. Within thirty (30) operational days after the conclusion of a Discipline Committee meeting, the Discipline Committee shall make a written decision on the matter, in which it shall describe each finding of professional misconduct and/or professional incompetence conduct made by it;
 - a. state the reasons for each finding made by it; and
 - b. state any decision made by it.
2. The decision of the majority of the members of the Discipline Committee present at the hearing is the decision of the Discipline Committee.

Service of a Decision

1. A Discipline Committee having made a decision shall forward the decision to the Registrar.
2. The Registrar shall, on receiving the decision of a Discipline Committee:
 - a. communicate the decision on the investigated person;
 - b. communicate the decision to the complainant;
 - c. communicate the decision to the Board; and
 - d. determine upon completion of the appeal period, whether to communicate the decision to the Registrar at Alberta Education and the employing Board.
 - e. maintain a copy of the decision as per the bylaws.
3. The decision of the Discipline Committee must be available to the public on request and free of charge.

Decision Remains in Effect

1. If an appeal is undertaken, the decision of a Discipline Committee remains in effect until the Appeal Committee makes a decision on an appeal.
2. An investigated person may apply to the Discipline Committee for a stay of the decision of the Discipline Committee, and if the Discipline Committee considers it appropriate, the Registrar may stay the implementation of the Discipline Committee's decision pending the conclusion of an appeal to the Appeal Committee.

Disciplinary Powers of Discipline Committee

1. The Discipline Committee may make a decision that the Discipline Committee considers appropriate for the protection of the public. As a result, it may make a decision that:
 - a. the member be reprimanded;
 - b. the member be suspended from the College for a specified period of time;
 - c. the member be expelled from the College and that the member's name be struck from the register;
 - d. the member be suspended pending the satisfactory completion, as determined by the Registrar, of any conditions as may be decided by the Discipline Committee; or,

- e. it views as reasonable and appropriate.
2. The member may continue to practice only on conditions specified in the decision which may include, but are not restricted to a requirement that the member:
 - a. successfully completes, within time set by a decision, specified classes or courses of instruction;
 - b. addresses any other matter that the Discipline Committee considers just including any combination of the disciplinary options or decisions mentioned.
3. The Registrar shall send a copy of a decision to:
 - a. the member whose conduct is the subject of the order;
 - b. the person, if any, who made the complaint;
4. Where a member is expelled or suspended from the College, the Registrar shall strike the name of the member from the register or indicate the suspension on the register, as the case may be.

Suspension Pending Disposition of Criminal Charge

1. Where
 - a. a criminal charge is laid against a member; and
 - b. the member has applied to the Board for a stay of any disciplinary proceedings against the member,the Board may suspend the member pending the disposition of the criminal charge.

Expulsion from the College on Conviction for Indictable Offence

1. Where
 - a. a member has been convicted of an indictable offence;
 - b. a report of the Discipline Committee is made to the Board respecting the conviction;
 - c. the Board has given the member an opportunity to be heard; and
 - d. the Board finds that the conduct of the member giving rise to the conviction makes the member unfit to continue as a member; the Board may by order, expel the member from the College.

Bylaw 26 Meetings: Appeal Committee

Appeal

1. An investigated person who
 - a. has been found guilty of professional misconduct or professional incompetence by the Discipline Committee;
 - b. is subject to a decision of the Discipline Committee; and
 - c. has been expelled from the College;

- i. may appeal, to the Appeal Committee, the decision of the Discipline Committee by serving the Registrar with a copy of the notice of appeal within twenty (20) operational days after the date on which the decision of the Discipline Committee is sent to the investigated person.
2. A notice of appeal under subsection (1) must
 - a. describe the finding or order, or both, being appealed;
 - b. state the reasons for the appeal.
3. On receipt of a notice of appeal, the Registrar shall provide the member and the Chair of the Appeal Committee a true copy of
 - a. the complaint;
 - b. the report of the Practice Review Committee and the decision of the Discipline Committee;
 - c. a copy of the written appeal.

Notice of Appeal Meeting

1. The Appeal Committee shall hear an appeal within forty-five (45) operational days after the service of the notice of appeal in accordance with bylaw 26 or within a longer period that is agreed to by the appellant, unless subsection (3) applies.
2. At least twenty (20) operational days before the date set for the hearing of the appeal, the Registrar shall serve on the investigated person a notice stating the date, time and location of the appeal meeting.
3. A meeting that relates to the conviction of a member of an indictable offence shall be held forthwith and in that event the twenty (20) day period required under subsection (2) does not apply.

Representation before an Appeal Meeting

1. The investigated person and the Discipline Committee may each be represented by counsel at a meeting of the Appeal Committee.

Public hearing

1. A meeting of the Appeal Committee shall be open to the public unless, in the opinion of the Appeal Committee, the interests of any person other than the investigated person may be detrimentally affected if the meeting is not held in private.

Response on Appeal

1. On appeal the Appeal Committee shall consider the:
 - a. proceedings before the Discipline Committee at the Discipline Committee meeting;
 - b. the evidence taken before the Discipline Committee which dealt with the expulsion; and
 - c. the decision of the Discipline Committee.
2. The Appeal Committee shall, after the conclusion of all proceedings
 - a. make any finding or response that in its opinion ought to have been made by the Discipline Committee;
 - b. quash, vary or confirm a finding or decision of the Discipline Committee or substitute or make a finding or response of its own; or
 - c. refer the matter back to the Discipline Committee for further consideration in accordance with any direction that the Appeal Committee may make.

Bylaw 27 Reinstatement

Reinstatement

1. A person who has been expelled as a member may apply to the Registration Committee for reinstatement.
2. On receipt of a reinstatement application the Registration Committee shall
 - a. review the application by taking any steps it considers necessary, including successful completion of any conditions imposed in a decision of the Practice Review Committee or the Discipline Committee or a response from the Appeal Committee.
3. On the completion of its review, the Registration Committee may:
 - a. where it is satisfied that the person's conduct after expulsion as a member and any other facts warrant reinstatement, reinstate the person as a member on any terms and conditions that it considers appropriate; or
 - b. refuse to reinstate the person.
4. Where the Registration Committee refuses to reinstate the person as a member, the applicant may appeal the decision to a judge of the Court of Queen's Bench of Alberta.
5. A person whose application for reinstatement is refused or whose appeal of a refusal is dismissed may make another application for reinstatement, based on new information, at any time.
6. The Registrar shall immediately notify the applicant's employer in writing where an application for reinstatement as a member has been refused and the applicant does not file an appeal.

Bylaw 28 Protection from Liability

Protection from Liability

1. No action lies or shall be instituted against the College or any person who is or was a director or officer of the College in respect of anything done by them in good faith pursuant to these bylaws.
2. No action for defamation may be founded on communication that consists of or pertains to an act or omission of a member of the communication is published to or by:
 - a. the College or an officer of the College;
 - b. a member of the Board or of a committee established by or these bylaws.
 - c. an investigator, a mediator or another person conducting a dispute resolution process provided for in the bylaws; or
 - d. a person acting on the instruction of any person referred to in clauses (a) to (c) in good faith in the course of investigating the conduct or in the course of any proceeding under these bylaws relating to the conduct.

Bylaw 29 Record Retention

Record Retention

1. The College must keep, for at least seven (7) years
 - a. a copy of ratified settlements and admissions of professional conduct or professional incompetence;
 - b. records of investigations and hearings; and
 - c. records of complete registration applications and reviews.

Bylaw 30 Service of Documents

Service of Documents

1. When the bylaws require that a document or notice be served on any person, the document or notice is sufficiently served
 - a. if it is served personally on that person or sent to that person by registered mail or courier at the address last shown for that person on the records of the association; or
 - b. if personal service or service by mail is not reasonably possible, by publishing the document or notice at least twice, not more than a week apart, in a local newspaper circulated at or near the address last shown for that person on the records of the association.

Bylaw 31 Transitional Provisions

1. At such time as the new bylaws come into force, all individuals:

- a. who were enrolled as practicing members subject to the former bylaws shall continue as regulated members and shall be registered as such by the Executive Director;
- b. who were enrolled as associate members under the former bylaws and worked in public and separate school jurisdictions, charter schools, or First Nations jurisdictions in the Province of Alberta, shall continue as associate members of the College;
- c. who were life or honorary members under the former bylaws, shall continue as life or honorary members

6. Administrative Regulations and Guidelines

1. Regulations

1. Notwithstanding the bylaws, the Board may make regulations on any matter as it deems necessary for better carrying out of the purpose and objects of the College, including but not limited to:
 - a. exercising all the powers of the College and may administer, direct, manage, govern and supervise the business, property and affairs of the College and may by resolution make rules necessary for that purpose;
 - b. doing any other thing it considers necessary to carry on the affairs and business of the College.

2. Zone Director: Role Description

The Zone Director is appointed by the members of the zone to represent them on the Board of the College. As such, the Zone Director plays a vital role in the decision-making process of the College and in ensuring that two-way communication occurs between the Board of the College and the members at the zone level. In carrying out this role, the Zone Director will be guided by the responsibilities and duties outlined in the following section.

Responsibilities

1. Keep the Board well-informed on the activities of, the positions developed, the decision made and the input provided by the zone at its meetings.
2. Attend each meeting of the Board and if unable to do so, arrange for the Zone Chairman to attend.
3. Inform the President immediately of any controversy or matter developing in the zone which may have important implications for the College.
4. Assist with locating members who are qualified and willing to act as representatives of the College on committees or to undertake other special assignments as representatives of the College.
5. Provide guidance to the Zone Executive to ensure that zone appointments for the next operational year of the College are made prior to, or earlier than, June 1 with these to include the Zone Director and zone representatives on the Research Committee, Professional Development Committee and Member Services Committee.

6. Act, when appointed by the Board, as a member of the Legislative Committee, the Annual Conference Planning Committee, and on any other committee believed appropriate by the Board.
7. Carry out effective liaison with the partners in Education at the zone level for the purpose of furthering the cause of public education and the objectives of the College at the zone and provincial levels.
8. Participate in the development of position papers, resolutions, and policy formulation at the zone and provincial levels to assist with the decision-making process at the Executive level of the College.
9. Attend each zone meeting and be on the agenda for the purpose of conducting the business of the College.
10. Report to the zone meeting on the proceedings of each meeting of the Board with the emphasis on providing background information and reasons for Executive decisions.
11. Assist in the preparation of the agenda for each zone meeting so as to ensure that the necessary business of CASS the College is brought to the membership.
12. Be alert to the need to provide counsel and assistance to members at the zone level, as deemed appropriate, keeping in mind that the President, the Executive Director, and CASS Board members are prepared to assist if any member so requests.
13. Assist with making new zone members of the College feel welcome by introducing them at the Annual General Meeting at the Annual Conference and by otherwise involving them at the zone level.
14. Assist the Executive Director with maintaining and increasing membership in the College. Make it a goal to encourage each administrator in the zone who is eligible for membership to become a member of the Association. Provide the names of non-members and newly appointed administrators to the Executive Director who is responsible for follow-up.
15. Assist with keeping the membership list up-to-date by advising the Executive Director of any change in position or location of any member in the zone.
16. Inform the President or Executive Director of the illness or death of a member or of someone in the member's immediate family.

3. Resolutions

Sources of Resolutions

Any individual member of the College may bring forward issues to the zone, together with a suggested resolution and background for discussion at the zone level. The zone thereafter may forward a resolution relevant to the issue, together with appropriate background, to the Board for consideration.

Any zone may develop a resolution from general discussion of any issue at the zone level and forward it to the Board for consideration.

The Research Committee may develop resolutions for consideration by the Executive.

The Legislative Committee may develop resolutions for consideration by the Executive.

The Board itself may develop resolutions.

Resolutions Format

All resolutions submitted must be accompanied by the relevant background information.

Deadline for Resolutions

The deadline for the submission of proposed resolutions is sixty (60) days prior to the Annual Meeting, so that there will be ample time to develop appropriate resolutions with the relevant background information.

4. Stakeholder Committees

The College believes that it is beneficial to have its members act on advisory and other committees of Alberta Education and on similar committees of other organizations as a means of influencing decisions which affect education in the Province.

Guidelines for Selecting College Members to Stakeholder Committees

1. Members who represent the College should have a combination of expertise, experience and interest appropriate to the mandate of the committee.
2. The Board in making appointments should attempt to select representatives such that each zone is equitably represented in overall appointments, recognizing however that the member's expertise is more important to the work of the committee than is achieving geographical representation.
3. The term of appointment for a College representative should be two years in length except in exceptional circumstances where the Board may approve an additional term of one year for a total term of appointment of three years.
4. A request to the College for representation on a committee will be received by the President and/or Executive Director. Normal procedure is that the Executive Director will post such requests electronically and bring nominations to the next regular meeting of the Executive at which meeting a selection will be made.
5. In a situation where an appointment must be made prior to the next regular meeting of the Board, the Executive Director will post such requests electronically and the President or someone empowered by the Board will make the appointment and have it ratified at the next regular meeting.
6. To facilitate selection of representatives, a data bank will be maintained by the Executive Director which will record each member's expertise, experience and interest. Individual members will be responsible for ensuring that this information is supplied to the Executive Director. Zone Directors will have access to this information to assist them with making nominations.

7. The Executive Director will advise all nominees of the selection made by the Board.

General Guidelines for Representing the College on Stakeholder Committees

1. A member selected to represent the College is expected to attend each meeting of the committee. Should circumstances change such that this is not possible, the member is to advise the Executive Director in order that the process to select a replacement may be initiated.
2. A representative of the College on a committee shall endeavor to represent the views of the College where such views have been established or where the Board is able to provide direction. To facilitate this objective, the representative shall, subsequent to the initial meeting(s) of the committee when the frame of reference of the committee has been determined, summarize for the Board, through the Executive Director, the issues and topics with which the committee is dealing. Any matters which have policy implications for the College should be noted. The Board is to review the report to determine whether a CASS position already exists or if one is required or if the representative should operate without Board direction. This decision will be communicated to the representative by the Executive Director.
3. A representative should become familiar with the "CASS Policy Positions" as contained in the CASS Handbook to assist with representing the College.
4. A written report regarding attendance at, issues dealt with, decisions made by the committee and positions taken by the representative is to be submitted to the Executive Director prior to March 15 for presentation to the Annual General Meeting of the College.

Guidelines for Representation on Stakeholder Committees Requiring College Policy Positions

When serving as a College representative, where a College policy or position is required, a member is expected to:

1. Contact the Executive Director to determine responsibilities and background information necessary for representation.
2. Contact the committee chair to determine committee mandate, issues and proposed initiatives, number of meetings and if an individual or College viewpoint is being requested.

5. Professional Learning Committee

Mandate

The mandate of the Professional Learning Committee is to be supportive in advising on the design for the professional learning activities of the College of Alberta School Superintendents.

The work of the committee will be guided by the overarching outcome for professional learning as approved by the CASS Board of Directors

Superintendent and system leadership supports quality school leadership and teaching to create optimum learning for all students in Alberta.

CASS Professional Learning will be coherent with Alberta Education Superintendent Leadership Quality Standard and the CASS System Education Leader Practice Profile content with a focus on deepening the understanding and applying the learning to further a commitment to action in supporting implementation of the practice standard(s). <https://cassalberta.ca/professional-learning/>

Composition

The membership of the Professional Learning Committee membership shall include a representative from each zone, CASS Directors of Leadership Learning as approved by the Executive Director, and the Executive Director.

A Director of Leadership Learning will be appointed to assist the chair of the Committee.

Representatives shall be appointed for a term of two years and may be reappointed.

Two (2) Alberta Education representatives will participate in the planning of the CASS / Alberta Education Annual Learning Conference.

Responsibilities

The Professional Learning Committee will be responsible for advising on the design for the following learning opportunities:

1. CASS / Alberta Education Annual Learning Conference;
2. CASS Fall Conference;
3. Other professional learning activities approved by the College

The Professional Learning Committee will provide advice on the design of learning opportunities based on the CASS Comprehensive Professional Learning and Implementation Plans

<https://cassalberta.ca/planning-for-implementation/>

Specific components coherent with the request for advice on design of professional learning opportunities such as:

- Feedback and input from zone colleagues in bringing forward direction on design items
 - Essential Conditions Focus - Shared Responsibility
 - Comprehensive Professional Learning Focus – Conduct Environmental Scan
- Review of Conference Survey data
 - Essential Conditions Focus - Research and Evidence
 - Comprehensive Professional Learning Focus – Participant Needs Assessment
- Board of Directors / Executive Director Advice and Guidance (e.g., CASS strategic priorities, Grants to organization)
 - Essential Conditions Focus - Shared Vision and Leadership
 - Comprehensive Professional Learning Focus – Develop Professional Learning Program Goals

Meetings

Meetings of the Committee will occur via teleconference, Google hangout and/or face to face as required.

7. Policy Positions

The College of Alberta School Superintendents is a free association of school superintendents and other certificated educational officers in the central office staff who are excluded from the local bargaining units of the ATA, who are appointed and paid by their local school boards. While this Association will subscribe, in general, to the educational aims of Alberta Learning, the ASBA, the ATA, and other organizations interested in education, the Association may promote educational objectives at variance with these organizations. The strength of the Association lies in its freedom to inquire and question, unhampered by formal ties to other educational agencies.

In formulating a statement of educational policy for this Association, there is no point in repeating the general objectives of the Alberta Learning. These are clearly set forth in the various departmental curricular bulletins. In the sense that any superintendent is an officer of education, in much the same manner as lawyers are considered to be officers of the court, local superintendents must seek to achieve the provincial objectives, notwithstanding their responsibility to bring about change if such objectives prove unacceptable.

The policies of the College can be broadly classified as:

1. Leadership
2. Governance
3. Finance
4. Educational Program
5. Personnel/Certification
6. Supervision and Evaluation
7. Facilities
8. Association Concerns

1. Leadership

We believe in providing a high level of education for the community through:

1. Research which, on a systematic and massive scale, is needed for the guidance of future planning. (2008)
2. Well-established lines of communication between this Association and all other educational groups. (2008)
3. Developing a partnership in education with the various publics. (2008)
4. Ministry support for the leadership role and the supportive roles provided by educational administrators. (2008)
5. We believe that, to administer school systems effectively, (2008)
6. Decisions are best made and best communicated when levels of responsibility are well defined. (2008)

7. The first level of delineation is the distinction between policy legislation decisions and administration decisions. (2008)
8. The decision-making process is expedited when written policies are established. (2008)
9. Adequate communication with those affected is an integral part of the decision-making process. (2008)
10. The Board and the Superintendent have shared responsibility for developing and initiating policy changes in consultation with the professional and non-professional groups. (2008)
11. The Executive, on behalf of the College, continues its efforts to raise the profile of critical educational issues in the public forum. (2008)

2. Governance

We approve and support the following practices:

1. Responsibility for efficiency and achievement of the educational enterprise rests with the Superintendent. (2008)
2. The sole right of the Superintendent to recommend personnel for placement and promotion within the system. (2008)
3. The full membership of the Superintendent on all Board-employee advisory committees. (2008)
4. The submission of staff briefs and recommendations through the Superintendent to the Board so that the Board may adequately be informed of both the problems and the administrative recommendation. (2008)
5. The right of the Superintendent to be consulted on educational matters and advised of Board concerns. (2008)
6. Local governance of education must be supported. (2008)
7. There must be true local bargaining; local representatives must be able to sign a collective agreement at the local level. (2008)
8. Principals must remain in the same bargaining unit as teachers. (2008)
9. All certificated central office personnel outside of the collective agreement must have the right of optional associate membership in the ATA, similar to the chief superintendent and chief deputy superintendent. (2008)
10. School councils must remain in an advisory role. (2008)
11. Superintendents of schools must be certificated teachers. (2008)

3. Finance

We believe:

1. That methods and procedures for financing education should be such as to promote the exercise of local autonomy. (2008)

2. That all three levels of government have an important stake in the educational product of the schools. (2008)
3. That Federal taxing power should be used to guarantee an equal basic education to all Canadian youth. (2008)
4. That general, rather than categorical grants, both Federal and Provincial, are preferable for the maintenance of local autonomy in the achievement of educational goals. (2008)
5. That the financial resources should be sufficient not only to implement and to adapt a minimum educational foundation program, but also provide for some enrichment and extension of the program. (2008)
6. That the budget is a financial plan to implement the Board's educational policies. (2008)
7. That the proposed budget represents co-operative educational planning at all levels of operation. (2008)
8. That all school personnel should play appropriate parts in developing the annual budget. (2008)
9. That only in special circumstances should home schoolers be directed to another jurisdiction and that this action should be initiated by the resident board in consultation with the parents. (2008)
10. That in relation to Home Education, the School Act (1988) should be revised by abolishing the provision for willing non-resident students. (2008)
11. Funding from both Alberta Education and Alberta Infrastructure to school systems must be stabilized, provided that the costs of stabilization are not taken from existing education allocations. (2008)
12. Additional funding must be made available to school jurisdictions, with contingent flexibility, to ensure that all children enter grade one ready and able to learn mandated curricula. (2008)
13. The level of Program Unit Funding (PUF) must be continued beyond kindergarten levels for identified students. (2008)
14. Alberta Education through its Aboriginal Services branch must facilitate the development of a provincial template for tuition agreements between Boards and First Nations, or Indian Affairs. (2008)
15. Jurisdictional funding must be linked to student enrolment and identified needs, rather than achievement outcomes. (2008)

4. Education Program

We believe:

1. That all youth are entitled to an educational program designed to meet their abilities, needs and interests. (2008)
2. That a framework for the continuing education of all students and adults which would facilitate the transition between secondary and post-secondary education is needed. (2008)
3. CASS should work with Alberta Education to develop strategies whereby CASS and Alberta Education can better ensure a coordinated approach to curriculum development and implementation. (2008)

A Focus on Students

4. All youth are entitled to an educational program designed to meet their abilities, needs and interests. (2008)
5. Pre-school / head start-type programs for "at-risk" students must be provided, with appropriate resources. (2008)
6. Kindergarten must be a fully funded, mandated program. (2008)
7. Kindergarten must be a minimum 475 hours per year program. (2008)
8. A common kindergarten eligibility start date is required in the province. (2008)
9. Programming and assessment should be established to provide for the unique needs of secondary school learners not meeting with success. (2008)

Excellence in the Classroom

10. Mechanisms for ensuring the currency and relevancy of teacher preparation programs must be established. (2008)
11. Teacher preparation programs must have a substantial practicum of ongoing field experiences. (2008)
12. All teachers must be involved in research-based professional development consistent with the expectations of the teaching quality standard as part of their professional growth plan. (2008)
13. Descriptors beyond class size must be developed to reflect the complex nature of the classroom of learners. (2008)
14. The current teacher growth, supervision, and evaluation policy provides an effective policy framework. (2008)
15. Current provisions for the Board of Reference (sections 131-143, School Act RSA 2000) are not working in the best interests of students or the educational system and need to be reformed. (2008)
16. The principal's primary role must be to provide learning leadership. (2008)
17. The development of a quality practice standard for principal-teachers and school based administrators, with education partner involvement, is desirable. (2008)

Curriculum

18. A clear vision of curriculum transition from pre-kindergarten through to and including post-secondary and the world of work must be developed. (2008)
19. The current curriculum development process, including stakeholder involvement, is generally sound and must be continued; additional refinements are required in the implementation process. (2008)

5. Personnel/Certification

We believe:

1. That the major purpose of all administrative and other services of the school unit are to assist the teachers in the provision of effective instruction for their pupils. (2008)

2. That school personnel should play a prominent part in developing personnel policies designed to promote good lines of communication, desirable working relationships and effective school operation. (2008)
3. That Para-professionals offer a means to more effective use of professional services. (2008)
4. That the concept of internship should be supported. (2008)
5. That College encourage its members to give a high priority to the selection of co-operating teachers so as to improve the quality and manner of delivering the practicum experience to education students. (2008)
6. That Alberta Education should review its manpower strategies to enable school jurisdictions to access additional speech and language therapists for student health partnership projects. (2008)
7. That College encourage its members to address the concerns regarding post-May 31 teacher resignations as stated in the College service document, "Addressing Post-May Teacher Resignations: A CASS Service Document." (2008)

6. Supervision and Evaluation

We believe:

System Evaluation:

1. That school system reviews can be beneficial to all parties concerned. (2008)
2. That the criteria for a school system review must be set with the input of all stakeholders involved. (2008)
3. That the process for a school system review must be approved by the Superintendent. (2008)

Teacher Supervision and Evaluation:

4. That the chief aim of supervision and evaluation is the improvement of instruction stimulated by the professional growth of teachers. (2008)
5. That supervision is based on sound educational theory and practice. (2008)
6. That pedagogy is the prerogative of the teacher provided: (2008)
 - a. it is consistent with the intent of the Alberta Education *Teacher Growth, Supervision and Evaluation Policy*, the *Teaching Quality Standard Applicable to the Provision of Basic Education in Alberta* and local Board policy. (2008)
 - b. it can be related in positive fashion to acceptable teaching practice. (2008)
7. That a fair analysis of teacher performance should include self-evaluation procedures whenever possible. (2008)
8. The current role of the teacher (section 18, School Act RSA 2000) must be redefined in legislation to reflect "what makes a good school." Professional obligations would include a balance of reasonable participation in practicum experiences, in curriculum development and assessment, in professional development, and in extra-curricular activities. (2008)

7. Facilities

We believe:

1. That central control by the Province should be exercised to ensure equity rather than conformity. (2008)
2. That a school design should reflect the educational goals of the system and include input from primary users. (2008)
3. That the design should recognize community use of facilities, joint use of park and school areas and a year-round education program. (2008)
4. That the plant must be functional, flexible and as economical to build and maintain as possible. (2008)