

MEMORANDUM

CONFIDENTIAL

To Michael Ouellette and Karl Germann
Chair of the Board and Superintendent
of Schools
Grande Prairie and District Catholic
Schools, Catholic Education Centre
9902 - 101 Street
Grande Prairie AB T8V 2P4

From Robert W. Murray, Ph.D.

Date December 7, 2018

Subject Proposal for Post-Review Strategic Counsel

You have asked me to propose a potential engagement to assist in the facilitation and implementation of a post-organizational review strategy for GPCSD.

I believe the ideal route for us to collaborate over the next year to assist in the Board and Senior Administration would be for us to have a monthly retainer for the duration of one year at a cost of \$7,500 per month. A retainer relationship is a demonstration of a longer-term commitment between the two parties and, in this instance, is the most cost-effective route of achieving the goals of the work that needs to be accomplished. The major milestones and outcomes of the engagement would be:

1. Ongoing Board and Chairperson mentorship. This would include attending regular Board meetings, working with the Board of Trustees and Senior Administration on meeting governance and function, and assisting the Chair of the Board in procedures and functions of meetings.
2. The development of a District Reconciliation Plan, consistent with Recommendation 1 of our report that includes the various parameters included in the review report's recommendations. The overall strategy would include the following work over the span of the year:
 - a. The facilitation of a multi-year Superintendent work and leadership plan;
 - b. Working with the Superintendent to review the District's organizational structure, reporting relationships, and individual staff work plans;
 - c. To work with the Senior Administration to design a District-wide planning and visioning process;
 - d. To review Administrative Procedure 401 and the transfer process to ensure accountability and transparency;

- e. To work with the Board and Senior Administration to produce a Trustee orientation program and professional development program focused on Catholic trustee governance;
 - f. To work with the Board of Trustees to develop a community and stakeholder engagement plan;
 - g. To work with the Superintendent to develop a District succession plan;
 - h. To work with the Superintendent to recruit and hire a senior administrative position dedicated to planning, construction and facilities management;
 - i. To work with Senior Administration to develop a professional development and mentorship program for principals and school-based leaders; and
 - j. To work with the Board of Trustees to develop an engagement plan focused on the Diocese.
3. Ongoing meetings with the Board of Trustees and Senior Administration specifically related to the Organizational Review findings to ensure the work plan proposed above per the review report's recommendations are being effectively implemented and measured, and that relationships are being prioritized.
 4. Ongoing strategic counsel for matters within the District or provincially that may arise.

The focus of this work over the course of the next year would be to address the recommendations in the review report, and to work with the Board and Senior Administration to address the District's need from an objective, independent third-party perspective, and to provide needed mentorship and guidance on the best practices of good governance.

I hope the above addresses the work you had in mind, and is of interest. It would be an honour to continue working with the District's leadership. If you have any questions or concerns with the above, please do not hesitate to contact me at any time.

RWM