



ALBERTA

EDUCATION

AND

CHILDCARE

Office of the Minister

GOVERNMENT OF ALBERTA

DEPARTMENT OF EDUCATION AND CHILDCARE

MINISTERIAL ORDER (#031/2025)

Aggression and Complexity in Schools Action Team

I, Demetrios Nicolaides, Minister of Education and Childcare, pursuant to section 7 of the *Government Organization Act*, hereby:

1. establish an advisory council, hereinafter called the Aggression and Complexity in Schools Action Team (“the Action Team”), to provide recommendations for immediate and long-term actions to address aggression and classroom complexity in schools, improve student and teacher safety, and support the complex needs of students in the education system;
2. appoint the individuals identified in Appendix 1 as members of the Action Team for the terms specified in Appendix 1;
3. designate the individuals identified in Appendix 1 as chairs of the Action Team for the terms specified in Appendix 1; and,



ALBERTA

EDUCATION

AND

CHILDCARE

Office of the Minister

4. establish the Terms of Reference set out in Appendix 2 for the purpose of specifying the duties and functions of the Action Team.

DATED at **Calgary**, Alberta **July 23**, 2025.

Demetrios Nicolaides

MINISTER OF EDUCATION

AND CHILDCARE

APPENDIX 1

MINISTERIAL ORDER (#031/2025)

Aggression and Complexity in Schools Action Team

Pursuant to section 2 of Ministerial Order #031/2025, the following persons are appointed as members of the Action Team, for terms commencing on July 22, 2025, and ending on January 21, 2026.

1. Monique Baker
2. Nancy Ball
3. Shali Baziuk
4. Dave Bennell
5. Sherri Black
6. Patricia Bolger
7. Shannon Cook
8. Zoë Cooper
9. Marilyn Dennis
10. Brooke Gibson
11. Angela Grammatikos
12. Ian Gray
13. Lauren Keele
14. Kathy King
15. Julie Kusiek
16. Mike McMann
17. Scott Meunier
18. Meg Miskolzie
19. Kim Nahirniak
20. Amber Nicholson
21. Sandra Palazzo
22. Terri Peterson
23. Joanne Pitman
24. Bryan Szumlas
25. Leanne Watson

APPENDIX 1

MINISTERIAL ORDER (#031/2025)

Aggression and Complexity in Schools Action Team

Pursuant to section 3 of Ministerial Order #031/2025, the following persons are designated as chairs of the Action Team, for terms commencing on July 22, 2025, and ending on January 21, 2026.

1. Zoë Cooper
2. Joanne Pitman

APPENDIX 2

MINISTERIAL ORDER (#031/2025)

Aggression and Complexity in Schools Action Team

Terms of Reference

1. Mandate

The Aggression and Complexity in Schools Action Team (“Action Team”) is established under Section 7 of the *Government Organization Act*, and the appointment of members is made by Ministerial Order. The purpose of the Action Team is to provide advice to the Minister of Education and Childcare (“Minister”) for immediate and long-term actions to address aggression and classroom complexity in schools, improve student and teacher safety, and support the complex needs of students.

- “aggression”, broadly defined, refers to instances of bullying and violence within the school context – 2024, Alberta Teachers’ Association, *Reporting on Class Size and Complexity, Aggression, and Artificial Intelligence (AI) in Alberta’s Kindergarten to Grade 12 Schools (Fall 2023)*.
- “classroom complexity” refers to the dynamic and complex system of the learning environment impacted by the diverse needs of students, including academic, behavioural, social-emotional, linguistic, and social economic factors within the educational setting – 2025, Government of Alberta.

The Action Team will take these definitions into account when collecting data and information for its report.

The Action Team is accountable to the Minister and all members are to provide advice and recommendations specifically regarding aggression and complexity in schools.

2. Action Team Scope of Work

In-Scope

Due to the broad range of issues that are encompassed by classroom complexity multiple areas are in scope for this Action Team, including:

- Education and Childcare’s policies and legislation related to roles and responsibilities within the education system; welcoming, caring, respectful safe learning environment policies; student code of conduct; disciplinary guidelines; inclusive education policy and associated standards and guidelines;
- teacher training and professional development, professional practice standards;
- cross-ministry collaboration, and navigation and coordination between different social sectors; and
- funding considerations, including allocation criteria, data collection and accountability measures to reduce aggression and complexity in schools.

Out of Scope

For the purposes of this Action Team, out of scope topics include:

- bargaining/negotiations with the Government of Alberta;
- implementation of the new curriculum;
- recent changes to the [Education Act](#);
- total funding envelope; and

APPENDIX 2

MINISTERIAL ORDER (#031/2025)

Aggression and Complexity in Schools Action Team

- other areas that falling outside the direct responsibility of the Minister or department of Education and Childcare.

3. Membership

The Action Team shall consist of members appointed by the Minister.

Standing membership will be comprised of:

Name	Title
Monique Baker	Directrice générale/Superintendent, Conseil scolaire FrancoSud
Nancy Ball	Division Coordinator, Fort McMurray Public School Division
Shali Baziuk	Vice President, Alberta School Boards Association
Dave Bennell	Director of Specialized Learning Services, Edmonton Public School Board
Sherri Black	Director of Learning Supports of Rocky View Schools
Patricia Bolger	Board Chair, Calgary Board of Education
Shannon Cook	Board Chair, Calgary Catholic School District
Zoë Cooper	Assistant Deputy Minister, Strategic Services and Governance, Alberta Education and Childcare
Marilyn Dennis	President, Alberta School Boards Association
Brooke Gibson	Education Assistant, Calgary Board of Education
Angela Grammatikos	Teacher, Calgary Board of Education
Ian Gray	Superintendent, Aurora Academic Charter
Lauren Keele	Teacher, Calgary Board of Education
Kathy King	Expanding Capacity and Learner Supports Project Manager, Association of Independent Schools and Colleges in Alberta
Julie Kusiek	Board Chair, Edmonton Public School Board
Mike McMan	President, College of Alberta School Superintendents and Superintendent of Fort Vermilion School Division

APPENDIX 2

MINISTERIAL ORDER (#031/2025)

Aggression and Complexity in Schools Action Team

Scott Meunier	Deputy Superintendent, Northland School Division
Meg Miskolzie	Associate Superintendent, Student Supports and Services of Parkland School Division
Kim Nahirniak	Teacher, Holy Redeemer Catholic High School, Living Waters Catholic Separate School Division
Amber Nicholson	Teacher/assistant principal/learning leader, St. Brendan School, Edmonton Catholic School Division
Sandra Palazzo	Board Chair, Edmonton Catholic School Division
Terri Peterson	Superintendent, Learning Services, Edmonton Catholic School Division
Joanne Pitman	Chief Superintendent of Schools, Calgary Board of Education
Bryan Szumlas	Chief Superintendent, Calgary Catholic School District
Leanne Watson	Executive Staff Officer, Teacher Employment Services, Alberta Teachers' Association

The Minister will designate two Chairs – one Chair from the Action Team and another Chair from Alberta Education and Childcare, as follows:

Name	Title
Zoë Cooper	Assistant Deputy Minister, Strategic Services and Governance, Alberta Education and Childcare
Joanne Pitman	Chief Superintendent of Schools, Calgary Board of Education

The Chair from Alberta Education and Childcare will be a non-voting member.

Alberta Education and Childcare will provide secretariat support to the Action Team.

In-person participation is preferred to have continuity and cohesiveness throughout Action Team meetings and support consensus decision making.

- In the event that an Action Team member will be absent from meetings, they may send an alternate for the meeting, subject to approval from the Chairs.

APPENDIX 2

MINISTERIAL ORDER (#031/2025)

Aggression and Complexity in Schools Action Team

- To maintain continuity, the same alternate is expected to attend the meetings if the member is unable to attend more than one meeting.
 - Alternates will have the role and responsibility of the member they replace, unless they are the alternate for the Chair.
 - Alternates are subject to this Terms of Reference.
- If members are out of province/country, there will be opportunities to attend virtually, however this will not afford members the same experience as in person participation.

4. Position Responsibilities and Expectations

All Action Team members will:

- prepare for, attend, and actively participate in scheduled meetings;
- review relevant data, reports, and stakeholder input;
- collaborate and support the decision-making and consensus-building within the Action Team to develop and submit a final report with recommendations to the Minister;
- maintain confidentiality;
- act in the best interest of Alberta students and schools;
- in coordination with the secretariat, recommend up to 24 front-line education system workers/experts based on their relevant experience and expertise to provide information;
- engage with front-line workers that have been selected as subject-matter experts by the Action Team, as needed, to collect information to support recommendations;
- identify strategies to address in-school aggression and improve safety;
- recommend approaches to better manage and reduce classroom complexity; Assess requirements for ensuring students receive appropriate learning supports;
- collaborate with the secretariat to provide a report, with advice to the Minister for immediate and long-term actions to address aggression and classroom complexity in schools, improve student and teacher safety, and support the complex needs of students; and
- if requested, provide advice on any proposed policy or program changes developed by the department in response to the report.

The Action Team Chairs will:

- chair meetings;
- develop meeting agendas based on input from members and support by the secretariat;
- ensure Action Team Members adhere to the Terms of Reference;
- support the Action Team in meeting the deadlines for its work;
- approve the 24 front-line education system workers/experts based on their relevant experience and expertise to provide information;
- lead communications with department and front-line representatives;
- guide the Action Team's strategic directions for the development of recommendations;
- ensure inclusion of minority opinions in the final report and recommendations made to the Minister; and
- address conflict of interests, as required.

The Action Team secretariat will:

- provide strategic and operational support for the Action Team;

APPENDIX 2

MINISTERIAL ORDER (#031/2025)

Aggression and Complexity in Schools Action Team

- schedule and develop meeting agendas and maintaining a record of key decisions and action items;
- plan logistics such as travel, accommodations, and meeting venues;
- communicate with members and department staff on all matters regarding the Action Team;
- collate and synthesize feedback from Action Team meetings and workshops for the development of a final report;
- coordinate with the Action Team to invite front-line representatives from the education system to participate as subject matter experts; and
- ensure front-line representatives receive remuneration consistent with Government of Alberta policies.

5. Term

The Action Team will operate for a period of up to six months from the date of establishment.

The Minister may extend the Action Team for up to an additional six months.

6. Meetings

The Action Team will convene for no fewer than four in-person meetings during the months of July, August and September 2025. All meetings will take place in Edmonton.

If members are unable to attend meetings, there will be opportunities to attend virtually. Participation may be limited if members choose to participate in this way.

Additional follow-up meetings may be convened, as needed, to support the advisory functions of the Action Team.

7. Decision Making

The Action Team decisions will be made by consensus.

An experienced facilitator will support the decision-making process.

Where consensus cannot be reached, the Action Team will reach a decision by a majority vote.

- Minority opinions will be reflected in the report to the Minister and must be clearly referenced as such.

The secretariat will note minority opinions in the record of the decision for individual meetings.

8. Deliverables and Reporting

The Action Team will submit a report with recommendations to the Minister by September 30, 2025. This report will be submitted to the Minister as **advice only** to inform departmental decision-making.

- The Minister may grant an extension to the delivery of the final report if requested by the Action Team.

APPENDIX 2

MINISTERIAL ORDER (#031/2025)

Aggression and Complexity in Schools Action Team

Following submission of the final report, the Action Team may be engaged to offer ongoing feedback and strategic input on policy options developed by the department in response to the report's recommendations.

The Minister may request an update on the Action Team's progress through the Chair at any time and throughout the Action Team's term.

9. Confidentiality

The Action Team must ensure that all information, regardless of form, that is obtained, generated, provided or collected by the Action Team shall not be disclosed to a third party other than the Minister or published by any member of the Action Team without the prior written consent of the Minister.

The Action Team shall make reasonable security arrangements against unauthorized access, use, disclosure, loss, destruction or alteration of information.

The Action Team may disclose information to the extent required by law or court order, provided that the Minister is given reasonable notice and opportunity to seek to prevent or limit its disclosure.

The Action Team members shall direct any proposed public communications or media inquiries regarding the Action Team to the Chair. No press release, public announcement or other public commentary relating to this Action Team or its report shall be made by the Action Team without the prior written approval of the Minister.

The Action Team is subject to the [Protection of Privacy Act](#) (Alberta), as amended from time to time, which applies to the collection, use and disclosure of personal information, shall adhere to the *Protection of Privacy Act* in its collection, use and disclosure of any personal information.

The Action Team shall not collect, use or disclose any personal information except as reasonably required to fulfill its function, or as otherwise expressly authorized in writing by the Minister or his designate.

The Action Team shall make every reasonable effort to ensure that personal information that is to be or is actually used to make a decision that directly affects an individual, is both complete and accurate. Upon request, the Action Team must correct, within five business days of the request, personal information that the Action Team may have either collected or compiled about an individual that is incorrect.

The Action Team shall protect personal information against any unauthorized access, use, disclosure, loss, destruction or alteration.

The Action Team is subject to the [Access to Information Act](#) (Alberta), as amended from time to time.

10. Remuneration and Expenses

Members, not including the representative from Alberta Education and Childcare, will be remunerated in accordance with the Committee Remuneration Order, Order in Council 466/2007.

A member of a committee, other than the chairperson(s), shall be paid:

APPENDIX 2

MINISTERIAL ORDER (#031/2025)

Aggression and Complexity in Schools Action Team

- (a) \$82 for up to and including four hours in any day, or
- (b) \$137 for over four hours and up to and including eight hours in any day, or
- (c) \$191 for over eight hours in any day, spent on the business of the committee.

The chairperson acting as the chairperson of the committee shall be paid:

- a) \$110 for up to and including four hours in any day, or
- b) \$164 for over four hours and up to and including eight hours in any day, or
- c) \$273 for over eight hours in any day, spent on the business of the committee.

For the purposes of remuneration, the following activities are “business of the committee”, subject to noted limitations, as follows:

- meetings;
- time spent preparing for meetings;
 - members may claim time spent preparing for Action Team meetings to a maximum of four hours per meeting.
- time spent travelling to meetings;
 - members may claim travel time when travelling more than 25 kilometers (one-way) from their residence for Action Team related business.
- administrative tasks such as phone calls, emails, printing meeting materials, etc.; and,
- for school-based staff, the cost of substitute teachers to allow members to attend meetings.

Eligible expenses will be reimbursed in accordance with the Government of Alberta's [Travel, Meal, and Hospitality Expenses Policy](#).