

### MINUTES OF THE REGULAR BOARD MEETING

Tuesday, May 23, 2023 at 9:00 a.m. at the Catholic Education Centre, Okotoks, AB

Administration in Attendance		Attended	Trustees in Attendance	Attended	
Scott Morrison (Superintendent)		In Person	Andrea Keenan (Chair)	In Person	
Vincent Behm (Deputy Superintendent)		In Person	Harry Salm (Vice Chair)	In Person	
Pat MacDonald (Associate Superintendent) Ir		In Person	Mark Chung	In Person	
Michael Kilcommons (Associate Superintendent) Ir		In Person	John de Jong	In Person	
Andrea Holowka (Academic Advisor)		In Person	Michelle Rude-Volk	In Person	
Cindy Nickerson (Director of Communications)		In Person	Andrew Gustafson	In Person	
Kim Jamieson (Executive Assistant)		In Person	Mark MacDonald	In Person	
			Absent with Regrets: John-Da	vid Bogdanowski	
1	OPENING				
1.01	Call to Order	Chair Keenan (Foothi	ills County) called the meeting to	order at 9:01 a.m.	
1.02	Litany	Chair Keenan (Footh Catholic.	Chair Keenan (Foothills County) led the Board in reciting the Litany of CTR Catholic.		
1.03	Board Prayer, Vocations Prayer, Vision of the Board, Consecration to Mary	Chair Keenan (Foothills County) led the Board in reciting the Board Prayer, the Vocations Prayer, and the Vision of the Board. Chair Keenan stated that the division has been consecrated to the saving grace of Mary and led the Board in reciting a Hail Mary.			
1.04	Three-year Faith Theme: "I am - Jesus is the Way, the Truth, and the Life."	Chair Keenan (Foothills County) reminded Board members of CTR's three-year faith theme.			
1.05	Land Acknowledgement	Chair Keenan (Foothills County) recited CTR's draft land acknowledgement as follows:  "We acknowledge Siksik' aohsin (Blackfoot Territory) and honour Niipaitapiiwahsin (way of life) of Kainai, Siksika and Piikani, including Tsuut'ina, Stoney Nakoda, Métis Nation Region 3 and everyone else residing in the Territory."			
1.06	Lectio Divina – Gospel of Matthew	The Board engaged in	The Board engaged in Lectio Divina.		
1.07	Additions/Deletions to the Agenda		Chair Keenan (Foothills County) asked if there were any additions or deletions to the proposed Board agenda. There were none.		
1.08	Approval of the Agenda	John de Jong (Brooks that the agenda be a Motion #78-23	s) moved: dopted as presented.		
				Carried	
1.09	Adoption of Regular Board Minutes April 27, 2023		egular Board Meeting held on Ap d and recommended for adoptic		

### Harry Salm (Strathmore) moved:

that the Minutes of the Regular Board Meeting dated April 27, 2023, be adopted as presented.

Motion #79-23

Carried

1.10 Adoption of Special Board Minutes April 28, 2023, at 3:30 p.m. and at 5:30 p.m. The minutes of the Special Board Meetings held on April 28, 2023, were reviewed by the Board and recommended for adoption as presented.

### Andrew Gustafson (Okotoks) moved:

that the minutes of the Special Board Meeting dated April 28, 2023, at 3:30 p.m. and at 5:30 p.m., be approved as presented.

Motion #80-23

Carried

#### 2 BUSINESS ARISING

- 2.01 Program Review Technology Central Office
- Deputy Superintendent Behm advised that the technology consultant will complete his work by the end of June with the final report being presented to the Board in September.
- 2.02 Strathmore Modernization

Superintendent Morrison confirmed that ministerial approval had been given to spend capital funds on the modernization of Holy Cross Collegiate and Sacred Heart Academy in Strathmore. Administration will analyse how best to proceed with construction.

### 3 CORRESPONDENCE

4

3.01 Email with Alberta Education Registrar dated May 11, 2023 (re: Appointment of Superintendent, Andrea Holowka) Provided as information.

## REPORTS FROM WARD COMMITTEES

- 4.01 Trustees to identify one feature from each Ward Committee Meeting for Board Highlights
- Chair Keenan (Foothills County) reminded Trustees to identify one feature from each Ward Committee Meeting for the May Board Highlights.
- 4.02 Drumheller Ward Committee May 3, 2023

Trustee Chung (Drumheller) highlighted the following from CTR Catholic's four pillars, as they pertained to the Drumheller Ward Committee meeting:

**Faith:** Grade 12 students designed a bold faith graduation hoodie quoting "The Future of God's Creation is in our Hands", showing that faith is a priority for them. **Learning:** Administration arranged for Rosemarie Earle and Chris Sciberras of Student Services to present to teachers on brain science and working with difficult students. The session was well received, and it was noted that the Student Service is a great resource.

**Safe and Caring:** St. Anthony's School is providing activities for kids that have been underserved in the past couple of years. This includes production of the first-ever musical production "Into the Woods", a sewing club and a rock band club. Appreciation was given to the teachers who have initiated these activities. **Stewardship:** Because of CTR's rigorous evaluation process, administration will be evaluating seven teachers, and completing enhanced supervision with three teachers. This will result in the production of 85 classroom visitation reports by administration.

### Mark Chung (Drumheller) moved:

that the minutes of the Drumheller Ward Committee Meeting dated May 3, 2023, be approved as presented.

Motion #81-23

Carried

It was the will of the Board to highlight the Faith Pillar from the Drumheller Ward Committee meeting in their May Board Highlights.

4.03 Canmore Ward Committee May 9, 2023

In the absence of Trustee Bogdanowski (Canmore), Superintendent Morrison highlighted the following from CTR Catholic's four pillars, as they pertained to the Canmore Ward Committee meeting:

**Faith:** Father Lezano attended at the school for reconciliation during Holy Week and was pleased that students and teachers alike took the opportunity to celebrate the Sacraments of Reconciliation. Fr. Lezano was also available the same day for conversations with non-Catholic students. On Thursday of Holy Week, students and staff participated in a meaningful re-enactment of the washing of the feet.

**Learning:** Junior high options have increased to almost 40 choices adding an additional 8 for next year: Al Data Science, Elite Athletics, Entrepreneurial Bootcamp, Film Studies (Fiction and Non-Fiction, Animated), Zoology, Horticulture, and Sustainable Textile. The Option Information Booklet can be found here.

**Safe and Caring:** All school visits with Fr. Lazano are meant to strengthen the innate knowledge of God that each child possesses, consciously trying to meet each child and each grade to their own spiritual and intellectual level. Evangelization is made by inspiring rather than indoctrination.

**Stewardship:** Grade 11 students, Nami Dwyer and Miriam Purnhauser, presented on the Sustainability Club's "Greenfoot Project" which is focused on optimizing energy efficiency for the school. In working with Rede Energy Solutions and the Facilities Department, students conducted a thorough review of the energy use and operations at the school and several simple measures have been identified that could result in significant energy and cost savings. The Sustainability Club is seeking approval to formally engage Rede Energy Solutions, possibly division wide.

Superintendent Morrison and Trustee JD Bogdanowski agreed that it would be worthwhile to have Ms. Dwyer and Ms. Purnhauser make their presentation to the Board for consideration at the June Board meeting.

### Mark Chung (Drumheller) moved:

that the minutes of the Canmore Ward Committee Meeting dated May 9, 2023, be approved as presented.

Motion #82-23

Carried

It was the will of the Board to highlight the Stewardship Pillar from the Canmore Ward Committee meeting in their May Board Highlights.

Trustee Salm (Strathmore) highlighted the following from CTR Catholic's four pillars, as they pertained to the Strathmore Ward Committee meeting:

**Faith**: The renovation of the church's new downtown facility should begin in July. The facility is only two blocks from the school. The diocese has hired a project manager and the Parish has raised 62% of the funds necessary for project completion, which is over \$5 million. This is very good news for both the parish and our schools. There has been a resurgence in the life of the parish and Mass participation, even though Mass is still being held in Holy Cross's gymnasium.

**Learning:** Sacred Heart grade 6 students joined the Holy Cross Collegiate band concert, which is a great way to build community and promote the idea of students staying in band when they move to grade 7.

**Safe and Caring:** The school councils of Sacred Heart and Holy Cross held a school engagement evening that was very successful. The engagement revealed that parents perceive the schools positively. There were close to 30 people in attendance, which is the second highest turnout of any engagement this year.

4.04 Strathmore Ward Committee May 17, 2023

**Stewardship:** The Ward is very excited about receiving permission from the Minister to modernize Sacred Heart and Holy Cross. In addition to getting a gym expansion for Sacred Heart, the new band facility for Holy Cross will support this marquee program.

### Harry Salm (Strathmore) moved:

that the minutes of the Strathmore Ward Committee Meeting dated May 17, 2023, be approved as presented.

Motion #83-23

Carried

It was the will of the Board to highlight the Stewardship Pillar from the Strathmore Ward Committee meeting in their May Board Highlights.

## BOARD STANDING COMMITTEES

5.01 Committee of the Whole April 27, 2023

Chair Keenan (Foothills County) presented the minutes from the Committee of the Whole Meeting of April 27, 2023.

### Mark MacDonald (High River) moved:

that the minutes of the Committee of the Whole Meeting of April 27, 2023, be approved as presented.

Motion #84-23

Carried

5.02 Audit Committee May 17, 2023

Trustee Chung (Drumheller) presented the minutes from Audit Committee Meeting of May 17, 2023.

### Mark Chung (Drumheller) moved:

that the minutes of the Audit Committee Meeting of May 17, 2023, be approved as presented.

Motion #85-23

Carried

Associate Superintendent Kilcommons provided an overview of the proposed 2023-2024 budget that was presented to the Audit Committee. Highlights included:

- The grant money CTR receives from Alberta Education is based on a weighted moving average based on enrollment numbers.
- Government of Alberta funding increased by approximately 7%.
- CTR's total projected revenue is \$109M.
- CTR's proposed operating budget totals approximately \$110M.
- The projected overall deficit position is \$850,567.
- Enrolment is projected to increase by 1.26%.
- Alberta Education has announced new grants, including a home education pilot grant, a classroom complexity grant and teacher salary settlement funding.
- Alberta Education will also continue to support teacher professional development, displaced student funding and learning disruption funding.
- Business risks were reviewed, including transportation, continued Covid 19 implications, mental health challenges, teaching staff grid increments, benefits (ASEBP), insurance premiums, and enrollment.
- Finance is recommending the transfer of \$1.3M from operating to capital reserves. This will allow CTR to remain under the operating cap of 3.2%. It will also allow for access to funds to support construction projects, furniture and equipment purchases, as well as technology evergreening.

#### John de Jong (Brooks) moved:

that the Board seek ministerial approval to transfer \$1.3M from operating reserves to capital reserves.

Motion #86-23

Carried

### Michelle Rude-Volk (Oyen) moved:

that the Board approve the Budget for the year ending August 31, 2024, as presented.

Motion #87-23

**Carried** 

#### 6 TRUSTEES

7

- 6.01 Upcoming Trustee Events
- 6.02 Annual Board Meeting Plan 2023-2024

ALBERTA CATHOLIC SHOOL TRUSTEES' ASSOCIATION

7.01 ACSTA Directors' Meeting Update

Presented as information.

Presented as information.

Trustee Gustafson (Okotoks) advised that ACSTA will meet on May 25 and 26, 2023. Trustee Gustafson attended ACSTA's Blueprints Retreat and believes it would be beneficial for all trustees and administration to attend in future years.

### Andrew Gustafson (Okotoks) moved:

that the Board go in camera to discuss a strategic issue at 10:53 a.m.

Motion #88-23

Carried

### Mark Chung (Drumheller) moved:

that the Board return to open session at 11:00 a.m.

Motion #89-23

Carried

## 8 ALBERTA SCHOOL BOARDS ASSOCIATION

8.01 ASBA Zone 5 Report

Trustee MacDonald (High River) provided highlights from the ASBA Zone 5 meeting held on May 5, 2023 as below:

- The meeting was primarily focused on the presentation of bylaws and budget for the SGM scheduled for June 4 - 6. Trustees were urged to watch the budget video posted to the ASBA website prior to the SGM.
- ASBA will not be increasing the membership fees next year, but instead will fund those through reserves.
- Terms of Reference were reviewed for the Zone 5 Awards Committee with respect to the process for the Edwin Parr Awards.
- Two position statements will be brought forward at the SGM, one from Prairie Land and the other from Rocky View.
- A summer ad hoc committee will work towards formalizing a process for submitting position statements.

8.02 ASBA SGM 2023 Budget and Bylaws Bulletin (reissued May 16, 2023)

8.03 ASBA Zone 5 Edwin Parr Celebration – May 18, 2023 The ASBA Budget and Bylaws Bulletin that was originally prepared for the Spring General Meeting was reissued on May 16<sup>th</sup> and was provided as information.

Attending the ASBA Zone 5 Edwin Parr Celebration on May 18, 2023, was Chair Keenan (Foothills County), Vice-chair Salm (Strathmore), Deputy Superintendent Behm, Principal Paulette Chotowetz and CTR's Edwin Parr nominee, Sara Presakarchuk (both from Sacred Heart Academy).

## 9 TEACHERS' EMPLOYER BARGAINING ASSOCIATION

9.01 TEBA Report

Trustee Chung (Drumheller) advised that TEBA will next meet in June.

9.02 TEBA – Status of Collective Bargaining

Associate Superintendent Kilcommons advised that recent negotiations with the Local ATA were successful with a Memorandum of Agreement being drafted and presented to both the local ATA and the Board. The Local ATA ratified the Memorandum of Agreement on May 11<sup>th</sup>. Details of the Memorandum were reviewed with the Board.

### John de Jong (Brooks) moved:

to ratify the Memorandum of Agreement signed by ATA Local 29 and the Board's Negotiating Committee.

Motion #90-23

10 FOUR YEAR EDUCATION PLAN

10.01 Four-Year Education Plan (Year Three) Review and Approval

Dr. Morrison presented the Four-year Education Plan (2021-2025) (Year Three) to the Board. The strategies in the plan remain largely the same with innovations added and adaptations being made. In response to feedback received from teachers at Superchats, no new initiatives have been added in an effort to reduce initiative fatigue.

### Harry Salm (Strathmore) moved:

that the 2021-2025 Four-Year Education Plan (Year Three) be approved, as presented, including the capital plan contained therein.

Motion #91-23

Carried

Carried

11 NOON PRAYER AND GRACE

11.01 Noon Prayer and Grace

Associate Superintendent Kilcommons led the group in the Noon Prayer and Grace.

12 AFTERNOON OPENING PRAYER

12.01 Afternoon Opening Prayer

Trustee de Jong (Brooks) led the group in the Afternoon Opening Prayer.

DIVISION

13

13.01 Presentation (re: Dr. Scott Morrison (CASS President))

David Keohane, Chief Executive Officer of College of Alberta School Superintendents (CASS), attended the meeting to thank the Board for allowing Dr. Morrison to act as President of CASS for 2022-2023. Chair Keenan and Dr. Morrison were presented with a plaque and a cheque for a student scholarship of their choice in the amount of \$1,500. Dr. Morrison was commended for his dedication, strategic maneuvering, introspection and outstanding work at CASS.

13.02 Trustees to identify one feature from each Superintendent's Report for the Board Highlights

Chair Keenan (Foothills County) reminded trustees to identify one feature per Superintendent report for the May Board Highlights.

13.03 Superintendents' Reports

Superintendent Morrison reported on the following:

- A request was received from the City of Brooks Community Safety Committee regarding transportation at Holy Family. In response, Trustee de Jong and administration met with the committee and agreed on mutually beneficial measures to alleviate any issues.
- Dr. Morrison commended Cindy Nickerson, Director of Communications, for her presentation at the GrACE Summit. In her presentation, Cindy conveyed the importance of collecting Catholic education stories, including the things our schools/students do to make society a better place and sharing those in different ways (i.e. social media, local conversations, and with local media).

• Transition with Andrea Holowka the incoming the Superintendent continues. Ms. Holowka will shadow Dr. Morrison from May 29<sup>th</sup> to June 16<sup>th</sup> until she formally begins as the Superintendent on June 19<sup>th</sup>. During that time, school visits have been arranged with administration. Meetings with most directors and all superintendents have also occurred and meetings with each Catholic Education Centre staff member will be schedule. Ms. Holowka will work over the summer and hopes to attend Mass in each community with the trustee, followed by a meeting with the parish priest and trustee. Arrangements are being made with the Bishop for an installation Mass in August.

It was the will of the Board to highlight Superintendent transition from Superintendent Morrison's report in their May Board Highlights.

Deputy Superintendent Behm reported on the following:

- Full-time kindergarten programs will be rolled out more broadly this year. It
  is a user-paid system that allows children to be immersed in school for a full
  day. There has been an overall increase of 31 full-time spots.
- Teacher topics for the Liaison meeting scheduled for May 30<sup>th</sup> include working conditions (temperatures in classrooms), staggered start date for elementary, and maintaining technology. The Board decided on agenda topics of SuperChat Summary, Opening PD Day / CLC Structure and Teacher Excellence within CTR. They also requested that an overview of the Liaison Committee (policy, composition, meeting dates and times) also be added to the agenda.
- Maintaining smaller class sizes continues to be a divisional priority. As such, Human Resources is monitoring pressure points in each school and will address those in the fall considering entire school context and comparisons between schools.
- The last Aspiring Leaders Session was held on May 15<sup>th</sup>. Feedback received on the session was positive, with potential leaders deepening their understanding of leadership and in particular the Leadership Quality Standards (LQS).

It was the will of the Board to highlight smaller class sizes from Deputy Superintendent Behm's report in their May Board Highlights.

Associate Superintendent MacDonald reported on the following:

- Superintendents commit to hosting a Superchat at every school each year
  with a goal to strengthening relationships and engaging teachers in
  fellowship and conversations. Trustees also attended Superchats this year.
  Themes from Superchats in the categories of Reputation, Improvement and
  Advocacy were shared with the Board.
- Catholic Education Week occurred from May 15-19 with a theme of Walking Together in Catholic Education. Various activities occurred throughout CTR schools, including a social media video campaign on "Why I Love Catholic Education". Other school activities included adoration, reconciliation, living rosaries, and service project work. Associate Superintendent MacDonald thanked the Trustees for speaking at community Masses.
- Trustees and admin, along with parents involved with school councils attended the Spring Council of School Councils on May 11<sup>th</sup>. The program included information on the CTR GrACE initiative, information on Catholic Education Week, greetings from Dr. Morrison and incoming Superintendent, Andrea Holowka, and an engagement session with the parents as partners in Catholic education.

It was the will of the Board to highlight Catholic Education Week from Associate Superintendent MacDonald's report in their May Board Highlights.

Associate Superintendent Kilcommons reported on the following:

- Any meeting with Alberta Education regarding the building of a replacement school for Ecole Good Shepherd School is on hold until after the election.
- Trustees were reminded to have any Pcard or out-of-pocket expenses completed by the end of June.

### 14 INTERNATIONAL FIELD TRIPS

14.01 St. John Paul II Collegiate – Trip to Ireland – Ryan Fox (Easter 2024)

### Andrew Gustafson (Okotoks) moved:

that the International Field Trip by St. John Paul II Collegiate to Ireland, at Easter 2024 be 'approved in full'.

Motion #92-23

Carried

14.02 Holy Trinity Academy – Trip to Cuba – Brianne Coventry (Easter 2024)

### Andrew Gustafson (Okotoks) moved:

that the International Field Trip by Holy Trinity Academy to Cuba at Easter 2024 be 'approved in full'.

Motion #93-23

Carried

14.03 Holy Trinity Academy – Trip to San Jose Costa Rica – Les Giraudier (Easter 2024)

### Harry Salm (Strathmore) moved:

that the International Field Trip by Holy Trinity Academy to San Jose, Costa Rica at Easter 2024 be 'approved in full'.

Motion #94-23

Carried

14.04 Centre for Learning@Home –
Trip to United Kingdom – Mike
Jerrett (Easter 2025)

The Board requested that this application be resubmitted with the dates for this trip being amended to reflect the dates of the Easter break in 2025.

### LOCALLY DEVELOPED COURSES

15.01 Locally Developed Courses

15

Associate Superintendent MacDonald provided an overview of the Locally Developed Courses being proposed for renewal or implementation.

### Mark Chung (Drumheller) moved:

that on May 23, 2023, The Christ the Redeemer Catholic Separate School Division authorize the following locally developed course for use in high schools within the jurisdiction. Further, the Board authorizes the learning resources as per the course outline:

Advanced Acting/Touring Theatre (15-3; 15-5; 25-3; 25-5; 35-3 and 35-5) acquired from The Calgary School Division and is authorized from September 1, 2023 to August 31, 2027. The Board authorizes the learning resources as per the course outline.

**Creative Writing and Publishing (15-3; 15-5; 25-3; 25-5; 35-3 and 35-5)** acquired from The Calgary School Division and is authorized from September 1, 2023 to August 31, 2027. The Board authorizes the learning resources as per the course outline.

**ESL Introduction to Canadian Studies (15-5 and 25-5)** acquired from The Calgary School Division and is authorized from September 1, 2023 to August 31, 2027. The Board authorizes the learning resources as per the course outline.

Journalism (15-5; 25-5 and 35-5) acquired from The Calgary School Division and is authorized from September 1, 2023 to August 31, 2027. The Board authorizes the learning resources as per the course outline.

Filipino Language and Culture 3Y (15-5; 25-5 and 35-5) acquired from The Calgary School Division and is authorized from September 1, 2023 to August 31, 2027. The Board authorizes the learning resources as per the course outline.

Synthetic Biology (15-3) developed by The Christ the Redeemer Catholic Separate School Division and is authorized from September 1, 2023 to August 31, 2027. The Board authorizes the learning resources as per the course outline.

ESL Introduction to Science (15-5 and 25-5) acquired from The Calgary School Division and is authorized from September 1, 2023 to August 31, 2027. The Board authorizes the learning resources as per the course outline.

Portfolio Art (35-3 and 35-5) acquired from The Edmonton Catholic Separate School Division and is authorized from September 1, 2023 to August 31, 2027. The Board authorizes the learning resources as per the course outline.

Religious Studies Roman Catholic (15-3; 15-5; 25-3; 25-5; 35-3 and 35-5) acquired from The Edmonton Catholic Separate -School Division and is authorized from September 1, 2023 to August 31, 2027. The Board authorizes the learning resources as per the course outline.

Motion #95-23

Carried

#### **NEW BUSINESS** 16

16.01 Board Policy Discussion (Re: Indemnification and School Reviews)

16.02 Joint Use and Planning

Agreements

16.03 New School Code with Alberta Education (re: Centre for Learning@Home - Summer School)

Trustee Gustafson (Okotoks) as the Chair of the Board Policy Development and Review Committee investigated whether a need existed for an Indemnification Policy or a School Review Policy. In consultation with Sr. Administration, it was agreed that no need exists at this time as there are current processes in place.

As per the Municipal Government Act, CTR must have a Joint Use and Planning Agreement with each municipality it is in. A draft sample agreement was reviewed with the Board by Associate Superintendent Kilcommons. It was noted that each agreement will be similar in nature with no significant differences.

#### Harry Salm (Strathmore) moved:

that the Board grant Senior Administration signing authority for Joint Use and Planning Agreements that generally follow the form presented on today's date with CTR municipalities.

Motion #96-23

Carried

The Centre for Learning@Home is currently using one Alberta Education school code for St. Paul's Academy for home education and their summer school. Given there is overlap with the two programs, a separate school code is needed from Alberta Education, which requires a Board motion.

### Mark MacDonald (High River) moved:

that the Board support Administration's request to Alberta Education for a new school code for the Centre For Learning@Home summer school.

Motion #97-23

Carried

16.04 Request for Support (Indoor Pickleball/Tennis Facility - Okotoks)

A non-profit group met with Dr. Morrison regarding the building of an indoor pickleball/tennis court in Okotoks and is seeking Board support. The building of the facility is in the community's interest and involves a funding request for support by the Town of Okotoks. CTR is an active community partner in Okotoks, and the facility will be available to students.

### Michelle Rude-Volk (Oyen) moved:

that the Board support the local not-for-profit project to build an indoor pickleball/tennis facility within the Town of Okotoks.

Motion #98-23

Carried

# 17 AGENDA ITEMS FOR NEXT BOARD MEETING

17.01 Call for Proposed Agenda Items

Trustees were asked to submit any further items they wish added to next month's Board meeting agenda to Chair Keenan (Foothills County).

18 CLOSING

18.01 Closing Liturgy

18.02 Adjournment

Andrew Gustafson (Okotoks) led the group in the Closing Liturgy.

### Michelle Rude-Volk (Oyen) moved:

that the meeting be adjourned. The meeting adjourned at 2:53 p.m.

Motion #99-23

Carried

SIGNATURE OF CHAIR:

SIGNATURE OF ASSOCIATE SUPERINTENDENT, CORPORATE SERVICES: