

Date: March 20, 2024 **Agenda Item:** 8.7

Board of Trustees To:

From: Shawna Warren, Superintendent

Originator(s): Shawna Warren, Superintendent

Governance Policy: Policy 700: Superintendent of Schools

Additional Reference: Education Act: Sections 8, 11(1), 52-53, 222, 223, 224

> Freedom of Information and Protection of Privacy Act Superintendent of Schools Regulation 98/2019 Superintendent Leadership Quality Standard

Assurance Domain: Student Growth & Achievement

> Teaching & Leading **Learning Supports**

Governance Local & Societal

Superintendent Leadership Quality Standard (SLQS)

SLQS Competencies (SLQS / Board Policy 700):

Building Effective Relationships

Modeling Commitment to Professional Learning

Visionary Leadership **Leading Learning**

Ensuring First Nations, Métis, and Inuit Education for All Students

School Authority Operations and Resources

Supporting Effective Governance

Subject: Superintendent Report

Purpose:

For information.

Background:

A superintendent of schools, as referred to in the Education Act, as chief executive officer of the board and chief education officer of the school authority, provides the board with information, advice and support required for the fulfillment of its governance role, and reports to the Minister on all matters required of the superintendent as identified in the Education Act and other provincial legislation (SLQS). Quality superintendent leadership occurs when the superintendent's ongoing analysis of the context, and the superintendent's decisions about what leadership knowledge and abilities to apply, result in quality school leadership, quality teaching and optimum learning for all students in the school authority.



The Alberta government has a system for schools and school authorities to consistently assess progress and demonstrate success called the Assurance Framework. The framework has 5 assurance areas with related performance measures that enable schools and school authorities to show their communities how they are performing each year.

The Senior Administrative Leadership Team is committed to keeping the Board informed regarding progress in the Board's approved outcomes, measures and strategies articulated in the Division's Education Plan to meet our priority of Student Achievement. Using key insights from the Annual Education Results Report, the Division's Education Plan directs the work in schools and at a system level.

This report offers a concise overview of recent events and attended meetings that have influenced the Division's trajectory in the past month. By highlighting significant interactions and their implications, this report aims to provide the Board of Trustees with valuable insights into the Division's proactive leadership, collaborative partnerships, and ongoing operations enhancement.

Building Effective Relationships

A superintendent establishes a welcoming, caring, respectful and safe learning environment by building positive and productive relationships with members of the school community and the local community.

- ★ On February 27, 2024, a meeting was held with bus contractors to discuss key agenda items crucial for the ongoing collaboration and operation of Transportation Services. The session commenced with the introduction of Sean Nicholson. An update was provided on the Bus Driver Appreciation event, scheduled for May 6, 2024, emphasizing the importance of acknowledging the dedication and service of bus drivers. An insurance update was also provided, ensuring all contractors were informed of the latest policies and requirements. Furthermore, one contractor led a critical discussion on the expectations and requirements of Administration concerning contacting new parents or making changes to routes, including the timeline for these actions. This meeting highlights the commitment to fostering effective relationships, to enhance communication, to recognize the contributions of bus drivers and contractors and ensure operational efficiency.
- ★ Throughout February, the Central Office Bake Off unfolded. Central Office staff participated in some friendly, "sweet", baking competitions. The theme was Chocolate Lasagne, with entries submitted for a taste test once per week. Four talented Sturgeon Public CO staff emerged triumphant, securing the top three positions. The winners were announced on February 29th.



- ★ On March 2nd and 3rd, the Superintendent attended two Celebration of Life ceremonies, honouring the memories of two Sturgeon Public teachers who tragically passed away this winter. The ceremonies were beautiful tributes to two teachers who were loved by their colleagues, their students and their communities.
- ★ The second Council of School Councils' (COSC) evening was held on March 7 at Sturgeon Heights School and featured round table discussions among school council chairs and vice chairs. The evening encompassed group discussion around the roles and responsibilities of School Councils, Principals and Fundraising Associations, insurance and playground audits. The meeting also outlined plans for the ASCA Annual General Meeting on April 28 and the introduction of a template document for School Council Reports to the Board and details on the next meeting.
- ★ Since the last report, monthly Principal meetings, organized by school groupings (K-4; K-9, 5-9, and 10-12), have continued to effectively bring together school-based leadership along with the Superintendent and the Education Services leadership team. These meetings are a vital platform for engaging in meaningful discussions, exchanging ideas and developing innovative strategies aimed at enhancing the success and well-being of our students and our staff.
- ★ Mayor Hnatiw of Sturgeon County extended a special invitation to the Superintendent to join her as her guest at the 408 Squadron Annual Business Luncheon on March 15, 2024.
- ★ The Superintendent and the Associate Superintendent, Corporate Services, engage in regular discussions with the Town of Gibbon's CAO and administrative staff, alongside the Director of Facilities. These meetings, aimed at deliberating over the town's development and the future educational landscape, highlight the strategic partnership that aligns the Division's capital plan with the town's expansion and development goals.
- ★ In the spirit of true teamwork, the Principal from Lilian Schick School facilitated a successful partnership between central office and the school for a 1-hour science event. Ms. Clark, Principal, enlisted the expertise of two of the Division's Facility Services team members to tackle the electrical component of the project, leveraging their skill sets to enrich the educational experience for LS students. The event was a resounding success, much to the satisfaction of the Facilities team, who expressed their willingness to support future events.



★ March 11-15, 2024, Substitute Appreciation Week. To celebrate the wonderful substitute teachers who work in Sturgeon Public Schools, central office provided all schools with \$5.00 Tim Horton gift cards with a card attached.





★ During the upcoming Spring Break, the Gibbons Mental Health Coaches (Mental Health in Schools - MHIN Grant) are offering special programs for children aged 6-12. These activities are scheduled from March 26th to March 28th, providing flexibility with both morning sessions from 9-11 AM and afternoon sessions from 1-3 PM to accommodate different schedules. Designed to foster creativity, physical activity and social interaction, these Spring Break programs offer a valuable opportunity for children to focus on mental health promotion and prevention.

Leading Learning

A superintendent establishes and sustains a learning culture in the school community that promotes ongoing critical reflection on practice, shared responsibility for student success and continuous improvement.

- ★ March Administrative Council professional development focus:
 - Assessment and Outcome-based Reporting
 - Optimal Learning: Deepening Understanding Outcomes Based Assessment (OBA)
 - OBA fundamentals
 - Instructional Leadership: Leading Improvement in Assessment **Practice**
 - Effective Parent Communication
 - Supporting New Curriculum & Teacher Clarity
 - Best Practice in Grading & Reporting
- * School leaders were informed of an opportunity for Library Technicians to attend a professional development conference hosted by the Edmonton Public School Board (EPSB) at M.E. LaZerte High School on March 11, 2024. This event focused on enhancing job skills. The agenda for the day included sessions on topics ranging from the impact of artificial intelligence in education to strategies for reflecting student diversity in library collections and improving library services.



- ★ Sturgeon Composite High School hosted the Division Wide Professional Development event on March 11th, welcoming all Sturgeon Public School staff for a day of learning. The morning professional development summary is under Ensuring First Nations Métis and Inuit Education for all Students. The afternoon included dedicated time for school-directed professional development activities.
- ★ Substitute Office Staff Training
 - o Initial introduction session for substitutes will occur on March 11, 2024, at the Division
 - Concept is to provide formal training to this group:
 - Documented so schools can use this data when requesting substitutes based on their office/placement requirements
 - Build support network with CO for guidance/immediate assistance during real life situations in the office
 - Continued development and training to support a natural pooling of staff for upcoming permanent positions
- ★ March 12, 2024, Education Stakeholders Meeting Alberta Education Curriculum Engagement - The Superintendent, Deputy Superintendent and Director of Education Planning participated in a Zoom Meeting hosted by Alberta Education to outline the progress on the new K-6 Social Studies Curriculum. Presenters provided a summary of the feedback received, changes implemented as a result of stakeholder feedback, the pilot and the launch process.
- ★ March 13, 2024, Professional Learning for Mental Health and Wellness Coaches
 - o Presentation from CASA Therapy Lead Anxiety in the classroom and how it presents in our schools
 - Mental Health Literacy Supports for Mental Health and Wellness Coaches (MHWC) and Counsellors in teaching Mental Health Literacy in schools
- ★ March 13, 2024, Professional Learning for Learning Support Leads (LSL)
 - Guest speaker from Wrap 2.0 presentation on classroom strategies and supporting students with Fetal Alcohol Spectrum Disorder (FASD)
- ★ The Principal Community of Practice convened at Bon Accord Community Centre (BACS) on February 28 at 2:30 pm. This session delved into two key indicators of instructional leadership: the fairness, appropriateness and evidence-informed nature of student assessment and evaluation practices, and a robust understanding of effective pedagogy and curriculum, with an emphasis on John Hattie's research. The group of leaders also shared insights on "Visionary Leadership". Additionally, the meeting offered a platform for 'Shoptalk,' where principals discussed various pressing issues and shared thoughts related to their respective schools. This gathering highlights the continuous effort towards



enhancing educational leadership and fostering a collaborative environment for sharing best practices.

- * At the February Admin Professional Development session, participants were guided to adopt the RED Violent Threat Risk Assessment (VTRA) binder, now transitioning to ARTO (Assessment of Risk To Others), as their primary crisis management tool. This binder, which includes Division Crisis Documents, is to be updated with essential materials including a new title page, checklists, communication strategies, and advice for staff interaction with students. The transition from VTRA to ARTO emphasizes the importance of being prepared with printed resources like sample letters and crisis intervention plans. Furthermore, the event highlighted the robust support network available to administrators, featuring a dedicated Division Crisis Team with professionals ranging from the Director of Learning Services to mental health therapists and social workers.
- ★ Every month, the Superintendent engages in one-on-one meetings with direct reports, promoting a culture of open dialogue and customized leadership throughout the school division. These crucial gatherings serve as a platform for evaluating performance on an individual basis, goal setting, and tackling any emerging issues or prospects. They are a key opportunity for the Superintendent to provide personalized advice and support, as well as to gain a comprehensive understanding of the division's operations from varied viewpoints. This consistent, personalized interaction not only bolsters the professional growth of team members but also amplifies the leadership team's overall impact, fostering a united effort toward fulfilling the division's educational objectives and priorities.

Modeling Commitment to Professional Learning

A superintendent engages in career-long professional learning and ongoing critical reflection, identifying and acting on research-informed opportunities for enhancing leadership, teaching, and learning.

- ★ March 1, the CASS Zone 2/3 meeting was hosted at Edmonton Catholic Schools, Lumen Christi Catholic Education Centre.
 - The meeting began with networking, followed by the formal proceedings.
 - Updates from the CASS Board were shared:
 - CASS President Report
 - Chief Executive Officer Report
 - Director Report
 - Deputy Minister Lora Pillipow, along with Assistant Deputy Minister Kindy Joseph, engaged in a Q&A session, providing insights into their roles and visions for the future of education in Alberta.
 - The business segment of the meeting focused on the Kindergarten to Grade 6 Arts Curriculum Development, with a presentation by Brady Sherard from Alberta Education, followed by a discussion period.



- Information reports were provided by:
 - ARPDC
 - Women in Leadership
 - Continuing Education Program
 - First Nation Metis Inuit Action Committee
 - Rupertsland Report
 - Alberta Assessment Consortium
- o Role-alike breakout sessions were held, covering a variety of topics including:
 - Superintendents and Human Resources
 - Teaching Profession Commission Update and Conversation
 - Curriculum, Assessment and Technology and Indigenous Education
 - SS Draft Curriculum Optional Implementation phases
 - Update to the development of the science resources
 - Inclusive Education
 - Jordan's Principle Submissions
- ★ The Superintendent, along with Trustee Buga, attended the 2024 Alberta Rural Education Symposium from March 3rd to March 5th at the River Cree Resort and Casino, an event focused on the theme of "Cultivating Relationships, Nurturing Connections and Harvesting Success" within rural education. This enriching three-day symposium featured a lineup of distinguished speakers, including Chief Cadmus Delorme, Dr. Leyton Schnellert, Jordan Tinney and Dr. Ken Coates, who shared their insights on governance, leadership and building relationships in rural educational contexts. Highlights of the event included a Ministers' Panel and reception, providing a forum for discussions on rural education's challenges and school presentations that showcased innovative strategies and success stories. The symposium served as a valuable platform to connect, share ideas and gain insights aimed at enhancing the success and growth of rural education.
- ★ FranklinCovey meeting March 8th The Superintendent met with Franklin Covey to discuss potential future leadership training possibilities.
- ★ March 11th and 18th, the Superintendent participated in a CASS Continuing Education Program (CEP) Course Development: Supporting Effective Governance. This is course development course #2. Dr. Scott Morrison, retired Superintendent, led the advisory team of 7 current Superintendents to develop the curriculum for a second course for current and future Superintendents to contribute to the CASS CEP program.
- ★ March 12, 2024 First Meeting CASS CEP program Working Committee -Self-Assessment Tools for Regulated Members - The Superintendent is participating on a committee that will be developing self-assessment tools to support regulated members in self-assessing their professional capacity as it relates to Alberta's professional practice standards. Once developed, these tools will be integrated into the CASS Continuing



Education Program, offering members valuable resources for identifying their professional learning needs specific to system education leadership.

★ The Superintendent is set to attend the CASS Annual Learning Conference from March 22-23, 2024, an integral gathering that promises to enrich System Education Leaders' professional capacities. This conference, essential to a broader Professional Learning plan, aims at deepening participants' understanding and fostering the application of learning in support of professional practice. It serves as an interactive forum where members, alongside invited colleagues and researchers, converge to disseminate research findings and narrate current practices that resonate with the local educational context. These discussions and presentations are anchored in the frameworks provided by the Superintendent Leadership Quality Standard (SLQS) and the Leadership Quality Standard (LQS), ensuring relevance and applicability to the attendees' leadership roles.

Among the sessions the Superintendent plans to engage with is one led by Dr. Meredith Honig on the transformation of central office roles to better support principals as instructional leaders. This session is poised to challenge the traditional paradigms of principal supervision by advocating for a shift toward growth support in instructional leadership. Through engaging activities and discussions, Dr. Honig intends to outline the limitations of conventional approaches and introduce research-backed strategies for enhancing principal supervision. These include dedicating time for support, facilitating principals' leadership growth, and utilizing evaluation as a learning tool, among others. The session promises actionable insights into fostering instructional leadership within school systems.

Another notable workshop focuses on Leadership in the Age of Artificial Intelligence, addressing the recent strides in AI technology and its implications for educational leadership. This session aims to explore the dual facets of Al's impact—its challenges and opportunities—while underscoring the importance of ethical leadership and human interaction in the digital era. Additionally, the Superintendent will attend a session detailing a school division's journey from an allegation to a Board of Reference decision involving teacher termination. This session, featuring insights from Brett Cooper and legal counsel Colin Fetter, is set to provide a comprehensive view of handling legal and HR aspects in educational leadership. The conference also includes a role-alike session, offering a valuable opportunity for superintendents to exchange insights and strengthen their leadership practices through shared experiences.



Visionary Leadership

A superintendent engages with the school community in implementing a vision of a preferred future for student success, based on common values and beliefs.

- ★ Building Futures Sturgeon Public Schools will be embarking on a new adventure for student success. Building Futures is an immersive and unique one-year program for Grade 10 students. Students are able to earn credits towards their diploma while learning by doing. Building Futures takes students beyond the traditional classroom. They experience authentic learning from being involved with building a house, while simultaneously earning the necessary credits required for high school graduation. During the month of April, Mike Lees, Director of Building Futures, will be visiting all grade 9 students across the Division to promote the program.
- ★ Sturgeon County Community Partners The Director of Learning Services hosted weekly meetings with multiple community members and Sturgeon Public staff to continue the conversation on collaborating on a community improvement initiative, drawing inspiration from the past success of the Regional Collaborative Service Delivery (RCSD) model.

In the series of meetings held on March 5th, 7th, and 12th, the Director of Learning Services, representatives from various community groups and Sturgeon Public staff reconvened to advance their collaborative efforts toward enhancing community services, taking cues from the past successful implementation of the Regional Collaborative Service Delivery (RCSD) framework.

The conversations were aimed at deepening the collective understanding of the array of services, supports, initiatives, key areas of focus, and demographics catered to by the community partners. The meetings also tackled the nuances of reporting mandates and the challenges that might arise. Drawing on the lessons learned from previous collaborative successes, there was a renewed pledge to integrate initiatives in line with the RCSD archetype. The goal is to forge a partnership that creates a broad spectrum of supports and services across Sturgeon County, encapsulated through community programs such as FCSS, Families First Society, MHCB-HYPE, FSCD-SHINE, MHIN-M&Ms, and Boys and Girls Clubs.

★ On March 14th, key representatives from the Sturgeon Public School Division, including the Superintendent, Deputy Superintendent, Division Principal and SCHS teacher embarked on a visit to Medicine Hat for a collaborative meeting with Prairie Rose School Division. The purpose of this visit was to explore the innovative Dave Rozdeba South Alberta Flight Academy, a distinctive high school program that integrates the attainment of a private pilot's license with the completion of a high school diploma. The visit aimed to gather insights and explore the potential for adopting similar educational partnerships in Sturgeon.



Ensuring First Nations Métis and Inuit Education for all Students

A superintendent establishes the structures and provides the resources necessary for the school community to acquire and apply foundational knowledge about First Nations, Métis and Inuit for the benefit of all students.

- ★ In March, the monthly focus is dedicated to celebrating and learning about Nehiyawak (Cree) Culture, with a wealth of resources available on the Indigenous Education Hub. This initiative aims to deepen understanding and appreciation of Cree traditions and perspectives. Among the featured resources are an informative video on wahkohtowin, which explores the principles of Cree natural law, and Tipi teachings that offer insights into the cultural significance and symbolism of the Tipi in Cree society. Additionally, a Cree Meditation playlist is available for those seeking to connect with Cree spirituality and relaxation practices. These resources, along with others on the hub, are designed to provide a comprehensive and immersive learning experience about Nehiyawak culture, catering to a broad audience interested in Indigenous education and cultural preservation.
- ★ Division Wide Professional Development event on March 11th Keynote panel titled "Lessons from the Lodge, the Land and Grandmother Moon," featuring Indigenous teacher educators Etienna Moostoos-Lafferty, Karen West and Megan Tipler. The panel delved into the integration of Indigenous wisdom traditions into educational settings, emphasizing place-based learning and ethical relationships with the community and the land. Breakout sessions followed.
- ★ SCHS Aboriginal Studies 10/20 class participated in a memorable field trip to Hinton and Jasper, in partnership with the Kipohtakaw Education Center (KEC). This educational journey was an opportunity to join KEC for their senior high conference, which featured land-based learning led by Elders. The trip offered a fantastic learning experience, enriching the students' knowledge and understanding through direct engagement with the natural environment and indigenous wisdom. This unique educational experience highlighted the importance of integrating traditional knowledge into learning and provided students with invaluable insights into the cultural heritage and environmental stewardship practices of the indigenous communities.

School Authority Operations and Resources

A superintendent directs school authority operations and strategically allocates resources in the interests of all students and in alignment with the school authority's goals and priorities.

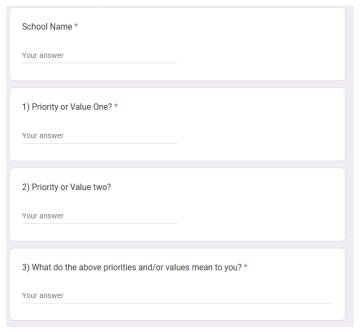
★ Annually, school divisions throughout Alberta are mandated to submit a Three-Year Capital Plan by April 1st to Alberta Education that must be approved by the School Board. The Superintendent collaborated closely with the Associate Superintendent of Corporate Services and the Facilities Director to prepare the draft Three-Year Capital Plan to be first presented at the March CoW for Board input and in turn the Public Board for approval. This





strategic preparation is aimed at ensuring the plan receives thorough review and subsequent approval from the Board of Trustees, aligning with the requirements set forth by Alberta Education and ensuring the Division's infrastructure needs and priorities are adequately planned for.

★ In preparation for Budget 2024-2025, Senior Administration sought input from Principals on their priorities and values significant to the upcoming budget cycle, aiming to develop an allocation model that closely matches the division's needs. A survey was distributed to all Principals to collect their insights on what is important for their schools and their communities. The survey captured their priorities and provided an opportunity for them to add additional context. Suggested values included areas like complex needs, counseling, class size and transparency, with a specific request from the Sr. Team to avoid listing increased funding as a priority. This feedback will play a crucial role in informing the development of the 2024-2025 budget allocation model ensuring our school based leaders have input to ensure we are putting students first.



(survey questions sent to Principals on February 26, 2024)

★ Weekly Budget Meetings. Beginning at the end of February, the Superintendent began meeting weekly with the Sr. Team to proactively develop the 24-25 resource allocation for school budgets in preparation for the release of the Division's funding profile and the funding manual before the end of March. This is to ensure that the focus is on the best interests of Sturgeon Public students and keeping dollars in classrooms.



- * ASBA Education Priority Items Discussion Working Session The Superintendent and Board Chair participated in a session on Monday, March 18, continuing the dialogue initiated in a similar meeting on October 12. This session focused on discussing educational priorities and provided updates from the Ministry of Education. Additionally, the context of the upcoming Budget 2024 was highlighted, with an emphasis on the potential impact of legislative policy committees' meetings with ministries.
- * At the beginning of March, a significant change was made to the Central Office meeting rooms as they were all renamed to reflect the rich history of Sturgeon County. This initiative was aimed at honouring the local heritage and instilling a sense of pride and connection among staff and visitors. Each room now serves as a reminder of the diverse and storied past of the area, creating an environment that is both informative and inspiring for those who use the spaces for meetings and gatherings.

Supporting Effective Governance

A superintendent of schools as referred to in the Education Act, as chief executive officer of the board and chief education officer of the school authority, provides the board with information, advice and support required for the fulfillment of its governance role, and reports to the Minister on all matters required of the superintendent as identified in the Education Act and other provincial legislation.

- ★ The Superintendent presented the proposal for the addition of a second Committee of the Whole meeting to occur after the Public Board meeting if time allows. This suggestion aimed to provide the Board with additional dedicated time for professional development and a deeper understanding of the legislation guiding their role, as well as for reviewing Board policies supporting governance.
- ★ The Superintendent provided Trustees with the monthly speaking points for School Council meetings and Stakeholders in general to support effective governance. Topics include:
 - Standing Items
 - Trustee Talk
 - Board Meetings are recorded and online
 - Division Newsletter
 - Focused and Effective Communication
- ★ On March 6th, the Board of Trustees and senior administration from the Sturgeon Public School Division convened with their counterparts from St. Albert Public Schools to explore the intricacies of their respective school systems and investigate potential avenues for collaboration between the two school divisions. This meeting served as a strategic platform for both parties to discuss shared challenges, opportunities for partnership and ways to enhance educational outcomes through cooperative efforts. The dialogue focused on identifying synergies between the divisions and laying the groundwork for future initiatives



- ★ On Tuesday, March 5th, the Mayor and CAO of the Town of Gibbons organized a meeting that occurred on March 7th, inviting the Board Chair, Superintendent and Associate Superintendent of Corporate Services to attend a concise, 30-minute discussion with MLA Nally. The primary purpose of this meeting, initiated by the Mayor of Gibbons, was to confirm MLA Nally's support for the vision of building a new collaborative project between the School Division and the Town including school and community facilities in the future, showcasing the local government's commitment to development and community growth.
- ★ The "Superintendent Week-at-a-Glance" initiative, introduced in the 2022-2023 school year, remains key in building transparency and trust across the school community. By sharing the Superintendent's weekly calendar with the Board, school-based leaders, and central office leadership, this initiative offers a glimpse into the Superintendent's scheduled activities for the forthcoming week. This approach significantly improves transparency, fosters better communication, and encourages collaboration.
- ★ The Board Chair and the Superintendent maintain their practice of conducting regular agenda review meetings for the Committee of the Whole and Public Board, highlighting their dedication to meticulous preparation and strategic planning. Held before each respective meeting, these sessions focus on a detailed examination of the agenda package, ensuring that both leaders are fully versed in the matters at hand. This method of agenda review underscores a cooperative governance style, promoting discussions and decisions that are both informed and collaborative.
- ★ The Edwin Parr Teacher Award annually recognizes outstanding first-year teachers who demonstrate exceptional dedication and skill in their profession. In a recent selection process, the Board of Trustees received applications from two promising candidates, underscoring the challenge of choosing only one for the prestigious nomination. After careful consideration, the Board selected Chris Jansen from Sturgeon Composite High School as its nominee. Jansen's innovative teaching methods, commitment to student success, and ability to inspire both colleagues and students distinguished him as an exemplary educator, embodying the spirit and excellence the Edwin Parr Teacher Award seeks to honour.

Administration is prepared to respond to questions at the March 20, 2024, Public Board meeting.

Attachment(s):

Not applicable.