



Date: September 27, 2023 **Agenda Item:** 7.12

To: Board of Trustees

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.

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.

- ★ To foster a culture of trust and transparency, the Superintendent initiated during the 2022-2023 school year, the "Superintendent Week-at-a-Glance" calendar which is sent every Friday afternoon to the Board, school-based leadership and central office leadership to outline the Superintendent's calendar activities for the upcoming week. The Superintendent has chosen to continue this initiative in the 2023-2024 school year.
- ★ August 25, the Division hosted the first Administrative Council meeting of the 2023-2024 school year. This meeting brought together all Principals, Vice Principals, and Central Office leadership to provide department updates. The Superintendent discussed leadership expectations around building trusting teams and provided school administration with resources on building teacher resilience.
- ★ August 29, the Welcome Back event exuded warmth and anticipation as the Superintendent took the stage, setting the tone for the new school year. Expressing excitement and gratitude, she extended a heartfelt welcome to everyone, highlighting the addition of new staff members to the Sturgeon Public Team. Reflecting on the past year, the Superintendent emphasized the importance of finding purpose and living it daily. Drawing inspiration from Richard Leider and Simon Sinek's work, she traced her journey to understanding personal purpose. The Superintendent recalled childhood experiences, including her involvement in 4-H, which instilled a commitment to serving others. The presentation concluded by highlighting Dr. Ungar's nine essentials for resilience and urging attendees to start each day with purpose and connect with others. The Superintendent left the audience with a heartfelt thank you from students, underlining the impact of their roles as "Fairy Godmothers" in shaping lives.
- ★ As we embark on the 2023-2024 school year, the Superintendent has re-initiated the proactive engagement meetings that began in the 2022-2023 school year to foster collaboration and professional growth:
 - Monthly Principal meetings bring together similar school groupings (K-4; K-9, 5-9 and 10-12) along with the Superintendent and the Education Services leadership team to serve as a platform for meaningful discussions, idea exchange and development of innovative strategies to ensure the success and well-being of both students and staff.

- Weekly Senior Executive meetings streamline decision-making and ensure swift responses to evolving educational challenges. These focused gatherings enable the Executive Team to align efforts and foster effective leadership throughout the school year.
 - To enhance organizational cohesion and communication, the Superintendent has introduced bi-monthly Central Office staff meetings. These regular gatherings facilitate information sharing, collaboration and alignment of division goals, fostering a more efficient and coordinated approach to supporting schools.
 - Recognizing the importance of personalized communication and mentorship, the Superintendent initiated regular 1:1 meetings with direct reports. These individual sessions offer a platform for meaningful dialogue, professional development, growth opportunities and the cultivation of a strong leadership team dedicated to the success of our education system.
- ★ Every year, a number of principals are part of the evaluation process. The Superintendent began these face-to-face meetings during the month of September. As a valuable component of this evaluation process, each principal under evaluation has been assigned a mentor. Our mentorship program is designed to offer personalized guidance, support and constructive feedback to assist the principals in their professional development. Through this mentorship initiative, the Division aims to enhance the leadership capabilities of its school leaders, ultimately benefiting the success of all students.
- ★ For the 2023-2024 school year, leadership has introduced an exciting new initiative known as the “Joy Squad”, which is composed of three dedicated executive assistants. The primary mission of this Joy Squad is to promote a positive working environment in Central Office. Each month, the squad will distribute surprises to improve the overall work environment and build team spirit.
- ★ In an effort to connect with the students, teachers, and staff, the Superintendent embarked on her first round of month-long tours of all schools in September. By personally visiting each school, the Superintendent demonstrates a commitment to understanding the context of all schools, particularly the unique needs and challenges faced by each school. These tours provided an opportunity for the Superintendent to engage in meaningful conversations with staff and students, listen to concerns, and gather feedback from the school community.
- ★ In an ongoing effort to rebuild relationships with community stakeholders and maintain open lines of communication, the Superintendent recently met with Reegan McCullough, the Chief Administrative Officer (CAO) of Sturgeon County. The meeting aimed to strengthen collaboration between the county and the Division.

- ★ The Superintendent met with the new Local ATA President and an ATA Executive Team Member to ensure a smooth start to the new school year, setting the foundation for a successful and collaborative relationship with the union leadership.
- ★ Between the writing of this report and the Public Board meeting, the Board Chair and Superintendent will be attending the Mayor's Brunch for the Town of Gibbons.
- ★ CASA Mental Health hosted its Annual General Meeting (AGM) on September 20, 2023, and featured a keynote presentation by CASA's Research Chair, Dr. Daniel Moreno De Luca. His research focuses on the impact of genetic variation on brain disorders and how to use his discoveries to enhance patient care. The Superintendent and the Director of Learning Services attended the AGM.
- ★ Alberta Student Transportation Advisory Council (ASTAC) held a Town Hall Meeting in Edmonton on September 21, 2023, with the Honourable Minister Nicolaidis as a distinguished guest. The main topics at the meeting were bus driver shortages, training challenges and the lack of interaction between government departments. The Board Chair, Superintendent and Manager of Transportation Services attended.
- ★ On September 25, 2023, the Alberta School Boards Association (ASBA) held the 2023 Lieutenant Governor of Alberta Student Award Ceremony. The Board Chair and Superintendent were in attendance for the award ceremony to recognize Alberta students in different grade levels who have shown tremendous growth in developing skills to better themselves by demonstrating determination, initiative and independence, which has led to their improved success both academically and personally. Ty Balkwill from Sturgeon Public Virtual Academy (SPVA) was among the recipients. The event was attended by the Honourable Minister Nicolaidis, Minister of Education, and the Honourable Salma Lakhani, Lieutenant Governor of Alberta.

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.

- ★ September 11, the Superintendent joined a cohort of teachers, teacher leaders, Vice Principals, Principals and the Learning Services team to work through the implementation and sustainability of Therapeutic Crisis Intervention (TCI) in Schools. Since bringing this evidence-informed crisis model to our School Division, the Division has trained 19 school staff from various roles in the five-day TCI direct core training. The large majority of these staff continued on to complete the five-day Train-the-Trainer which included the Protective and Physical Intervention components. Most recently, the Division completed a four-day Direct core training with a number of additional school leadership participants.

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.

- ★ August 29, Superintendent Warren met virtually to work with the SLQS/LQS *Leading Learning* Advisory Team for the CASS Continuing Education Program (CEP). The meeting was the final course creation team meeting for the *Leading Learning* Course curriculum.
- ★ August 30, Superintendent Warren met virtually to work with the SLQS *Supporting Effective Governance* Advisory Committee Team for the CASS Continuing Education Program (CEP). The meeting was the final course creation team meeting for the *Supporting Effective Governance* Course curriculum.
- ★ September 15, CASS Zone 2/3 held their first school year meeting.
 - Barry Litun, Chair of the Professional Conduct and Competency General Panel, reviewed highlights from his June presentation and provided opportunities for the membership to address questions and concerns regarding the new process and current experiences since January 2023.
 - Assistant Deputy Minister, Kindy Joseph, provided an update from the Minister's office and responded to questions submitted by Superintendents from Zone 2/3.
 - Information Reports and ensuing discussion from:
 - Alberta Regional Professional Development Consortia (ARPDC)
 - Edmonton Regional Learning Consortium (ERLC)
 - Learning Network
 - Women in Leadership
 - First Nation Metis Inuit Action Committee
 - Rupertsland Report
 - Alberta Assessment Consortium (AAC)
 - CEP (Continuing Education Program) Committee
 - Superintendent Breakout Session to discuss current education issues

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.

- ★ Met with SCHS Leadership to discuss the Student Success Centre.
- ★ Met three times with High School Leadership to discuss academic programming for all High School students across the Division.
- ★ Dual Credit
 - Partnership with NAIT established. Running two cohorts this year.

- Fall 2023 - Welding 1000 - expanded to 30 students (doubled), and extended a partnership to St. Albert Public (eight students).
 - Winter 2024 - Heavy Duty Mechanic 1100 - a new partnership with this department.
 - New Program with Northern Lakes College - Educational Assistant Program to begin in the Winter of 2024 - will be promoted in the month of October
 - Previous Post-Secondary Partnerships are maintained with Lakeland College, Olds College, and Athabasca University.
 - Promotional materials created in print and updated information accessible on school websites for parents and students - striving to improve communications with parents on available programming.
- ★ Work Experience and RAP(Registered Apprenticeship Program)
- Teacher allocation is placed directly in schools to serve the students/families with information and support (0.3FTE@RW, 0.5FTE@SCHS)
 - Students in all three high school sites WE - 57, RAP-11, Dual Credit-22
 - TOTAL OFF CAMPUS = 119 students for semester 1 (so far)
- ★ Grants
- Received two grants for the 2023-24 school year
 - Dual Credit Startup \$50,000 - Specific to Educational Assistant Program through Northern Lakes College.
 - Dual Credit Enhancement \$75,000 - to be used to continue the welding cohort through NAIT and to enhance our current facility at SCHS.
 - Have carry-over from previous school years to support the other courses from other post-secondary institutions (\$104,000).
- ★ Partnership with Careers
- We have officially partnered with Careers - AB Education funds to be distributed amongst school divisions to increase engagement in career pathways - funding attached to a secondee (officially is Kari Morgan - and already a part of her portfolio).
 - The School Engagement Coordinator Roles and Responsibilities:
 - To increase student awareness and interest in participating in work-experiential learning opportunities.
 - This includes collaborating closely with teachers, principals, off-campus coordinators, career practitioners, parents, and community members across the division to raise awareness and increase student access to off-campus work experience (including but not limited to RAP).
 - To enhance and support the work that CAREERS Program Coordinators are doing.
 - To be the first line of contact for the school staff.

- ★ September 18 and 19, the Division hosted the 4 Essential Roles of Leadership workshop for all Principals, Vice Principals and Central Office Leadership. Leadership spent two days learning about the 4 Essential Roles of Leadership: inspire trust, create vision, execute strategy and coach potential. This leadership professional development focus will be embedded into leadership learning throughout the 2023-2024 school year.

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.

- ★ A collection of “hubs”/websites have been designed to bring together resources and information around a common theme, need, or team. The Indigenous Education Hub provides resources and guiding documents to teachers and staff. The focus for September is the History and Legacy of Residential Schools with the week of September 25-29, 2023, being designated as Truth and Reconciliation Week. Resources for elementary and secondary grades were shared with all teaching staff; the attachments are included in the Indigenous Education & Student Success memo (#7.4).
- ★ Sturgeon Public School teachers continue to indicate advancing their own Indigenous Foundational knowledge and weaving Indigenous ways of knowing throughout their teaching as a top priority.
- ★ This year’s team includes:
 - Director, Education Planning
 - Maternity Leave until March: Indigenous Education Lead (all schools)
 - Métis Learning Coach (all schools)
 - Indigenous Student Success Coach (SCHS)
 - Indigenous Student Success Coach (RW, LS)
 - Indigenous Student Counselor (Camilla & Four Winds)
 - Six Indigenous Education EAs in schools to directly support Indigenous students.
- ★ Expectations for All Schools:
 - Provide time during school-based staff meetings for TQS 5 and Call to Action.
 - Cohort Leads to share information regarding monthly themes and resources.
 - Recognize Sep 25-30, 2023: Truth and Reconciliation Week and Orange Shirt Day - TRC Resources & sign-up, SPS Indigenous Education Hub.
 - Recognize Nov 13-17, 2023: Métis Week celebrations.
 - Recognize June as National Indigenous Peoples Month.
 - Recognize June 21, 2024: National Indigenous Peoples Day.
 - Monthly Themes for teaching and learning:
 - September - History and Legacy of Residential Schools

- October - Indigenous Role Models/Leaders
- November - Métis Culture and History
- December - Treaties/Land Agreements
- January - Inuit Culture and History
- February - Indigenous Authors and Literature
- March - Nehiyawak (Cree) Culture
- April - Connections to the Land
- May - Missing and Murdered Indigenous Peoples
- June - National Indigenous Peoples Month

★ Indigenous Student Success Memo shared at the September 27, 2023, Public Board meeting.

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.

- ★ At the September 13 Committee of the Whole meeting with the Board of Trustees, part of the meeting focused on delving deeper into individual Trustee budgets and the Board's budget for the 2023-2024 school year. The meeting examined financial allocations and expected expenditures. Each budget was scrutinized to ensure alignment with the Division's priorities.
- ★ The Superintendent provides a monthly report - *2023-2024 Superintendent Discretionary Fund* - highlighting strategic resource allocation in line with Division goals and priorities to ensure staffing and resources are allocated to schools to support optimal student success. In the report, \$500k is dedicated for staffing and \$100k for non-staffing emergent priorities.

Supporting Effective Governance

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- ★ During the August Board Retreat, the Board Consultant provided a suggestion to reduce the amount of Board Policies from the current 44 to around 20. The Consultant provided suggestions to consolidate policies to make them more efficient and intentional to guide the Board's work in their governance role.
 - The Superintendent has begun the work of reducing Board Policies and will bring forward suggestions at the Committee of the Whole meetings for Trustee review.

- ★ Following Board policy, the Superintendent, in her capacity as the board's chief executive officer and chief education officer, meets with the Board Chair to review agenda packages before the Committee of the Whole and Public Board meetings.

- ★ An initiative that the Superintendent began in the 2022-2023 school year is Trustee Speaking notes. The Superintendent has decided to carry this initiative through the 2023-2024 school year. Monthly notes are created for Trustees to summarize any new Board approvals or important Division information. Trustees share these insights when they actively participate in school council meetings or when engaging with stakeholders.

- ★ A new initiative for the 2023-2024 school year, the Superintendent is supporting the Board to create a Strategic Plan.

Administration is prepared to respond to questions at the September 27, 2023, Public Board meeting.

Attachment(s):

Not applicable.