



Date: October 25, 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.

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.

- ★ The Joint Worksite Health and Safety Committee (JWHSC) held their first meeting at the end of September. The JWHSC is a group of employees and management working together to address worksite health and safety matters that affect Division staff. The mandate of the committee is to reduce losses from work related incidents and injuries and continuously improve workplace health and safety across the Division by working with site occupational health and safety (OHS) representatives.
- ★ Welcoming and supporting University of Alberta pre-service (student) teachers in our schools. Introductory Field Experience (IFX) and Advanced Field Experience (AFX) involves pre-service (student) teachers gaining practical classroom experience in educational settings. It provides opportunities for Sturgeon Public teachers to coach, assess and grow future teachers. Through IFX and AFX placements, SPS teachers foster meaningful relationships with pre-service teachers, guiding and supporting them in their professional practice. This collaborative experience not only benefits the pre-service teachers but also strengthens the overall educational community, enhancing the sharing of knowledge and best practices among educators.
- ★ The Superintendent would like to acknowledge the proactive outreach from Sgt. Kerry Shima, RCMP, Internet Child Exploitation Unit, who has offered to host presentations on Internet Child Exploitation prevention and education for SPS school communities. The Unit visited certain SPS schools last school year, which garnered remarkable feedback from both

staff and parents. Despite their busy schedules, they are keen on re-establishing a working relationship with SPS and have generously extended their availability, including PD Days, evening sessions and weekends. This information has been shared with our school administrative teams.

- ★ The creation of a Division Events Calendar shared through Google Drive was a collaborative effort aimed at enhancing communication between Central Office staff and our schools. This centralized platform serves as a hub for consolidating information from various schools, ensuring central office staff presence at important events, fostering a stronger connection between Central Office personnel and the schools we support.
- ★ The Superintendent met with Lionsheart Education Centre to gain understanding of their programming to determine potential partnership/collaboration on educational programming for children attending the program alongside their families.
- ★ Superintendent discussion with the Chief Administrative Officer (CAO) of Sturgeon County to foster a spirit of cooperation regarding the safety of SCHS students along Hwy 37 and at the intersection of Hwy 37 and Hwy 28. Additionally, the CAO shared a letter of support from the Mayor of Sturgeon County to our Board of Trustees further exemplifying the collaborative dedication to ensure the safety of Sturgeon Public students. (Meeting with the Board of Trustees October 11 - see below)
- ★ The Transportation Services team successfully concluded their annual meetings with bus contactors and school leadership, spanning from September 25 to October 4, encompassing all schools within the Division. These school start-up meetings serve as a vital platform for fostering collaboration between school administrators, transportation personnel, bus operators and contractors. The agenda typically delves into an assessment of the previous school year, identifying areas for improvement in preparation for the upcoming year. Discussion centers on the effectiveness of arrival and departure times and any need for adjustments to ensure the safety and supervision of all students. These meetings also allow for open dialogue, addressing any concerns or queries that may arise. Moreover, they serve as a pivotal moment to schedule and prepare for bus evacuations, typically timed to coincide with school bus safety week.
- ★ Sturgeon Public Schools is committed to ensuring the holistic education and well-being of all students. The Division proudly supports the Eye See...Eye Learn™ program, a valuable initiative developed by the Alberta Association of Optometrists. This program offers kindergarten-aged children access to essential eye exams and free eyeglasses, thereby addressing the critical connection between vision, eye health and learning. Program kits are delivered annually in the fall to Central Office and then distributed to the schools.

- ★ Oct 6 Education Services Strategic Planning Meeting. The Superintendent met with the Education Services team, a follow-up meeting to June 20, 2023, with the goal of Strategic Planning to ensure optimal student learning across the Division.
 - June 20, 2023 meeting #1 - Strategic Planning - 3 to 5 year goals
 - Leading growth and development of staff for the goal of optimal student learning.
 - Create goals for Division cohorts, teams, or groups of professionals.
 - Identify progress measures and data to measure success.
 - October 6 - Strategic Planning meeting #2
 - Reviewed 5 Goals identified from meeting #1 aligned with Division Mission, Vision and Values.
 - Unpacked current work and current exciting opportunities on the
 - Division Goals Starting in 2023 - 2024

	Goal - Optimal Student Learning	Division Mission / Vision / Values
1	STEAM Programming and Career Pathways Education Across Division	Innovative Programming - Unique Path to Future Success - Meeting the Challenge of the Global Community - Learning Choices
2	Strong Academic Programming	Well-rounded programming/Path to future success - Prepared to meet and excel at challenges - Excellence in Teaching
3	Advocacy for Cross Ministerial Work	Meeting the Challenge of the Global Community - Working together as a Team - Shared Responsibility
4	Principals engaged in Powerful Visionary Work	Safe, respectful and collaborative learning environments, Excellence in Teaching, Shared responsibility - mutual respect - Learning Choices
5	Addressing the Complexity of our Classrooms	Safe, respectful and collaborative learning environments

- ★ Admin Council (Oct. 18) - Full day with Principals, Central Office Leaders. Afternoon of professional development for Principals and Vice Principals. The morning portion is the business portion.

The afternoon professional development session aimed at refining School Education Plan goals and data tracking, specifically referencing AP243. The agenda also included the creation of the School-Based Results Report section of School Education Plans, encompassing measures like Alberta Education Assurance Measures (AEAM), the previous year's OurSchool Survey and relevant screeners such as Ab.Ed. Screeners, MIPI, RCAT, F&P.

The meeting touched upon Leading Teacher Collective Efficacy and provided insight into the Division Education Plan.

- ★ Facility visits to schools - the new Director of Facilities toured all schools and did an audit of the condition of all sites and all work to be completed.
- ★ The Division received a grant to initiate High School Dual Credit Programming in collaboration with Northern Lakes College, focusing on the Educational Assistants Program. The program will soon be promoted to high school students and their families, offering the unique opportunity of practicum placements. In the coming months, schools in the Division will be approached to host students for these short-term placements, typically lasting 90 minutes, with the possibility of longer durations based on student schedules. Details regarding teacher evaluations of these practicum placements are currently being finalized. The overarching vision is to promote the “Learn in Sturgeon, Stay and Live in Sturgeon” concept through the initiative.
- ★ Deputy Mayor Dan Derouin and CAO Reegan McCullough from Sturgeon County met with the Board of Trustees and Senior Executives on October 11, 2023, to discuss the safety of our students on Hwy 37 and the intersection of Hwy 37 and Hwy 28. The meeting emphasized the importance of aligning efforts with the Board's objectives and addressed concerns related to school safety, including the completion of a pathway between Namao School and Sturgeon Composite High School, the crosswalk on Hwy 37 and the 37/28 intersection.
- ★ An initiative that began two years ago and is continuing this school year, CASS Neighbours Connects is a vital forum of monthly virtual meetings that bridges the educational landscape between school divisions in zone 2/3. This initiative fosters collaboration and information exchange between Superintendents from various educational institutions. These meetings offer a unique opportunity for educational leaders to share best practices, discuss emerging trends, and address common challenges. CASS Neighbours Connects strengthens the network of educational professionals, enabling them to collectively work towards enhancing the quality of education in their respective regions and creating a unified approach to educational leadership.
- ★ To foster a team approach, to coincide with the card and message from the Board of Trustees, the Superintendent sent a congratulatory email to the parents of the winners of the holiday card contest. The email revealed that the talented winners would receive special recognition and a prize for their outstanding contributions to the school community. Details of the winners can be found on agenda item 7.4.

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.

- ★ [Sturgeon Public Leadership Norms](#) - consistent norms created for all leaders across the Division.
- ★ The Superintendent held online Professional Growth Plan (PGP) and Team Goal meetings with Principals and Vice Principals in October. These meetings aimed to provide guidance and support for professional development to meet goals, align individual goals with Division objectives, foster collaboration and ensure a cohesive approach to achieving educational excellence within the Division.
- ★ The Division remains committed to nurturing the growth and development of future school leaders by providing access to learning opportunities through the Sturgeon Aspiring Leadership Team (SALT). As a transformative two-year Introduction to School Leadership program, SALT not only acquaints individuals with crucial elements of school leadership but also kindles the aspirations of those who seek to become dynamic and impactful school leaders. Through initiatives like SALT, SPS continues to cultivate a culture of leadership excellence by growing our own future leaders from within.
- ★ On October 5, the Superintendent participated in Read-In Week by attending École Morinville Public School and reading to a Grade 1 French class. This engagement showcases the Superintendent's dedication to promoting learning within the Division and underscores the Superintendent's role in inspiring and nurturing a culture of learning throughout the school community.
- ★ The Vice Principal (VP) Cohort aims to provide valuable support and leadership development to Vice Principals who are in the early stages of their leadership role. Though there was a slight delay in its start, the program is set to commence, catering specifically to those within their first or second year as Vice Principal. Over the course of the next two years, the initiative outlines several key objectives, including enhancing the skills and knowledge of Vice Principals as instructional leaders, fostering a professional learning community that emphasizes collaboration and promoting a balanced approach to professional growth and learning. The learning sessions will cover various aspects of instructional leadership and school management.
- ★ The Beginning Teachers Cohort initiative underscores the importance of effective development programs for beginning teachers, emphasizing the positive impact of induction programs, mentoring, coaching and ongoing professional learning opportunities. These efforts are designed to alleviate isolation, boost perceived efficacy, and enhance

retention rates among new teachers. Furthermore, ongoing professional learning serves to deepen content knowledge and instructional practice. The program spans two consecutive years, covering various essential topics, and includes multiple sessions throughout the year, culminating in an afterschool celebration. The cohort includes all teachers in their first two years of teaching and aligns with the Teacher Quality Standard (TQS). Beginning teachers are assigned a formal mentor in their school and provided release time to work alongside their mentor. The Division also supports all beginning teachers to attend The Beginning Teacher Conference in September. The success of this program will be measured through various means, including surveys, attendance records, release time utilization, observations, conversations, and artifacts created by cohort members, with potential financial support sought through a grant from the Alberta Teachers' Association (ATA). This comprehensive approach underscores the commitment to the professional growth and success of beginning teachers within the SPS community.

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.

- ★ Therapeutic Crisis Intervention for Schools - Second Edition - Therapeutic Crisis Intervention for Schools (TCIS). This system helps schools to create a trauma-sensitive environment where students and adults are safe and feel safe, proactively prevent and/or deescalate potential crisis situations with students, manage a crisis situation in a therapeutic manner, and, if necessary, intervene physically in a manner that reduces the risk of harm to students and staff, process the crisis event with students to help improve their coping strategies. The Superintendent read the first 90 pages to prepare for in person training. The Superintendent is learning TCIS alongside Sturgeon Public Staff.
- ★ Deputy Superintendent attended an Alberta Education review of the Program Unit Funding (PUF) grant program.
- ★ Oct. 6: The Superintendent and Deputy Superintendent met with Dr. Emily Milne and Dr. Karen Robson. Alberta Education, MacEwan University, Dr. Emily Milne is leading a research project to uncover insights around course selection and course pathways for First Nations, Métis, and Inuit students in Sturgeon Public Schools. The Division is looking to partner with a fellow rural public school division who is currently working with Dr. Milne to do research around advancing educational equity. Educational equity refers to students' ability to achieve their educational potential and goals irrespective of their personal or social circumstances.
- ★ On behalf of Janet Westworth, President of Sturgeon Teachers ATA Local No. 27, the Superintendent's Office shared an invitation to all Sturgeon Teachers. ATA staff were invited

to attend an important session, hosted by the ATA Local to learn and inquire about the new Professional Code of Conduct, an integral part of the Teacher Quality Standard (TQS). Attendees had the opportunity to enjoy snacks, refreshments and participate in a door prize drawing. They were encouraged to RSVP using the provided link to join this informative event.

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.

- ★ New for 2023-2024 - A Division Based Principal Community of Practice created. The Community of Practice will convene four times annually for collaborative learning and sharing among principals and vice principals from various school sites in the Division. These meetings include visits to different schools, discussions on Leadership Quality Standard competencies and opportunities for sharing ideas and experiences, fostering a common vision among educational leaders.
- ★ A community practice meeting was held for Child and Youth Care workers (CYC) and principals, given the recent introduction of CYCs in schools. The gathering was held to discuss the roles and responsibilities of CYCs, the differentiation from Educational Assistants (EAs) and practical aspects of their work, such as working hours and support services.
- ★ The School Grant for Youth information was shared with School Administration Leaders to share with students. The grant offers Canadian youth aged 13 to 19, enrolled in grades 9 to 12, a chance to apply for one of three grant funding levels (\$1500, \$2500, \$3500). This grant program is designed to empower young individuals to spearhead initiatives that promote healthy living within their school communities. These projects must align with one or more of the Public Health Agency of Canada's (PHAC) priorities, which include reducing substance-related harms, advocating for healthy eating and nutrition, encouraging physical activity, and promoting positive mental health and well-being.

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.

- ★ On September 28, the Superintendent, Senior Executives, some Central Office staff members, school based leaders, students and members of the Board of Trustees attended Alexander First Nation's Day of Truth and Reconciliation to remember the children and honour their survivors.

- ★ The team has been working to strengthen the reciprocal relationship between Sturgeon Public Schools and KEC. The Director of Education from KEC identified an instructional need for their teachers with Literacy (specifically Fountas and Pinnell Benchmarking). Knowing that, as a division, we are very well versed in this system, we were able to offer a professional learning opportunity for a group of KEC literacy teachers. This opportunity will be offered over two afternoons at Kipohtakaw Education Centre with leadership from our Director of Education Planning, our Curriculum Coordinator, and our Learning Coach from Camilla School. The first session took place on September 20, 2023.
- ★ SPS staff and students had the opportunity to participate in a Susan Sinclair virtual field trip on Métis Harvesting Traditions on October 11, 2023. The session was organized through the Rupertsland Institute, acting as the education affiliate of the Métis Nation of Alberta, which offers an array of authentic Métis resources at no cost.
- ★ At the Alexander First Nation and Sturgeon Public Schools (Education Services team members, SCHS leadership, Camilla leadership and KEC) meeting held on October 13, 2023, several key points were discussed:
 - The Indigenous Knowledge & Wisdom Centre (IKWC) Education Conference scheduled for February 6-8, 2024, in Edmonton.
 - Culture Camps at KEC, with one for elementary students from June 4-7, 2024, and another for junior/senior high students from May 21-24, 2024, in Fox Creek.
 - Alexander Annual Career Fair - November 23, 2023 - 40 SPS students have been invited to attend. This Career Fair at KEC is in partnership with Alexander Employment and Labour Services.
 - Plans for TRC Leadership meetings within Sturgeon Public Schools, and more information regarding TCI Training.
- ★ Call to Action Cohort 2023-2024 - The cohort consists of a lead teacher from each school site, the Indigenous Education Team (including Indigenous EAs). The cohort meets bimonthly to participate in experiential professional learning, planning and collaboration. The first meeting was held on October 23, 2023. The cohort for 2023 / 2024 will be working with Etienna Moostoos-Lafferty. Here is her [youtube channel](#). Etienna is also a PhD candidate at the University of Alberta. Excitingly, we will also be joined by honored guests from Alexander First Nation to offer guidance and advice.
- ★ In preparation for Métis week, scheduled from November 13-17, Jerome Chabot, the Métis Learning Coach for Sturgeon Public Schools and Vice Principal of Bon Accord Community School is available to provide support and resources. He has offered to all schools, assisting with integrating Métis content and perspectives into lessons, offering guidance on authentic Métis resources and addressing any related questions. Additionally, he has offered access to two circulating Métis Learning Kits and will be sharing resources for Métis Week similar to those provided during Truth and Reconciliation Week.

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.

- ★ As of October 4, 2023, the [School Capital Manual](#) for the 2023/24 School Year is now accessible on the Alberta Education website, effective September 1, 2023. It has undergone a thorough review to ensure its alignment with current policies and procedures, featuring updates such as improved readability and alignment with the Education Act and department policies. Additionally, the manual now includes information about capital planning funding programs introduced in Budget 2023.
- ★ A Custodian and Caretaker Handbook was created for the first time in the Division, this resource sets new standards for excellence in facility management. The handbook has now been shared with custodial staff and school principals, facilitating effective communication and accountability between schools, custodians and facilities leadership on the standards of expectations for cleaning.
- ★ A Custodian Meeting was held on October 11, 2023, at the SPS Central Office. The meeting brought together all custodians and the facilities leadership team to address budget-related concerns, review the 2023/2024 Custodian and Caretaker Handbook, improve communication and reporting procedures, streamline the inventory ordering process, enhance training and professional development opportunities and foster open discussion for feedback and suggestions. The meeting aimed to ensure effective coordination, informed custodial staff, and efficient facility management within the organization.
- ★ A collaborative approach to reduce costs and enhance snow removal efficiency involves timely clearing by custodial staff and Facilities staff/contractors, coupled with effective communication and emergency preparedness measures. This comprehensive strategy aims to improve the overall process and ensure cost-effective and efficient snow removal operations.
- ★ In response to a time-sensitive initiative aimed at implementing Multi Factor Authentication (MFA) across Sturgeon Public Schools' email communication and remote login systems, a diverse and multidisciplinary team has been assembled to ensure its success. The project's urgency is driven by the need to comply with new requirements related to changing insurance companies, which necessitate swift action to enhance data protection and security. The collaboration of team members with diverse expertise and operational connections will be crucial for the successful execution of this project, contributing significantly to the progress of Sturgeon Public Schools.
- ★ The Alberta School Councils' Association (ASCA), founded in 1929 as an affiliate of the Canadian Home and School Federation, has evolved to promote parent engagement in education. They aim to have a respected and empowered school council in every Alberta

school, fostering engagement at various levels. They provide resources and support to strengthen relationships between parents, teachers, principals, central office personnel and school trustees. ASCA also represents the "parents' perspective" on education matters, gathering input through a resolution process. Sturgeon Public Schools supports ASCA's mission by funding membership for all current school councils in the Division.

- ★ A memo was circulated among Central Office (CO) staff, announcing the closure of CO during the Christmas break. The memo outlined the details and logistics of the temporary closure, ensuring a smooth transition for staff during the holiday season.
- ★ In a significant milestone, the Facility Services team has successfully completed their first inaugural in-house playground audit. The audit process will continue to include each Division school site playground. This accomplishment marks a vital step towards ensuring the safety and well-being of students through comprehensive and efficient playground maintenance.

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 Board Chair and Superintendent attended virtually an ASBA - Alberta Education Engagement meeting on October 12. The meeting included an update from the Minister of Education and Assistant Deputy Ministers on key topics outlined in the Minister's [mandate letter](#).
- ★ PSBAA Fall Conference and Annual General Meeting was held in Edmonton from October 18-20, 2023. The Superintendent attended these sessions along with six Trustees.
 - The event on Wednesday evening commenced with greetings from the Honourable Demetrios Nicolaides, Minister of Education. The keynote speaker, the Honourable David Hancock, a Canadian lawyer and former 15th premier of Alberta in 2014, then addressed the audience.
 - The professional learning day on Thursday was led by Glenn Tecker, who discussed aligning governance, operations and culture to support the business strategy of boards.
 - Friday held the Annual General Meeting where members voted on important decisions.
- ★ The Audit Service Plan for Sturgeon Public School Division was presented to the Audit Committee members by MNP. This confidential plan outlines MNP's audit approach, the engagement team, the scope of the audit and the anticipated timeline for deliverables. The

audit will encompass the School Division's financial statements for the year ending August 31, 2023, in compliance with Canadian public sector accounting standards and generally accepted auditing standards.

- ★ The 2023/24 Provincial Achievement Tests (PAT) [General Information Bulletin](#), which includes the administration schedule, is now accessible on Alberta Education's website. Significant changes are in store for the Grade 6 PATs in 2023/24. These tests will now incorporate content from the newly revised Mathematics and English Language Arts and Literature curriculums, aligning with the province's mandatory implementation schedules. The Grade 6 PATs in Social Studies, Science, French Language Arts, and Français, however, will continue to be based on the existing programs of study.

- ★ For the 2023/24 academic year, the weighting of diploma exams has been reverted to 30 per cent, marking a shift from the previous year's 20 per cent weighting. Students who either wrote a diploma exam or completed a diploma exam course in the 2022/23 school year may still qualify for the 20 per cent weighting. Detailed information on these special circumstances can be found in the [Diploma Exam Weighting Fact Sheet](#). The 2023/24 Diploma Exam [General Information Bulletin](#) is now available, which highlights key changes for the upcoming school year. Most notably, Alberta Education is introducing a new digital platform for administering diploma exams throughout the 2023/24 academic year. Additionally, the bulletin specifies the exam administration dates for April 2024.

Administration is prepared to respond to questions at the October 25, 2023, Public Board meeting.

Attachment(s):

Not applicable.