



**Date:** December 20, 2023 **Agenda Item:** 8.7

**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.

- ★ In the ongoing effort to foster well-being and a positive perspective within the Division, the Human Resources shared information about the [Winter Wellness Campaign](#) with School Administration teams. As the days grow shorter and winter settles in, the campaign encourages a shift in perspective, emphasizing the unique gifts that the winter season offers. Human Resources aims to engage leadership teams in schools to disseminate information and promote participation in this campaign among staff members. Through weekly themed activities and ideas, the campaign aims to transform the winter season into a time of health, coziness, and self-care. The goal is to create a sense of joy and appreciation for the winter wonderland, promoting overall wellness within the educational community.
  - Mental Health and Wellness Article for Staff - shared with leaders Dec 13, 2023
    - [Five Ways to Protect Your Mental Health from Holiday Stress](#)
  
- ★ In response to hearing about Trustees being unavailable to attend Mayor Alanna Hnatiw's, Sturgeon County, State of the County Address, the Mayor reached out to the Superintendent and shared a [YouTube link](#) of the address. This underscores the importance of fostering positive relationships with municipal partners. Such collaborative efforts contribute to strengthening ties with the community, aligning the Division's mission with broader local governance goals.

- ★ The Principal from Alternate Learning and the Division Principal recently met with Alanna Hnatiw, the Mayor of Sturgeon County, which resulted in connections with NAIT and the Energy Futures Lab, which proved beneficial for the Division. The Mayor connected our leaders with contacts at Women Building Futures and a local Heavy Equipment training facility. Moreover, the Mayor generously offered support in the development of the Division's potential future aviation curriculum, showcasing a proactive commitment to advancing educational initiatives and fostering valuable partnerships within the community.
- ★ On December 6, the Principal of Alternate Learning and Division Principal delivered a presentation at the Morinville Chamber of Commerce, focusing on the topics of Work Experience, Registered Apprenticeship Program (RAP), Dual Credit and Green Certificate programs. The presentation provided valuable insights into the Division's approach to these initiatives, showcasing the collaborative efforts to enhance educational opportunities for students. They presented the benefits for students, for businesses/employers and our communities. The presentation aimed to foster understanding and support within the community, showcasing the commitment to innovation and excellence in education.
- ★ In a festive gesture, the Superintendent is hosting a Central Office Christmas Party themed "Flannel & Festivities". The Central Office staff received a formal invitation to join the holiday celebration scheduled for the afternoon of December 22nd. The event promises an array of enjoyable activities, including games, hot chocolate, and delectable desserts. The unique theme encourages attendees to wear plaid, adding a touch of warmth and holiday spirit to the gathering. The Superintendent is committed to fostering a positive and inclusive work environment during the holiday season.

### **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.

- ★ On December 6th at SCHS, a Skills Canada Alberta presentation during blocks 1 and 2 aimed to equip students with the skills crucial for success in trades and technologies. The presentation highlighted the importance of trade and technology-based careers and emphasized the organization's goals, including improving the public perception of these careers, promoting career path opportunities, enhancing technological education quality, and fostering strong links between business, education, government and labor. Skills Canada Alberta envisions becoming a model of excellence in promoting skilled trade and technology careers to youth in the province and the country. The event aimed to encourage students to recognize the value of completing secondary and post-secondary education for personal development and future employability.

- ★ This year's Computer Science Education Week took place from December 4 to 8, 2023. The focus was on the "Impacts of Computing," exploring the positive and negative effects of computer science on various aspects of our lives. Activities organized by Hour of Code, Canada Learning Code, Google and Minecraft incorporated components of artificial intelligence, with non-AI options available for teachers and students. All events and activities were accessible through the Education Technology website, and additional details were provided in the [attached PDF](#). Educators were encouraged to share this information with their peers for use in classroom activities during CS Ed Week.

### **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.

- ★ The Director of Education Planning provided school leaders with a Master Assessment Plan Template, which played a crucial role in their November Professional Development session. During this session, the focus was primarily on assessment and participants benefited from dedicated support and time to work on their individual school assessment and education plan updates.
- ★ The Superintendent completed three-day Therapeutic Crisis Intervention for Schools training alongside SPS staff at Central Office on December 5, December 11 and December 18. The training aimed to provide a systems approach to support students, staff and schools in creating safe, caring and respectful learning and work environments. The sessions covered self-reflection, communication, brain science, crisis model and other related topics.
- ★ The CASS Zone 2/3 virtual meeting, exclusively for regulated members, took place with a comprehensive agenda on December 13. The morning session included updates from the CASS Board, featuring reports from President Andrea Holowka, CEO David Keohane, and Director Krimsen Sumners. Following this, both regulated and non-regulated members were introduced, setting the stage for a significant professional development topic—stakeholder engagement. A panel discussion ensued, providing a platform for members to share experiences and pose questions. The afternoon session comprised business meetings with information reports on various topics, including reports from ARPDC, Women in Leadership, Continuing Education Program, First Nation Métis Inuit Action Committee, Rupertsland and the Alberta Assessment Consortium.

### **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.

★ Ed Services Strategic Planning meeting on Dec. 12. This was the second meeting of the year. The Superintendent met with the team to discuss the following topics:

- How are we building capacity in our staff across the Division?
- How are we building teacher efficacy?
- Therapeutic Crisis Intervention in Schools, creating a long-term, multi-year plan.
  - Addressing our complex classrooms
- Team approach - how are we connecting SHINE and HYPE to our schools?
- New curriculum?
  - Supporting our teachers
- RCSD Model
  - Rebuilding our own
- Sustainable staffing in our schools
- Having challenging/fierce conversations

★ The Monthly Admin Council on Dec. 13 brought together Sr. Administration, Directors, Managers, Coordinators and Principals for the morning business meeting which included department updates and Leadership Discussions around the following topics:

Personal legacy exploration

- Individual reflection
- table sharing
- group sharing

Accelerating and Inspiring Trust

- Intent Accelerators:
  - How does my team know I care about them?
  - What can I do to be more transparent?
  - How could I be more motivated by the interests of my team?
  - How can I find out what is in my team's best interest? How will I act on it?
- Capability Accelerators:
  - What are my strengths and natural talents? (Activity)
  - How do I make my team complimentary?
  - Where is my industry going?
  - What do I need to do to stay ahead of the curve?

SLQS, LQS & TQS Results in Quality school leadership, teaching and optimum learning						
Central Office	Ongoing Analysis of the Context	LEADS TO	Decisions about what leadership knowledge and abilities to apply.	RESULTS IN	Quality school leadership	Optimum learning for all Students
School Leadership			Decisions about which pedagogical knowledge and abilities to apply.		Quality teaching	
Teachers						

- ★ Follow-up to **The 4 Essential Roles of Leadership** professional development September 18-19, 2023. December 1-15, all Principals, Vice Principals, Coordinators, Managers, Directors and Sr. Leadership participated in a 360 Diagnostic Assessment (Leadership Benchmark). The 4 Essential Roles of Leadership Benchmark is an assessment that gathers feedback from the leader (self-assessment), their “Boss” (Direct Manager/Direct Report), and “Others” (staff who report to the person). The feedback from the assessment will help leaders create an action plan to implement The 4 Essential Roles of Leadership and become more effective leaders. All responses were anonymous except for the ‘boss category’. The reports are confidential and used for professional growth purposes only.

### **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 December, the Indigenous Education Supports for Truth and Reconciliation shifted its monthly focus to Treaties and Land Agreements. This dedicated emphasis underscores the commitment to advancing understanding and awareness of the historical and contemporary significance of treaties and land agreements within Indigenous education. The initiative aims to provide valuable insights into the relationships between Indigenous communities and the broader population, fostering a deeper appreciation for the cultural, legal, and social aspects embedded in these agreements. Through this focused exploration, the Indigenous Education Hub strives to promote inclusivity, respect and a more comprehensive understanding of the shared history that informs the educational experiences of all community members.
- ★ The December meeting of the Call to Action cohort held a captivating continuation of their exploration of place as a powerful teaching tool on December 7th. The cohort seized an extraordinary opportunity to gather at Elder Bob Cardinal's Teaching Lodge in Enoch, where they were joined by the esteemed Dr. Dwayne Donald. Against the backdrop of this culturally rich setting, participants delved into a profound discussion on the significance of children, the transformative power of love, and the interconnectedness of relationality. The meeting provided a unique and enlightening experience, fostering a deeper understanding of these essential aspects within the context of education and community-building.
- ★ On the afternoon of December 13, Education Planning hosted the school administrative teams (Principals and Vice Principals) at the Morinville Leisure Centre, focusing on Leadership Professional Learning (LQS 5) with an engaging session on Indigenous Games led by Lyndon Suntjens. This initiative reflects a commitment to Leadership Quality Standard 5, emphasizing the importance of ensuring First Nations, Métis, and Inuit education for all students. The session provided an opportunity for participants to connect,



share insights and acquire valuable foundational knowledge in the context of Indigenous Games, contributing to a more inclusive and culturally responsive educational environment.

### **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.

- ★ In a proactive measure to support consistent, effective teacher evaluations, the Human Resources department recently distributed the Mid-Point Evaluation Template for Teachers to school leadership teams. This template is specifically created to streamline the mid-point check-in process for teacher evaluations.
- ★ In an effort to promote enhanced collaboration at Central Office, a strategic initiative is underway to relocate offices on December 21. This move aims to facilitate better coordination among specific departments, fostering a more efficient and synergistic work environment. Future plans extend to spring break, where a more significant rearrangement is anticipated. This upcoming shift involves the Morinville Learning Centre and the Boardroom swapping places, with the intent to establish a clearer and more purposeful layout for the Learning Centre within its originally designated space. These strategic office relocations underscore a commitment to creating an environment that puts students first, maximizes teamwork and ensures that each department's physical placement aligns with its functional objectives.
- ★ The proposed changes in the Memorandum of Agreement between Sturgeon Public Schools and The Alberta Teachers' Association include compensation for teachers working outside the usual school year, paid leave for principals and vice principals, and administrative allowances emphasizing operational readiness and scheduling flexibility. The agreement commits to a reliable substitute teacher booking system, maintains a job share initiative list, and allows temporary leave of absence due to unsafe road conditions. Additionally, it ensures the external posting of new school year positions and includes Letters of Understanding about professional development for substitute teachers, along with detailed conditions for distributed education at specific learning centers, covering aspects like course assignments, design expectations, class composition, and enrollment processes. For more detailed information, see Public Board Meeting Agenda Item #7.1.

### **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 first Student Advisory Committee meeting for the 2023-2024 school year convened on November 28, featuring engaging activities and discussions. A team-building exercise called "Hold the Rope" demonstrated the importance of communication, encouragement, and initiative in leadership. Students expressed appreciation for teacher support and school spirit, while desiring more non-sport related activities. The meeting also explored students' views on citizenship through the Tug-O-Words activity. Discussions delved into the reasons why some students don't follow rules, lack of enforcement and proposed solutions included united rule enforcement and fostering a positive culture. The session concluded with students sharing their thoughts on what they want school staff to know and how they can contribute positively.
  
- ★ December 13, 2023, NSBA Rural Education Virtual Summit. A gathering of Rural Boards/Superintendents to address unique challenges and opportunities in rural education in the United States. The Superintendent joined the Board Chair, the Vice Chair, Trustee Buga and Trustee Murray-Elliott to hear about innovative strategies initiated in different American States to foster a supportive network that empowers rural communities to enhance educational outcomes and promote equitable access to quality education.
  
- ★ Following the Council of School Councils' meeting, all feedback was gathered and analyzed. In response to the valuable insights shared during the evening, a strategic initiative was launched to create a dedicated [website](#) specifically for School Councils. This online platform aims to serve as an effective means of communication creating a "one stop shop" for all School Councils to find pertinent information and collaborate with each other. The decision reflects a commitment to continuous improvement and a recognition of the pivotal role communication plays in the success of the Division.

Administration is prepared to respond to questions at the December 20, 2023, Public Board meeting.

**Attachment(s):**

Not applicable.