



Date: February 28, 2024 **Agenda Item:** 8.3

To: Board of Trustees

From: Shawna Warren, Superintendent

Originator(s): Shawna Warren, Superintendent

Governance Policy: [Board 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.

- ★ 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 sessions have been instrumental as a vital platform for engaging in meaningful discussions, exchanging ideas, and developing innovative strategies aimed at enhancing the success and well-being of both students and staff. Recent meetings have covered a variety of topics, including:
 - Playground Audits
 - AEDs in schools - updating parts
 - Registration 2024-2025
 - Programming 2024-2025
 - Open Houses
 - Parent Engagement Evenings

- ★ The Superintendent and Associate Superintendent, Corporate Services maintain a consistent and collaborative dialogue with the Chief Administrative Officer (CAO) of the Town of Gibbons through ongoing weekly meetings with the Associate Superintendent, Corporate Services and the Director of Facilities. These meetings are focused on discussing the development of the town and the future of education within the community. This partnership exemplifies a strategic approach to aligning educational planning with the town's growth and development objectives.

- ★ On Pink Shirt Day, February 28, 2024, students, staff, the Superintendent and the Board of Trustees of Sturgeon Public Schools united in a powerful display of solidarity and support for anti-bullying initiatives. Dressed in pink shirts, the Division symbolized its commitment to creating a welcoming, respectful and safe learning environment for all students.
- ★ February 9, 2024, the Superintendent and Deputy Superintendent met with Alberta Education, the Assistant Deputy Minister, Program and System Support Division and an Education Director, to discuss Lionsheart Education Centre students to build an understanding of the residency and guardianship of the children living at the centre.
- ★ The Superintendent attended Legal Public School's School Council meeting on Thursday, February 15, 2024, to support parents' understanding of the history of SPS in the Town of Legal and support their advocacy for public education in the Town of Legal.
- ★ February 21, 2024, the Superintendent met with the Mayor of Sturgeon County to discuss current needs and trends in the Division, the progress on current collaboration projects and potential future collaborations.
- ★ February 22, 2024, CASS Neighbours Connects held their informal monthly virtual meeting that bridges the educational landscape between school divisions in zone 2/3. This initiative fosters collaboration and information exchange between neighbouring Superintendents. These meetings offer a unique opportunity to share best practices, discuss emerging trends and address common challenges. CASS Neighbours Connects provides an avenue for Superintendents to collectively work towards enhancing the quality of education in our respective Divisions.
- ★ On February 22, 2024, the Superintendent attended a Lunch and Learn webinar hosted by Life in the Heartland, a collaborative communications initiative dedicated to enhancing resident awareness of industrial projects and development in Alberta's Industrial Heartland region. This free one-hour webinar invited participants to "Grab your lunch and join us" for an informative session, offering live updates and insights into the activities and projects of companies operating within this critical industrial zone. The event served as a platform for the Superintendent to stay informed about the ongoing developments in the Heartland area.

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.

- ★ January 31, 2024, Site Based PD Day - Community of Practice (COP) for Child and Youth Care (CYC) Workers. This school year, because of the newness of the CYC positions, a Community of Practice was created. On January 31st, CYC workers came together as a

group to meet. The COP was led out by the Director of Learning Services and the Learning Services Team. Agenda topics included: CYC connections across all schools, the role within the K-12 system, community connections, what is working and any challenges being faced.

- ★ February 20, 2024 - Professional Learning and Collaboration for School Counsellors. ATA presentation on "Confidentiality Issues Related to Counselling" was a significant event aimed at enhancing the professional capabilities of school counsellors. Presented by the ATA, this session delved into critical areas such as the paramount importance of confidentiality in counselling, the responsibilities associated with note-taking, and the limitations on the usage of these notes. The conversation touched upon the recent government announcement, reassuring our school counsellors of the robustness of Sturgeon's policies and administrative procedures. The ATA reinforced the importance of confidence in these policies and procedures in dealings with families, highlighting that without specific government policy or legislation, there will be no change in the commendable work being done in SPS.
- ★ SALT - Shadow days are underway, Sturgeon Aspiring Leaders spend a day shadowing a current principal. This is a great opportunity to build capacity across the Division to allow potential future leaders to experience 'a day in the life of a principal'.
- ★ Learning Support Leads and Behaviour Leads ½ day Professional Learning for February:
 - Module 6 in the Brain Story: The Brain Story: Module 6: Air Traffic Control: Building Executive Functioning and Self-Regulation Capacities
- ★ February Admin Council professional development focus for Principals:
 - Violent Threat Risk Assessment (VTRA) Review
 - Exemplars, Scenarios and Table Talks
 - Crisis Response Review
 - Exemplars, Scenarios and Table Talks
 - Therapeutic Crisis Intervention in Schools (TCIS) Review
 - Exemplars, Scenarios and Table Talks
- ★ The Superintendent conducts ongoing monthly 1:1 meetings with direct reports, fostering a culture of open communication and personalized leadership within the school division. These meetings are an essential platform for discussing individual performance, setting goals and addressing any challenges or opportunities that arise. They provide a valuable opportunity for the Superintendent to offer tailored guidance and support, while also gaining insights into the various aspects of the division's operations from different perspectives. This regular, individualized engagement not only strengthens the professional development of team members but also enhances the overall effectiveness of the division's leadership team, ensuring a cohesive approach to achieving the division's educational goals and priorities.

- ★ A comprehensive Professional Development Menu has been established for teachers involved in the implementation of the new curriculum this year. The allocation of specific half-day release time sessions based on the curricula are being implemented, including three sessions for K-3 Science and 4-6 ELAL/Math, two sessions for K-3 Math, and abbreviated versions of K-3 ELAL – Layers of Reading Videos. Additionally, K-6 ELAL and administration staff have also been allocated two half-day sessions each for professional development. This initiative aims to support and enhance the effectiveness of curriculum implementation within the Division.
- ★ Monday, February 5, 2024, the Superintendent joined Superintendents and Board Chairs from across the province in an online meeting with Minister Nicolaidis to discuss the Premier’s announcement on Supporting Alberta’s students. The meeting summarized the policies Alberta’s government is introducing to ensure children are supported as they grow into adulthood and become the people they want to be. Over the next several months, Alberta Education will be having discussions with all education partners to gather input on implementing these policies.
- ★ February 16, 2024, the Superintendent collaborated with the Deputy Superintendent, the Director of Learning Services and two principals to reflect on current inclusive learning practices and focus on improvement for the remainder of 2023-2024 and the upcoming school year. The meeting was a brainstorming of ideas using examples from other divisions and schools.

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 Faculty of Education at Concordia University of Edmonton (CUE) held a career fair on February 1, as part of the Employment Processes Program for students preparing for careers in teaching. Graduating students had the opportunity to attend multiple 20-minute sessions where school divisions provided information about job openings, application procedures, and related matters. The Superintendent joined the Associate Superintendent of Human Resources and the Director of Human Resources to promote Sturgeon Public Schools.
- ★ The Superintendent attended an online webinar titled Learn Proven Strategies to Bolster Staff Well-being. Teacher shortages are recognized as a global phenomenon and, though many factors contribute to educator attrition, poor working conditions and high levels of stress are frequently cited as causes. This stress is a result of the multi-faceted nature of jobs in education, and the reality is that, over time, the teaching profession has become

progressively more complex. This intensification of the profession is having negative effects on staff, and ultimately students.

- The webinar presented research driven strategies specifically designed to overcome challenges in:
 - Organizational characteristics, such as:
 - improved job control;
 - conflict resolution;
 - improved recognition;
 - workload management;
 - team collaboration; and
 - building communication.
 - Safe & Inclusive School Environment
 - enhanced school environment and
 - supported school safety and reduced bullying of staff.
- ★ Alberta Technology Leaders in Education (ATLE) and Alberta Education (ABED) hosted a lunchtime roundtable titled "Leading provincial exam implementation in your schools" on Tuesday, February 27, from noon to 1 PM via Zoom. This session, particularly relevant for administrators, focused on the administration of provincial exams using the new Alberta Education Vretta tool. Attendees discussed strategies for successful implementation of the Vretta tool, addressing the challenges of its newness and the difference in teachers supervising exams versus those who have tested the tool in classes. The meeting aimed to explore ways to enhance familiarity with the tool, integrate it into authentic assessment practices, and reduce potential issues on exam days, while also sharing good practices and addressing participants' questions.

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.

- ★ On February 7th, 2024, in recognition of National Women and Girls in Sports Day, the Superintendent attended a significant event titled "ASAA Beyond Boundaries: Women in Sport Workshop and Luncheon" dedicated to empowering female coaches, administrators, officials and athletic directors involved in High School Athletics. This event was a vibrant assembly focusing on developing meaningful solutions to the challenges women in sports face within the province. It featured an array of guest speakers who have been pivotal in changing the game and leading sports initiatives in the region. The attendance of the Superintendent underscored the Division's commitment to supporting gender equality and promoting inclusive practices in school sports and beyond.
- ★ January 25/February 29 - The Superintendent was part of two online meetings with multiple community members and Sturgeon Public staff to identify potential partners interested in

collaborating on a community improvement initiative, drawing inspiration from the past success of the Regional Collaborative Service Delivery (RCSD) model. The RCSD model, which was canceled in fall 2020, was a regional partnership between school authorities, Alberta Health Services (AHS), Child and Family Services Authorities (CFSA) and other community stakeholders. Under RCSD, partners worked together on a regional basis to meet the identified needs of children and youth. RCSD resources were pooled and shared to support the identified needs of children and youth in a given region. Children and youth throughout the region had equitable access to services regardless of their school program.

The discussion centered on understanding the services, supports, programs, focus areas, and age groups served by community partners, as well as addressing reporting requirements and potential obstacles. Valuable insights were shared from prior successful partnerships, ultimately leading to a commitment to align their project with the previous RCSD model. The goal is to team up to provide our communities with supports and services throughout Sturgeon County through community programming:

- FCSS, Families First Society, MHCB-HYPE, FSCD-SHINE, MHIN-M&Ms, Boys and Girls Clubs
 - [New Draft Google Site](#) created so all members can find information.
- ★ The Superintendent attended Parent Engagement Sessions on February 5th, 15th and 27th; at SCHS, FWPS and BACS. These sessions were integral in fostering open communication and collaboration between the school division and parents. Demonstrating a commitment to community involvement and feedback, the Superintendent's presence at these sessions underscored the importance of these discussions in shaping education in Sturgeon Public Schools.
- ★ In February, the Superintendent continued the second round of school tours which began in January, continuing her commitment to deeply engage with staff, students and the general school community. These tours emphasize the Superintendent's dedication to directly sharing in the successes of our schools and addressing the evolving needs and challenges of each school. Revisiting the schools reinforces earlier connections with teachers and students and provides the opportunity to assess the progress made since the initial visits. Consistent interaction allows for a more dynamic and responsive approach to educational leadership, ensuring that the concerns and feedback of the school communities are not only heard but actively integrated into future strategies and decisions.
- ★ February 8, 2024, the Superintendent met with the Communications Manager and Communications Advisor to discuss Division Communication Priorities and embark on the creation of a Division centred Timeline/Priorities Framework.

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.

- ★ The school division dedicated the month of February to focusing on Indigenous Literature and Authors, providing resources tailored to each grade level. By curating a selection of literature and resources from Indigenous authors, the Division is actively enriching the curriculum, offering students and educators valuable perspectives and insights. This focus not only broadens students' understanding and appreciation of Indigenous cultures but also supports the development of a more inclusive and comprehensive 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.

- ★ The school division recently submitted a comprehensive survey to the Public School Boards' Association of Alberta (PSBAA) focusing on the Recruitment and Retention of Teachers and Professional Staff in Rural and Northern Alberta. This survey is a significant contribution to understanding the unique challenges and opportunities in these areas. It encompasses detailed data and insights into the factors affecting the recruitment and retention of educational professionals in rural and northern communities. This submission reflects the Division's proactive approach in addressing critical staffing issues and contributing to broader discussions and strategies for educational staffing in Alberta. By sharing this information, the Division aims to inform policy-making and support initiatives that enhance the quality and stability of education in regions where recruitment and retention are particularly challenging.
- ★ The Superintendent has been conducting ongoing bi-weekly meetings focused on the capital plan, leading up to the submission deadline to Alberta Education on April 1, 2024. These meetings play a crucial role in the strategic planning and development of the division's capital projects. The meetings are to ensure all components of the plan are meticulously reviewed, updated and aligned with the division's educational needs and goals. The bi-weekly cadence of these meetings highlights the significance and urgency of the capital planning process, facilitating regular assessments and necessary modifications. This structured and collaborative approach is geared towards creating a detailed and well-formulated submission to Alberta Education, showcasing the division's dedication to efficiently managing its resources and infrastructure to meet the current and future educational requirements of its students and staff.

- ★ The Division will expand Legal Public School to accommodate Grade 5 students within the school beginning the 2024-2025 school year. This expansion reflects a commitment to ensure that students receive quality education without the need to leave their community.
- ★ Literacy and Numeracy intervention started for Grade 4&5 students on February 12, 2024. In 2023/24 the plan for Sturgeon Public Schools for literacy and numeracy intervention follows the plan in past years with a few modifications in response to identified areas of growth in our programming. Three 0.5 FTE intervention teachers receive up to 3 days of training in literacy and numeracy intervention prior to entering schools, including time to practice implementing the SPS Intervention Lesson Plan Model. The intended schedule will be from early February until the end of May 2024. These teachers will spend the morning providing small group instruction to grade 4&5 students that have been identified as requiring additional support.
- ★ Registration for the 2024-2025 school year opened February 5th. Current families were notified through PowerSchool, and the school registration process is actively being promoted on the Division website and through various social media platforms.
- ★ The Facilities Department has organized training days in small groups scheduled for late February and early March, focused on educating staff about camera access and operation within the school facilities. Additionally, these sessions will include discussions regarding the security of doors and the fob access system. These efforts underscore the commitment to enhancing security and safety measures to protect students, staff and our communities, ensuring a safe learning environment for all.
- ★ The Superintendent's travel rate is governed through the Superintendent of Schools Regulation (98/2019) which aligns with the Government of Alberta's "[Travel, Meal and Hospitality Expenses Policy](#)", emphasizing that "taxpayer dollars are to be used prudently and responsibly with a focus on accountability and transparency". This GoA policy underscores the necessity for officials to exercise caution and discretion when utilizing public funds for travel-related expenses, ensuring that every expenditure is justified and serves the public interest. The GoA policy was recently updated with amendments made to the mileage rate and the meal allowance rates. All Division staff travel, meal and expenses will follow suit and align with the GoA policy effective April 1, 2024.

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 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

- ★ The “Superintendent Week-at-a-Glance” continues to play a pivotal role in fostering transparency and trust within the school community. Initially launched in the 2022-2023 school year, this initiative involves the weekly distribution of the Superintendent’s calendar, providing insights into the upcoming week’s activities to the Board, school-based leadership and central office leadership. This practice enhances transparency, communication and collaboration.

- ★ February 12, the Superintendent, Deputy Superintendent and Director of Education Planning attended the annual meeting with the Division’s assigned Alberta Education Manager to review the Division’s Annual Education Results Report (AERR), as required by legislation, to ensure it meets Alberta Education Requirements. Basic requirements include:
 - Accountability statement signed by the board chair
 - Permalink to the annual education results report on the Division website
 - Whistleblower protection report
 - Budget – Actual Comparison
 - Summary of Financial Results
 - A web link to the Audited Financial Statements (AFS)
 - A web link to the Provincial Roll Up of AFS information
 - At least 4 years of data for the following provincial measures
 - High School Completion
 - Citizenship
 - Student Learning Engagement
 - Provincial Achievement data
 - Early Years Literacy and Numeracy Assessments
 - Education Quality
 - Welcoming, Caring, Respectful and Safe Learning Environment
 - Access to Supports and Services
 - Parental Involvement
 - Observations and questions in the meeting included:
 - Successes
 - Challenges
 - Current and Future Mitigation Strategies

- ★ The Board Chair and the Superintendent continue to hold regular Committee of the Whole and Public Board agenda review meetings, a practice that underscores the commitment to thorough preparation and strategic planning. These meetings, scheduled before each Committee of the Whole and Public Board meeting, are dedicated to reviewing the agenda package in detail. This process ensures that both the Board Chair and the Superintendent are well-informed on the topics and issues to be discussed. These agenda review sessions reflect a collaborative approach to governance and facilitate informed discussion and decision-making.

- ★ The second Student Advisory Committee meeting for the 2023-2024 school year convened virtually on February 27, featuring engaging activities and discussions. The session included round table discussions on “What Should School & Community Leaders Know about What Students Need?” and “Entry to High School - Easing Transitions: Advice from our High School Student Leaders”.

- ★ Feb. 20 - The Board of Trustees, the Superintendent and the Principal of Guthrie School met with M.P. Dane Lloyd to discuss the possibility of collaboration between the Federal Government, the Provincial Government and the school division to increase recruitment and retention in the Canadian Armed Forces through the K-12 Educational System.

Administration is prepared to respond to questions at the February 28, 2024, Public Board meeting.

Attachment(s):

Not applicable.