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2016 – 2017 Annual Report

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2016 – 2017 Annual Report
Getting to know SELU
Excellence in Educational Leadership

What is SELU?
The Saskatchewan Educational Leadership Unit (SELU) is a non-profit agency that provides customized consultative services to educational partners, First Nations authorities, and human services agencies that enhance leadership development and educational programs.

SELU is a collaborative and active partner in the K-12 and post-secondary education sectors. It is focused on enhancing the quality of leadership in education, improving student learning outcomes, and student well-being.

Alignment to the Education Sector Strategic Plan
The Saskatchewan Educational Leadership Unit strives to align its work with the Ministry of Education’s Education Sector Strategic Plan (ESSP). SELU’s team members contribute to discussions of ESSP priorities such as early learning, reading, First Nations and Métis student achievement, and graduation rates.

SELU creates connections between the work done in school divisions, First Nations authorities, and the human services sector with government initiatives such as the ESSP.

SELU’s Vision
Educational and human service organizations that are guided by effective, knowledgeable, and research-informed leaders who support, strengthen, and achieve exceptional student outcomes and enriched well-being in schools and communities.

SELU’s Mission
To provide opportunities for leadership development through professional learning, dialogues, research, and leadership studies; and to offer consulting services to local, national, and international organizations.

SELU’s Services
SELU works with clients to customize services to meet identified needs and key deliverables.

- School Effectiveness Studies
- Scholarly Research and Publications
- Professional Learning Opportunities
- Strategic Planning and Facilitation
- Resource Development
- Needs Assessments
- Leadership Recruitment and Evaluation
- Organizational Networking

“With great joy and humility, I hereby write to express my gratitude on the opportunity given to me for attending the 22nd National Congress on Rural Education, 2017. The event was an eye-opener, and a unique avenue where I gained knowledge about First Nations and Métis education, Truth and Reconciliation Calls to Action, cultural relevancy, leadership as-a-practice, building relationships, and lots more. I will forever be appreciative of this opportunity, and I look forward to other educational opportunities ahead. Thank you very much.”

– Jemilat Adeyemo
PhD Student
Department of Educational Administration
College of Education
University of Saskatchewan
The Saskatchewan Educational Leadership Unit (SELU) was originally established by one of my predecessors, Dr Murray Scharf, through a grant from the Ministry of Education in 1986. The purpose of this grant was to develop a non-profit research unit in order to provide customized consultative services to educational partners, First Nations authorities, and human service agencies that enhance leadership development and educational programs. Since that time, SELU has served provincial, national, and international clients through a variety of projects, programs, and research.

Today, SELU continues to carry out this legacy. Its purpose remains the same—to provide opportunities for leadership development through professional learning, forums, research, and administrative studies; and to offer consulting services to local, national, and international organizations. This is done through the activities of effective, knowledgeable, and research-oriented leaders and consultants who work in partnership across organizations in order to deliver on SELU’s mandate.

I am proud of the work of SELU. Throughout its 30+ years as a unit of the College, it has maintained and enhanced its identity as a trusted and intentional partner in education, due in no small part to its rich history and dedicated staff, faculty, and consultants, and its supports and structures. Because of this, SELU has made significant contributions that have resulted in deep and lasting change across the education sector and beyond.

At this time, I would like to specifically acknowledge the commitment and expertise of several individuals. First and foremost, Patricia Prowse, for the knowledge, experience, and professionalism that she brings to the Unit; Cecile Laprairie, for her longstanding dedication and commitment to SELU; and of course the enduring and effective leadership from both Dr David Burgess and Dr Paul Newton as well as other members of the faculty of the Department of Educational Administration. As we look to the future in these times of challenge, I see a continued and even greater need for the work of this highly valued and valuable Unit.

“I am proud of the work of SELU. Throughout its 30+ years as a unit of the College, it has maintained and enhanced its identity as a trusted and intentional partner in education.”

– Dr Michelle Prytula
The past year has been both productive and revitalizing. The hard work of our many valued consultants, and the unending patience and support from both Associate Director Patricia Prowse and Administrative Support Cecile Laprairie have ensured that the Saskatchewan Educational Leadership Unit continues to be a vibrant leader in the education and human services sectors in Saskatchewan and beyond. I want to offer a special acknowledgement of the faculty in the Department of Educational Administration, as well the Dean of the College of Education, for their many contributions to our revitalization efforts.

In last year’s report, I outlined the work that SELU had engaged to ensure compliance with many of the technical requirements emerging from the 2013 Strategic Program Review—including financial alignment with requirements of the University of Saskatchewan and the Auditor General. In 2016-2017, we continued to advance through what we believe to be the final alignments in the area of governance necessary to report full compliance in future program reviews at the University. Additionally, under the wise guidance of Patricia and Cecile, SELU has undergone a refresh of its communications strategy. This has involved much design and rebranding efforts in publications, promotions, and our web presence.

With respect to governance, much attention has been paid to the clarification of roles in the areas of operations, strategy, and community partner connection and advice. As a Type A Centre

SELU Director, Dr David Burgess
of the University of Saskatchewan, SELU’s operations are governed by a reporting structure established in University policy where the Director is accountable to the Dean, and the Dean to the Senior Administration of the institution—this has been clarified, particularly in the areas of finances and human resources.

In October, Patricia and I sought the approval and ratification of changes to the SELU Constitution that dissolved the (now former) Management Advisory Board and established a Management Board—responsible for oversight of financial and strategic concerns, and solidified the involvement of the Department of Educational Administration in SELU’s work—and an Advisory Board—essentially a reconstitution of the former Management Advisory Board but with the addition of seats for new and valued community and stakeholder partners.

In May, the Management Board approved additional constitutional amendments (for which we will seek ratification by the Advisory Board at their meeting in June) that will introduce two important honours that SELU may bestow in recognition of the contributions made by key individuals without whose dedication the organization would not succeed. Companions are those consultants who have offered their services in advancing the interests of our clients and as such have advanced excellence in leadership of education in the province and beyond. Patrons are those founders, builders, and contributors to the growth of the organization itself; they are individuals who often advocate beyond our current cadre of partners for the advancement of SELU’s mission in new domains. Following ratification of this addition to the Constitution by the Advisory Board, we expect that announcements of inductees will be made beginning in the fall.

The Dean of the College of Education has signaled “Research, Response, and Reconciliation” as the basis of our activity in relation to the University and our partners in all sectors. The Saskatchewan Educational Leadership Unit makes important contributions in alignment with each of these three foci—they have been marks of strength and vitality for the Unit for many years, and they are contributions we owe to the rigour, professionalism, and dedication of our valuable cadre of expert consultants. For all of the work of our talented consultants, for the support of the Department and the College, for the wise guidance of our partners, and for the unwavering dedication of our prized Cecile and Patricia, thank you all for making SELU a source of great pride.

I very much look forward to the opportunities ahead in 2017 – 2018.

“The Saskatchewan Educational Leadership Unit continues to be a vibrant leader in the education and human services sectors in Saskatchewan and beyond.”

– Dr David Burgess
John F Kennedy said, “Leadership and learning are indispensable to each other.” Reporting on my second year as the Associate Director of SELU I must begin with gratitude for the mentorship that I receive from exemplary leaders. I want to acknowledge the leadership and support that SELU Director, Dr. David Burgess, Dean Michelle Prytula, Dr. Paul Newton, and the faculty of the Department of Educational Administration provide on a daily basis. I am fortunate to be able to seek advice from SELU’s capable consultants, Advisory Committee members, Ministry officials, First Nations authority colleagues, faculty in the College of Education, and a myriad of organizational partners, and clients.

Cecile Laprairie, with over ten years of experience at SELU, remains incredibly helpful and patient. Together these individuals’ leadership competencies, expertise, support, and advice shapes my learning in significant ways, and I am grateful.

SELU has a rich history and a solid reputation of providing excellence in educational leadership for over thirty years. While rooted in three decades of experience, SELU is attuned to the educational and human services sectors and is constantly adjusting and refreshing its services to meet the needs of its clients. SELU stays connected to these sectors through its work with the Ministry of Education, its participation in provincial committees, and through regular communication with organizational partners and clients. SELU’s connection to the College of Education and more specifically the Department of Educational Administration facilitates networking between faculty members and their scholarly research and practitioners in the field. SELU is very fortunate to have the opportunity to engage graduate students in consulting contracts and research projects.
Whether creating new knowledge or designing new programs, there is much that we have in common.

2016 – 2017 was another eventful year for SELU. In this report, you will review the research, consulting, partnership projects, and professional activities that have taken place. Along with meeting the needs of our clients, SELU successfully hosted national conferences and provincial learning opportunities. During 2016 – 2017, SELU:

- Continued to respond to recommendations reported in the 2013 Strategic Program Review.
- Created a new visual identity and refreshed its vision, mission, website, and annual report.
- Developed a Code of Conduct for consultants.
- Explored collaborative partnerships in the delivery of professional development opportunities.
- Planned a first ever post-Congress forum on “Safety Matters” at the 22nd National Congress on Rural Education in Canada.
- Named its scholarship in honour of Professor Emeritus, Dr Patrick Renihan, in recognition of his longstanding and positive impact on the development and leadership of SELU.
- Launched the SELU Research Review Journal (SRRJ) in November and two issues have been published online at selu.usask.ca.
- Initiated a strategic planning process and this work will be a major focus during 2017 – 2018.

As you read SELU’s Annual Report, I invite you to share your reflections with me. I am excited about the new year ahead, and I welcome the opportunity to continue SELU’s work locally, provincially, nationally, and internationally. As we enter 2017-2018, I am confident that it will provide each of us with many leadership and learning opportunities.

“SELU has a rich history and a solid reputation of providing excellence in educational leadership for over thirty years. While rooted in three decades of experience, SELU is attuned to the educational and human services sectors and is constantly adjusting and refreshing its services to meet the needs of its clients.”

– Patricia Prowse
Under its constitution, the Saskatchewan Educational Leadership Unit operates as a Type A Centre subject to the University of Saskatchewan Policies and Regulations regarding Centre Operation and Assessment. SELU exists within the College of Education, in association with the Department of Educational Administration, under the authority of the Dean of the College.

Following a review of SELU operations in June 2013, amendments were proposed to the Dean of the College of Education that clarified the governance structures described within SELU’s constitution. Approved in October 2016, these amendments established a Management Board and renamed the previous Management Advisory Board as the Advisory Board.
The SELU Advisory Board consists of representatives of the various educational organizations in the province. Member organizations appoint representatives that serve terms that vary in accordance with the policies and bylaws of their organizations. The Advisory Board’s role is to provide advice on the direction of the Saskatchewan Educational Leadership Unit from their organization’s perspective.

2016 – 2017 Advisory Board

Vacant
Community Partner Member-at-Large

Mr Dean Newton
League of Educational Administrators, Directors and Superintendents (LEADS)

Mr Lonny Darroch
Saskatchewan Association of School Business Officials (SASBO)

Ms Ruth Griffith
Saskatchewan Association of School Councils (SASC)

Mr Ted Amendt
Saskatchewan School Boards Association (SSBA)

Ms Carol Sarich
Saskatchewan School-Based Leaders (SSBL)

Ms Tammy Bloor Cavers
Saskatchewan Ministry of Advanced Education

Ms Susan Nedelcov-Anderson
Saskatchewan Ministry of Education

Ms Laurel Irving Piot
Saskatchewan Teachers’ Federation (STF)

Mr Pat Bugler
Treaty Six Education Council

Dr Pamela Osmond-Johnson
Faculty of Education, University of Regina

Dr Paul Newton (Chair)
Department of Educational Administration, College of Education, University of Saskatchewan

Dr Michelle Prytula
Dean, College of Education, University of Saskatchewan

Dr David Burgess
Ms Patricia Prowse
Saskatchewan Educational Leadership Unit
What We Do

SELU Offers High-Quality Customized Professional Services

SELU has over thirty years of experience fulfilling its mission to promote educational leadership through the delivery of professional learning services and programs, conducting research, facilitating forums for the discussion of salient educational and administrative issues, acting as a communication link among the various provincial and local educational organizations, and providing consultative services in the education and human services sectors.

SELU remains steadfastly committed to meeting the needs of our client. Although there may be similarities in the approach to professional services and programming, project development and implementation, each contract and consulting services agreement is seen as unique in its deliverables and is designed to be responsive to the client’s expectations and context.

30 years of leadership in practitioner-focused research and development for educational partners, First Nations authorities, and human services agencies.
A brief overview of some of the professional services that SELU provides is outlined below.
Contact SELU at 306-966-7634 for more information on these and other services or to customize your project.

**School Effectiveness Studies**
Building on 30 years of school effectiveness research and field work, and following meaningful dialogues with clients, SELU employs a refreshed school review model that aligns with research-informed practices in educational change and leadership and the provincial education sector strategic plan. SELU has completed 17 school effectiveness reviews using the new framework and processes of *Telling Your Learning Community’s Story*.

**CEO Recruitment**
Vast experience with, and knowledge of, education and human services sectors ensures that SELU is well-situated to assist boards in recruiting exemplary CEOs. SELU supports boards and search committees with developing terms of reference, determining critical competencies, conducting a search (internal/external candidates), reviewing candidate applications, and assisting with the interview process.

**Resource Development**
SELU has developed resources for clients and organizations such as the Ministry of Education, First Nations authorities, and human services agencies. Examples of these projects include the development of K-Grade 12 citizenship education pedagogy and resources, curriculum support documents for the Saskatoon Tribal Council and the Office of the Treaty Commissioner, as well as conducting literature reviews and developing position papers.

**Strategic Planning & Facilitation**
SELU consultants facilitate discussions and collect findings with a myriad of stakeholder groups. Along with collecting feedback, SELU works collaboratively with clients in the development of a focused, actionable, measurable, and effective strategic plan that articulates a positive path forward for the organization. SELU facilitators can also assist in refreshing vision and mission statements and discuss how to align the organization’s work with provincial goals, outcomes, and other deliverables.

**Needs Assessments**
SELU has research expertise to assist clients and organizations in gathering data and conducting needs assessments. Working with the client, SELU can create online surveys, conduct face-to-face interviews, and facilitate focus group discussions. Questions are constructed to gather information that will build a better understanding of current needs and opportunities.

**Director, CEO, & Board Assessments**
SELU works collaboratively with clients to customize Director, CEO, and Board Assessments to meet the unique organizational needs of school divisions, educational, and not-for-profit organizations. Evaluations typically include customized interviews and online surveys. SELU consultants can also review evidence presented and compare it to role descriptions, work plans, and key deliverables.
SELU Team
2016 – 2017

Faculty and Staff Consultants

- David Burgess
- Michelle Prytula
- Keith Walker
- Paul Newton
- Vicki Squires
- Jay Wilson

External Consultants

- John Barton
- Wendy James
- Cathy Mills
- George Rathwell
- Tyler Bergen
- Lori Kindrachuk
- Dennis Moniuk
- Linda Stanviloff
- Bruce Bradshaw
- Brett Kirk
- Kim Newlove
- Tom Sutherland
- Cliff Chutskoff
- Michael LeClaire
- Andrea Nostbakken
- Avon Whittles
- Barbara Compton
- Larry Mikulcik
- Louise Phaneuf

Graduate Student/Research Support

- Jemilat Adeyemo
- Andrew Herron
- David McDougall
- Joshua Scott
- Tara Czarnecki
- Erin Magee
- Tenneisha Hibbert-Nelson
- Josie Steeves

Technical Support/College Staff

- Cheryl Brooke
- Brenda Mergel
- Carol Reader
- Alyssa Wiebe
- Hillary Dort
- Cindy Pidskalny
- Graham Walker

SELU Team: Cecile Laprairie, SELU Administrative Assistant; David Burgess, SELU Director; Patricia Prowse, SELU Associate Director
The 2016 Saskatchewan Principals’ Short Course (SPSC) was held July 4 to July 7 at the Travelodge Hotel in Saskatoon. The enrollment of 143 reflects one of the higher enrollment numbers for the Course over the last few years. Past year enrollments were 93 in 2015, 117 in 2014, 119 in 2013, 164 in 2012, and 118 in 2011. Registration fees had a slight increase over 2015. The registration fee (which includes breakfasts, lunches) was $550, and the registration fee with hotel accommodations was $1070.

Dr Michelle Prytula served as Director, Jim Klenz, a Master’s student in EADM, was Associate Director, and Cecile Laprairie, Saskatchewan Educational Leadership Unit’s (SELU) support staff, served as the Course Registrar and Coordinator.

The Saskatchewan Ministry of Education, the Saskatchewan Teachers’ Federation (STF), the Saskatchewan School Based Leaders (SSBL), and the Saskatchewan School Boards Association (SSBA) provided direct financial support. Support-in-kind came from the Department of Educational Administration, University of Saskatchewan, and the League of Educational Administrators, Directors, and Superintendents (LEADS). The SPSC is grateful for the generous support from these fine institutions.

The 2016 SPSC Advisory Committee consisted of Carol Sarich (SSBL), Kevin Kleisinger (Saskatchewan Ministry of Education), Geraldine Knudsen (SSBA), Laurel Irving Piot (STF), Kathy Grad (LEADS), Chris Scribe (First Nations Representative), David Burgess, Patricia Prowse, and Cecile Laprairie (SELU), Michelle Prytula (Director, SPSC) and Jim Klenz (Associate Director, SPSC). Thank you to the Advisory Committee members for their suggestions and support. The Committee’s perspectives and recommendations are integral to the success of the Short Course.

The major goal of the Short Course is to provide an intensive opportunity for participants to deepen their knowledge of theory, practice, and reflection, contributing to their skills as teachers and school leaders. The activities of the Course enable participants to:

1. Examine the role of the principal through the lens of instructional leadership;
2. Extend knowledge regarding the practices of establishing a vision, influencing school culture, and stimulating the learning environment, while at the same time managing, modeling, and monitoring activities within the school;
3. Learn about new developments and initiatives in education;
4. Share experiences, insights, and concerns with other practitioners; and,
5. Develop a support network.

Within the theme of Establishing a Vision and Culture Conducive to Learning were larger plenary sessions designed for participants to come to understand the necessary roles of a shared vision and a culture of learning in their professional communities. Within the theme of Stimulating the Learning Environment were smaller sessions designed to enable participants to focus on topics of special interest to their schools.

A Look Back at 2016 – 2017...

Major Events

Saskatchewan Principals’ Short Course
July 4 – 7, 2016

Continued...
A Look Back at 2016 – 2017...

Major Events

These sessions made up a significant component of the Short Course in that each was designed to generate discussion within the broader context of school leadership. This session format consisted of multiple small group presentations, with audience sizes of 15-25 participants in the hope that participants could engage in meaningful, related discussions. Within the theme of Managing, Modeling, and Monitoring were sessions (large and small) designed to help participants understand the management role inherent in the leadership of schools.

Throughout the week, participants also met as a small group, where they had the opportunity to discuss what they had learned, ask questions of group members and facilitators, and share experiences, thoughts, and concerns in dialogue with one another. In addition, common breakfasts, breaks, and lunches were scheduled throughout the Course, with an entertaining social evening on Tuesday night that approximately 80 participants attended. While the week’s activities included a number of topics of special interest to beginning vice-principals and principals, many of the issues were relevant to those in other leadership positions, including teacher leaders.

Also, students of EADM 894 (Laboratory in Educational Administration) and EADM 820 (Administrative Roles), had the opportunity, as in previous years, to take the Saskatchewan Principals’ Short Course as the main conference for their studies, and complete the coursework.

The 2016 SPSC facilitators met on the evening of July 3rd to discuss the Course’s themes, sessions, and ideals. Many thanks to the facilitators for their knowledge, involvement, and commitment to the SPSC.

2016 SPSC Facilitators

Pat Bugler
Director of Education
Treaty Six Education Council

Tracy Dollansky
Educational Consultant
Sun West School Division

Kim Fick
Principal
Biggar Central School 2000

Kathy Grad
Superintendent of Education
Sun West School Division

Davin Hildebrand
Superintendent of Human Resources
Northwest School Division

Crandall Hrynkiw
Superintendent of Learning
Horizon School Division

Dan Kerslake
Superintendent of Schools
Chinook School Division

Randolph MacLean
Deputy Director of Education
Horizon School Division

Cathy Mills
Consultant SELU

Ward Stueby
Superintendent of Learning
Holy Trinity Catholic School Division
A Look Back at 2016 – 2017...

Major Events

2016 SPSC Sessions and Keynotes

Finding Our Way: The Journey to 21st Century Leadership and Learning
VICKI MOORE
Superintendent of Education
Sun West School Division

Just Enough to Keep the Doors Open
LARRY WILKE
Director of Education
Little Red River Education Authority, Inc.

Rethinking Educational Leadership Through Indigenous Context and Perspective
CHRIS SCRIBE
Director, Indian Teacher Education Program (ITEP)
College of Education, University of Saskatchewan

Shaping Our Professional Leadership Practice to Improve Students’ Learning Success
JIM JUTRAS
Adjunct Professor, Department of Educational Administration
College of Education, University of Saskatchewan

Instructional Leadership from a First Nations Perspective
PETE CHIEF
Vice Principal, Confederation Park Community School
Saskatoon Public School Division

Saskatchewan Reads for Administrators and Saskatchewan Reads: The Big Picture
ANGIE CARON
Métis Consultant
Priority Action Team
Saskatchewan Ministry of Education

KATHY ROBSON
Coordinator
Chinook School Division

Provincial Funding Model for Pre-K to 12 Education
JIM SHIELDS
Chief Financial Officer
Prairie Spirit School Division

Registrar’s Handbook for School Administration
SHELLEY LOWES
Registrar & Director
Student and Educator Services
Information Management & Support Branch
Saskatchewan Ministry of Education

Overview of Legal Issues
GERALDINE KNUDSEN
Solicitor
Saskatchewan School Boards Association

Did you know that of this year’s participants, 120 came from Saskatchewan school divisions, 18 from First Nations schools, 3 from Calgary, 1 from an independent school and 1 from Sask Polytechnic?
The 22nd National Congress on Rural Education in Canada (NCREC) was held in Saskatoon from March 26 to March 28. This year's Rural Congress drew 303 participants, presenters, displayers, and students. The majority of registrations were from Saskatchewan with representation from the Northwest Territories, British Columbia, Alberta, Manitoba, and Montana. The conference was hosted by the Department of Educational Administration, College of Education, and organized by SELU.

The theme of this year’s Congress was “Strengthening The Circle: Creating Connections.” The opening keynote was given by Colette Bourgonje, teacher/Paralympian. Colette shared her journey of “Living the Canadian Dream” and her challenges and successes as a competitor in seven Winter Paralympic Games and three Summer Paralympic Games. In addition to her address, Chief Wilton Littlechild engaged conference delegates in his “A Vision for Canada” presentation that included information on his work with the United Nations to advance Indigenous rights and Treaties. He also addressed the Calls to Action from the Truth and Reconciliation Commission and challenged participants to work together to make Canada a better country for all of its people, most importantly its students and future generations. The final keynote presenter was Dr Ken Coates whose presentation “Transforming Education: How Rural and Remote Schools Can Lead the Change” resonated with participants who are witnessing first-hand the challenges and opportunities that are unique to rural communities.

The pre-Congress workshop, “Strengthening the Circle for Reconciliation: Responding to the Truth and Reconciliation Commission’s Calls to Action” was facilitated by Judge David Arnot and Cathy Mills (Saskatchewan Human Rights Commission and the Concentus Citizenship Education Foundation) and Harry Lafond and Rhett Sangster (Office of the Treaty Commissioner). Fifty-nine concurrent sessions were offered over the two days and a first ever post-Congress workshop on “Safety Matters” was held. E-journalism students from the Horizon School Division and Englefeld Protestant Separate School Division provided Congress updates and feature presentations each day. Banquet attendees were entertained by Prairie Spirit School Division’s Resonate Showcase. Student and staff contributions were greatly appreciated.

SELU would like to acknowledge and thank Barbara Compton, Congress Chair, and Cecile Laprairie (SELU Administration Support) whose combined efforts made this year’s Congress a success. Special thanks are also extended to the Department of Educational Administration and the National Congress on Rural Education Committee. Members of the Committee included Shelley Adams (Ministry of Education), Christine Boyczuk (Member-at-Large), Paul Newton (Department of Educational Administration), Ruth Griffith (SASC), Laurel Irving-Piot (STF), Marvin Jimmy (First Nations/Métis), Terry Johanson (SPDU), Gwen Keith (LEADS), Pamela Osmond-Johnson (U of R), Ron Purdy (SASBO), Tara Czarnecki and David McDougall (Dr Murray Scharf Rural Congress Scholarship Recipients), Barbara Compton (Congress Chair), David Burgess, (Director of SELU and Associate Dean of Research, Graduate Support and International Initiatives), Patricia Prowse (SELU) and Cecile Laprairie (SELU).

The recipients of the Dr. Murray Scharf Award for the National Congress on Rural Education 2017 were Tara Czarnecki and David McDougall.

SELU congratulates Tara and David!
Data Collection for Provincial Student Health Survey (Year Two)

Client: Saskatchewan Alliance for Youth and Community Well-being (SAYCW)
Consultant: Tom Sutherland & Cecile Laprairie
Description: SELU supported the second Saskatchewan Alliance for Youth and Community Well-being (SAYCW) survey for grade 7 to 12 students in Saskatchewan and youth ages 12-18 not attending school. Students in all Saskatchewan school divisions and First Nations schools were invited to participate through their respective educational authorities. SAYCW contracted with SELU because of SELU’s familiarity with provincial and First Nations schools. This year the first cycle of the Youth Health Survey was completed, and a provincial report was issued. SELU remains involved in SAYCW committee work.

School Effectiveness Reviews Conducted (6 in total)

- **Treaty Six Education Council (2 reviews)**
  - Schools: Chief Little Pine School and Chief Poundmaker School
  - Consultant: Kim Newlove

- **Saskatoon Tribal Council (4 reviews)**
  - Schools: Chief Mistawasis School, Muskody First Nation Community School, Nawigizigweyas Education Centre, and Nibwakawigamig Kinistin Education Centre
  - Consultants: Kim Newlove, Tom Sutherland, Bruce Bradshaw, & Michael LeClaire

"The Saskatchewan Alliance for Youth and Community Well-being (SAYCW) values the partnership and contributions of SELU in supporting SAYCW to improve the health and well-being of youth in Grades 7 to 12. SELU’s expertise in survey administration within Saskatchewan schools made it possible for SAYCW to complete its first cycle of the Youth Health Survey as successfully as possible. SAYCW looks forward to the continued partnership and contributions of SELU in completing a second Youth Health Survey cycle."

– Shardelle Brown
Population Health Promotion Practitioner and Project Manager of SAYCW
Saskatchewan Cancer Agency
A Look Back at 2016 – 2017...

Consulting Projects

Project Title: Citizenship Education: Instructional Resources and Professional Learning
Client: Saskatchewan Human Rights Commission and Concentus Citizenship Education Foundation Inc.
Consultant: Cathy Mills, Lori Kindrachuk, & Larry Mikulcik
Description: The Saskatchewan Human Rights Commission (SHRC) continued to work with SELU to complete Phase One of the project which was the development of K-Grade 12 culturally responsive citizenship education pedagogy and resources aligned to Saskatchewan curricula.

Project Title: Concentus Professional Learning Plan for Teachers and Administrators
Client: Saskatchewan Human Rights Commission and Concentus Citizenship Education Foundation Inc.
Consultant: Wendy James
Description: SELU created resources that would initiate focused discussions regarding the development of a professional learning plan. The plan included a brief review of the literature, possible development phases, and a summary of key considerations and recommendations.

Project Title: Concentus Website Audit Project
Client: Saskatchewan Human Rights Commission and Concentus
Consultant: Dr Jay Wilson
Description: SELU conducted an audit of the Concentus Citizenship Education Foundation Inc. website. The website audit included an assessment of website design, usability, analytics, and recommended response to identified issues. The SELU consultant facilitated two teacher focus groups. The consultant completed a summary report based on findings from the audit with recommendations addressing current website issues that had been experienced.

Project Title: Performance Appraisal
Client: NORTEP/NORPAC
Consultant: Tom Sutherland
Description: SELU conducted a performance appraisal of NORTEP/NORPAC’s President/CEO.

Project Title: CEO Performance Review
Client: North West College
Consultant: Tom Sutherland
Description: SELU facilitated the performance review of the CEO at North West College.

Project Title: Executive Director Appraisal
Client: Society for the Involvement of Good Neighbors Inc. (SIGN)
Consultant: Cliff Chutskoff
Description: SELU facilitated the performance review of SIGN’s Executive Director.

“The SELU leadership team brought to the table experienced academics and consultants who immediately saw the importance of a citizenship education pedagogy based on the principles of “rights, responsibility, and respect.” SELU really helped bring our vision for citizenship education to life.”

– Chief Commissioner David Arnot
Saskatchewan Human Rights Commission
Consulting Projects

Project Title: **Service Provider Performance Appraisals**
Client: Good Spirit School Division
Consultant: Tom Sutherland
Description: Six personnel performance appraisals were conducted.

Project Title: **Staff Performance Appraisal**
Client: Office of the Treaty Commissioner
Consultant: Michael LeClaire
Description: A staff performance appraisal was completed.

Project Title: **kihiw waciston School Post-School Review Project**
Client: Muskeg Lake Cree Nation
Consultant: Cliff Chutskof
Description: SELU provided a facilitator to work with the school team to conduct a post-school review follow-up.

Project Title: **Muskeg Lake HR Function**
Client: Muskeg Lake Cree Nation
Consultant: Linda Stanvilo
Description: SELU reviewed current job descriptions and appraisal processes for educational assistants. Following that review the consultant created an appraisal tool, conducted seven appraisals, and made recommendations for a positive path forward for this employee group.

Project Title: **Employee Engagement**
Client: Society for the Involvement of Good Neighbors
Consultant: Dennis Moniuk
Description: SELU designed an online survey to solicit feedback from SIGN employees in a number of categories and assessed their engagement or satisfaction with their jobs. This data was used to inform SIGN’s subsequent Employee Salary and Benefits Report.

Project Title: **Employee Salary and Benefits Report**
Client: Society for the Involvement of Good Neighbors
Consultant: Dennis Moniuk
Description: SELU reviewed SIGN’s job descriptions, salary strata information, contracts, and human resources related policies in order to standardize job descriptions for all positions. Following that work, SELU prepared an online survey that was distributed to a number of organizations to gather provincial compensation information. The survey information was analyzed and used to inform the development of the SIGN Employee and Benefits Report.

Project Title: **Saskatchewan Association of School Business Officials**
Client: Saskatchewan Association of School Business Officials (SASBO)
Consultant: Dr Paul Newton
Description: SELU assisted the SASBO executive in refreshing the organization’s mission, vision, and guiding principles.
A Look Back at 2016 – 2017...

Consulting Projects

Project Title: **Member Engagement and Leadership Paper Development**
Client: Saskatchewan League of Educational Administrators, Directors and Superintendents
Consultant: Dr Paul Newton
Description: SELU created an online survey, and facilitated focus group discussions where LEADS members could share feedback regarding their leadership experiences and needs. The consultant conducted a literature review that explored research-informed educational leadership conceptual frameworks, effective practices, and competencies. Verification sessions were facilitated during various check-in points. The final report included a LEADS leadership paper that reflects current research and membership input.

Project Title: **Saskatchewan School Boards Association Executive Director and Executive Evaluations**
Client: Saskatchewan School Boards Association
Consultant: George Rathwell
Description: SELU was asked to conduct executive director and executive evaluations.

Project Title: **Positive Paths Forward – Director of Education Evaluation and Board Self-Evaluation**
Client: Prairie South School Division
Consultant: Avon Whittles
Description: SELU conducted a director of education evaluation and facilitated a board self-evaluation.

“The Saskatchewan League of Educational Administrators, Directors and Superintendents (LEADS) would like to offer a recognition of its appreciation for the exemplary service(s) provided by the Saskatchewan Education Leadership Unit (SELU). LEADS has a long-standing formal, and informal, relationship with SELU, and is not hesitant to turn to SELU for advice and/or assistance in getting to where LEADS wants to go.

One, of several, examples of the ways LEADS and SELU have worked together is SELU’s leadership in helping LEADS to update and re-focus its strategic plan, a plan that will help guide LEADS’ activities for the foreseeable future. Simply put, without SELU’s leadership, it would have been very difficult for LEADS members to attend to their strategic plan in a timely, scholarly fashion.”

– Dr Bill Cooke
Executive Director
LEADS

Did you know that Cathy Mills, SELU Consultant, received the YWCA Women of Distinction Award in the Education Category? Congratulations Cathy!
**A Look Back at 2016 – 2017...**

**Professional Development Projects**

**Project Title:** Educational Assistant Modules and Educational Assistant Facilitator Training  
**Client:** Saskatchewan Rivers Public School Division, Holy Family Roman Catholic School Division, Treaty Six Education Council, Prince Albert Grand Council, Regina Catholic School Division, Waterhen Lake First Nation, Meadow Lake Tribal Council  
**Consultant:** Linda Stanvilloff, PAGC Personnel, Louise Phaneuf, Andrea Nostbakken, & Tyler Bergen  
**Description:** EA modules were facilitated for groups of EAs working for each of these school divisions and First Nations educational authorities.

**Project Title:** A Guide to Saskatchewan School Law (3rd Ed.)  
**Client:** Saskatchewan Educational Leadership Unit  
**Consultant:** Keith Walker, David Burgess, Jerome Chomos & J Kent Donlevy  
**Description:** The Saskatchewan Guide to School Legislation has been an excellent resource for trustees, school administrators, teachers, and teachers in training. The resource has received widespread distribution in the province since its development in 2003 and revisions in 2008 and 2014.

**Partner Projects**

**Project Title:** STA Partners’ Social  
**Client:** Saskatoon Teachers’ Association  
**Consultant:** Collaboration between Vincent Mamer & Patricia Prowse  
**Description:** SELU assisted with the planning of the STA’s Partners’ Social that was held at the University Club on November 14, 2017.

**SELU Award**

During the College of Education's Celebration of Research, Scholarly, and Artistic Work event held on April 1, it was announced that a decision had been made to name the Saskatchewan Educational Leadership Unit's scholarship in honour of Professor Emeritus, Dr Patrick Renihan. The $10,000 scholarship was named the Dr Patrick Renihan SELU Award in recognition of his longstanding and positive impact on the development and leadership of SELU.

Photo L to R: Dr Paul Newton, Head, Department of Educational Administration; Professor Emeritus, Dr Patrick Renihan; Dr David Burgess, Director of SELU and Associate Dean of Research, Graduate and International Initiatives
Future Initiatives

Commitments for 2017 – 2018

This past year has been a year of uncertainty in the education and human services sectors. Transformational change is having a significant impact on the organizations and agencies that SELU serves. SELU is committed to being agile and responsive to these changes and to liaise with faculty, educators and leaders in the field, and partner agencies to see how to offer the services and supports that will be needed now and in the future. Through our well-established partnerships, SELU leaders are listening, watching, and engaging in strategic conversations so that we can remain focused on our vision and mission yet flexible enough to respond to a complex and changing environment. As a Type A Centre affiliated with the College of Education at the University of Saskatchewan, SELU will proudly continue to align with, and support, the work of the College. In 2017-2018 SELU will develop long-term strategic and short-term work plans aligned with the goals of the College of Education and with the organizations and communities that it serves.

The College of Education goals include the 3 Rs of Research, Response, and Reconciliation.

Research: SELU is committed to continuing to find ways to support and contribute to the College of Education’s research, scholarly, and artistic work mandate. Specifically, SELU will continue our school effectiveness reviews and ongoing research that support improved student learning outcomes and enhanced student well-being. SELU anticipates there will be international opportunities through the College of Education and the International Office of the University. School effectiveness studies have moved from an initial pilot of a new framework to substantial research opportunities. SELU plans to expand its work in this area and to continue to engage with health and educational partners and other community stakeholders who are committed to improving the health and well-being of students attending Saskatchewan schools.

Response: SELU is committed to being responsive to the needs expressed by leaders in the educational and human services sectors. Specifically, SELU will work to align supports with the Education Sector Strategic Plan, First Nations authorities, and other Ministry initiatives. SELU will continue to advocate for a coordinated provincial professional learning calendar. SELU leaders will keep pursuing professional learning partnerships that foster collaboration among educational partners and clients such as demonstrated by SELU’s shared sponsorship of the #SUM 2017 Math Conference with the Saskatchewan Mathematics Teachers’ Society and the Saskatchewan Professional Development Leadership Unit. SELU is also excited to be involved in a project that supports the Following Their Voices priority. SELU is enthusiastic about the possibility of providing ongoing professional learning opportunities and networking supports for school-based administrators that attend the annual Saskatchewan Principals’ Short Course.

Responsive to the needs identified in the field and the academic community, SELU is committed to working with the College of Education on the development of new university degrees and programs. The College of Education has engaged SELU to prepare a new degree proposal for an EdD or Doctorate of Education through the Department of Educational Administration. Other new program developments involve collaborations with a number of University of Saskatchewan colleges.

SELU remains committed to providing exemplary consultative services and efforts are underway to recognize a distinguished cohort of community advisors, companions, and patrons that offer expertise and advice concerning SELU activities and short-term and long-term strategic planning.

Reconciliation: SELU is committed to responding to the Truth and Reconciliation’s Calls to Action for education. During 2016-2017 SELU ensured that its professional learning opportunities had a major focus on reconciliation (Saskatchewan Principals’ Short Course, 22nd Annual National Congress on Rural Education in Canada). SELU continues to support the work of the Saskatchewan Human Rights Commission and the Concentus Citizenship Education Foundation Inc. in its citizenship education pedagogy and resources and through facilitating courageous conversations about social justice issues (Holocaust Knowledge Exchange Day, Courageous Conversations event). In the 2017-2018 strategic plan, SELU will focus explicitly and intentionally on responding to the Truth and Reconciliation’s Calls to Action.
In the early 1990s, senior administrators and representatives from professional associations articulated the need for an advanced degree for educators. Committed to responding to the identified needs in the field, and after several years of significant consultation, collaboration, and refinement, the Department of Educational Administration, College of Education, University of Saskatchewan in association with the Faculty of Education at the University of Regina submitted a proposal for a Doctorate of Education (EdD) program to the various university committees and Graduate Studies and Research for their review and approval. The submission included a rationale for the program, the background of the development of the proposal, resources, the proposed program of study and its administration, a business plan, specific course proposal, and multiple appendices that included relevant data and letters of internal and external support. Unfortunately, the January 1997 proposal was not approved.

In December 2016, a meeting was held with members of the Department of Educational Administration, College of Education, University of Saskatchewan to discuss developing a new Doctorate of Education (EdD) proposal. In March 2017, an EdD Committee was formed, and the Saskatchewan Educational Leadership Unit will serve as the secretariat for the project. Updates on SELU’s work on this project will be available on its website at selu.usask.ca.

**Doctorate of Education**
**New Degree Proposal**

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**SELU Fall Conference**
**#SUM2017**
**October 23 – 24, 2017**

The Saskatchewan Understands Math conference is for K-12 math educators and all levels of educational leadership who support curriculum, instruction, number sense, problem-solving, culturally responsive teaching, and technology integration. This year’s theme is **Leading Together**.

This professional learning opportunity has been made possible through a partnership with the:

- Saskatchewan Mathematics Teachers’ Society,
- Saskatchewan Professional Development Unit, and
- Saskatchewan Educational Leadership Unit.

For more information visit selu.usask.ca or www.stf.sk.ca
The SELU Research Review Journal (SRRJ) was launched in November 2016 as a forum for graduate student reviews capturing the state of current research in educational administration. Topics related to leadership, policy, governance, law, finance, and the administration of K–12, post-secondary, and other educational institutions are the focus of this journal. The articles published in the Journal reflect graduate students’ work throughout their programs of study at the University of Saskatchewan.

This journal is intended to be a resource for educational administrators and practitioners—offering thorough overviews and assessments of current research. Reviews presented in the Journal represent collections of diverse perspectives and findings from academic research that will aid in policy development and the improvement of practice in educational institutions.

SELU would like to acknowledge the contributions of the following individuals to the SELU Research Review Journal: Dr David Burgess (Associate Dean, Research, Graduate Support, and International Initiatives), Erin Magee (Master’s student, Educational Psychology and Special Education), Dr Paul Newton (Head, Department of Educational Administration), Joshua Scott (Master’s student, Educational Administration), and Dr Vicki Squires (Graduate Chair, Educational Administration).
1. DENOMINATION

The agency shall be known as the Saskatchewan Educational Leadership Unit. In keeping with University of Saskatchewan Policy on Centres, the Unit is a Type A Centre.

2. MISSION

In light of the growing interconnectedness of organizations across geographical boundaries and sectors in society, the mission of the Saskatchewan Educational Leadership Unit is to serve as a coordinator, developer, and administrator of leadership dialogue, research, and development. Specifically, the mission of the Unit consists of the following:

2.1 to promote educational leadership through the design and implementation of professional development programs and activities;

2.2 to conduct research and administrative studies on educational leadership and matters affecting educational leadership;

2.3 to provide a forum in which significant educational and administrative issues can be addressed;

2.4 to provide a communication link among organizations involved in leadership development, and;

2.5 to provide consultative services to agencies and leaders interested in enhancing their leadership development and educational programs.

3. GUIDING ORGANIZATIONAL PRINCIPLES

3.1 Since a variety of agencies and the school systems themselves are offering in-service and support service programs for administrators, the Unit must be organized and operated in such a manner as to capitalize on existing services.

3.2 Linkages should be maintained with relevant agencies so that common themes can be jointly addressed and complementary programs can be offered.

3.3 By the nature of its work, the Unit’s projects should be collaborative efforts. Ownership should be shared, and concomitantly, purpose and authority must be shared. On the other hand, given the inter-agency nature of the Unit, some autonomy in decision-making and operations must be achieved. It is recognized that the Unit must have identity and visibility.

3.4 The Unit will be based in the College of Education, in collaboration with the Department of Educational Administration, University of Saskatchewan and will be subject to University regulations regarding facilities, personnel, and financial accounting.

3.5 It is expected that the Unit will have self-sufficiency as a continuing goal.

Continued...
Constitution

4. GOVERNANCE, MANAGEMENT, AND ADVISORY STRUCTURE

4.1 Governance Structure:
- The Unit will be governed as a Type A Centre at the University of Saskatchewan and shall be subject to University policies and regulations regarding centre operation and assessment;
- The Director of the Unit is appointed by the Dean of Education;
- The Director of the Unit will be identified from the Department of Educational Administration upon consultation with the Department Head;
- Appointment to the position of SELU Director shall be for a period of five years;
- The Director/Associate Director of the Unit shall report regularly to the Management Board;

4.2 The Management Board:
The membership of the Management Board will consist of:
- The Dean of the College of Education, U of S
- The Director of the Unit
- The Associate Director of the Unit
- The Head of the Department of Educational Administration, College of Education, U of S

4.3 The primary role of the Management Board will be to provide oversight of the direction of the Unit, and such operational, financial and contractual matters, as it sees fit.

4.4 The Management Board will meet at least twice yearly and at the request of the Director of the Unit, and as issues arise.

4.5 The Dean of the College of Education shall sit as chair of the Management Board.

4.6 The Advisory Board:
- The Director of the Unit
- The Associate Director of the Unit
- The Head of the Department of Educational Administration
- A representative nominated by each of the following organizations:
- A representative of a community partner, nominated by the SELU Management Board
- The Dean of the College of Education, U of S
- A representative of the faculty of the College of Education, University of Saskatchewan at large.

4.7 The primary role of the Advisory Board will be to provide advice to the Unit concerning the projects proposed or pursued by the Unit.

4.8 The Advisory Board will meet at least yearly and at the request of the Director of the Unit.

4.9 One of the nominated members shall serve as chairperson of the Advisory Board (The Chairperson shall be appointed annually).

4.10 Director of the Unit: The Director will be appointed by the Dean of the College of Education to assume overall responsibility for the Unit. Staff will be employed at the Unit as needs arise.

4.11 Associate Director of the Unit: Under the direction of the SELU Director, the Associate Director shall exercise general supervision of the SELU office, engage in public relations and liaison, and participate in the design, and, where necessary, the delivery of the Unit programs and projects.

4.12 Other Staff: Clerical staff of the Unit will be charged with the responsibility for conducting the logistics of the day-to-day operations of the Unit – budgeting, personnel, program implementation, mailing, printing, and other details. All staff associated with the Unit will be responsible to the Director, or by delegation, the Associate Director.
Constitution

5. EVALUATION

5.1 Each project undertaken by the Unit will be evaluated under the guidance of the Associate Director.

5.2 The Director and the Associate Director shall provide an annual report (including a financial statement) on the status of the Unit to both the Management and Advisory Boards. The format and nature of the financial statements of the Unit, and the disposition of surplus assets of the Unit, shall be determined by the Director and Associate Director of the Unit in consultation with the Dean.

6. PROPERTY

6.1 Any materials produced by the Unit will remain the property of the University of Saskatchewan.

Full names of agencies represented on the Advisory Board are:

- League of Educational Administrators, Directors and Superintendents (LEADS)
- Saskatchewan School Based Leaders (SSBL)
- Saskatchewan Association of School Business Officials (SASBO)
- Saskatchewan School Boards Association (SSBA)
- Saskatchewan Teachers’ Federation (STF)
- Saskatchewan Association of School Councils (SASC)
- Saskatchewan Professional Development Unit (SPDU)
- Saskatchewan Instructional Development & Research Unit (SIDRU)

Revised October 2016