



2019 – 2021 Annual Report



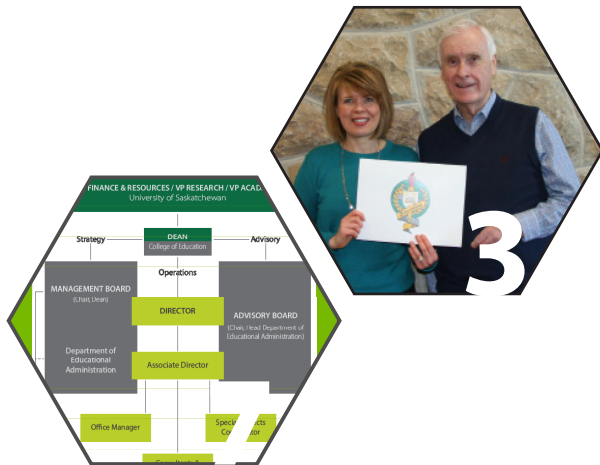
SELU

SASKATCHEWAN EDUCATIONAL
LEADERSHIP UNIT



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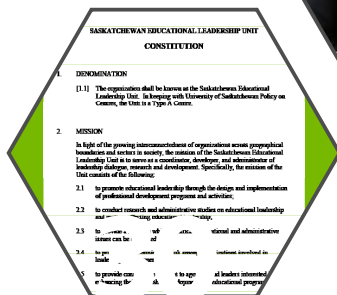
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SELU is situated on Treaty 6 Territory and the Homeland of the Métis.
We pay our respect to the First Nations and Métis ancestors of this place and reaffirm our relationship to one another.

Getting to know SELU

Excellence in Educational Leadership

University-Based Community Aligned

As a valuable University of Saskatchewan research unit, 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.

While delivering on U of S priorities, SELU is a collaborative and active partner in the PreK-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 Education Leadership Unit has aligned its work with the Ministry of Education's Education Sector Strategic Plan (ESSP) and is excited to see the development of the new Provincial Education Plan 2020-2030. SELU's team members contribute to discussions regarding educational priorities in the province.

As per SELU's vision and mission, the unit creates connections between work done in school divisions, First Nations authorities, and the human services with a wide range of government initiatives.

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
- Leadership for Teaching and Learning
- Scholarly Research and Publications
- Leadership Recruitment and Evaluations
- Strategic Planning and Facilitation
- Resource Development
- Needs Assessments
- Secretariat and Rapporteur Services
- Advice on Educational Matters
- Organizational Networking
- International Studies
- Board of Reference Supports
- Survey Development, Distribution, and Reporting

Dean's Message

Dr. Beth Bilson

Since its founding several decades ago, the Saskatchewan Educational Leadership Unit has established a proud record of continuing education, research and service in support of the goal of enhancing the quality and effectiveness of educational leadership. Strong partnerships with school divisions, government, leaders' organizations and individual leaders have provided a foundation for excellent continuing education programs, important conferences, expert advice, and a wide range of research projects advancing the understanding of the nature and significance of educational leadership.



of Patricia Prowse, who will be much missed as she moves on to retirement (and new challenges, no doubt).

I would also like to thank David Burgess and Vicki Squires, who have served as successive directors of SELU over the past two years.

I look forward to working further with SELU as it plans for the post-pandemic world, and readies itself to face new directions and opportunities.

The limitations imposed by the COVID pandemic created numerous challenges for SELU, and some of the unit's initiatives had to be curtailed or postponed, including the presentation of the annual report for 2019-2020. Despite these challenging conditions, however, SELU can be proud of the achievements of the past year and a half. One highlight was the National Congress on Rural Education, held in a virtual format in early 2021. In addition to Canadian audiences who have faithfully attended, the conference was able to attract first-time attendees from as far afield as Uganda and Mongolia.

I would like to add my thanks to the staff of SELU – Patricia Prowse, Holly Mayes and Jeff Solheim – and to the College of Education staff – Meagan Hinthier, Kevin Sharp, Connie Kocsis, Cecile Laprairie and Rob Lovelace – who have lent their effort and ingenuity to ensuring the continued success of the SELU activities outlined in this report. I would particularly like to note our mixed feelings on the retirement

Director's Report

Dr. Vicki Squires



The opportunity to write an annual report provides a moment of reflection and a chance to consider the possibilities. This report covers a two year span; however, the incredible challenges of the past year seem to be front and centre. To say that the past year was unprecedented is an understatement; we need to acknowledge

the upheaval wrought by a global pandemic. As all organizations, communities and families learned to navigate the challenges of COVID-19 and adapt our ways of working and living, we also appreciated our need for social connection and our desire to focus on the future with hope.

Likewise, SELU has needed to respond to the ever-evolving restrictions and protocols and manage the way we work as we seek to address the needs of our educational community. As such, we have moved to virtual delivery of two of our signature events: the National Congress on Rural Education in Canada and the Saskatchewan Principals' Short Course. Additionally, SELU refreshed the Educational Assistants' Professional Learning modules and moved to a virtual delivery. Engagement with our community and with our clients has shifted to various virtual platforms, and we consider ourselves to be conversant in WebEx, Zoom and Teams. This report highlights the amazing dedication of SELU in meeting the needs of our community despite the exceptionally challenging circumstances. The achievements described in this report speak volumes about the determination of SELU staff, consultants, and departmental and college faculty and staff to ensure that we could continue meeting our commitments.

One important highlight for all of us is the designation of two Patrons of SELU, Dr. Murray Scharf and Mr. Ken Horsman. Their contributions to the field of education in Saskatchewan are described elsewhere in this report, but I wanted to reiterate our heartfelt thanks; their status as Patrons of SELU symbolizes our deep appreciation.

The annual report is also an opportunity to express my appreciation to all the current and past contributors to SELU's success. The work of SELU would not be possible without the external consultants who provide valuable expertise to our clients. Thank you to the Department of Educational Administration, whose faculty support many of the centre's endeavours. Our thanks also to the SELU Management Board past and present, including Dr. David Burgess, Dr. Michelle Prytula, Dr. Paul Newton, Dr. Beth Bilson and Dr. Keith Walker. Thank you also to the college staff who provide crucial support to our work, especially in our virtual delivery reality. I want to recognize especially Kevin Sharp, Cecile Laprairie, Connie Kocsis, Rob Lovelace and Meagan Hinthier.

However, it truly was the SELU Associate Director and SELU staff who deserve our deepest appreciation. Holly Mayes and Dr. Jeff Solheim have continued to work behind the scenes, with extraordinary commitment to getting the work done. Lastly, I want to highlight the dedicated leadership and tremendous efforts of our Associate Director, Patricia Prowse. Her insights, expertise and calm guidance helped us navigate a year like no other. We all will miss her, but we wish her the best as she takes a step back from the world of daily work and "sails" into retirement.

As we move to a post-pandemic world, we need to consider how SELU, as a USask research centre, can be a part of what President Peter Stoicheff describes as the "university the post-pandemic world needs". We need to envision how SELU can continue to serve the primary, secondary and tertiary education sectors of the province and to build a strong future for our communities.

Associate Director's Report

Patricia Prowse



As I reflect on the last two years, I think about it as a period of change. COVID-19 has certainly impacted the work of the unit and the education and human services sectors that SELU serves. During a period of unpredictability, organizations collaborated to ensure learning continuity and the safety of all members of the

community. Some of SELU's typical services were needed during this period, others were not. Research that was underway was suspended as SELU followed provincial health and University of Saskatchewan protocols and guidelines. It was not uncommon to receive calls from the field asking if SELU would be able to assist with addressing a particular need or gap. What was constant was change and the requests to deliver SELU services in new ways—virtually, and with flexible timelines.

Socrates said, "The secret of change is to focus all of your energy, not on fighting the old, but on building the new." Under the leadership of Dr. Burgess and Dr. Vicki Squires, and with the support of the SELU Management Board, building the new has been the SELU Team's focus for the period of 2019-2021. As you read this two-year report you will see that there were some firsts—first virtual Saskatchewan Principals' Short Course; first broadcast of the Advanced Learning Series; first virtual National Congress on Rural Education in Canada; refreshed and first additions to the Education Assistants' Professional Learning Series; and the first module in a new leadership series for aspiring school-based leaders called Leadership Matters. Strategic planning sessions were held as we used this period to enhance our research capabilities through the use of new survey software and the development of a SELU framework for program evaluations. Working remotely demanded training in new virtual platforms and soon our team meetings and meetings with clients were taking place using Webex, TEAMS, or Zoom.

John Maxwell stated, "The pessimist complains about the wind. The optimist expects it to change. The leader adjusts the sail." During the last number of months leaders in all walks of life have had to adjust sails. While SELU 'adjusted its sails', it stayed true to its 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." While we adjusted to new ways of delivering our services we discovered that virtual offerings in some instances allowed for more equitable access and it made the world smaller as presenters from 10 countries from around the world joined the national conversation related to rural and remote education.

In closing, I am now planning to adjust my sails as I am retiring from my position as Associate Director of SELU this summer. It is hard to believe that it has been six years since I joined the unit. It has been an honour and a privilege to serve in this capacity. I leave the position with a better understanding of leadership and the important role that it plays in our society. I would like to personally thank Dr. Burgess, Dr. Squires, Cecile Laprairie, Holly Mayes, Dr. Solheim, members of the SELU Management and Advisory Board, members of the Department of Educational Administration, faculty and staff of the College, educational partners, consultants, and clients for their support. I wish SELU and each of you good health and continued success in all of your endeavours.

Awards & Recognition

SELU Patrons

The Saskatchewan Educational Leadership Unit is fortunate to have the support of Patrons as we strive to fulfill our mission of serving clients in the education and human services sectors provincially, nationally, and internationally.

Patrons are individuals who have been chosen to be recognized by the SELU Management Board for their significant and generous contributions to SELU and the field of educational administration, human services, and leadership. These individuals, as patrons, serve as honorary supporters of SELU. In this instance, they are recognized and celebrated for their knowledge, experience, and expertise and they serve as trusted advisors of the Unit.

The Saskatchewan Education Leadership Unit (SELU) is pleased to announce the induction of Mr. Kenneth Horsman and Dr. Murray Scharf as Patrons of the Organization in recognition for their advancement of the SELU mission and vision through their many years of service to education in Saskatchewan.

"Mr. Ken Horsman and Dr. Murray Scharf have both had distinguished careers as educational leaders, and their

influence has extended throughout the province and beyond," said Dr. Beth Bilson, interim dean of the College of Education. "SELU has been fortunate to benefit from their generous assistance in actualizing the vision and mission of the unit and in providing professional development opportunities to other leaders."

For additional information on SELU's Patrons, visit the SELU website at selu.usask.ca.



SELU Award

The Dr. Patrick Renihan SELU Award named in honour of Professor Emeritus, Dr. Patrick Renihan was awarded to Coralee Pringle-Nelson. Ms. Pringle Nelson, a PhD student, received a \$10,000 scholarship during 2019-2020.

This scholarship was not awarded during 2020-2021.

"It was a true honour and a gift to be awarded the Dr. Patrick Renihan scholarship for the 2019-2020 University year. Working with the SELU team was a delight, and the array of experiences afforded me extended my understanding about the important work the Unit performs. The opportunities allowed me to gain skills under expert guidance and build connections with educational leaders in Saskatchewan. I am grateful for my year with SELU and know it will have a lasting influence on me, and my research path."

– Coralee Pringle-Nelson
M.Ed., R.Psych., Ph.D. Candidate



Photo: Ms. Coralee Pringle-Nelson and Dr. Patrick Renihan

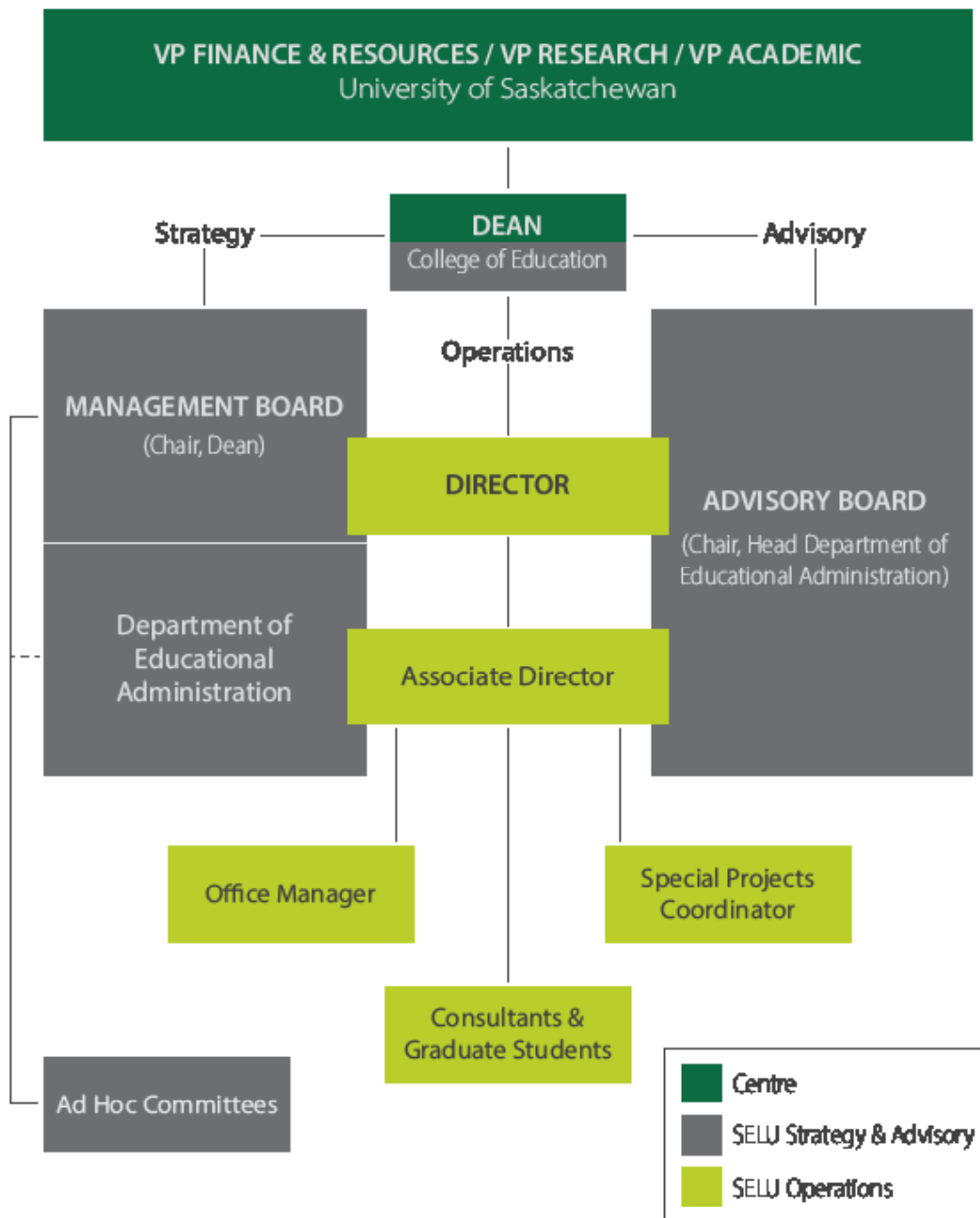
Organizational Structure

Governance

Under its constitution, the Saskatchewan Educational Leadership Unit operates as a Centre subject to the University of Saskatchewan Policies and Regulations regarding Centre Operation and Assessment. Recent updates to University Centre Policy may have further implications on the governance of SELU and its constitution.

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.



Revised December, 2020

Organizational Structure

2018 – 2019 Management Board



Dr. Beth Bilson



Dr. Keith Walker



Dr. Vicki Squires



Ms. Patricia Prowse

2019 – 2021 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.

Vacant

Community Partner Member-at-Large

Mr. Shane Skjerven

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

Mr. Trevor Smith

Saskatchewan Professional Teachers Regulatory Board (SPTRB)

Ms. Susan Nedelcov-Anderson

Saskatchewan Ministry of Education

Mr. Ian Kripps

Saskatchewan Teachers' Federation (STF)

Dr. Alec Couros

Professor of Educational Technology
University of Regina

Dr. Jay Wilson (Chair)

Department of Educational Administration,
College of Education, University of Saskatchewan

Dr. Beth Bilson

Interim Dean, College of Education, University of
Saskatchewan

Dr. Vicki Squires

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 clients. 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.

During the pandemic period, we were asked by educational leaders if we could offer SELU's Educational Assistants' Professional Learning Series online. We immediately

prioritized this work first by refreshing the modules to include the latest research and resources and then by designing a webinar format to make the module available remotely. From June 2020 until April 2021, 1,009 educational assistants and other educators have participated in these broadcasts. To further respond to the identified need for specific educational resources SELU has developed an additional module. Module 6 focuses on understanding and supporting students with autism. Currently, we are developing a module that addresses the topic of learning disabilities. This module will be broadcast during the 2021-2022 school year.

Dr. Susan Bens was also contracted to develop a foundational document for SELU in the area of program evaluation. SELU now has a research-informed framework that will guide all future program evaluation contracts.



EDUCATIONAL ASSISTANTS' PROFESSIONAL LEARNING SERIES

The Saskatchewan Educational Leadership Unit (SELU), with the assistance of the College of Education and qualified professionals, first developed the Educational Assistants' Professional Learning Series (EAPLS) over 15 years ago. Since that time the modules have been revised to respond to current learning needs as identified by educational professionals in provincial school divisions and First Nations education authorities. The EAPLS is comprised of six stand-alone modules that support the ongoing learning of educational assistants.



"Very informative. I feel so much more confident in my role as an EA."
- EAPLS participant

The EAPLS is facilitated by a qualified SELU consultant through an online webinar or face-to-face in the client's location. Each module provides approximately five hours of interactive instruction pertinent to the work of educational assistants in schools.

Features of the EAPLS:

- Explores key themes and relevant PL topics
- Incorporates adult learning principles
- Provides learning experiences based on current literature and research
- Offers opportunities to practise employment-related skills
- Provides knowledgeable and experienced facilitators
- Includes opportunities to network and learn from each other

Module One: Collaborative Teams
Module Two: Supports for Learning
Module Three: Academic Supports for Learning
Module Four: Understanding and Supporting Student Behaviour
Module Five: Fetal Alcohol Spectrum Disorders (FASD)
Module Six: Understanding and Supporting Students with Autism

UNIVERSITY OF SASKATCHEWAN
College of Education

Learning modules:

- MODULE ONE: COLLABORATIVE TEAMS**
Learn about roles in collaborative teams and practice skills of team building, problem solving, and interpersonal communication.
- MODULE TWO: SUPPORTS FOR LEARNING**
Explore the social basis of learning and cognition, differentiated instruction, learning supports, and the educational assistant's role in providing personalized supports.
- MODULE THREE: ACADEMIC SUPPORTS FOR LEARNING**
Create an understanding of how to best support students as independent learners and the importance of explicit instruction that helps build automatic and reasoning skills.
- MODULE FOUR: UNDERSTANDING AND SUPPORTING STUDENT BEHAVIOUR**
Develop an understanding of ways to support students' emotional and behavioural development within the classroom and school community.
- MODULE FIVE: FETAL ALCOHOL SPECTRUM DISORDERS**
Develop an understanding of children and youth with FASD and explore effective strategies for introducing environmental, learning, and behavioural supports.
- MODULE SIX: UNDERSTANDING AND SUPPORTING STUDENTS WITH AUTISM**
Develop an understanding of children and youth on the autism spectrum and explore effective strategies to support communication, social, behavioural and academic learning.

Module Learning Outcomes:

1. To provide professional learning opportunities aligned with the Saskatchewan Ministry of Education's Inclusionary Philosophy and Beliefs
2. To develop an understanding of roles and collaboration skills within teams
3. To develop skills to support students' independence and inclusion
4. To develop an understanding of a range of academic supports
5. To develop an understanding of a range of behaviour supports

For more information on the Educational Assistants' Professional Learning Series or to register for a module please contact SELU at 1-306-966-7634 or selu.info@usask.ca.

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Educational Assistants' Professional Learning Series
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UNIVERSITY OF SASKATCHEWAN
College of Education

SELU Team

During these two years, there have been some changes in the SELU Team. Dr. David Burgess served as Director of the Unit until February 2021. Dr. Vicki Squires was appointed Director of SELU in March 2021. Cecile Laprairie served as Administrative Assistant until September 2019. Holly Mayes assumed the position of Office Manager in October 2019. Dr. Jeff Solheim was appointed Special Projects Coordinator in November 2019.

The current SELU Team is Dr. Vicki Squires (Director), Patricia Prowse (Associate Director), Holly Mayes (Office Manager), and Dr. Jeff Solheim (Special Projects Coordinator).

Faculty and Staff Consultants

David Burgess	Paul Newton	Jacqueline Ottmann*	Dawn Wallin
Scott Tunison	Keith Walker	Jay Wilson	Jing Xiao*
Michelle Prytula			

External Consultants

Lori Kindrachuk*	Cathy Mills	Tom Sutherland*	Susan Bens
Linda Stanviloff	George Rathwell	Louise Phaneuf*	Bruce Bradshaw*
Larry Mikulcik*	Diane Clark*	Randy Fox*	Doug Njaa*
Gail Sajtós	Dave Derksen	Darran Teneycke	
Donna Douglas-Elliott*			

Graduate Student/Research Support

Jordan Adilman*	Alisa Favel*	Coralee Pringle-Nelson*
Roberta-Campbell Chudoba*	Brendan Newton*	Idowu Mogaji

Technical Support/College Staff

Sydney Goldsmith*	Rob Lovelace	Jason Luong	Meagan Hinthér
Carol Reader	Jennifer Kovar	Kevin Sharp	Eric Larson
Cecile Laprairie	Connie Kocsis	Mika Lafond*	Greg McJannet*
Katrina Hutchence	Sanjukta Choudhury		

* indicates contributions for 2019-2020 year only

SELU Services

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 a number of school effectiveness reviews using the new framework and processes of *Telling Your Learning Community's Story*.

Scholarly Research & Publications

For many years, SELU has been a trusted partner in research projects customized for school divisions and other organizations. It brings University researcher competencies and ethical standards to the design, implementation, analysis, and presentation of any research endeavour. Furthermore, SELU promotes knowledge dissemination through publications like the practitioner-focused *SELU Research Review Journal* and through support for the *Guide to Saskatchewan School Law*.

Resource Development

SELU has developed resources for clients and organizations including 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.

Leadership Recruitment & Evaluation

SELU works collaboratively with clients to customize Director, CEO, Senior Administration, 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 the evidence presented and compare it to the role description, work plan, and key 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 facilitate a better understanding of current needs and opportunities.

Strategic Planning & Facilitation

SELU consultants facilitate discussions and collect findings with a myriad of stakeholder groups. Along with collecting feedback, SELU works collaboratively with our clients in the development of a focused, actionable, measurable, and effective strategic plan that articulates a positive path forward for the organization. SELU consultants 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.

Advice on Educational Matters

Through the knowledge and experience of University faculty and SELU consultants, SELU is able to work closely with clients to provide advice on educational issues including engaging qualified individuals to serve on Boards of Reference and in other capacities.

Organizational Networking

SELU has well-established relationships with educational and human services organizations and often acts as a communication link among these various agencies. The Unit has the resources to offer customized organizational networking support for short-term and long-term projects.

Secretariat & Rapporteur Services

SELU provides secretariat (project administrative or management office) and rapporteur (meeting or event proceedings reporting) services. The Unit has recently operated as secretariat on behalf of the College of Education and the Department of Educational Administration in the development of a new professional Education Doctorate (EdD) program and SELU has similarly served the Province of Saskatchewan as secretariat of the Joint Task Force on First Nations and Métis Education and Employment Project.

The Unit maintains resources and expertise to provide rapporteur services for the proceedings of meetings, to research and compile reports, and conduct other investigations.

Survey Development, Distribution, & Reporting

SELU provides customized survey development support, survey distribution, data analysis, and reporting services.

Leadership for Teaching & Learning

SELU has a long history of supporting teaching and learning in Saskatchewan, more broadly in Canada, and around the world. Collaborations within the College of Education, and other units at the University of Saskatchewan affords us the opportunity to ensure that our supports for teaching and learning are rooted in scholarship and research, and maintain a level of rigour expected by academics, professionals, and practitioners, alike.

SELU receives requests for professional learning opportunities from local Saskatchewan school divisions and First Nation authorities, and from global university partners in China, Mexico, Bangladesh, Jamaica, Chile, and many more. Each endeavour links into key University of Saskatchewan goals for Indigenization and internationalization. Premiere events include the Saskatchewan Principals' Short Course and the National Congress on Rural Education in Canada. Customized learning opportunities include school principal and university official training for multiple groups from Tianjin, China; school leader advancement in Guadalajara, Mexico; short-term University level educational training for pre-service teachers from Capital Normal University and business and banking graduate students from the University of Dhaka; and local microcredential certification for undergraduate students in citizenship education and for educational assistants.

Executive Coaching

SELU provides executive coaching services. These services are customized to match the client's needs and goals. Services may include self-awareness assessments, face-to-face and/or electronic coaching sessions, and real-time situational coaching and supports.

Board of Reference Supports

SELU provides well-qualified and experienced consultants who deliver Board of Reference services for school divisions.

A Look Back at 2019 – 2021 ...

Major Events

Saskatchewan Principals' Short Course



The Saskatchewan Principals' Short Course has been a valuable professional learning opportunity for almost six decades. The four-day course is offered by the Department of Educational Administration in the College of Education at the University of Saskatchewan. It is supported by the Saskatchewan Educational Leadership Unit (SELU), and through the generous sponsorship of the Ministry of Education, the Saskatchewan School Boards Association (SSBA), the Saskatchewan Teachers' Federation (STF), and the Saskatchewan School Based Leaders (SSBL). Support-in-kind is provided by the Department of Educational Administration, College of Education, University of Saskatchewan, and the League of Educational Administrators, Directors and Superintendents (LEADS) and guidance is provided by an advisory committee.

The major goal of the Short Course is to provide an intensive opportunity for participants from provincial and First Nations schools to deepen their knowledge of theory, practice, and reflection, contributing to their skills as teacher and school leaders. The activities of the Course enables participants to:

1. Examine the role of the principal through the lens of instructional leadership;

SPSC July 2– 5, 2019

The 2019 SPSC was held July 2-5 at the College of Education, University of Saskatchewan. The enrolment of 138 reflects the continuous demand for the program. Past year enrolments were 115 in 2018, 130 in 2017, 143 in 2016, 93 in 2015 and 117 in 2014. The registration fee (which includes breakfasts, lunches, and refreshments) was \$595 (same as 2018), and the registration fee with hotel accommodations was \$1190 (same as 2018).

Michelle Prytula served as Director and Kathryn Bloski, Zanna McCrea, and Scott Tulloch provided support as Associate Directors. Cecile Laprairie (SELU support staff) served as the Course registrar and coordinator. David Burgess and Patricia Prowse provided additional support.

2. Extend knowledge regarding the practices of Facilitating a Shared Vision and Culture Conducive to Learning; Stimulating and Leading Learning; and Balancing the Operational Components of Leadership (Managing, Modeling, and Monitoring);
3. Learning about new developments and initiatives in education;
4. Share experiences, insights, and concerns with other practitioners; and
5. Develop a support network of diverse peers across the entire province.

Session leaders and presenters represent views and perspectives from Indigenous, non-Indigenous, and international worldviews. As such, the Course builds an understanding of the role of the principal, as well as issues, challenges, and opportunities for provincial and First Nations leadership.

The SPSC evolves based on the feedback of the participants and the knowledge generously shared by keynote and session presenters, and small group facilitators.

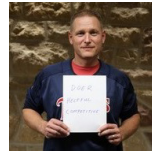
The 2019 SPSC Advisory Committee consisted of Paul Newton (Head, Department of Educational Administration), Carol Sarich (SSBL), Kevin Kleisinger (Saskatchewan Ministry of Education), Geraldine Knudson (SSBA), John Schultz (STF), Gwen Keith (LEADS), Pete Chief (Principal Representative), David Burgess, Patricia Prowse, and Cecile Laprairie (SELU), Michelle Prytula, Director, and Kathryn Bloski, Zanna McCrea, and Scott Tulloch, Assistants to the Director.

A Look Back at 2019 – 2021 ...

Major Events

2019 SPSC Facilitators

Pat Bugler
Chief Executive Officer/Director of Education
Treaty Six Education Council



Kevin Kusch
Deputy Director of Learning
Lloydminster Catholic School Division

Jackie Durocher
Superintendent of Education
Northern Lights School Division



Sarah Longman
Supervisor of Indigenous Education
Regina Public Schools

Kelley Ehman
Superintendent, Education Services
Regina Catholic Schools



Lori Meyer
Superintendent of Learning
Prairie South Schools

Mark Forsythe
Superintendent of Education
Good Spirit School Division



Cathy Mills
Consultant
Saskatchewan Educational Leadership Unit

Darran Teneycke
Superintendent of School Operations
Prairie South Schools



Donnalee Weinmaster
Superintendent of Education
Saskatoon Public Schools

2019 SPSC Sessions and Keynotes

Instructional Leadership Frameworks in Today's Current Context

MICHELLE PRYTULA

Dean, College of Education
University of Saskatchewan

I Didn't Need to Go to Principal School for This

PAUL NEWTON

Department of Educational Administration
University of Saskatchewan

Facilitating Indigenous School Leadership

CHRIS SCRIBE

ITEP, College of Education
University of Saskatchewan

The Administrator as the Instructional Leader in the School

KELLEY EHMAN

Regina Catholic School Division

A Look Back at 2019 – 2021 ...

Major Events

2019 SPSC Sessions and Keynotes

Leading Courageous Conversations

DONNALEE WEINMASTER

JAIME VALENTINE

CHARLENE SCRIMSHAW

SHANE SKJERVEN

Saskatoon Public Schools

Legal Issues from the Perspective of the SSBA

GERALDINE KNUDSEN

Saskatchewan School Boards Association

Following Their Voices

PAT BUGLER

Treaty Six Education Council

MARK FORSYTHE

Good Spirit School Division

Human Resources and Relations Leadership

BOB BAYLES

NOEL ROCHE

Prairie Spirit School Division

Math Wars: Leading in Math Education

EGAN CHERNOFF

Department of Curriculum Studies

University of Saskatchewan

Leading Métis Education in Schools

SAMSON LAMONTAGNE

Greater Saskatoon Catholic Schools

School Culture

ANGELA BANDA

Saskatchewan Teachers' Federation

Leading Outcome-Based Reporting: Debunking the Myths

DARRAN TENEYCKE

Prairie South Schools

Literacy Leadership

BEV BRENNAN

Department of Curriculum Studies

University of Saskatchewan

Supporting Beginning Teachers

TRACY DOLLANSKY

Educational Consultant

Leaning into Challenging Conversations with Staff and Parents

KELLEY EHMAN

Regina Catholic Schools

Role of the Principal/STF Designated Support

WITHMAN JAIGOBIN

Saskatchewan Teachers' Federation

Leadership in Working with Newcomers

JANET OKOKO

Department of Educational Administration

University of Saskatchewan

SHAUNA TILBURY

Saskatoon Public Schools

ANAHIT FALIHI

Saskatoon Open Door Society

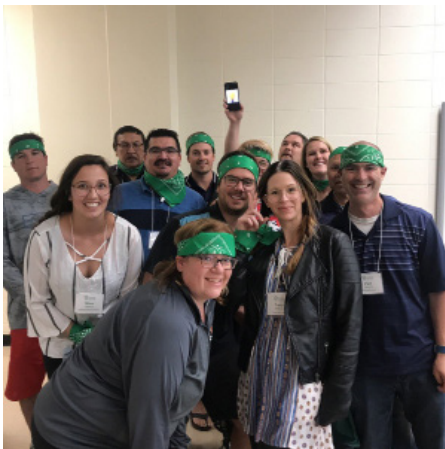
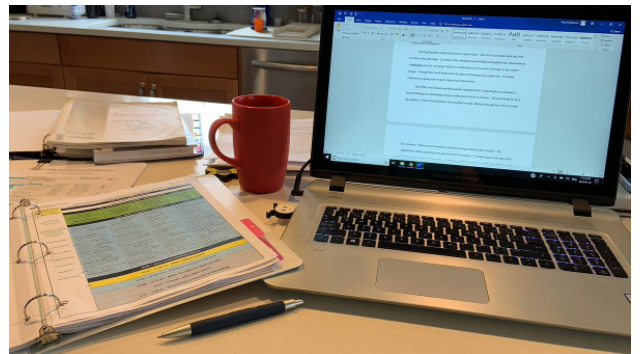
Finance and Accountability in Education

JOEL LLOYD

Greater Saskatoon Catholic Schools

A Look Back at 2018 – 2019 ...

Major Events



“This has been the best PD I have taken. I feel so refreshed, motivated and have had a fire ignited within me this week. I loved seeing how everyone involved in the organization and implementation of this course are so passionate. It was so easy to catch their passion. I loved this week.
Thank you and keep up the good work.”

2019 SPSC Participant

A Look Back at 2019 – 2021 ...

Major Events

SPSC July 6– 9, 2020

The 2020 Saskatchewan Principals' Short Course was broadcast virtually July 6-9 from the College of Education, University of Saskatchewan. The enrolment of 148 reflects the continuous demand for the program. Past year enrolments were 138 in 2019, 115 in 2018, 130 in 2017, 143 in 2016, and 93 in 2015. The registration fee was \$460.00.

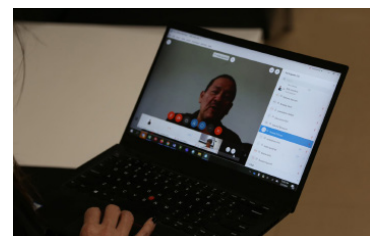
Michelle Prytula served as Director and Kathryn Bloski, Zanna McCrea, and Jade Belhumeur provided support as Associate Directors. Holly Mayes (SELU Office Manager) served as the Course registrar and coordinator. David Burgess, Jeff Solheim, and Patricia Prowse provided additional support.

The 2020 SPSC Advisory Committee consisted of Vicki Squires (Head, Department of Educational Administration), Carol Sarich (SSBL), Kevin Kleisinger (Saskatchewan Ministry of Education), Geraldine Knudson (SSBA), John Schultz (STF), Shane Skjerven (LEADS), Pete Chief (Principal Representative), David Burgess, Patricia Prowse, and Holly Mayes (SELU), Michelle Prytula, Director, and Kathryn Bloski, Zanna McCrea, and Jade Bellhumeur, Assistants to the Director.

This year Course facilitators volunteered to host an optional noon-hour session for those individuals who wanted to attend information sessions that were hosted by our experienced facilitators. The topics ranged from an informal presentation to an open session where participants could pose questions. These sessions were designed to provide additional networking opportunities for participants.

With the decision to broadcast the SPSC virtually, efforts were made to provide as rich and multi-modal experience as possible. To bolster social interactions throughout the Short Course days, daily questions and challenges were designed to encourage engagement. Along with daily questions and challenges, spotlights on leadership were highlighted and individuals used these multi-modal formats to get to know one another and to share resources. Participants engaged in the SPSC Interactive by joining a Facebook group, tweeting on the eadmSPSC twitter feed, or by posting on Instagram@spsc_behindthescenes. Participants whose posts were chosen by the Assistants to the Director to be shared each day were awarded gifts sponsored by the College of Education. Special thanks to David Burgess, Kathryn Bloski, Zanna McCrea, and Jade Bellhumeur for creating the SPSC Interactive opportunities. They were very successful in engaging this year's participants and developing a spirit of camaraderie during the Short Course.

With the first time offering of a virtual format for the SPSC there were many people who shared their expertise and knowledge. Kevin Sharp was invaluable in ensuring the technology platform could host the event in the way it was envisioned by the Director. Rob Lovelace and Meagan Hinther also provided support in many valuable ways as did Cecile Laprairie. The 2020 SPSC website was expanded thanks to the David Burgess leadership in providing whatever participants needed in the new virtual format.



A Look Back at 2019 – 2021 ...

Major Events

2020 SPSC Facilitators

Pat Bugler
Chief Executive Officer/Director of Education
Treaty Six Education Council



Gord Husband
Superintendent of Human Resources
South East Cornerstone Public School Division

Jackie Durocher
Superintendent of Education
Northern Lights School Division



Stacy Lair
Superintendent of School Services
North East School Division

Kelley Ehman
Superintendent Education Services
Regina Catholic Schools



Lori Meyer
Superintendent of Learning
Prairie South Schools

Dave Derksen
Superintendent of Education
Saskatoon Public Schools



Cathy Mills
Consultant
Saskatchewan Educational Leadership Unit

Darran Teneycke
Superintendent of School Operations
Prairie South Schools



Joanna Landry
Superintendent Education Services
Regina Catholic Schools

Vicki Moore
Superintendent of School Operations
Sun West School Division



Randy MacLean
Deputy Director
Horizon School Division

2020 SPSC Sessions and Keynotes

A Day in the Life of a Principal

PAUL MCTAVISH

Prairie Spirit School Division

In This Time of Truth and Reconciliation

PETE CHIEF

Saskatoon Public Schools

Why Parent and Family Engagement Matters to School Leaders

DEBBIE PUSHOR

Department of Curriculum Studies
University of Saskatchewan

Instructional Leadership: Tying it All Together

VICKI MOORE

Sun West School Division

A Look Back at 2019 – 2021 ...

Major Events

2020 SPSC Sessions and Keynotes

Technology Leadership Principles for Principals

JAY WILSON

Department of Curriculum Studies
University of Saskatchewan

Trauma, Violence and a Worldwide Pandemic

KEVIN CAMERON

North American Center for Threat Assessment & Trauma
Response

Well-being: Deep Support for Staff and Students

GWEN KEITH

TERRY JORDENS

Holy Family RCSSD

When Intersectionalities Collide: The Importance of Supporting Queer Youth on the Journey

ADRIENNE SCHENK

Saskatchewan Rivers Public School Division

Lii Michif Niyanaan – The Michif Language and the Michif Nation in the Education Sector

ANGIE CARON

Saskatoon Public Schools

NORMAN FLEURY

College of Education

SPSC Advanced Learning Series

This year Director Prytula launched the SPSC Advanced Learning Series. It was developed in response to the commitment of the Department of Educational Administration, College of Education, University of Saskatchewan, and the SPSC Advisory Committee to provide ongoing professional learning and networking opportunities to Short Course participants and their school division or First Nation education authority leaders.

With the diminishing effect that the COVID-19 pandemic had on professional learning opportunities for educators, the

Legal Issues from the Perspective of the SSBA

GERALDINE KNUDSEN

Saskatchewan School Boards Association

Building Trusting Relationships

JACKIE DUROCHER

Northern Lights School Division

Understanding Negligence in Schools

DAVID BURGESS

Associate Dean, College of Education
University of Saskatchewan

Professionalism in a Digital World

MARK EGGLESTON

Saskatchewan Teachers' Federation

Supporting Culturally and Linguistically Diverse Students

SEEMA SAROJ

Ministry of Education

Introduction to Anti-Racism for School Leaders

VERNA ST. DENIS

Department of Educational Foundations
University of Saskatchewan

Provincial Education Plan 2020-2030

ROB CURRIE

SUSAN NEDELCOV-ANDERSON

Ministry of Education

following two SPSC Advanced Learning Series were available free of charge:

- **Mental Health and Wellbeing: A Human Curriculum for Calm Schools and Calm Classrooms**
Presenter: Judy Jaunzems-Fernuk
- **Accommodation of Gender Identity and Religion in Schools**
Presenter: Geraldine Knudson

A Look Back at 2019 – 2021 ...

Major Events

National Congress on Rural Education in Canada

March 29 – 30, 2020

The 25th National Congress on Rural Education in Canada (NCREC) was scheduled to be held in Saskatoon from March 29 to March 30, 2020. Due to concerns related to COVID-19, the Department of Educational Administration, College of Education, University of Saskatchewan, which has hosted NCREC for the last 24 years, chose to cancel the event. The safety of delegates, presenters, displayers, and staff was the top priority in making this decision. In doing so, SELU refunded paid registration and displayer fees.

The 2020 Congress had planned to continue with the theme of “Innovation in Rural Education: Conversation, Collaboration, Connection.” Kevin Cameron was scheduled to provide two keynote presentations and Dr. Dianne Looker the closing keynote. The program included over 20 breakout sessions and a plan to host for the first time the College of Education’s Celebration of Research. The decision to host the Celebration of Research event at NCREC was made to provide undergraduate and graduate students with the opportunity to share their research and interact with delegates at a national conference.

Numerous celebratory events were also planned to celebrate the 25th anniversary of NCREC. These events included a banquet and a student Art and Culture Showcase. While it was disappointing to cancel this year’s NCREC, the organizers were pleased that Kevin Cameron and some of the breakout presenters were able to share their expertise during the Saskatchewan Principals’ Short Course which was offered virtually July 6-9th, 2020.

SELU would like to acknowledge and thank Congress Director, Dr. Dawn Wallin, Bruce Bradshaw, Congress Chair, David Burgess, Patricia Prowse, Holly Mayes, and Jeff Solheim for their efforts in planning this year’s Congress. Special thanks are also extended to the Department of Educational Administration for its support and the National Congress on Rural Education Planning Committee. Members of the National Congress Planning Committee include Kathleen Fisher (Ministry of Education), Vicki Squires (Department of Educational Administration), Ruth Griffith (Saskatchewan

Association of School Councils), Elizabeth Hutton (Saskatchewan Teachers’ Federation), Shaun McEachern (Saskatchewan Professional Development Unit), Shane Skjerven (League of Educational Administrators, Directors, and Superintendents), Pamela Osmond-Johnson (University of Regina), Ron Purdy (Saskatchewan Association of School Business Officials), Leke Ivo Jingwa and Idowu Mogaji (Dr. Murray Scharf Rural Congress Scholarship Recipients), Dawn Wallin, (Congress Director), Bruce Bradshaw (Congress Chair), David Burgess, (Director of SELU and Associate Dean of Research, Graduate Support, and International Initiatives), Patricia Prowse (SELU) and Holly Mayes (SELU). SELU would also like to thank the NCREC sponsors.



Dr. Wallin and the Department of Educational Administration are exploring ways to provide virtual and possibly regional opportunities for participants to engage in learning opportunities related to rural and remote education. Stay tuned!

A Look Back at 2019 – 2021 ...

Major Events

March 28 – 29, 2021

The 26th annual National Congress on Rural Education in Canada's theme for 2021 was "Rural Education Beyond Borders: Reframing the Conversation." Due to COVID-19, Congress was broadcast virtually actualizing the theme of going beyond borders to include an international audience. Hosted by the Department of Educational Administration and supported by the Saskatchewan Educational Leadership Unit (SELU) in USask's College of Education, National Congress brought together over 260 participants that included representation from local governance bodies such as school board chairs and trustees, researchers, graduate students, educational consultants, school administrators, and teachers. Event sponsors included the Government of Saskatchewan, the University of Saskatchewan Conference Fund, SaskTel, Work Safe Saskatchewan, and Eagle Feather News. The congress took place on March 28 and 29.

"Our silver 25th anniversary congress was cancelled last year due to the start of the pandemic, and the bright light in the re-envisioning afforded us a new online platform and an incredibly diverse list of presenters from ten countries throughout the world. Our goal every year is to ensure our event is relevant and appreciates the very unique needs of rural spaces, people, and all the communities that they support," said Dawn Wallin, Congress Director.

The conference included a keynote on leadership by The Honourable Bev Busson, Senator of Canada, and the first female commissioner of the RCMP. The event included an opening prayer by Elder Donald Speidel, video remarks from His Honour Russell Mirasty, the Lieutenant Governor of Saskatchewan, and Métis jigging by students Kate Boyer and Kurt Natomagan. Dr. Beth Bilson, interim dean, College of Education, and the Honourable Dustin Duncan, Minister of Education, Government of Saskatchewan also provided remarks.

The second day of the conference opened with an international expert panel livestreamed from locations in China, Norway, and the United States. Dr. Unn-Doris K. Baeck from UIT Arctic University of Norway, Dr. Liu Jing from Beijing



Normal University, and Dr. Allen Pratt from the University of Tennessee described their local rural education contexts, struggles, policies, and initiatives while speaking passionately about "why rural matters".

The knowledge sharing continued throughout 48 learning presentations moderated by College of Education teacher candidates. Sessions included how to effectively provide early childhood education for rural children, the need for citizenship education, decolonizing teacher education in professional development school models, and growing innovation across rural sites of learning.

For longtime congress attendee and school board trustee with the Living Sky School Division Ronna Pethick, the new format of the congress was especially welcomed on the day the province experienced a spring storm that wreaked havoc on highway and city travel and took out powerlines.

"Usually when we have Rural Congress, it's always bad weather!" shared Pethick. She added, "I really appreciate having access to professional development like this even though we can't meet in person because this is the next best thing."

"Education is an investment in the future of our rural communities. As we move to a global marketplace, we have to teach our students to be proud to be from a rural community. I think there is opportunity to deal with the issues that we face."

Dr. David Pratt
Executive Director, National Rural Education Association, United States

A Look Back at 2019 – 2021 ...

Major Events

Pethick was appointed by the Saskatchewan School Boards Association to represent the organization on the Rural Congress Planning Committee and appreciates that her input is welcomed by the college and by SELU.

"I find each congress is so different and offers such a diverse quality of people who really can give you a good cross-section of education and how to deliver that education in a diverse way to rural Canada and rural Saskatchewan," Pethick said. "Our kids are doing such innovative things in our schools, and congress is a way to highlight that. It's also a way to maybe do things differently."

The event closed with a keynote by Dr. Dianne Looker, professor emerita at Mount Saint Vincent and Acadia Universities, and a researcher who has spent most of her career studying rural youth and their transitions to adulthood, including issues of mobility and stability. Her presentation took a statistical view of the rural-urban differences and the importance of looking at how we define rural or remote. It was clear that considering rural issues in Canada requires one to understand the complex history of Indigenous people in rural areas.

She also spoke of why access to education is critical when it comes to rural communities and how some of the potentials of the COVID-19 pandemic are the technological advances made for online learning and the hybrid models being implemented, including those discussed throughout the congress.

In all, the move to the virtual conference provided greater flexibility for participants and will be a format option the Rural Congress Planning Committee will consider for next year's event.

"We've had great feedback from attendees on the accessibility and diversity the virtual format presented, as well as some ideas on what to consider for next year," said Wallin. "We'll definitely be exploring how to maintain a virtual

component while also ensuring that the relationality of rural congress that has been a signature feature of our face-to-face event remains."

SELU would like to acknowledge and thank Congress Director, Dr. Dawn Wallin, for her unfailing commitment to the National Congress on Rural Education in Canada event and for her vision in imagining and bringing to life this first virtual event. The success of this year's event can be attributed to her enthusiastic leadership and her hands-on engagement. Dr. Wallin was supported by the SELU and College of Education joint planning team of Holly Mayes, Jeff Solheim, Patricia Prowse, Kevin Sharp, Rob Lovelace, Meagan Hinthier, and Cecile Laprairie. Special thanks are also extended to the Department of Educational Administration for its support and the National Congress on Rural Education Planning Committee. Members of the National Congress on Rural Education Planning Committee include Kathleen Fisher (Ministry of Education), Ruth Griffith (Saskatchewan Association of School Councils), Elizabeth Hutton (Saskatchewan Teachers' Federation), Shaun McEachern (STF Professional Learning), Shane Skjerven (League of Educational Administrators, Directors, and Superintendents), Pamela Osmond-Johnson (University of Regina), Ron Purdy (Saskatchewan Association of Business Officials), and Idowu Mogaji (Dr. Murray Scharf Rural Congress Scholarship recipient).

"I've heard some really innovative ideas today from presenters in terms of community hubs, and the sharing of resource and specialized teachers across rural schools that have helped with the struggles that remote and rural schools face with teacher recruitment and retention... And the online learning during COVID has highlighted the issues related to school busing, early rising and sleep issues for students."

Dr. Dianne Looker
Professor Emerita, Mount Saint Vincent & Acadia
Universities

"One important aspect for being interested in rural education as a research matter are the costs connected such as young people dropping out of high school. It's an individual cost but it also is a cost to the ability to retain resilience and local community"

Dr. Unn-Doris K. Baeck
UIT Arctic University of Norway

A Look Back at 2019 – 2021 ...

Consulting Projects

2019-2020

Project title: **Professional Service Provider Evaluations**
Client: Good Spirit School Division
Consultants: **Tom Sutherland**
Description: Three personnel performance appraisals were conducted.

Project title: **SAISIA Material Formatting and Design**
Client: Saskatchewan Association of Immigrant Settlement and Integration Agencies
Consultants: **Patricia Prowse**
Description: SELU was asked to assist SAISIA in the preparation and formatting of agency resources.

Project title: **Concentus Citizenship Education: Phase Three**
Client: Concentus Citizenship Education Foundation
Consultant: **Cathy Mills**
Description: SELU continues to provide support to the Concentus Citizenship Education Foundation through professional learning sessions on the Concentus Citizenship Education Foundation's K-12 resources.

Project title: **Concentus Citizenship Education Foundation/Azrieli Partnership Professional Development Program**
Client: Concentus Citizenship Education Foundation
Consultant: **Lori Kindrachuk, Larry Mikulcuk, Cathy Mills**
Description: SELU was asked to create and facilitate professional development sessions for teachers that met the shared goals of the Concentus Citizenship Education Foundation/Azrieli Partnership Professional Development Program.

Project title: **Saskatchewan School Boards Association Executive Director and Executive Evaluations 2019**
Client: Saskatchewan School Boards Association
Consultants: **George Rathwell**
Description: SELU conducted an Executive Director evaluation. The consultant also worked with members of the Executive to assess their performance in carrying out their respective roles and responsibilities.

Project title: **Successful Partnerships in Education: Brief Summaries to Inspire Further Action**
Client: Saskatchewan Rivers Public School Division and the Education Sector Strategic Plan First Nations, Métis, and Inuit Student Engagement and Graduation Rates Team

Consultant: **Linda Stanviloff, Coralee- Pringle Nelson**
Description: The Saskatchewan Ministry of Education and the education sector have articulated goals, actions, and deliverables in the Education Sector Strategic Plan (ESSP) that are designed to improve First Nations, Métis, and Inuit student outcomes. SELU was asked to prepare an electronic partnership template that could be sent to provincial school divisions and First Nations education authorities inviting them to describe successful educational partnerships and strategies that support improved achievement for Métis, Inuit, and First Nations learners. After gathering the information, the consultants organized the summaries into a report.

Project title: **STC Teacher Performance Appraisals**
Client: Saskatoon Tribal Council
Consultants: **Bruce Bradshaw, Donna Douglas-Elliott, Cathy Mills, Linda Stanviloff, Tom Sutherland**
Description: STC contracted SELU to complete 19 teacher performance appraisals.

Project title: **Executive Consulting Services**
Client: Saskatchewan Ministry of Education
Consultants: **Patricia Prowse**
Description: SELU is providing support consulting services in support of the Saskatchewan Ministry of Education's Curriculum Advisory Committee.

Project title: **Saskatoon Tribal Council School Opening Institute Presentation**
Client: Saskatoon Tribal Council
Consultants: **Linda Stanviloff**
Description: SELU was contracted to provide a workshop at the Saskatoon Tribal Council's School Opening Institute. The presentation was titled "The Saskatchewan Child Abuse Protocol: Duty to Report and Duty to Protect".

A Look Back at 2019 – 2021 ...

Consulting Projects

2020-2021

Project title: **The Power of Partnerships: The Whitecap Dakota First Nation and Saskatoon Public Schools' Story**
Client: Whitecap Dakota First Nation
Consultant: **George Rathwell**
Description: SELU provided a consultant to document the history of the Whitecap Dakota First Nation and Saskatoon Public Schools' educational partnership and to provide key considerations for other organizations seeking to create similar educational partnerships in their jurisdictions.

Project title: **Northern Lights School Division Board Facilitation of Data Related to Graduation Rates and the Transition to the World of Work**
Client: Board of Education, Northern Lights School Division
Consultant: **Dave Derksen**
Description: SELU provided a consultant to prepare and facilitate two sessions for the Board in order to better understand division data related to graduation rates and transitions to the world of work. A facilitated discussion explored specific actions to increase graduation rates, postsecondary trades/apprenticeship engagement as well as the development of resiliency in graduates who must leave their communities to pursue these opportunities.

Project title: **Concentus Citizenship Education: Phase Three**
Client: Concentus Citizenship Education Foundation
Consultant: **Cathy Mills**
Description: SELU continues to provide support to the Concentus Citizenship Education Foundation by providing consultant services for the Ministry of Education's Social Sciences Committee.

Project title: **Saskatchewan School Boards Association Executive Director and Executive Evaluations 2020**
Client: Saskatchewan School Boards Association
Consultant: **George Rathwell**
Description: SELU conducted an Executive Director evaluation. The consultant also worked with members of the Executive to assess their performance in carrying out their respective roles and responsibilities.

Project title: **Leadership Matters: The Challenges and Opportunities of School Based Administration-Module 1**
Client: Northern Lights School Division
Consultant: **Dr. Dawn Wallin, Dr. Paul Newton, Darran Teneycke, Patricia Prowse**
Description: Northern Lights School Division contract SELU to create a three-part webinar customized to meet the needs of the division in the recruitment and development of administrative aspirants.

Project title: **Executive Consulting**
Client: Saskatchewan Ministry of Education
Consultant: **Patricia Prowse**
Description: SELU provided consulting services support related to the activities of the Saskatchewan Ministry of Education's Curriculum Advisory Committee.

A Look Back at 2019 – 2021...

Research Projects

2019-2020

Project Title: **Following Their Voices School Implementation Study and Program Evaluation**

Client: Saskatchewan Rivers Public School Division

Researchers: **Dr. Scott Tunison, Dr. Dawn Wallin, Dr. Jacqueline Ottmann**

Assistants: **Alisa Favel, Jordan Adilman**

Description: SELU worked collaboratively with the University of Saskatchewan, University of Regina, and First Nations University of Canada to provide research services for the study and analysis of 11 second year FTV schools. A meta-synthesis report was prepared. SELU also served as the secretariat for the FTV Research Advisory Committee.

Project Title: **North East School Division Small School Sustainability Study**

Client: North East School Division

Researcher: **Dr. Dawn Wallin**

Consultant: **Randy Fox, Project Lead**

Description: The North East School Division approached SELU to assist in the development of a two-phase small school sustainability study. The first phase was the planning and facilitation of a provincial forum for directors of education. Dr. Dawn Wallin and Randy Fox facilitated case study analysis and discussions regarding strategies, practices, and policies that currently support the sustainability of small schools. Dr. Dawn Wallin concluded the forum with a presentation of Canadian and international small school sustainability research as well as links to peer-reviewed research materials. Phase two focused on reviews of the delivery of programs and services in four of the division's small rural schools.

Project Title: **Leading to Learn: First-year Implementation Evaluation**

Client: Saskatchewan Rivers Public School Division

Researchers: **Dr. Jay Wilson, Dr. David Burgess**

Description: The program evaluation of the Leading to Learn (L2L) first-year program implementation project is a review of the experiences of the facilitators and the initial cohort of participants. This evaluation reviewed the delivery of all aspects of the Leading to Learn project in its first year. The review presents insights to guide future planning of the program and provides recommendations for improvement of the program as it moves into its subsequent years.

2020-2021

Project Title: **Chinook School Division Employee Survey: Phase One**

Client: Chinook School Division

Researcher: **Dr. Scott Tunison**

Consultant: **Coralee Pringle-Nelson**

Description: SELU provided expertise and support in the development and administration of the Chinook School Division Employee Perception Survey 2019 and the collection, analysis, and reporting of survey data.

Project Title: **Leading to Learn: First-year Impact Report**

Client: Saskatchewan Rivers Public School Division

Researchers: **Dr. Jay Wilson and Dr. David Burgess**

Description: SELU researchers conducted research on the longer-term influences of the Leading to Learn program through a post-program evaluation. The review included insights to guide future program development as well as recommendations for future program implementation.

COVID-19 impacted two major research projects that were unable to be completed during 2020-2021. The goal is to complete them as provincial health and research protocols allow.

A Look Back at 2019 – 2021 ...

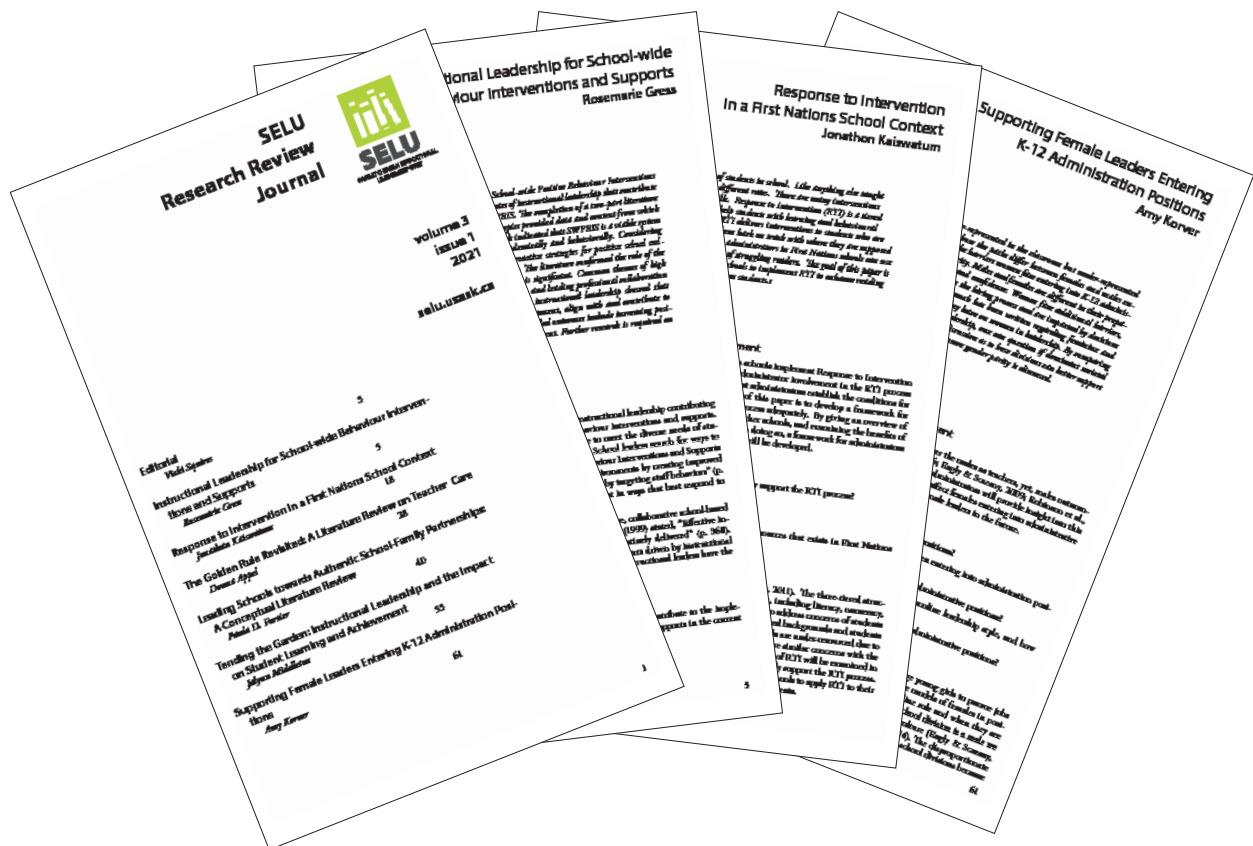
SELU Research Review Journal

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 Volume 3, Issue 1: Dr. Vicki Squires (Associate Dean of Research, Graduate Support and International Initiatives and editor), Dr. Jay Wilson (Interim Head, Department of Educational Administration), Dr. Paul Newton (journal support), Dr. Jeff Solheim (format and design), and Idowu Mogaji (editor's assistant).



A Look Back at 2019 – 2021...

Professional Learning Projects

2019-2020

Project Title: **Saskatchewan Principals' Short Course Advanced Learning Series**

Client: Department of Educational Administration, Saskatchewan Principals' Short Course (SPSC) participants

Consultants: **Michelle Prytula, David Burgess, Jeff Solheim, Patricia Prowse**

Description: The SPSC Advanced Learning Series has been developed in response to the commitment of the Department of Educational Administration, College of Education, University of Saskatchewan, and the SPSC Advisory Committee to provide ongoing professional learning and networking opportunities to Short Course participants and their school division or First Nation education authority leaders. The first webinar series scheduled for March 2020 was postponed due to COVID-19. In total, three webinars were offered during 2020-2021.

Project Title: **Educational Assistant Professional Learning Series**

Client: Prince Albert Roman Catholic Separate School Division, North East School Division, Prince Albert Grand Council, Treaty Six Education Council

Consultants: **Louise Phaneuf, Linda Stanviloff**

Description: EA modules were facilitated for groups of educational assistants working for each of these school divisions and First Nation education authorities.

Project Title: **Educational Assistant Professional Learning Series Facilitator Training**

Client: File Hills Qu'Appelle Tribal Council, Saskatoon Tribal Council

Consultant: **Linda Stanviloff**

Description: Participants were trained to facilitate the Educational Assistant Professional Learning Series (EAPLS) in their schools and organizations as outlined in the SELU EAPLS agreement.

Project Title: **Educational Assistant Professional Learning Series Module 2 (Virtual)**

Client: File Hills Qu'Appelle Tribal Council, Saskatoon Tribal Council, Horizon School Division, Sun West School Division, Greater Saskatoon Catholic Schools, Good Spirit School Division

Consultant: **Linda Stanviloff**

Description: Participants from six tribal councils and provincial school divisions completed Module 2-Learning Supports of the Educational Assistant Professional Learning Series through a virtual broadcast.

Project Title: **A Guide to Saskatchewan School Law (3rd Ed.)**

Client: Saskatchewan Educational Leadership Unit

Consultants: **Keith Walker, David Burgess, Jerome Chomos, J Kent Donlevy**

Description: A Guide to Saskatchewan Law 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.

"The Saskatchewan Educational Leadership Unit (SELU) continues to provide responsive, timely leadership and support for school divisions across Saskatchewan, impacting and improving practice and student support models for students. SELU's leadership from the onset of the COVID-19 pandemic worked collaboratively to meet identified needs, through the leveraging of their research expertise for the timely and responsive delivery of the Educational Assistants' Professional Learning Series positively impacting the practice of our Educational Assistants, schools, students, and communities across our division."

Randolph J. MacLean
Deputy Director of Education
Horizon School Division

A Look Back at 2019 – 2021...

Professional Learning Projects

2020-2021

Due to COVID-19, all professional learning projects were offered virtually. A major effort was made to refresh the five modules that comprise the Educational Assistants' Professional Learning Series (EAPLS). All of the modules were refreshed, but Module 1 was not broadcast because the module is largely based on hands-on team-building activities. SELU would like to thank the members of the EAPLS Critical Friends Group that provided wise advice regarding module design and content. Thanks are extended to Carole Butcher (Sun West School Division), Tammy Shircliff (Greater Saskatoon Catholic Schools), Randolph MacLean (Horizon School Division), and Candice Dwernychuk (Saskatoon Tribal Council). SELU provided Educational Assistants' Professional Learning Series module handbooks to trained facilitators to facilitate when it was safe to do so, through partnerships with Treaty Six Education Council, Saskatoon Tribal Council, and File Hills Qu'Appelle Tribal Council.

Project Title: Educational Assistants' Professional Learning Series Module 2
Consultant: Linda Stanviloff (developer and facilitator)
Description: Linda Stanviloff refreshed Module 2 and SELU offered it as an online webinar on June 9 and 16, September 3, and October 13, 2020. In total, 337 participants attended these broadcasts from provincial school divisions and First Nation education authorities.

Project Title: Educational Assistants' Professional Learning Series Module 3
Consultant: Linda Stanviloff (developer and facilitator)
Description: Linda Stanviloff refreshed Module 3 and SELU offered it as an online webinar on March 15, 2021. For this broadcast, 128 participants attended from provincial school divisions and First Nations education authorities.

Project Title: Educational Assistants' Professional Learning Series Module 4
Consultants: Linda Stanviloff (developer and facilitator, Gail Sajtos (facilitator)
Description: Linda Stanviloff refreshed Module 4 and SELU offered it as an online webinar on October 26, 2020, and January 29, 2021. In total, 408 participants attended these broadcasts from provincial school divisions and First Nations education authorities.

Project Title: Educational Assistants' Professional Learning Series Module 5
Consultant: Linda Stanviloff (developer and facilitator)
Description: Linda Stanviloff refreshed Module 5 and SELU offered it as an online webinar on January 29, 2021. For this broadcast, 136 participants attended from provincial school divisions and First Nations education authorities.

Project Title: A Guide to Saskatchewan School Law (3rd Ed.)
Client: Saskatchewan Educational Leadership Unit
Consultants: Keith Walker, David Burgess, Jerome Chomos, J Kent Donlevy
Description: A Guide to Saskatchewan Law 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.

"This fall I had a conversation with Patricia about the creation and facilitation of a Module on Leadership for our division. I was very impressed with the process of the SELU team. Once they had a working document, they asked for feedback to include the Northern perspective. I am beyond impressed with the outcome of the Module. The feedback from the participants was great, they said it was very informative and engaging.
Thank you SELU!"

Jackie Durocher
Superintendent of Education
Northern Lights School Division

A Look Back at 2019 – 2021...

International Events

Capital Normal University: University of Saskatchewan International Teacher Development Program Summer Course July 1 – September 30, 2019

This program was designed to provide students from Capital Normal University with opportunities to develop a deeper understanding of teaching and learning in Canadian schools and classrooms. The departments of Curriculum Studies, Educational Psychology and Special Education, and Educational Administration in the College of Education at the University of Saskatchewan offered four courses that were designed to advance the training of teachers educated in a non-Canadian jurisdiction, with a focus on areas identified by the Saskatchewan Professional Teachers' Regulatory Board as supporting licensing for internationally trained teachers in Saskatchewan.

The Saskatchewan Educational Leadership Unit (SELU) provided support for the 22 students and their chaperone, Ms. Wang Ruilin, during their stay at the University of Saskatchewan as well as arranged teacher mentors to support the students when they spent six days visiting elementary and secondary schools in Saskatoon Public School Division, Greater Saskatoon Catholic Schools, and the Prairie Spirit School Division. A pre-orientation session provided the CNU students with contextual knowledge before the school visits and once onsite the students were supported by in-school mentors who were former educators. SELU would like to thank these school divisions for welcoming the students into their schools and classrooms.

In collaboration with SELU, the 2019 program gave students a world-class education at a leading foreign institution, interaction and networking with Canadian academics, school teachers, administrators, educational mentors, and policymakers. During the three-month Summer Course students participated in numerous Saskatoon entertainment, recreational, and cultural events including Saskatoon Folkfest, an art class at the Remai Modern Art Gallery, a tour of Wanuskewin Heritage Park, and a four-day trip to Edmonton, Calgary, Banff, and Drumheller, Alberta.

SELU would like to give a special thank you to the Summer Course instructors—Mr. Greg McJannet, Ms. Mika Lafond, Ms. Diane Clark, and Mr. Doug Njaa; Mr. Doell and his team in Registrarial Services; Ms. Mattola and her team in ISSAC, Dr. Lee and Ms. Tang from the International Office, and Mrs. Stanviloff and Mr. Bradshaw who provided student and program supports.



“Our hope is that by coming here, we are successful, and that both our schools will be successful in the world through partnership.”

– Jin Qiao, student leader, Capital Normal University

Saskatchewan Educational Leadership Unit

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.

Constitution

Saskatchewan Educational Leadership Unit

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 and quorum 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 and/or at least one member of the Department of Educational Administration.

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 Management Board will frequently review eligible candidates, in accordance with section 4.19, for the honour of companion of the organization and approve the granting of the honour to all qualified for the period specified. A list of current companions so honoured will be maintained and publicized.

4.7 The Management Board will annually review eligible candidates, in accordance with section 4.20, for the honour of patron of the organization and approve the granting of the honour to no more than 10 current meritorious and deserving candidates, in perpetuity at the pleasure of the Management Board. A list of current and posthumous patrons so honoured will be maintained and publicized.

4.8 The Management Board will have the power to create and establish terms of reference for ad hoc committees for the purpose of monitoring strategic planning, publications and research, and monitoring of professional services. The majority of members of ad hoc committees shall be representatives of the Department of Educational Administration.

4.9 The Advisory Board:

The membership of the Advisory Board will consist of:

- 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:
 - LEADS, Ministry of Education, Ministry of Advanced Education, SSBL, SSBA, STF, SASBO, First Nations educational authorities, SASC, SPTRB, and University of Regina.
 - 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 Department of Educational Administration, University of Saskatchewan at large.

4.10 The quorum of the Advisory Board shall be 9 members.

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

4.12 At least once yearly, the Advisory Board will affirm the lists of companions and patrons established by the Management Board.

Constitution

Saskatchewan Educational Leadership Unit

- 4.13 When appropriate, the Advisory Board will ratify constitutional changes established by the Management Board.
- 4.14 The Advisory Board will meet at least yearly and at the request of the Director of the Unit.
- 4.15 The Head of the Department of Educational Administration shall serve as chairperson of the Advisory Board.
- 4.16 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.
- 4.17 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.
- 4.18 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.
- 4.19 Companions: The honour of companion of the organization shall be bestowed, for a renewable and rolling period of two years, upon all consultants in good standing engaged by the Unit.
- 4.20 Patrons: The honour of patron of the organization shall be bestowed upon all meritorious and deserving candidates in good standing who have committed, through their actions and words over several years of service, to the advancement of the mission and vision of the Unit.

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.

7. CONSTITUTIONAL CHANGE

- 7.1 As necessary, the Management Board shall review and amend the constitution of the organization. Annually, the Advisory Board shall review all amendments made and ratify such.

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)
- Saskatchewan Professional Teachers Regulatory Board (SPTRB)

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UNIVERSITY OF SASKATCHEWAN

**Saskatchewan Educational
Leadership Unit**

COLLEGE OF EDUCATION
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