

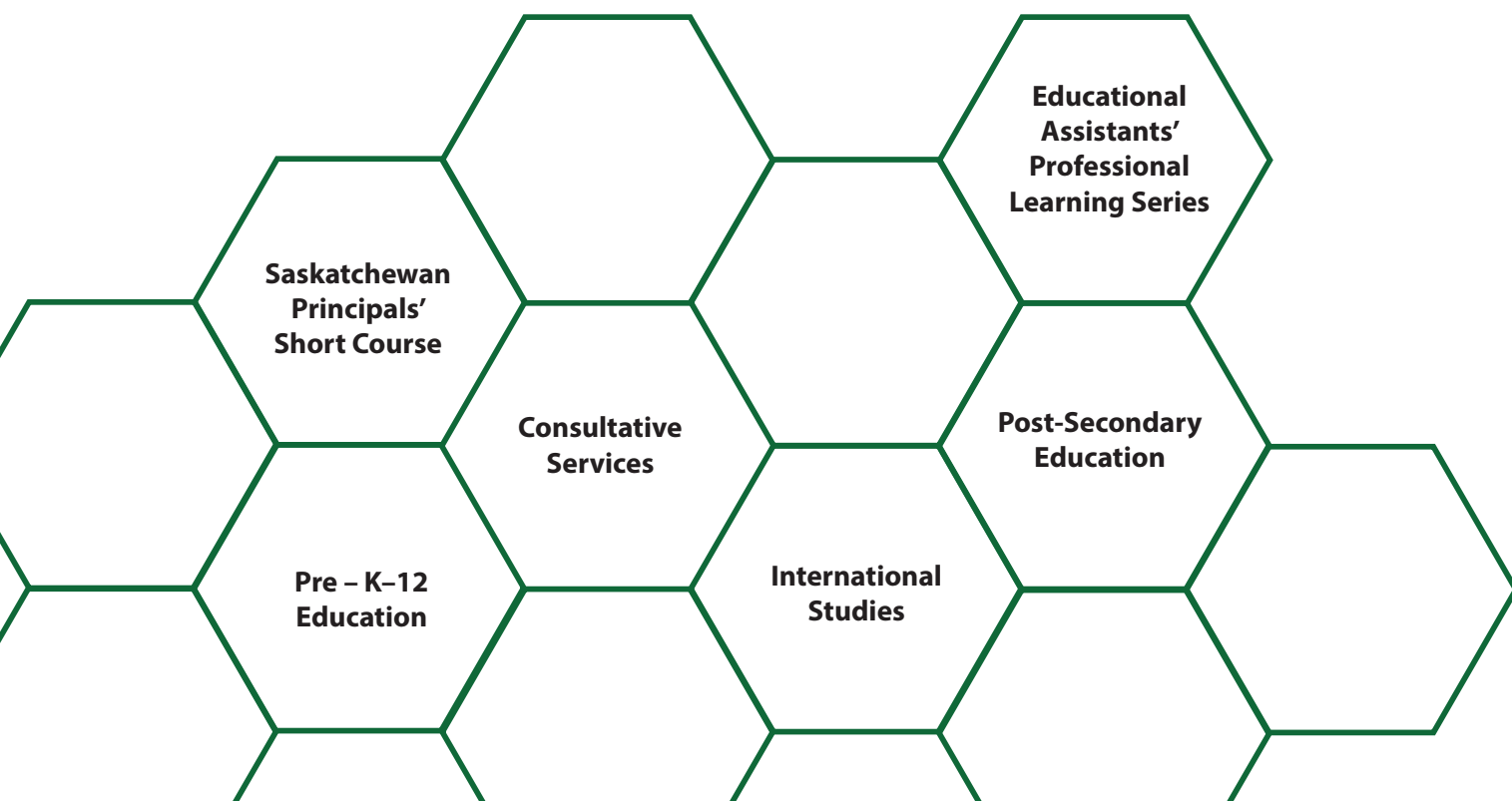


2021 – 2023 Annual Report



SELU

SASKATCHEWAN EDUCATIONAL
LEADERSHIP UNIT



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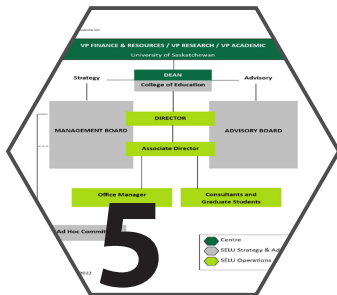
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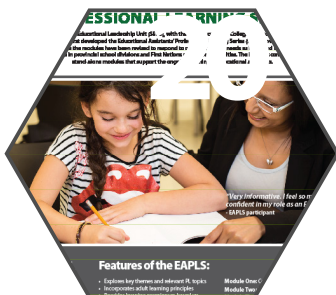
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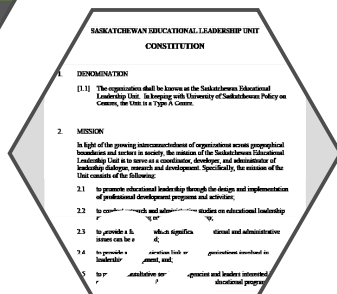
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Constitution 22



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

SELU 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, Métis, and Inuit 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
- 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

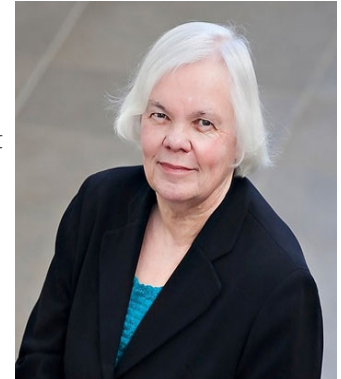
Dean's Message

Dr. Beth Bilson

Over its long history, the Saskatchewan Educational Leadership Unit has made significant contributions to the educational system of this province and elsewhere by initiating research and consulting projects, mounting important conferences, and participating in international exchanges and partnerships.

Though the difficult times of the pandemic presented challenges for SELU, this time did provide an opportunity to revisit our mandate, to experiment with new formats and to assess what priorities should be set for future activity. A prime example of how SELU used the circumstances of the pandemic to try out new ways of doing this has been the National Congress on Rural Education, which was held as a fully remote event in 2021 and in hybrid format in 2022. Though making use of technology in this way stretched the capacity – and sometimes the patience – of the organizing team, the events attracted new participants, and valuable lessons were learned about how to deploy technology effectively. The lessons that were learned have led to a reimagined congress for 2023.

The current process of refreshing and prioritizing the activities of SELU to ensure that we are addressing important current issues and meeting the needs of our constituencies is an exciting one, and we look forward to working with our partners, locally and internationally, on emerging and critical issues.



I would like to thank Dr. Vicki Squires, Associate Dean Research, Graduate Support and International Partnerships, for her service as Director of SELU this year, as well as Greg McJannet, the Associate Director, and Holly Mayes, who provides administrative support. I would also like to thank staff from the Dean's office – Meagan Hinthier, Rob Lovelace, Connor Jay, Cecile Laprairie and Connie Kocsis – who have lent their talents to making SELU events run smoothly.

Director's Message

Dr. Vicki Squires



The past two years have challenged everyone as we adjusted, pivoted and redirected our work multiple times to respond to the ever-evolving complexities of the COVID 19 pandemic.

Similarly, SELU has experienced a period of reflection, revision and re-imagining of how we can continue to serve the needs

of the educational community. We are engaging in a process of developing the next version of our SELU strategic plan. We will continue to provide excellent professional development opportunities for our education sector partners and continue to provide research and consulting services to address the needs of our partners in the province. Our fourth priority will be an expansion of our international efforts now that we are transitioning into a post-pandemic world. As an example of our efforts, we hosted a group of Chilean teachers from Universidad Católica del Maule (UCM) in Chile, with one group arriving in May 2022 and a second cohort

arriving in May 2023. Each cohort stayed for one month where they had opportunities to tour schools, to learn more about pedagogical practices for the teaching of English and of course, to experience our city.

This annual report describes our key activities over the period of July 1, 2021 to July 1, 2023 as we strive to serve the Saskatchewan education sector through training modules for Educational Assistants, professional development for leaders, facilitation of research and consulting contracts across the province, and we work towards the goals of the University of Saskatchewan's International Blueprint. I want to especially thank the Associate Director, Greg McJannet, and Office Manager, Holly Mayes; their dedication and hard work are the foundation of SELU's work and without whom, our successes would not be possible. Thank you to the Management Board: Dean Beth Bilson and Dr. Keith Walker, for guidance and advice throughout the last 2 years and we look forward to working with the new Dean of the college, Dr. Julia Paulson. Thanks also to the consultants, undergraduate and graduate students, and the faculty of Department of Educational Administration in supporting the work of SELU as we meet our short and long term goals.

Associate Director's Report

Greg McJannet



The fall of 2023 marks my second anniversary as the Associate Director of Saskatchewan Educational Leadership Unit. I have been honoured to serve in this role and I look forward to growing and learning along side our partners and clients. I am very proud of SELU's accomplishments over the past two years.

We continue to serve the sector in our various roles and services, and we respond to the shifting needs of our partnerships and clients. We have maintained support of hybrid conferences and learning events. Fostering hybrid events has allowed us to reach many participants that would otherwise not be able to attend particular conferences like the Principals' Short Course. Our Educational Assistant Professional Learning Series continues to be broadcast around the province through our online delivery, reaching hundreds of EAs.

SELU provides professional leadership through research, consulting, professional development and International

programs. SELU matches our expert faculty members and contracted consultants to meet the specific needs of our clients. We are currently focusing on strategic planning for SELU and investigating ways to maintain our value to the sector, explore opportunities and connect our College and leadership expertise to opportunities in the field.

SELU strives to expand its ability to meet the needs of international partners and I have been added to the International Operations Committee at the University of Saskatchewan. We look forward to collaborating and working with campus partners in moving ahead the University's goals for Internationalization. We look forward to our bright future in serving the needs of our partners here at home, and abroad.

I want to thank our Director, Vicki Squires for her leadership and the hard work of our Office Manager, Holly Mayes. I also want to thank our outgoing Dean Beth Bilson as we look forward to working with our new Dean Julia Paulson. Thank you to Dr. Keith Walker for his service on our Management Board and as always thank you to the guidance and leadership from the faculty of the department of Educational Administration.

Awards & Recognition

Dr. Patrick Renihan SELU Award

2021-2022 Recipient

Mr. Leke Jingwa, PhD Student



2022-2023 Recipient

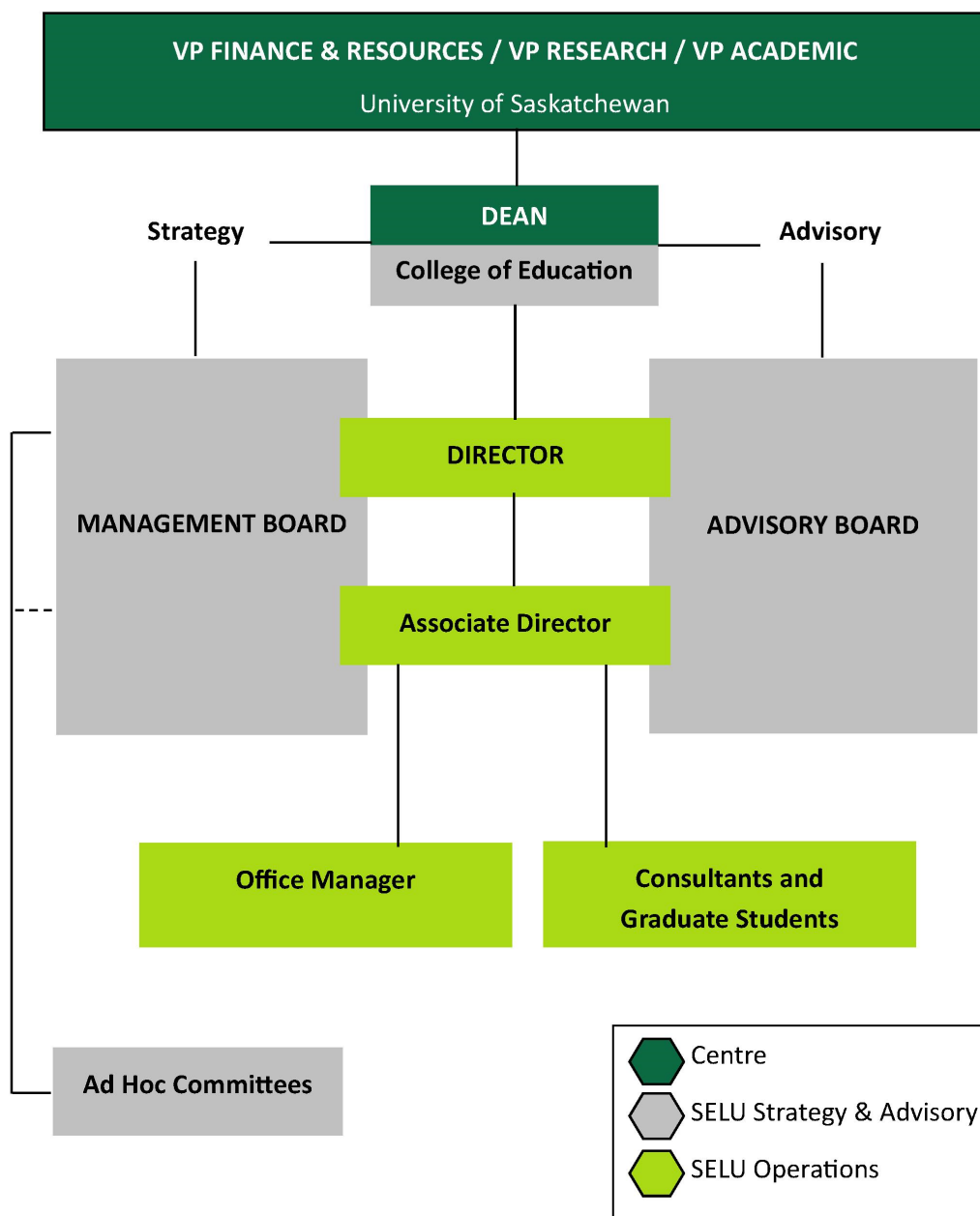
Mr. Alexander5 Gavu, a PhD student



Organizational Structure

Governance

Under its constitution, the SELU operates as 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.



Organizational Structure

2021 – 2023 Management Board



Dr. Beth Bilson
Chair



Dr. Keith Walker
Faculty Member



Dr. Vicki Squires
Director, SELU



Mr. Greg McJannet
Associate Director, SELU

Advisory Board

The SELU Advisory Board consists of representatives of the various educational organizations in the province. Member organizations appoint representatives that serve terms which 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.

SELU Team

The current team is Dr. Vicki Squires (Director), Greg McJannet (Associate Director), and Holly Mayes (Office Manager).

Faculty

Egan Chernoff

Gordon Martell

Paul Newton

Nadia Prokopchuk

Scott Tunison

Keith Walker

Dawn Wallin

Jay Wilson

External Consultants

Taylor Bassingthwaite

Bob Bayles

Dave Derksen

Gwen Dueck

Patricia Prowse

George Rathwell

Gail Sajtos

Katrina Sawchuk

Linda Stanviloff

Darran Teneycke

Donnalee Weinmaster

Graduate Student/Research Support

Alexander Gavu

Leke Jingwa

Technical Support/College Staff

Linda Bowen

Megan Fillatre

Meagan Hinthier

Katrina Hutchence

Connor Jay

Connie Kocsis

Jennifer Kovar

Cecile Laprairie

Rob Lovelace

Carol Reader

Kevin Sharp

SELU 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 educational and human services sectors.

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*.

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.

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.

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 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 2021 – 2022 ...

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;
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.

SPSC July 5– 8, 2021



The 2021 Saskatchewan Principals' Short Course was broadcast virtually July 5 - July 8 from the College of Education, University of Saskatchewan. The enrolment of 153 reflects the continuous demand for the program. Past year enrolments were 148 in 2020 (virtual), 138 in 2019, 115 in 2018 and 130 in 2017.

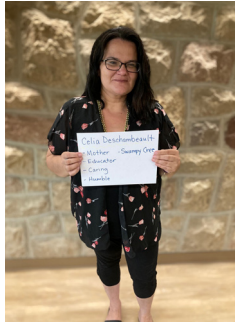
The 2021 SPSC Advisory Committee consisted of Jay Wilson (Head, Department of Educational Administration), Carol Sarich (SSBL), Kevin Kleisinger (Saskatchewan Ministry of Education), Geraldine Knudson (SSBA), John Schultz (STF), Shane Skjerven (LEADS), Pete Chief (Principal Representative).

Vicki Squires served as Director and Kathryn Bloski, Zanna McCrear, and Kal Ledoux provided support as Associate Directors. Holly Mayes, Saskatchewan Educational Leadership Unit (SELU) support staff, served as the Course registrar and coordinator. Jeff Solheim and Patricia Prowse provided additional SELU support.

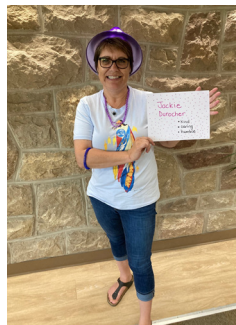
A Look Back at 2021 – 2022 ...

Major Events

2021 SPSC Facilitators



Celia Deschambeault
Assistant Superintendent
Meadow Lake Tribal Council



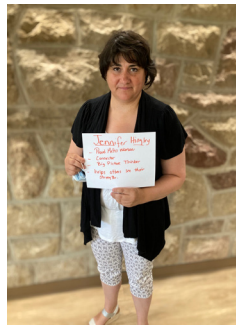
Jackie Durocher
Superintendent of Education
Northern Lights School
Division



Nicola Bishop-Yong
Superintendent of Education
Saskatoon Public Schools



Chad Fingler
Superintendent of School
Operations
Holy Family School Division



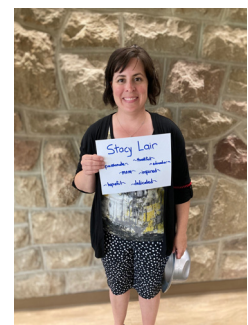
Jennifer Hingley
Superintendent of Schools
Saskatchewan Rivers Public
School Division



Davin Hildebrand
Superintendent of Human
Resources
Northwest School Division



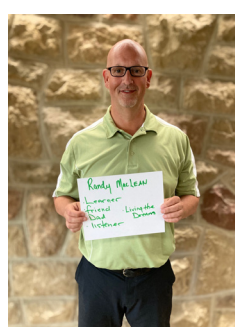
Kevin Kusch
Deputy Director of Learning
Lloydminster Catholic School
Division



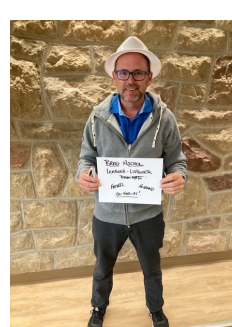
Stacy Lar
Superintendency of School
Services
North East School Division



Cathy Mills
Former Superintendend,
Consultant, SELU



Randy MacLean
Deputy Director
Horizon School Division



Brad Nichol
Superintendent of Schools
Prairie Spirit School Division



Darran Teneycke
Superintendent of School
Operations
Prairie South School Division

A Look Back at 2021 – 2022 ...

Major Events

2021 SPSC Keynotes and a Sample of Sessions

Leadership in a Time of Change

BEN GREBINSKI, Executive Director, SK LEADS
DARREN MCKEE, Executive Director, SSBA
DELORIS NETMAKER, Executive Director of Education, Education and Training Secretariat, FSIN
BOBBIE TAILLEFER, Executive Director, STF

A Day in the Life of a Principal

ROBIN HESHKA, Principal, Prairie South School Division
SANDRA BALDWIN, Principal, Prairie South School Division

acimowin - to tell a story

KOOKUM LINDA YOUNG, Doctoral Student, Traditional Knowledge Keeper

Saskatchewan's Provincial Education Plan for 2020-2030

SUSAN NEDELCOV-ANDERSON, Assistant Deputy Minister, SK Ministry of Education

Understanding and Managing the Social, Emotional and Traumatic Impacts of a Worldwide Pandemic: Factors for Response and Post-Pandemic Recovery

PATRICK RIVARD, Canadian Director of Operations, North American Center for Threat Assessment and Trauma Response

Legal Issues for Principals: STF and Board of Education Perspectives

GERALDINE KNUDSON, Solicitor, Saskatchewan School Boards Association
SHANNON WHYLEY, Legal Counsel, Saskatchewan Teachers' Federation

Reconciliation and Treaty Education: Curricular Connections and Resources

DELISE PITMAN
Ministry of Education

Building Trusting Relationships

JACKIE DUROCHER
Northern Lights School Division

Administrator Walk-Throughs to Support Student Learning

DARRAN TENEYCKE
Prairie South Schools

Navigating the In-Between: Leading, Managing and Relationships

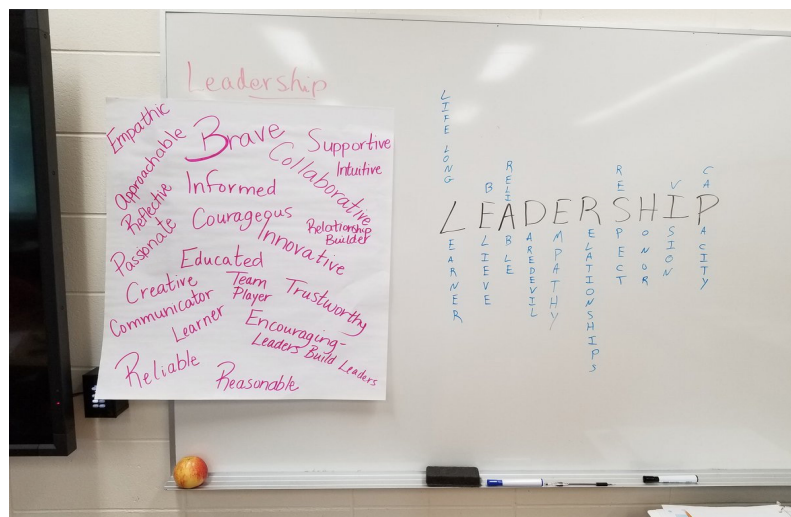
WITHMAN JAIGOBIN
LISA HODSON
Saskatchewan Teachers' Federation

Land-Based Education and Indigenous Languages Programming at the University of Saskatchewan

KEVIN wásakâyâsiw LEWIS, ipkDoc
University of Saskatchewan
MATILDA LEWIS
Kaniyasihk mihkiwahpa Centre of Excellence Academy

Why? Why Now? Establishing a Shared Imperative

STACY LAIR
North East School Division



A Look Back at 2021 – 2022 ...

Major Events

National Congress on Rural Education in Canada

March 27 - 28, 2022

Hosted virtually and in person on March 27 & 28, program highlights include a keynote address by Dr. Maureen Reed (PhD), USask professor and UNESCO Co-Chair in Biocultural Diversity, Sustainability, Reconciliation and Renewal, and an Indigenous Elder, educator and student panel on land-based education in Northern Saskatchewan. The final plenary session of the day was a presentation by staff and teachers from “Ag In the Classroom”. The event included 38 breakout sessions by presenters from here in Saskatchewan and from around the world. Hosted annually by the Saskatchewan Educational Leadership Unit in the College of Education, this year’s sponsors included the USask International Office/ People Around the World 2022. This unique partnership provided the opportunity for the Congress to network with many international partners to invite them in as presenters and participants.

Keynotes and a Sample of Sessions

Working with UNESCO Biosphere Regions for a Sustainable Future

DR. MAUREEN REED

***“Āpacitātān Kitaskīnaw ēgwa Nēhinawēwin”
(Let’s Use Our Land and Cree Language)***

Staff and students from Charlebois School in Cumberland House Land-based Program

“Agriculture in Your Classroom”

Staff and teachers from the Ag in the Classroom Organization

***“Supporting Newcomer Families in Rural Saskatchewan”
Biggar School***

***“Educating for Rural Sustainability: A Community Capitals Leadership Approach”
Kansas State University***

***“Mikiwaph (Tipi) project - De-colonizing Curriculum for Indigenous Learners”
Horizon School Division***

***“Co-Creation for NWT Teacher Education”
Vancouver Island University, Northern Loco North West Territories and University of Alberta***

***“Relational Parent-Teacher Home Visits in Saskatchewan”
SSBA and Holy Trinity School Division***

***“Climate Action Education for Rural Teachers in Globalized and Territorialized Spaces”
Pontificia Universidad Catolica de Valparaiso***



A Look Back at 2022 – 2023 ...

Major Events

Saskatchewan Principals' Short Course

SPSC July 4-7, 2022

The 2022 Saskatchewan Principals' Short Course (SPSC) was hosted as a hybrid (in-person and virtual) July 4 to July 7 from the College of Education, University of Saskatchewan. The enrollment of 114 for our first hybrid conference reflects the continuous demand for the program. It was the first ever hybrid with close to 70 people attending in person and 40 attending online.

Vicki Squires served as Director and Kayla Puetz and Matthew Recollet provided support as Associate Directors. Holly Mayes (SELU Office Manager) served as the Course registrar and coordinator. Greg McJannet provided additional support.

The 2022 SPSC Advisory Committee consisted of, Carol Sarich (SSBL), Kevin Kleisinger (Saskatchewan Ministry of Education), Geraldine Knudson (SSBA), Withman Jaigobin (STF), Davin Hildebrand (LEADS), Egan Chernoff Department Head, Educational Administration, Vicki Squires, Director, Saskatchewan Principals' Short Course, Department of Educational Administration, Greg McJannet, and Holly Mayes (SELU).

The theme for SPSC 2022 was "Leading with care". We wanted to provide an opportunity to discuss and explore leadership in a post pandemic climate. As well there was a focus on personal, staff and team mental health. Sessions focused on mindfulness, mental health, trauma informed practices and "leading with care" as we support our teams as leaders in a complex environment.

The conference featured the keynotes listed below as well as over 40 breakout sessions on typical leadership and management topics with a wide range of mental health topic also being offered. Many of the sessions provided space for leaders to explore the topic of leading with care as the sector comes out of a very challenging pandemic. Sessions are developed to build the leadership skills required to support staff mental health, wellness and build positive team culture.

Testimonial

"The best of conferences and I have been twice! Both times unique from on another and both were life-changing! The facilitators were kind, compassionate, knowledgeable, and open. Wonderfully done, team!!!"

2022 SPSC Keynotes

Adoptive Leadership for Wellbeing for Times Like These

KEVIN GARINGER, President, SK LEADS
DARREN MCKEE, Executive Director, SSBA
IAN KRIPS, Associate Executive Director Educational Leadership, STF

A Day in the Life of a Principal

KIM FICK, Principal, Sun West School Division
CRAIG VANTHUYNE, Principal, Sun West School Division

Truth and Reconciliation Decolonizing and Resiliency

EDWARD MIRASTY, PGAC
VINCE BRITAIN, PGAC

Mental Health Awareness for Leaders

MILTON DERRY, Counsellor, Bridge Counseling

Trauma Informed Care and Leadership Through an Indigenous Lens

KRISTEN TOOTOOSIS, Director of Mental Health Services, Treaty Education Alliance

Building Resiliency

ELAINA GUILMETTE, Wellness Coordinator, Sun West School Division

Legal Issue for Principals: STF and Board of Education Perspectives

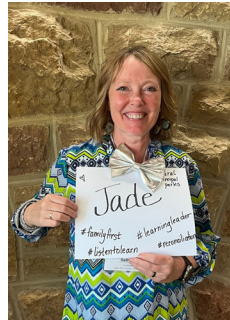
GERALDINE KNUDSON, Solicitor, Saskatchewan School Boards Association

A Look Back at 2022 – 2023 ...

Major Events

2022 SPSC Facilitators

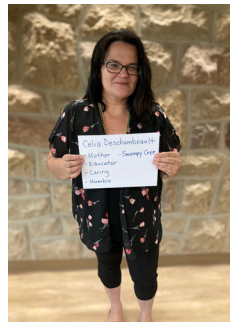
Jade Ballek
Principal
Sun West School Division



Jill Clapson
Principal
Greater Saskatoon Catholic Schools



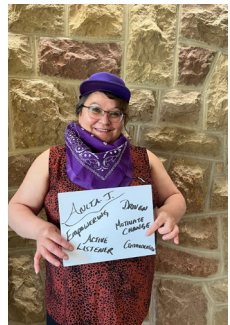
Celia Deschambeault
Assistant Superintendent
Meadow Lake Tribal Council



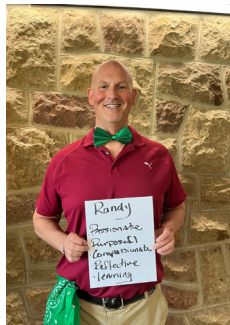
Davin Hildebrand
Deputy Director of Education
Northwest School Division



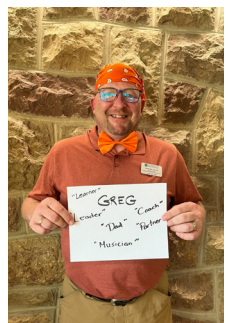
Anita Johnstone
Educational Consultant



Randy MacLean
Superintendent of Schools
Anglophone East School District



Greg McJannet
Associate Director
SELU



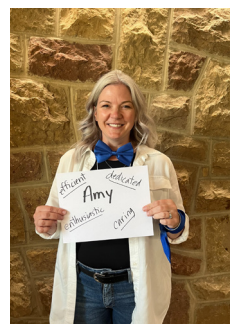
Doug Njaa
Principal
Saskatoon Christian School



Brad Nicol
Learning Superintendent
Prairie Spirit School Division



Amy Orth
Principal
Prairie Spirit School Division



A Look Back at 2022 – 2023 ...

Major Events

2022 SPSC Sessions

Indigenization and Internationalization

**MICHAEL COTTRELL, SHANE HENRY, LECIA ELLIS AND
KAREEN REID**

University of Saskatchewan

Technology as a Tool for Student Engagement: The Role of the School Leader

JADE BALLEK

Sun West School Division

Direct Conversations

BRAD NICHOL

Prairie Spirit School Division

Female Leaders and Their Impact on School Culture

AMY ORTH

AMY KOVER

Prairie Spirit School Division

Leading Instruction to Support Culturally And Linguistically Diverse Newcomer Families

JANET OKOKO

University of Saskatchewan

Partners in Learning: Working Together to Decolonize Teacher Education

LORI_ANN DANIELS

YVETTE ARCAND

ALISA FAVEL

University of Saskatchewan



A Look Back at 2022 – 2023 ...

Major Events

National Congress on Rural Education in Canada Symposium March 26, 2023

The 28th annual National Rural Congress was held on March 26th, 2023 at the College of Education, University of Saskatchewan. The format for 2023 was a one day panel symposium with five symposium presentations.

The theme of this year's Congress was, Teaching, Leading and Learning: Lessons from the Field. The presentations of educational partners and researchers at our Congress took stock of current realities facing the education sector and focused on the ways in which educational partners have re-considered, re-envisioned- and re-aligned practice, policy and research as they teach, lead and learn in new and exciting ways. The symposia allowed for discussions between educators, school and system leaders, parents, community members, and researchers committed to rural, remote and northern schools and communities.

The Congress was intentionally created as a hybrid event to accommodate participants wherever they may reside or work. We had approximately 90 participants that attended the symposium, in person and online.

Creating Familycentric Schools

Dr. Debbie Pushor

Mental Wellmess 30

DR. Elaina Guilmette

Guest Presenters: Alexis Epp, Michelle Lahti and Dr. Anne Sloboda

Provincial Education Plan Areas of Focus: School Division Actions

LEADS (League of Educational Administrators, Directors and Superintendents)

Guest Presenters: Stacy Lair, Director of Education, North East School Division; **Ward Strubey**, Director/CEO, Holy Trinity Catholic School Division; and **Jason Young**, Director of Education, Northern Lights School Division.

Saskatchewan Teachers' Federation- Discussions from the Field

Moderator: Pat Maze, STF Senior Administrative Staff

Guest Presenters: Neal Boutin, STF Executive;

David Rogers, STF Councillor and former President of North East Teachers' Association (NETA); and **Peggy Welter**, Vice-President and LINC Chair of the Prairie Valley Teachers' Association.

Wāhkōhtowin: Decolonizing Teacher Education

Presenters: Yvette Arcand, Director, Indian Teacher Education Program (ITEP); **Lori-Ann Daniels**, ITEP Mentor and Instructor; and **Dr. Dawn Wallin**, Associate Vice-President Research (Engagement)



A Look Back at 2021 – 2022 ...

Consulting Projects

2021-2022

Project title: **Saskatchewan School Boards Association Executive Director and Executive Evaluations 2021**

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: **Employee Salary and Benefits Review**

Client: Society for the Involvement of Good Neighbours (SIGN)

Consultant: **Bob Bayles**

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 Salary and Benefits Review.

Project title: **2021 PAGC Strategic Planning Forum**

Client: Prince Albert Grand Council

Consultants: **Dave Derksen**

Description: PAGC contracted SELU to assist in facilitation of the PAGC Strategic Planning Forum that was held in Saskatoon on August 18-20, 2021. Additional deliverables included event facilitation and a facilitator post-event report.

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: **Executive Search: President / Chief Executive Officer**

Client: North West College

Consultants: **Gwen Dueck**

Description: SELU was contracted to conduct an Executive Search for the new President/CEO. Executive search services involve evaluating the position, advertising, engaging with prospective candidates, short listing and interviewing candidates. The Consultant supports the board in all hiring processes.

Project title: **PAGC Nation Rebuilding Strategic Planning Session**

Client: Prince Albert Grand Council

Consultants: **Dave Derksen and Greg McJannet**

Description: SELU consultants continued to lead strategic planning for PAGC's Nation Rebuilding Strategy. Consultants facilitated three days of planning and the development of strategic goals and actions.

Project title: **Executive Search: President / Chief Executive Officer**

Client: North East School Division

Consultants: **Gwen Dueck**

Description: SELU was contracted to assist North East School Division in their search for a new Director of Education



A Look Back at 2022 – 2023 ...

Consulting Projects

2022-2023

Project title: **Executive Coaching**
Client: Northern Lights School Division
Consultants: **Patricia Prowse**
Description: SELU provided executive coaching support to a member of the Northern Lights School Division's executive council.

Project title: **Executive Search: President / Chief Executive Officer**
Client: Great Plains College
Consultants: **Gwen Dueck**

Project title: **Executive Search: President / Chief Executive Officer**
Client: Southeast College
Consultants: **Gwen Dueck**

Project title: **Saskatchewan School Boards Association Executive Director and Executive Evaluations 2022**
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: **Executive Search: President / Chief Executive Officer**
Client: Northlands College
Consultants: **Gwen Dueck**

Project title: **Northwest School Division Administrator's Leadership Module**
Client: Northwest School Division
Consultant: **Greg McJannet**
Description: SELU developed a full day leadership seminar/module for NWSD. The consultant presented on various leadership topics connected to NWSD leadership domains. Topics included building a positive school culture, human resources management, managing change and tips on strategic planning and school improvement.

Project title: **Leadership Matters Module 2023**
Client: Northern Lights School Division
Consultant: **Greg McJannet**
Description: SELU developed a full day module entitled 'Leadership Matters' for the NLSD. Prospective leaders, teacher leaders and prospective administrators spent the day learning about the role of the administrator, the NLSD leadership domains, and the typical roles and responsibilities of School Based Administrators.

Project title: **Executive Coaching**
Client: North East School Division
Consultants: **Patricia Prowse**
Description: SELU provided executive coaching support to a member of the Northern Lights School Division's executive council.

Project title: **Beardys Okemasis Cree Nation Indigenous Justice Strategy**
Client: Beardys Okemasis Cree Nation
Consultants: **Gwen Dueck and Taylor Bassingthwaite**
Description: SELU continues to provide consultive services to BOCN to engage its community in relation to an Indigenous Justice Strategy.



A Look Back at 2021 – 2023...

Research Projects

2021-2022

Project Title: Saskatchewan Rivers Staff Satisfaction Survey

Client: Saskatchewan Rivers Public School Division

Researchers: Dr. Scott Tunison

Assistant: Leke Jingwa

Description: The Saskatchewan Rivers Public School Division approached the Saskatchewan Educational Leadership Unit (SELU) in August 2021 to support its 2018 commitment to conduct a second staff satisfaction survey 3 years after the initial project. Division correspondence provided employees with background information about the purpose of the project, the ways in which the project would adhere to research ethics protocols, and the process that would be used to collect their perceptions – including a link to the online survey. The survey was open for approximately three weeks and nearly 800 staff members responded. Survey data (without respondent identifiers) were provided to the Saskatchewan Rivers Public School Division once data collection closed and the dataset was finalized.

Project Title: Class-Room Complexity in Saskatchewan Schools

Client: Ministry of Education

Researcher: Dr. Dawn Wallin

Co-Investigators:

Greg McJannet, Dr. Gordon Martell, Dr. Vicki Squires, Dr. Katrina Sawchuk and Alex Gavu.

Description: This research study examined the state of classroom complexity in Saskatchewan public schools. The study was commissioned by the Ministry of Education in response to efforts conducted by the Saskatchewan Class Size and Composition Committee comprised of the following educational organizations: Ministry of Education; Saskatchewan Teachers Federation; Saskatchewan School Boards Association; Saskatchewan League of Educational Administrators, Directors and Superintendents; Saskatchewan Association of School Board Officials; University of Regina, and; University of Saskatchewan. The contract involved an extensive literature review, and a full scale analysis of secondary data and primary data collected through survey completed by education sector stakeholders.

2022-2023

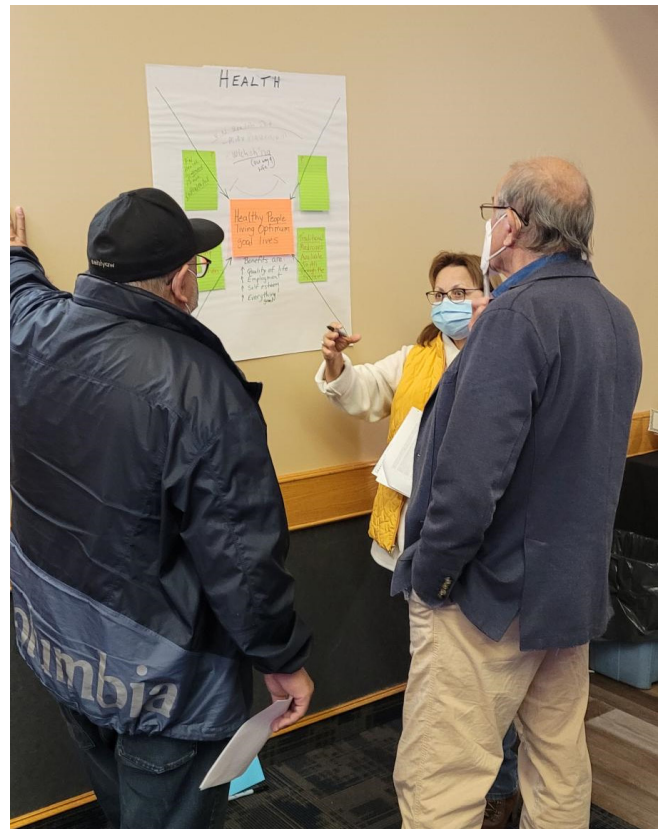
Project Title: Student Services Review Phase 1

Client: Regina Catholic School Division

Researchers: Dr. Vicki Squires

Consultants: Patricia Prowse and Donnalee Weinmaster

Description: The Regina Catholic School Division (RCSD) contracted SELU to conduct a Student Services Review during the 2021-2022 school year. One focus area in the Student Services Review was Student Support Teams. Data was gathered through a collaboration with five external school divisions that completed a Student Support Team Template. Part two focuses on the Student Support Team data that was collected from the Student Support Team Survey which was distributed to 25 RCSD's elementary schools. Following an analysis of data from both the external partners and the internal school teams, the report concludes with Part Three which outlines recommendations for ways to further enhance RCSD's Student Support Teams' process and practices.



A Look Back at 2021 – 2023...

Professional Learning Projects

2021-2023

SELU continued its model of broadcasting all seven Educational Assistants Professional Learning Series (EAPLS) modules from the University of Saskatchewan campus. SELU coordinates dates for delivery of the modules based on School Division and First Nations Schools' calendars. We try to coordinate opportune times based on Professional development days as outlined on school system calendars. Our EAPLS modules continue to be very highly attended and an important part of educational assistant professional training in Saskatchewan. Our modules are professionally facilitated by those who not only facilitated in the past but were also key developers and lead the work during the pandemic to refresh the modules. SELU will work with any educational authority to facilitate in person training of any of the seven module sin our professional learning series.

SELU continues to refresh and update the EAPLS modules to reflect the most promising practices and current information on the sub-topics. SELU is planning future developments to expand its modules by adding Module 8 and Module 9 in the coming years. We are responding to the sector's needs and will be sharing details of the new modules in the coming year.

Facilitators

Linda Stanviloff (developer and facilitator)

Activity: Refreshed various modules and has developed many modules. Broadcast delivery of various modules and in person delivery for Saskatoon Tribal Council (fall of 2022)

Gail Nuerauter Sajtos (developer and facilitator)

Activity: Refreshed various modules and has developed many modules. Broadcast delivery of various modules and in person delivery for Prince Albert Catholic School Division.

EAPLS 2021-2022 Broadcast Schedule:

Module 6	August 27, 2021
Module 7	August 30, 2021
Module 1	August 31, 2021
Module 4	October 8, 2021
Module 2	November 12, 2021
Module 3	January 31, 2022
Module 5	March 7, 2022

EAPLS 2022-2023 Broadcast Schedule:

Module 5	August 29, 2022
Module 7	August 30, 2022
Module 6	August 31, 2022
Module 1	October 7, 2022
Module 2	November 14, 2022
2Module 3	January 30, 2023
Module 4	March 17, 2023

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 a 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
Module Seven: Understanding and Supporting Students with Learning Disabilities

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A Look Back at 2021 – 2023...

International Events

Universidad Catolica Del Maule

English Language Development and EAL/ESL Pedagogy Program

May 2022 and 2023

2022

During the inaugural year the College of Education hosted twenty-one teachers and one faculty member from UCM In Chile. SELU worked with the Language Center to offer the first year of a two year commitment in supporting our colleagues from UCM Chile.

2023

The College of Education at the University of Saskatchewan, along with the International Research and Partnerships Office and the Language Centre, hosted 15 English as a Foreign Language (EFL) teachers and one professor from the Universidad Católica del Maule (UCM) in Talca, Chile from May 8 – June 2. This was the second group to complete this program that was co-facilitated by the Language Center and the College of Education through SELU.

The month-long program included a Saskatchewan-based thematic English Language Development curriculum that included a wide range of cultural, social and historical site-based tours and activities.

The Language Center team consisted of Tanya Napper (manager), Fatma Mohamed (manager of academic programs), Dewey Litwiller (instructor) and Language Center supports Chris Lambert (coordinator of learning resources) and Ken Seto (student experience coordinator).

The College of Education team consisted of Vicki Squires (director of SELU), Greg McJanet (associate director of SELU), Holly Mayes (SELU office manager), Nadia Prokopchuk (instructor) and Hannah Berry (ambassador and instructor assistant). Teachers of English from the Maule Region of Chile attended a 3-week methodology course offered by the College of Education titled Current Methods in Teaching English as a Global Language, taught by college instructor Nadia Prokopchuk. The course focused on language learning theory, methodologies, program design, reference scales, and strategies for instruction and assessment. Teachers also had the opportunity to participate in two full days of school observation in language classrooms in the Saskatoon Public School Division and the Greater Saskatoon Catholic School Division.

Visiting teachers from UCM, who were sponsored by the Ministry of Education in Chile, returned to their schools and utilized their learning and experiences from their time in Saskatchewan, to improve English Language Instruction at home.

This was an exciting partnership, and all parties look forward to future opportunities to collaborate and continue this rich partnership.



“The Saskatchewan Educational Leadership Unit (SELU) and the Language Center at the University of Saskatchewan collaborated on a special project for the Universidad Catolica De Maule (UCM). From the beginning, there was a very fluid coordination when co-designing a project that would fit our needs, as well as the flexibility to make specific adjustments based on our needs. SELU and the Language Center developed an excellent experience for the teachers who were part of the immersion program and methodologies for teaching English courses. The level of involvement in this project, not only from the SELU Team but also from USask authorities, showed a high degree of institutional commitment that we greatly value.”

Jose Burgos Munoz
Director General UCM

SELU Constitution

1. DENOMINATION

The organization shall be known as the Saskatchewan Educational Leadership Unit. In keeping with University of Saskatchewan Policy on Centres, the Unit is 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.

4. GOVERNANCE, MANAGEMENT, AND ADVISORY STRUCTURE

- 4.1 Governance Structure:
 - The Unit will be governed as a Centre at the University of Saskatchewan and shall be subject to University policies and regulations regarding centre operation and assessment;
 - The Unit's primary governance is divested in the Management Board, The Advisory Board, the Director of the Unit and the Associate Director of the Unit;
 - The Units organizational governance structure chart shall be appended to the Constitution and updated as necessary.
- 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 appointed by the Head 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.

SELU Constitution

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 4.18, 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 4.19, 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 Advisory Board will consist of permanent and invited rotating members.

Permanent members shall be:

- The Director of the Unit;
- The Associate Director of the Unit;
- The Head of the Department of Educational Administration;
- 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.

The rotating members shall include one representative of each of up to ten organizations invited from those with which the Unit has had formal agreements and/or the parties have an important role in SELU's strategic initiatives within the 24 months prior to meeting of the Advisory Board.

4.10 The quorum of the Advisory Board shall be 50% of permanent and invited rotating 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.

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

4.14 The Head of the Department of Educational Administration shall chair meetings of the Advisory Board.

4.15 Director of the Unit:

- The Director of the Unit will be identified from the Department of Educational Administration upon consultation with the Department Head;
- The Director of the Unit is appointed by the Dean of Education;
- Appointment to the position of SELU Director shall be for a period of five years;
- The Director of the Unit shall assume overall responsibility for the unit and shall hire staff as appropriate to support the strategic and operational requirements of the Unit.

4.16 Associate Director of the Unit:

- The Associate Director of the Unit shall be employed by the Director for the purpose of exercising general supervision of the SELU office, engage in public relations and liaison, and participating in the design, and where necessary, the delivery of the Unit programs and projects.
- The Associate Director of the Unit shall advise the Director on all matters of significant mutual concern with respect to the good operation of the Unit;
- With the Director, the Associate Director of the Unit shall report regularly to the Management Board.

4.17 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.

4.18 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.

4.19 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.

SELU Constitution

5. EQUALITY ASSURANCE

- 5.1 Each project undertaken by the Unit will be assessed to assure quality of service and these assessments will be provided in regular reporting to the Director and Management Board.
- 5.2 To ensure compliance with the reporting requirements of the Unit under the University of Saskatchewan Policy on Centres, the Director and the Associate Director shall provide an annual report documenting the activities of the Unit (including a financial statement) to the Management Board. In consultation with the Dean, 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.
- 5.3 Under the University of Saskatchewan Policy on Centres, every five years the Unit is required to meet the minimum standard for strategic and operational review.
- 5.4 The current and two most previous Annual Reports of the Unit shall be available for public inspection.
- 5.5 The Associate Director of the Unit shall maintain an archive of all previous Annual Reports of the Unit.

6. INTELLECTUAL AND MATERIAL PROPERTY

- 6.1 Any materials produced by the Unit will remain the property of the University of Saskatchewan.
- 6.2 Matters pertaining to intellectual property shall be clearly outlined in contracts engaged by the Unit.

7. CONSTITUTIONAL CHANGE

- 7.1 As necessary, the Management Board shall review and amend the constitution of the organization.

8. UNIT REPORTING AND RENEWAL OR DISESTABLISHMENT

- 8.1 As required by the University of Saskatchewan Policy on Centres, the Management Board shall make all strategic and operational reports necessary for the maintenance of the Unit's good standing at the University of Saskatchewan and further, shall review and submit all documentation necessary for the renewal or disestablishment of the Unit.





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