



# June 2023-June 2024 Annual Report



**SELU**

SASKATCHEWAN EDUCATIONAL



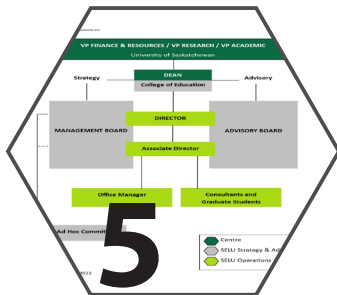
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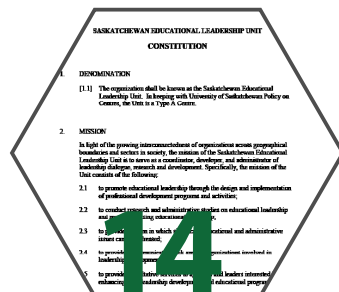


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### Constitution 14

*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.*

# Dean's Message

## Dr. Julia Paulson

It has been another productive year for SELU. Highlights include a successful Principal's Short Course, with 156 delegates participating in-person and online to explore the theme of 'Purpose, Passion and Impact'; a full roster of consulting projects with School Divisions and First Nations; a wonderful visit from English as an Additional Language instructors from Ternopil, Ukraine; and online professional learning delivery for Educational Assistants across Saskatchewan.

The College of Education is proud of all SELU has accomplished. SELU's work supports educational leadership and success for individuals, schools and school divisions across Saskatchewan and, more and more, brings this expertise to support international initiatives. This year's visit of English as an Additional Language (EAL) Instructors, accompanied by a University Professor and Municipal Education Authority from Ternopil in Ukraine is a perfect example. USask has long had a partnership with Ternopil Volodymyr Hnatiuk National Pedagogical University (TNPU) with students traveling to deepen their knowledge of Ukrainian language.



This is the first visit of TNPU delegates to Saskatchewan and it is a timely one given the important role that English language learning plays in Ukraine's war effort and visions for post-war flourishing - ensuring young people are fluent in global languages, including English, is part of Ukraine's strategy to join the European Union. We were so impressed to see the dedication of the seven English teachers who completed EAL courses in the College this March. They spoke of the challenges they are facing - teaching in bomb shelters, loved ones fighting on the front lines, grief and loss, without faltering in their dedication to support the next generation of young Ukrainians.

In 2025, SELU will launch its new Strategic Plan and re-engage with its Advisory Committee of educational partners across Saskatchewan. This will no doubt lead to further partnerships and opportunities to support educational leadership here in the province and beyond.

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# Associate Director's Message

## Dr. Greg McJannet



The fall of 2024 marks my third full year as the Associate Director of the Saskatchewan Educational Leadership Unit. It has been my pleasure to serve educational leaders and partners as SELU

continues to engage in a wide array of projects and collaborations. We are returning to a one year annual report after combining several years in last year's 2021 – 2023. This year's report spans activities, and accomplishments from June 2023 to June 2024.

We are proud to launch and introduce our new three year strategic plan for 2025 – 2028. We will be sharing this strategic plan with our sector partners

along with the annual report. We will be connecting with our sector partners to re-establish our advisory committee. The advisory committee has been paused since the pandemic and we feel with the launch of our new strategic plan is perfect timing to reboot the advisory committee as we continue to explore opportunities, sector needs and the evergreening of our services.

SELU was proud to lead several exciting projects this past year including our Ternopil (Ukraine) international project, another successful Saskatchewan Principals short course and a few exciting research projects just to name a few. We feel 2025 will be an exciting year for SELU as we begin to actualize and collaborate with partners on our strategic objectives.

# Director's Report

## Dr. Vicki Squires



As I reflect on the past year, I am amazed by how quickly an academic year passes and by all the activities that have kept the team busy through the year. I want to sincerely thank Greg and Holly for their dedication

and amazing efforts; it is their work that helps SELU meet the needs of our sector partners.

The annual report describes the many events and activities that we facilitated. However, there are two events or developments that I would like to highlight. First, one of the most rewarding events of the year was hosting our visitors from Ukraine. Two government officials, a faculty member from Ternopil National Pedagogical University and seven teachers spent three weeks with us in March, arriving at the end of our March blizzard. They participated in a non-credit course led by Nadia Prokopchuk on using English as a medium of instruction. While they were here, they participated in several school tours, cultural events and the signing of a Memorandum of Understanding with the university and the Minister of Advanced Education. The Ukrainian visitors were astounded by the strong Ukrainian community in Saskatoon and enjoyed meeting the mayor and other community members. Our team was amazed by the strength and resilience of our visitors as they shared stories of teaching during a time of armed

conflict. We wish them continued health and safety as they now provide professional development to their colleagues in Ukraine.

Second, I am very excited to present our 2025 – 2028 Strategic Plan, developed over the last year with the input of the SELU Management Board and the Department of Educational Administration faculty. The plan identifies the four priority areas for our unit: research, internationalization, professional development, and consultation. We have a strong reputation for our work in professional development and consultation. For example, the Saskatchewan Principals Short Course continues to be well attended and we receive very positive feedback about the 4 day professional development opportunity. Our Educational Assistant Professional Learning Series consistently receives strong uptake throughout the year. The two other priorities, research and internationalization, are areas where we intend to expand our efforts. Even though we have facilitated international exchanges and conducted research with some of our sector partners, we believe that we can expand our opportunities in these two potential growth areas. The strategic plan will be a major discussion point with our renewed advisory committee in the new calendar year.

I look forward to our many activities and events in the upcoming year and to working with our sector partners, our SELU Management Board and our amazing team.

## SELU Patrons

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.



Mr. Ken Horsman and Dr. Murray Scharf

# 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 Mission

SELU will facilitate opportunities with local, national and international organizations for leadership development through research, professional learning, program development and consulting services.

### SELU's Vision

SELU will be recognized on the local, national and global stage, as an authority on development of leadership excellence through activities and initiatives.

### SELU's Services

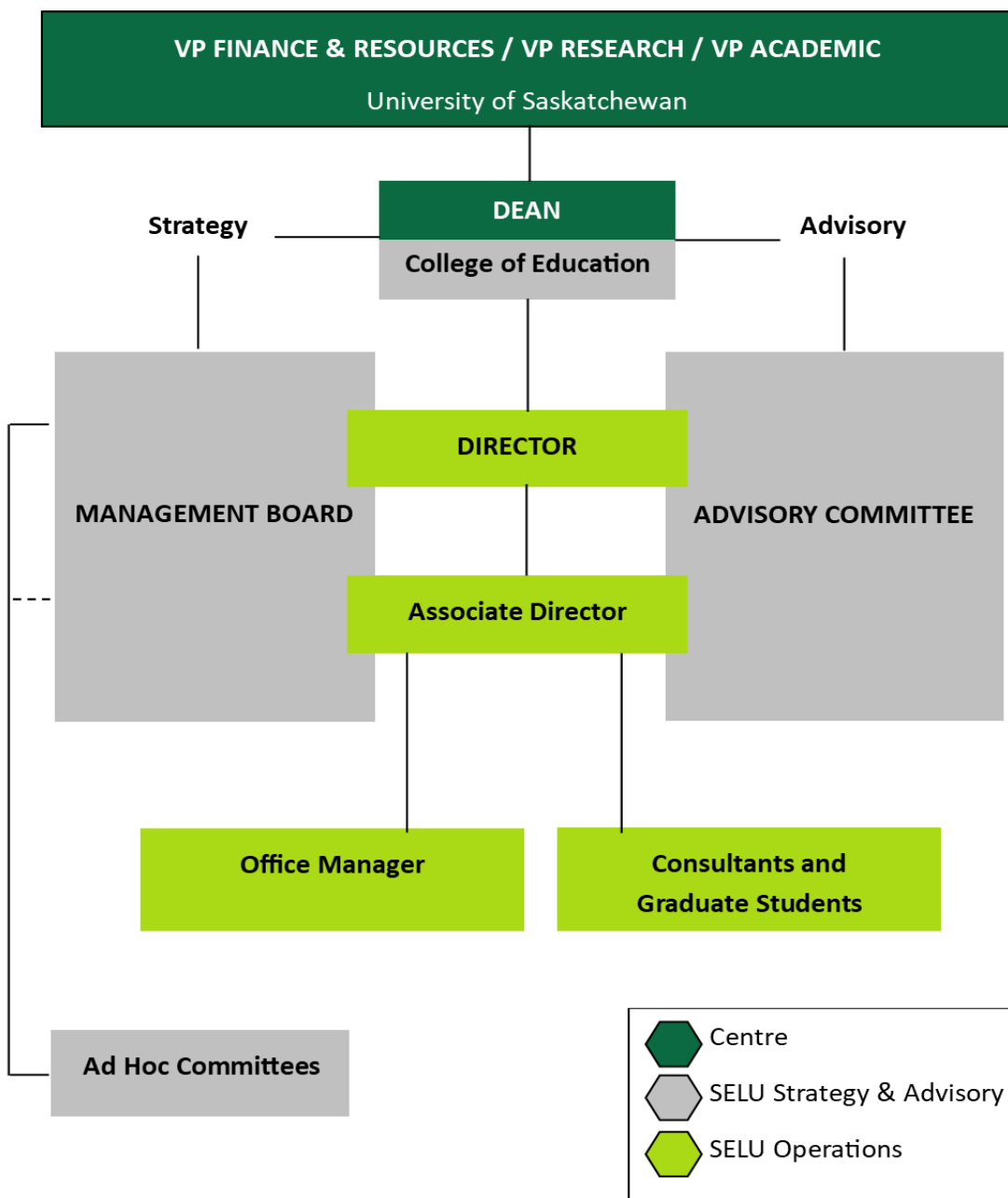
SELU works with clients to customize services to meet identified needs and key deliverables.

- 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

# 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

## 2023 – 2024 Management Board



**Dr. Julia Paulson**  
Chair



**Dr. Keith Walker**  
Faculty Member



**Dr. Vicki Squires**  
Director, SELU



**Dr. Greg McJannet**  
Associate Director, SELU

## Advisory Committee

The SELU Advisory Committee 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 Committee'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

We work closely with all faculty in the Department of Educational Administration. The following faculty led research projects, the Saskatchewan Principals' Short Course and other SELU projects.

*Keith Walker*

*Gordon Martel*

*Paul Newton*

*Nadia Prokopchuk*

## External Consultants

*Taylor Bassingthwaite*

*Dawn Deguire*

*Gwen Dueck*

*Jane Macleod*

*Sarah Longman*

*Hailey Mayes*

*Patricia Prowse*

*George Rathwell*

*Gail Sajtos*

*Linda Stanviloff*

*Donnalee Weinmaster*

## Student/Graduate Student/Research Support

*Marie Adam*

*Kyra Christianson*

*Blessing Dwumah Manu*

*Richard Nyarko*

*Matt Recollett*

## Technical Support/College Staff

*Megan Fillatre*

*Meagan Hinthier*

*Katrina Hutchence*

*Connor Jay*

*Jennifer Kovar*

*Cecile Laprairie*

*Rob Lovelace*

*Ashley McMillan*

# 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. Recent customized learning opportunities have included multiple programs where international delegations from Chile and Ukraine have engaged in a program on English as an Additional Language Pedagogy. SELU's longstanding premiere event continues to be the Saskatchewan Principals' Short Course.

## 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 2023 – 2024 ...

## Major Events

### Saskatchewan Principals' Short Course

#### SPSC July 4-7, 2023

The 2023 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 156 for our hybrid conference reflects the continuous demand for the program.

Dr. Gordon Martell served as Director and Kyra Chirstiansen 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 2023 SPSC Advisory Committee consisted of, Carol Sarich (SSBL), Kevin Kleisinger (Saskatchewan Ministry of Education), Ted Amendt (SSBA), Withman Jaigobin (STF), Davin Hildebrand (LEADS), Dr. Paul Newton Department Head, Educational Administration, Dr. Gordon Martell, Director, Saskatchewan Principals' Short Course, Department

### 2023 SPSC Keynotes

#### *Purpose, Passion and Impact: Leadership for the Kinds of Schools we Aspire to*

**IAN KRIPS**, Associate Executive Director Educational Leadership, STF

**COLLEEN MACPHERSON**, Trustee, Saskatoon Public Schools

**DELORES NETMAKER**, Executive Director of Education, FSIN

**BRAD NICHOL**, LEADS Representative

#### *A Day in the Life of a Principal*

**TRICIA ERLENDSON**, Principal, Regina Catholic School Division

**NEVIN HALYK**, Principal, Regina Catholic School Division

#### *Ready, Set...Asked and Answered*

**DR. GORDON MARTELL**, Director, SPSC

of Educational Administration, Greg McJannet, and Holly Mayes (SELU).

Purpose, passion and impact characterizes the people and organizations that steward the Saskatchewan education sector. Bringing people together to share stories of commitment and renewal will help to prepare leaders to embark on rewarding careers, contribute greatly and build the kinds of communities that we aspire to as committed educators and community members.

The conference featured the keynotes listed below but also thirty five breakout sessions that featured typical leadership topics, administrative management topics and a wide array of sessions reflective of the week's theme, "Purpose, Passion and Impact". Registrants were able to explore relevant topics in the current education landscape, while focusing in on sessions that build leadership toolkits and skills.

#### *Legal Issues for Principals*

**WILL COLLINS**, Legal Counsel, STF

#### *The Role of Schools in Sustaining Indigenous Languages*

**PETE CHIEF**, Principal, wâhkôhtowin School

**LORI MCAULEY**, St. Frances Cree Bilingual School

**VINCE AKENAKEW**, Michif Language Keeper

#### *Moral Imagination and Flourishing Schools*

**DR. KEITH WALKER**, Professor, University of Saskatchewan

#### *Canadian Light Source Learning Partnerships*

**TRACY WALKER**, Education Programs Lead, Canadian Light Source

**DALLAS PELLY**, Education Coordinator Indigenous Programs, Canadian Light Source

# A Look Back at 2023 – 2024 ...

## 2023 SPSC Facilitators

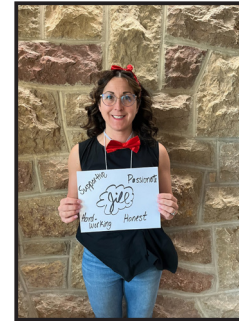
## Major Events



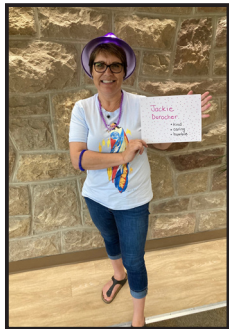
**Wendy Benson**  
Principal  
Saskatoon Public School Division



**Jennifer Brokofsky**  
Principal  
Saskatoon Public School Division



**Jill Clapson**  
Principal  
Greater Saskatoon Catholic Schools



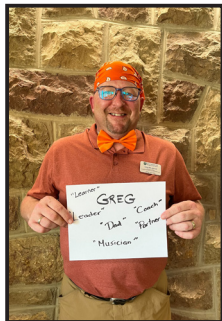
**Jackie Durocher**  
Deputy Director of Education  
Northern Lights School Division



**Davin Hildebrand**  
Deputy Director of Education  
Northwest School Division



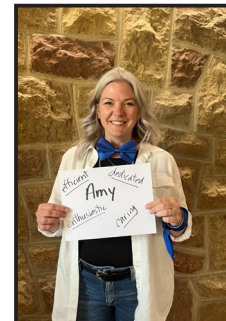
**Jennifer Hingley**  
Superintendent of Schools  
Saskatchewan Rivers Public School Division



**Greg McJannet**  
Associate Director  
SELU



**Brad Nichol**  
Learning Superintendent  
Prairie Spirit School Division

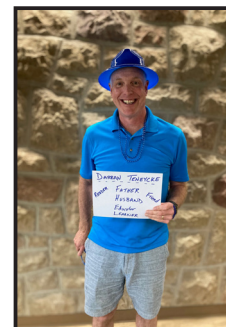


**Amy Orth**  
Principal  
Prairie Spirit School Division



**Dr. Katrina Sawchuk**  
Researcher  
University of Saskatchewan

**Darran Teneycke**  
Superintendent School Operations  
Prairie South School Division



# A Look Back at 2023 – 2024...

## Educational Assistants' Professional Learning Series

SELU continued its model of broadcasting all seven EAPLS modules from the University of Saskatchewan campus. 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 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 modules in 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 sectors needs and will be sharing details of the new modules in the coming year.

### EAPLS 2022-2023 Broadcast Schedule:

Module 5	August 29, 2023
Module 6	August 30, 2023
Module 7	August 31, 2023
Module 1	October 6, 2023
Module 2	November 21, 2023
Module 3	January 31, 2024
Module 4	March 15, 2024

## Research Projects

Project: **Student Services Review Phase I**  
 Client: Regina Catholic School Division

Project: **Little Red River Education Authority School Review**  
 Client: Little Red River Education Authority

# A Look Back at 2023 – 2024 ...

## Consulting Projects

Project: **Beardy's and Okemasis Justice Engagement Strategy**  
Client: Beardy's and Okemasis Cree Nation

Project: **File Hills Qu'Appelle Tribal Council Strategic Plan Phase 1**  
Client: File Hills Qu'Appelle Tribal Council

Project: **Wanuskewin CEO Evaluation**  
Client: Wanuskewin Heritage Park Board

Project: **Saskatchewan School Boards Association Executive Director and Executive Evaluations**  
Client: Saskatchewan School Boards Association

Project: **SPBRT Executive Search**  
Client: Saskatchewan Professional Teachers Regulatory Board

Project: **File Hills Qu'Appelle Tribal Council Strategic Plan 2**  
Client: File Hills Qu'Appelle Tribal Council

Project: **Executive Coaching**  
Client: North East School Division

Project: **Good Spirit School Division HR Executive Search**  
Client: Good Spirit School Division

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## Awards and Recognition

SELU continues to be proud to celebrate its leadership in promoting and facilitating international partnerships and collaborations. We are excited to share that the Director and Associate Director were recognized for their work at the University of Saskatchewan.

### J.W. George Ivany Internationalization Award for Faculty

Dr. Vicki Squires was recognized with this prestigious award. It recognizes an individual who enhances the University of Saskatchewan's international visibility, partnerships, and cross-cultural perspectives, and who stimulates a global perspective in students and the broader campus community.

### International Engagement Service Award for Staff

Greg McJannet was recognized with the USask International Engagement Service Award during the 2024 Staff and Faculty Service Award. This award recognizes individuals who have significantly enhanced international experiences, research, and partnerships, and who have fostered global citizenship within the USask community and beyond.

## SELU Award

### 2023-2024 Recipient

The Dr. Patrick Renihan SELU Award named in honour of Professor Emeritus, Dr. Patrick Renihan was awarded to Blessing Dwumah Manu. Mr. Manu, a PhD student, received a \$10,000 scholarship during 2023-2024.



# A Look Back at 2023 – 2024 ...

## International Events

In March of 2024, the College of Education facilitated and hosted a 10-person delegation from Volodymyr Hnatiuk Ternopil National Pedagogical University (TNPU), for a three-week course at the University of Saskatchewan (USask). The Ukrainian delegation included Ternopil elementary and high school teachers, a TNPU professor and two Ternopil government education officials. The group took a three week course on “language Learning in K – 12 Schools”, they participated in various school visits to see language learning in a Saskatchewan school’s context and participated in numerous events sponsored by the College, The International Office and the Saskatchewan Ukrainian community.

The USask project was lead through the College of Education’s Office of the Associate Dean, Research Graduate Programs and International Initiatives, and the Saskatchewan Educational Leadership Unit (SELU). The three-week course is titled Current Methods in Teaching English as a Global Language and is taught by Nadia Prokopchuk, academic advisor and instructor of English as an Additional Language certificate program, Department of Curriculum Studies.

In addition to the College of Education and TNPU, the program’s sponsors include the Government of Saskatchewan’s Ministry of Advanced Education, USask International Office, USask Culinary Services, Ternopil Regional State Administration, Ternopil City Administration, Prairie Centre for the Study of Ukrainian Heritage (STM), Ukrainian Canadian Congress of Saskatchewan, and the Ukrainian Catholic Brotherhood (Bishop Roborecki Branch).



# 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 Committee, 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 SELU Advisory Committee:  
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 SELU Advisory Committee.
- 4.10 The quorum of the SELU Advisory Committee shall be 50% of permanent and invited rotating members.
- 4.11 The primary role of the SELU Advisory Committee 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 SELU Advisory Committee will affirm the lists of companions and patrons established by the Management Board.
- 4.13 The SELU Advisory Committee 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 SELU Advisory Committee.
- 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.





## Saskatchewan Educational Leadership Unit

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