2018 - 2019 Annual Report

National Congress on Rural Education in Canada

Executive Coaching

Research

Educational Leadership

Professional Learning

SELU

Strategic Planning

Educational Assistant Professional Development

Saskatchewan Principals’ Short Course

Post-Secondary Education

International Studies

Consultative Services

PreK - 12 Education

Saskatchewan Principals’ Short Course
Getting to Know SELU

Dean’s Message and SELU Reports
Dr Michelle Prytula, Dr David Burgess, and Patricia Prowse

Organizational Structure
Learn more about our governance

What We Do

SELU Team
2018 - 2019

SELU Services
Find out what we can do for you

A Look Back at 2018-19
Major events and projects

Future Initiatives
Commitments for 2019 - 2020

SELU Research Review Journal (SRRJ)
A resource for educational administrators and practitioners

Constitution

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.
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.

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

Dr Michelle Prytula

It is my distinct pleasure to acknowledge the Saskatchewan Educational Leadership Unit (SELU) and its over 33 years of service in education across this province. Through its dedication and commitment to educational leadership, the Saskatchewan Educational Leadership Unit maintains its reputation of excellence in its mandate to provide customized consultative services to educational partners, First Nations authorities, and human service agencies to enhance leadership development and educational programs.

SELU takes pride in both its mandate and legacy. Although many talented people have contributed to its success, SELU’s purpose remains the same—to provide opportunities for leadership development through professional learning, forums, research, and administrative studies; and to offer consulting services to local, national, and international organizations.

I am proud of the work of SELU. Its significant contributions have resulted in deep and lasting change across the education sector and beyond. As such, the Unit has maintained and enhanced its identity as a trusted and intentional partner in education.

Throughout the past three decades, SELU has provided exceptional service to provincial, national, and international clients through a variety of projects, programs, and research. These accomplishments are in no small part due to SELU’s rich history and dedicated staff, faculty and consultant supports and structures.

I acknowledge SELU’s originators and contributors from its founder, Dr. Murray Scharf (through a grant from the Ministry of Education in 1986) to its legacy of committed and talented directors, including: Dr. Patrick Renihan, Dr. Larry Sackney, Dr. Earle Newton, Dr. Murray Scharf himself, and SELU’s current director Dr. David Burgess. I offer well-deserved acknowledgements to Patricia Prowse for the knowledge, experience, and professionalism that she brings to the Unit as associate director; Cecile Laprairie, for her longstanding dedication and commitment to SELU; and to Dr. Paul Newton for the enduring and effective leadership as head of the Department of Educational Administration. I acknowledge as well the excellent work led by other members of the faculty of the Department of Educational Administration and the College of Education, and the many consultants who serve the Unit in a variety of ways. This report is a summary of some of this work. I trust that you will find it both informative and inspiring!

“Therefore the past three decades, SELU has provided exceptional service to provincial, national, and international clients through a variety of projects, programs, and research.”

– Dr Michelle Prytula
I am once again very pleased to report on the successes of the Saskatchewan Educational Leadership Unit over the past year. In this year’s report, I want to highlight the contributions of several individuals: our strong cadre of consultants, College of Education faculty, and most specifically, Associate Director Patricia Prowse and Administrative Support Cecile Laprairie. Not unlike in previous years, SELU’s long track record of success in the education and human services sectors in Saskatchewan and beyond continues to serve it well, showing through in the efficiencies and expertise that comes from longterm experience. The longevity of key team members’ dedication and commitment to the work of SELU keeps the Unit on a solid footing, and, as a result we continue to advance our mission in leadership development and professional learning. Thanks, as always, goes to the faculty in the Department of Educational Administration who continue to make valuable and important contributions to the many projects we have engaged over the past year; special thanks goes to the members of the SELU Management Board, Head of Educational Administration, Dr Paul Newton, and the Dean of the College of Education, Dr Michelle Prytula. I very sincerely appreciate your strategic advice and guidance.

I can confidently report to SELU stakeholders and any interested party that the Unit increased both its project and financial activity in the past year. New projects of note since my last report include two significant international facilitation services offering support to faculty and students from both Capital Normal University (Beijing, China) and the University of Dhaka (Dhaka, Bangladesh), successful completion of the shepherding of two new degree programs in the Department of Educational Administration through University approval processes (the Educational Doctorate [EdD] and Master’s program in Health Professions Education [MEd (HPE)]), and a major research project in support of the provincial Following Their Voices initiative. Advertised more fully on our website, SELU’s Menu of Services continues to expand on our longstanding strengths—all the while remaining true to our mission: To provide opportunities for leadership development through professional learning, dialogue, research, and leadership studies; and to offer consulting services to local, national, and international organizations.

As 2019-2020 approaches, the Management Board has signaled its approval of directions we believe will build our capacity in senior leader and executive coaching for educational environments, additional supports for leadership development through the design and delivery of microcredential courses, continued international facilitation activities, and—in direct collaboration with the Department of Educational Administration and specifically the newly minted EdD program—the development of an educational policy analysis unit.

As a Type A Centre of the University of Saskatchewan, SELU’s operations are governed by a reporting structure established in University policy where the Director is accountable to the Dean. To this end, SELU is an active participant in College of Education and University endeavours, and supporting activities in program development and international student engagement are clear examples of such. Over the past year, the University and College completed a planning cycle for 2025. SELU has and will maintain an active role in the development and implementation of both.

The Saskatchewan Educational Leadership Unit is a committed university and field bridging-partner embedded in the College of Education. We seek to provide value to the University, the Saskatchewan education and human services sectors, and national and international partners. Through the continued rigour, professionalism, and dedication of our valuable cadre of expert consultants and staff, SELU proves its strength as a driver of growth and positive change in public education in Saskatchewan, on First Nations, and beyond. The future of SELU in 2019-2020 is bright. Cecile, Patricia, and I look forward to the challenges and opportunities ahead.
SELU’s mission is 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. Operating as a Type A Centre SELU is university-based and community aligned. As the University of Saskatchewan is guided by its new strategic plan of being the University the World Needs and the College of Education is actualizing its Strategic Plan 2025 that is committed to intensified research and discovery, excellence in teaching and learning, and elevating respect, reputation, and engagement SELU has been positively impacted by these collective aspirations, goals, and actions. As your read this year’s Annual Report you will see evidence that SELU has been actively involved in a wide range of leadership development activities. The SELU Team engaged with educational and human services organizations and business partnerships to offer leadership studies, research, and consulting services at local, provincial, national, and international levels.

As I complete my fourth year as the Associate Director I can truly say that each day at SELU holds a world of opportunities. At the request of the College of Education, SELU supported two new international learning events during the 2018-2019 year; the University of Dhaka-University of Saskatchewan Business and Leadership Development Program and International Summer Course and Symposium 2018 and the Capital Normal University-University of Saskatchewan International Teacher Development Program Summer Course 2018. Confucius said, “Isn’t it a pleasure to study and practice what you have learned? Isn’t it also great when friends visit from distance places?” I can say it has been a pleasure to support students, faculty, and leaders as they collaborated, researched, analyzed, and enhanced their leadership practices. It was an honour to host and make friends with students and faculty from the University of Dhaka, Dhaka, Bangladesh and Capital Normal University, Beijing, China and to see firsthand a broadening of the University of Saskatchewan, College of Education, and SELU’s reach and impact.

SELU has continued to facilitate and support professional learning through the Saskatchewan Principals’ Short Course, the National Congress on Rural Education in Canada, and the Educational Assistant Professional Development Series. Professionalism in the workplace and professional learning supports for social justice initiatives such as citizenship education are examples of workshops that were designed and facilitated by SELU consultants.

In 2018-2019 SELU provided secretariat services to the Department of Educational Administration, College of Education, in the development of a new Doctor of Education (EdD) degree and the Departments of Educational Administration and Curriculum Studies, College of Education, and seven other colleges and schools in the development of a Master of Education: Health Professions Education (HPE). The EdD and MEd (HPE) have received University Council approval and will be offered in the near future.

SELU has expanded its consulting services to include Board of Reference support and Executive Coaching. It was a very productive year for the delivery of research services as SELU supported eleven program reviews and research projects.

SELU will continue to meet its mandate and mission while striving to attain its vision of being a leadership unit that delivers exemplary services to its clients.

“We gathered recent knowledge from this course which we will implement in practical life.”

“Good way to learn leadership and know about a country’s culture, business, and education.”

-BBLDP Participants 2018
The achievements highlighted in the 2018-2019 Annual Report were possible due to the wide circle of support that SELU receives. Special acknowledgement is given to Dr Michelle Prytula, Dr Paul Newton, and Dr David Burgess for the leadership and guidance that they share through their roles on the SELU Management Board and to the SELU Advisory Board for the wise advice the members provide. The Unit also benefits from engagement with faculty in the Department of Educational Administration and is fortunate to receive support from faculty and staff consultants, external consultants, and graduate students. Since 2017 SELU has enjoyed working closely with Roberta Campbell-Chudoba, who has been a recipient of the Dr Patrick Renihan SELU Award.

The Unit’s success is also attributed to the steadfast leadership of Dr David Burgess, Director of SELU, and to the amazing support provided by Cecile Laprairie. Words do not do justice to their contributions. From my perspective they are “simply the best!”

Thank you for taking the time to read SELU’s Annual Report. I welcome your feedback on what SELU is doing well and what can be done to improve the Unit’s services. I look forward to opportunities during 2019-2020 where we can engage in conversations about the future of SELU so that SELU can continue to meet its mandate and mission while striving to affirm its vision of being a leadership unit that delivers exemplary service to its clients.

“SELU has offered various Educational Assistant modules to our support staff over the years. Last fall (2018), we had two consultants deliver the Behavioural Supports for Learners module to approximately 120 support staff. The module was based on current research and the two consultants (Linda and Louise) were amazing! Their educational backgrounds and extensive experience in education allowed them to share practical examples and strategies when working with challenging students. Patricia, Linda and Louise were also all very easy to work with, which made the whole experience very positive and pleasurable. NWSD looks forward to working with SELU again in the future.”

- Jennifer Williamson
Superintendent of Student Services
Northwest Public School Division
Under its constitution, the Saskatchewan Educational Leadership Unit operates as a Type A Centre subject to the University of Saskatchewan Policies and Regulations regarding Centre Operation and Assessment. SELU exists within the College of Education, in association with the Department of Educational Administration, under the authority of the Dean of the College.

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

### 2018 – 2019 Advisory Board

- **Vacant**
  - Community Partner Member-at-Large
- **Mr Dean Newton**
  - League of Educational Administrators, Directors and Superintendents (LEADS)
- **Mr Lonny Darroch**
  - Saskatchewan Association of School Business Officials (SASBO)
- **Ms Ruth Griffith**
  - Saskatchewan Association of School Councils (SASC)
- **Mr Ted Amendt**
  - Saskatchewan School Boards Association (SSBA)
- **Ms Carol Sarich**
  - Saskatchewan School-Based Leaders (SSBL)
- **Ms Tammy Bloor Cavers**
  - Saskatchewan Ministry of Advanced Education
- **Mr Trevor Smith**
  - Saskatchewan Professional Teachers Regulatory Board (SPTRB)
- **Ms Susan Nedelcov-Anderson**
  - Saskatchewan Ministry of Education
- **Mr Ian Kripps**
  - Saskatchewan Teachers’ Federation (STF)
- **Mr Lazarus Masson**
  - Onion Lake Cree Nation
- **Dr Alec Couros**
  - Professor of Educational Technology
  - University of Regina
- **Dr Paul Newton (Chair)**
  - Department of Educational Administration,
  - College of Education, University of Saskatchewan
- **Dr Michelle Prytula**
  - Dean, College of Education, University of Saskatchewan
- **Dr David Burgess**
  - University of Saskatchewan
- **Ms Patricia Prowse**
  - Saskatchewan Educational Leadership Unit
What We Do

SELU Offers High-Quality Customized Professional Services

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

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

Over 30 years of leadership in practitioner-focused research and development for educational partners, First Nations authorities, and human services agencies.
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*.

Resource Development

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

Leadership Recruitment & Evaluation

SELU works collaboratively with clients to customize Director, CEO, Senior Administration, and Board Assessments to meet the unique organizational needs of school divisions, educational, and not-for-profit organizations. Evaluations typically include customized interviews and online surveys. SELU consultants can also review the evidence presented and compare it to the role description, work plan, and key deliverables.

Needs Assessments

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

Strategic Planning & Facilitation

SELU consultants facilitate discussions and collect findings with a myriad of stakeholder groups. Along with collecting feedback, SELU works collaboratively with our clients in the development of a focused, actionable, measurable, and effective strategic plan that articulates a positive path forward for the organization. SELU consultants can also assist in refreshing vision and mission statements, and discuss how to align the organization’s work with provincial goals, outcomes, and other deliverables.
Advice on Educational Matters
Through the knowledge and experience of University faculty and SELU consultants, SELU is able to work closely with clients to provide advice on educational issues including engaging qualified individuals to serve on Boards of Reference and in other capacities.

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

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

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

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

Leadership for Teaching & Learning
SELU has a long history of supporting teaching and learning in Saskatchewan, more broadly in Canada, and around the world. Our deep connection to the Department of Educational Administration, other Departments in the College of Education (in particular the Department of Curriculum Studies), 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.

Annually, SELU receives requests for professional learning opportunities from institutions as local as Saskatchewan school divisions and First Nation authorities, and as far afield as global university partners in China, Mexico, Bangladesh, Jamaica, and many more. Each endeavour links into key University of Saskatchewan goals for Indigenization and internationalization. Examples of our work supporting leadership of teaching and learning include standing events such as the Saskatchewan Principals’ Short Course and the National Congress on Rural Education in Canada. Customized events and opportunities are designed in collaboration with clients in order to attain their specific goals and outcomes. Examples of these include school principal and university official training for multiple groups from Tianjin, China; school leader advancement in Guadalajara, Mexico; short-term University level educational training for pre-service teachers from Capital Normal University and for business and banking graduate students from Dhaka University; and local microcredential certification for undergraduate students in citizenship education and for educational assistants within the province.

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.
SELU Team

The SELU Team is led by Dr David Burgess, Director, Patricia Prowse, Associate Director and Cecile Laprairie, Administrative Assistant.

Faculty and Staff Consultants

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

External Consultants

Lori Kindrachuk      Cathy Mills          Tom Sutherland          Linda Stanviloff
Susan Bens          Sheryl Mills          George Rathwell        Louise Phaneuf
Bruce Bradshaw     Lezlie Goudie-Cloutier    Larry Mikulcik          Gwen Dueck
Betty Rohr          Don Hoium               Randy Fox

Graduate Student/Research Support

Roberta Campbell-Chudoba Natalia Zakharchuk   Tenneisha Nelson        Jordan Adilman
Vanessa Ellis Colley  Karen Reid             Brendan Newton          Alisa Favel

Technical Support/College Staff

Charlene Robertson    Rob Lovelace          Carol Reader            Rod Klysco
Dean Olorenshaw      Jennifer Kovar        Kevin Sharp
Connie Kocsis        Kirk Veltikold        Cindy Radcliffe
A Look Back at 2018 – 2019...

Major Events

Saskatchewan Principals’ Short Course
July 3 - 6, 2018

The 2018 Saskatchewan Principals’ Short Course (SPSC) was held July 3 to July 6 at the College of Education, University of Saskatchewan. The enrollment of 115 reflects the continuous demand for the program. Past year enrolments were 130 in 2017, 143 in 2016, 93 in 2015, 117 in 2014, 119 in 2013, and 164 in 2012. The registration fee (which includes breakfasts, lunches, and refreshments) was $595 (same as 2018), and the registration fee with hotel accommodations was $1190 (an increase of $50).

Dr Michelle Prytula served as Director, Brendan Newton, a PhD student in EADM served as Associate Director, and Cecile Laprairie, Saskatchewan Educational Leadership Unit (SELU) support staff, served as the Course registrar and coordinator.

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

The 2018 SPSC Advisory Committee consisted of Paul Newton (Head, Department of Educational Administration), Carol Sarich (SSBL), Kevin Kleisinger, (Saskatchewan Ministry of Education), Geraldine Knudsen (SSBA), John Schultz (STF), Gwen Keith (LEADS), Pete Chief (First Nations Representative), David Burgess, Patricia Prowse, and Cecile Laprairie (SELU), Michelle Prytula, Director, and Brendan Newton, Associate Director, Saskatchewan Principals’ Short Course. Thank you to the Advisory Committee for the suggestions and support. The Committee’s perspectives and recommendations are integral to the success of the Short Course.

The major goal of the Short Course remained consistent with past years, which was 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 teachers and school leaders. The activities of the Course enabled 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. Learn 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.
The format for the Saskatchewan Principals’ Short Course was shaped by Instructional, Distributed, Ethical, and Transformational Leadership frameworks. Session leaders and presenters represented views and perspectives from Indigenous, non-Indigenous, and international worldviews. As such, the Course was able to build an understanding of the role of the principal, as well as issues and challenges for provincial and First Nations leadership. The Course was designed so participants were able to frame their learning within the three successful components of school leadership: Facilitating a Shared Vision and Culture Conducive to Learning; Stimulating and Leading; and Balancing the Operational Components of Leadership (Managing, Modeling, and Monitoring).

2018 SPSC Facilitators

Angela Balkwill
Principal
Regina Public School Division

Angie Caron
Principal
Saskatoon Public School Division

Kelley Ehman
Superintendent
Education Services
Regina Catholic School Division

Davin Hildebrand
Superintendent of Human Resources
Northwest School Division

Chad Holinaty
Superintendent of Education
Christ the Teacher RCSSD

Kevin Kusch
Deputy Director of Learning
Lloydminster Catholic School Division

Reg Leidl
Principal
Good Spirit School Division

Sarah Longman
Supervisor of Indigenous Education
Regina Public School Division

Lori Meyer
Superintendent of Learning
Prairie South School Division

Vicki Moore
Superintendent of Education
Sun West School Division

Cory Rideout
Director of Education
Light of Christ RCSSD

Darran Teneycke
Superintendent of School Operations
Prairie South School Division

Joanne Weninger
Superintendent of Education
Greater Saskatoon Catholic School Division
A Look Back at 2018 – 2019...

Major Events

2018 SPSC Sessions and Keynotes

**Instructional Leadership Frameworks in Today’s Current Context**

**MICHELLE PRYTULA**
Dean, College of Education
University of Saskatchewan

**In the Beginning...The Early Years Outcome within the Sector Plan**

**GREG CHATLAIN**
Director of Education
Greater Saskatoon Catholic School Division

**Overview of ESSP Graduation Outcome**

**GREG ENION**
Director of Education
Regina Public School Division

**Traumatic Response in Schools: A Community Perspective**

**CORALEE PRINGLE-NELSON**
Registered Psychologist
Coordinator: Counselling and Behaviour Supports
Saskatoon Public School Division

**HEATHER MILLER**
Manager, Child and Family Services
Ministry of Social Services

**DIANE KENDALL**
Coordinator
Prairie Spirit School Division

**LIZ LEWINIUK**
Community Mental Health Nurse
Saskatchewan Health Authority

**Indigenization of Education**

**PETE CHIEF**
Principal, Confederation Park Community School
Saskatoon Public School Division

**Grade Level Reading, Writing, and Math Outcome**

**DON REMPEL**
Director of Education
North East School Division

**Unified Student Information System Saskatchewan Education Sector Plan**

**BEN GREBINSKI**
Director of Education
Prairie Valley School Division

**Finance and Accountability in Education**

**JOEL LLOYD**
Chief Financial Officer
Greater Saskatoon Catholic School Division

**Onion Lake P.S.S.P. Student Support: Reserve and Urban Members. Students Right to Post-Secondary Education**

**LAZ MASSON**
Post-Secondary Coordinator
Onion Lake Cree Nation

**Leading Indigenous Education as a Non-Indigenous Leader**

**MICKEY JUTRAS**
Principal, Saskatoon Public School Division
PhD Candidate, Department of Educational Administration, College of Education, University of Saskatchewan

**Legal Issues - The Board Perspective**

**GERALDINE KNUDSEN**
Solicitor
Saskatchewan School Boards Association
A Look Back at 2018 – 2019...

Major Events

2018 SPSC Sessions and Keynotes

*Putting it all Together: Perspectives on the Principalship*

**VICKI MOORE**  
Superintendent of Education  
Sun West School Division

*Following Their Voices*

**CRISY SUTHERLAND**  
Following Their Voices Provincial Facilitator  
Ministry of Education

*FNMI Engagement and Graduation Rates Outcome*

**PAT BUGLER**  
First Nation and Métis Advisor  
Ministry of Education

*Human Resources and the Principalship*

**DAVIN HILDEBRAND**  
Superintendent  
Northwest School Division

**CORY RIDEOUT**  
Director of Education  
Light of Christ RCSSD

“The best conference I have attended thus far in my career as an educator. I will recommend this to my peers.”  
- 2018 SPSC Participant
A Look Back at 2018 – 2019...

Major Events

National Congress on Rural Education in Canada

March 31 - April 2, 2019

The 24th National Congress on Rural Education in Canada (NCREC) was held in Saskatoon March 31st to April 2nd, 2019. This year’s Rural Congress drew 225 participants, presenters, displayers, and students. The majority of registrations were from Saskatchewan with representation from the Northwest Territories, British Columbia, Alberta, Manitoba, Nova Scotia, Ontario, Colorado, and Missouri. The conference was hosted by the Department of Educational Administration, College of Education, organized by Director, Dr. Dawn Wallin, and supported by SELU.

The theme of this year’s Congress was “Innovation in Rural Education: Conversation, Collaboration, Connection.” The Congress began with a pre-conference entitled, “Student Engagement: Enhancing Student Achievement and Well-being in Our Schools.” Dr. Wendy James hosted the event and shared current research on the topic through the academic/cognitive, social-emotional, physical, and spiritual/cultural dimensions. After a brief introduction of each dimension, a number of guest speakers talked about what they were doing in their schools in these areas. Cheryl Kalev, Condor School Principal from Wild Rose School Division (Alberta), spoke of her efforts to improve the school physical space through the introduction of furniture and room design that was inviting and comfortable for learning, and that was changing the teaching and learning culture in the school. Martin Johnson, Leanne Kadyschuk, and Celena Gunville from Stobart Community School in Duck Lake (Saskatchewan) spoke of their work on the social-emotional dimension in support of the Following Their Voices initiative. Erin Furgala, principal of Riverton Collegiate (Manitoba), talked about her spiritual/cultural initiatives to work with parents and community members to support First Nations students who move from their northern homes to attend school in the local community as resident students.

Jennifer Williamson, superintendent from the Northwest School Division (Saskatchewan) spoke of initiatives to shift the culture of the school division to engage students with a focus on the academic/cognitive dimension. Participants then had the opportunity for table discussions and to pose questions to the presenters. It was a wonderful opportunity to share research-based understandings while also localizing the work to the actual strategies, programs, and initiatives undertaken in rural settings across Canada that enhance, engage, and improve the student experience.

The formal Congress event began on Sunday evening with a presentation from keynote Winston Blake, Executive Director of the Restorative Action Program. The title of his presentation was, “How are the children? Are the children well?” This title comes from a traditional Masai greeting. His presentation focused on the need for all community members to come together to ensure children have support on their learning journeys.

Monday morning's keynote speaker was Dr. Michael Corbett from Acadia University. The title of his presentation was “Singing the Landscape of Rural Education.” Dr. Corbett wove song lines of his own rural “story” that connected his settler identity with the knowledges and mobilities that have allowed him to “sing” other places.

“Wow! Just wow! I really enjoyed the format especially the pre-congress format of mini-speakers with time for discussion.”
- 2019 Rural Congress Participant
Twenty-nine concurrent sessions were offered during this year’s Congress. The afternoon concluded with a panel of Métis and First Nations students from the Saskatchewan Urban Native Teacher Education Program (SUNTEP) and the Indian Teacher Education Program (ITEP) who spoke about their own school experiences and dreams for the future. A special thank you to Rollin Baldhead (ITEP), Tawnie Kotyk (SUNTEP), Candace Gadwa (ITEP), and Aaron Gosselin (SUNTEP) for their willingness to share their stories and their dreams for the future. The student voice was balanced with video from a number of Elders who are involved in the Following Their Voices initiative. Elder Nora Cummings, Elder Margaret Reynolds, Elder Albert Scott, and Elder Isabelle Impey spoke of the need for change in education in order to create a new future. The panel was moderated by Chris Scribe, Director of ITEP. The panel provided a powerful closure for the 2019 Congress and set the stage for next year’s 25th anniversary of the Congress.

Building on the success of last year’s educational site visits, delegates had the opportunity to visit five “Innovation in Action” sites on April 2nd. Sun West School Division hosted a visit to the Sun West Distance Learning Centre where participants had an opportunity to explore innovative course delivery through the use of human and digital resources to facilitate personalized learning. Chief Beardy Memorial School and Constable Robin Cameron Education Complex on the Beardy’s and Okemasis Cree Nation hosted delegates and shared innovative programming. Riverbend Hutterite Colony School shared their unique programming and colony school experiences. St Frances Cree Bilingual School and St Michael Community School provided delegates with information on innovative Cree and Métis language and cultural programming. The Brightwater Science, Environmental, and Indigenous Learning Centre showcased land-based innovative programming that focused on science, environmental, and Indigenous learning experiences.

Once again the Congress was fortunate to benefit from the work of a student-empowered e-Journalism team. These students attended all of the Congress sessions often joining in concurrent session discussions, interviewing presenters, and creating a digital memory of video, interviews, and pictures of the Congress. This year’s e-Journalism team was called “One Thunderous Voice,” and included students from a number of high schools from the Saskatoon Public School Division. We would like to thank the students and their advisors for their valuable contributions to this year’s Congress.

Thanks are also extended to those individuals who participate each year in our trade show.

SELU would like to acknowledge and thank Congress Director, Dr Dawn Wallin, Bruce Bradshaw, Congress Chair, and Cecile Laprairie, Congress Administrative Assistant, whose combined efforts made this year’s Congress a success. Special thanks are also extended to the Department of Educational Administration for its support and to the National Congress on Rural Education Planning Committee. Members of the National Congress Planning Committee include Kathleen Fisher (Ministry of Education), Paul Newton (Department of Educational Administration), Ruth Griffith (Saskatchewan Association of School Councils), Elizabeth Pfeiffer (Saskatchewan Teachers’ Federation), Marvin Jimmy (First Nations/Métis), Shaun McEachern (Saskatchewan Professional Development Unit), Gwen Keith (League of Educational Administrators, Directors and Superintendents), Pamela Osmond-Johnson (University of Regina), Ron Purdy (Saskatchewan Association of School Business Officials), Tenneisha Nelson and Kareen Reid (Dr Murray Scharf Rural Congress Scholarship recipients), Dawn Wallin, (Congress Director and Associate Dean of Undergraduate Programs, Partnerships and Research), Bruce Bradshaw (Congress Chair), David Burgess, (Director of SELU and Associate Dean of Research, Graduate Support and International Initiatives), Patricia Prowse (SELU) and Cecile Laprairie (SELU).
A Look Back at 2018 – 2019...

Consulting Projects

Project title: Professionalism in the Workplace: Understandings, Values, Insights, and Knowledge
Client: Chief Napew Memorial School
Consultants: Gwen Dueck and Roberta Campbell-Chudoba
Description: The principal of Chief Napew Memorial School contracted SELU to design a professional development session that focused on professional norms and expectations in the workplace, communication protocols, and conflict resolution strategies for addressing challenging professional situations.

Project title: Citizenship Education: Phase Two
Client: Concentus Citizenship Education Foundation
Consultants: Cathy Mills, Lori Kindrachuk, Lezlie Goudie-Cloutier, Larry Mikulcik
Description: During 2018-2019 the Concentus Citizenship Education Foundation Inc. extended Phase Two of the citizenship education project. Phase Two included the delivery of professional learning supports to four large urban school divisions. The consultants worked with educators, teacher librarians, consultants, administrators, school community council members, and community partners in these divisions. Phase Two also included the ongoing preparation of K-12 citizenship education resources for use in English, French Immersion, and Francophone classrooms and professional engagement with the developers of the Concentus website. SELU consultants also delivered educational presentations on behalf of the Concentus Citizenship Education Foundation at national and provincial learning opportunities and in the College of Education, University of Saskatchewan.

Project title: Planning Using Backward Design
Client: Little Red River School
Consultant: Cathy Mills
Description: SELU was contracted to customize and facilitate a professional learning opportunity for the staff of Little Red River School. The topic was on planning using Backward Design.

Project title: Differentiated Instruction
Client: Little Red River School
Consultant: Louise Phaneuf
Description: SELU was contracted to customize and facilitate a professional learning opportunity for the staff of Little Red River School on the topic of differentiated instruction. The consultant also provided in-classroom supports for K-Grade 5 teachers actualizing differentiated instruction in their classrooms.

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

Project title: Education Doctorate Development Project
Client: Department of Educational Administration/College of Education
Consultants: Susan Bens, David Burgess, Patricia Prowse
Description: SELU served as the secretariat for the Department of Educational Administration and the College of Education in the development of a new degree.

“Our valued partners at SELU have effectively transitioned Concentus Citizenship Education from an aspirational vision to a practical reality. Their world-class team of educators continue to successfully guide both the teacher professional development and the continual content evolution of our teaching resources.”

– David Fisher, Executive Director
Concentus Citizenship Education Foundation
Project title: **Master of Education, Health Professions Education**

Client: College of Medicine, College of Education

Consultant: Sheryl Mills, David Burgess, Patricia Prowse

Description: SELU served as the secretariat for the College of Medicine and the Departments of Educational Administration and Curriculum Studies in the College of Education. These partners worked collaboratively with seven additional colleges/schools at the University of Saskatchewan to develop a Master of Education degree with a specialization in health professions education.

“Our school division contracted SELU to do an Employee Satisfaction Survey for the 2018/19 school year. Patricia, Scott, and Cecile responded to any request we had in a positive and professional manner. They ensured a quality end product existed by having high expectations. SELU has provided us with a positive path forward for all employees in the Saskatchewan Rivers Public School Division as a result.”

– Neil Finch, Superintendent of Schools
Saskatchewan Rivers Public School Division

Professional Development Projects

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

Client: Saskatchewan Educational Leadership Unit

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

Description: A Guide to Saskatchewan School Law has been an excellent resource for trustees, school administrators, teachers, and teachers in training. The resource has received widespread distribution in the province since its development in 2003 and revisions in 2008 and 2014.

Project title: **Educational Assistant Professional Development Series**

Clients: Northwest School Division, Churchill Community School, Ducharme Elementary School, Prince Albert Grand Council, Treaty Six Education Council

Consultants: Louise Phaneuf and Linda Stanviloff

Description: EA modules were facilitated for groups of educational assistants working for each of these school divisions, schools, and First Nation education authorities.
A Look Back at 2018 – 2019...

Research Projects

School Effectiveness Review

Project Title: **Telling Chief Napew Memorial School’s Learning Community Story**
Client: Chief Napew Memorial School, Treaty Six Education Council
Consultant: **Bruce Bradshaw and Dr David Burgess**
Description: SELU was contracted to work with the principal, Elders, staff, students, parents/caregivers, and community partners of the Chief Napew Memorial School learning community to assist them in telling their school’s story by applying SELU’s school effectiveness review framework and processes.

Program Reviews

Project Title: **Leading to Learn: Collaborative Research Support**
Client: Saskatchewan Rivers Public School Division
Researchers: **Dr Jay Wilson and Dr David Burgess**
Description: SELU provided collaborative research support in Year One of the Leading to Learn initiative.

Project Title: **Saskatoon Tribal Council: Education Partnership Program Review**
Client: Saskatoon Tribal Council
Consultant: **Don Hoium and Dr David Burgess**
Description: SELU conducted a program review of the Saskatoon Tribal Council’s Education Partnership Program.

Project Title: **Whitecap Dakota First Nation and Saskatoon Public School Division: Educational Partnership Evaluation**
Client: Whitecap Dakota First Nation and the Saskatoon Public School Division
Consultant: **Don Hoium and Dr David Burgess**
Description: SELU conducted a program review of the Whitecap Dakota First Nation and the Saskatoon Public School Division’s Educational Partnership.

Project Title: **Treaty Six Education Council Programs and Services Review**
Client: Treaty Six Education Council
Consultants: **Don Hoium, Bruce Bradshaw, and Dr Paul Newton**
Description: SELU conducted a program review of Treaty Six Education Council’s (TSEC) second level services provided through the First Nations School Success Program and New Paths during the time period of 2017-2018. This included conducting interviews with TSEC staff and representatives from 10 First Nations communities.

Research Projects

Project Title: **Thriving Youth, Thriving Communities Survey Pilot: Phase One and Two**
Client: Saskatchewan Alliance for Youth and Community Well-being (SAYCW)
Consultant: **Tom Sutherland and Dr David Burgess**
Description: SELU provided support in the development of the survey tool and the pilot of the Thriving Youth, Thriving Communities provincial survey.

Project Title: **Thriving Youth, Thriving Communities Survey 2019: Phase Three Provincial Implementation**
Client: Saskatchewan Alliance for Youth and Community Well-being (SAYCW)
Consultant: **Tom Sutherland and Dr David Burgess**
Description: SELU provided support for the implementation of the SAYCW Thriving Youth, Thriving Communities 2019 provincial survey.

Project Title: **Leading To Learn: Impacting First Nations, Inuit and Métis Student Outcomes**
Client: Saskatchewan Rivers Public School Division
Researchers: **Dr Jay Wilson, Dr David Burgess**
Description: SELU provided research support in the first year of implementation of the Leading to Learn training.

“**The Saskatchewan Educational Leadership Unit (SELU) provided support for collaborative research in the first year of the Leading to Learn: Impacting First Nations, Métis, and Inuit Student Outcomes initiative, identified as an action in the Education Sector Strategic Plan. SELU brought its research expertise to a review of the design and delivery of Leading to Learn. The review provided valuable recommendations for improvement that have informed changes to future years to ensure the journey has a meaningful impact on in-school administrators, their teachers, students, and communities.”**

– Ken Okanee, Superintendent, Saskatoon Public School Division
PLT Lead for Leading to Learn
A Look Back at 2018 – 2019...

Research Projects

Project Title: Saskatchewan Rivers Public School Division Employee Survey: Phase One
Client: Saskatchewan Rivers Public School Division
Researcher: Dr Scott Tunison
Research Assistant: Roberta Campbell-Chudoba
Description: SELU provided expertise and support in the development of the Saskatchewan Rivers Public School Division Employee Survey 2018 and the collection of survey data.

Project Title: Saskatchewan Rivers Public School Division Employee Survey: Phase Two
Client: Saskatchewan Rivers Public School Division
Researcher: Dr Scott Tunison
Research Assistants: Roberta Campbell-Chudoba and Vanessa Ellis Colley
Description: SELU assisted the Saskatchewan Rivers Public School Division in the analysis and communication of the findings from the division’s employee survey.

Project Title: Following Their Voices School Implementation Study and Program Evaluation
Client: Saskatchewan Rivers Public School Division
Researchers: Dr Scott Tunison, Dr Dawn Wallin, Dr Jacqueline Ottmann
Research Assistants: Alisa Favel and Jordan Adilman
Description: SELU assisted the Saskatchewan Rivers Public School Division in the analysis and communication of the findings from the division’s employee survey.

SELU Award

The Dr. Patrick Renihan SELU Award named in honour of Professor Emeritus, Dr Patrick Renihan was awarded to Roberta Campbell-Chudoba. Ms Campbell Chudoba, a PhD student, received a $10,000 scholarship.

“I was privileged to receive the Dr Patrick Renihan SELU Award for 2018-2019 which not only helped fund my PhD journey, it gave me numerous opportunities to build specific research and writing skills. Experiencing the research cycle ‘on the ground’ in real-time as a research assistant was invaluable, while having the chance to learn from top-notch consultants, researchers, and administrators. I am so grateful for my time working with SELU as it has accelerated my academic career.”

– Roberta Campbell-Chudoba, PhD Student

Photo: Ms Roberta Campbell-Chudoba and Dr Patrick Renihan
A Look Back at 2018 – 2019...

International Events

University of Dhaka-University of Saskatchewan Business and Leadership Development Program International Summer Course and Symposium 2018 August 4 - 18, 2018

The Bangladesh – Saskatchewan Business and Leadership Development Program (BBLDP), 2018 International Summer Course and Symposium was comprised of representatives from the College of Education, the College of Arts and Science (Departments of Economics and English), and the Edwards School of Business. Together with the Faculty of Business Studies, University of Dhaka, this study abroad program exposed students to leading foreign educational institutions and facilitated interaction and networking with academics, business leaders, and policy makers in an international setting. The purpose of the summer course was to provide a platform to advance knowledge sharing, research collaboration, economic development, business partnership development, and other collaboration opportunities between our Universities and beyond.

The major goal of the BBLDP was to provide an intensive opportunity for participants from University of Dhaka and the University of Saskatchewan to deepen their knowledge of theory, practice, and reflection, contributing to their skills as leaders of businesses, banks, and other organizations. The members of the BBLDP Planning Committee are listed below:

- Dr Joel Bruneau
- Dr David Burgess
- Dr Donald Gilchrist
- Dr Mobinul Huq
- Dr Abdullah Mamun
- Mr Rob Norris
- Dr David Parkinson
- Dr Michelle Prytula
- Dr Asit Sarkar

SELU served as secretariat for the BBLDP Planning Committee.

Thirty-two students and five faculty members from the University of Dhaka attended the BBLDP that was held at the University of Saskatchewan August 4-18, 2018. Welcome and orientation sessions were provided upon arrival. During the Experiential Learning Sessions students were hosted by the following local and corporate businesses:

- Canadian Light Source
- City of Saskatoon
- Innovation Place
- Saskatoon and District Chamber of Commerce
- Saskatchewan Government Insurance (SGI) Canada
- Solido Design Automation
- Westcap Management
- Whitecap Development Corporation

The concluding event of the BBLDP 2018 was an International Summer Symposium titled “Sharing Learning Accomplishments: University of Saskatchewan and University of Dhaka.” The event was held on August 17, 2018 at the Edwards School of Business. Following the symposium a celebration banquet was held where students and faculty members were awarded program certificates. Throughout the two week period students and faculty also participated in numerous entertainment and cultural events.
With a shared goal to prepare exceptional teachers, the College of Education at the University of Saskatchewan (U of S) partnered with Capital Normal University (CNU) in Beijing, China for the 2018 International Teacher Development Program Summer Course (ITDPSC).

The International Teacher Development Program is a U of S College of Education program that offers students from key university partners around the world the opportunity to study in a Canadian U15 research-intensive university within a condensed period of time. Advancing both the College’s Strategic Plan 2025 as well as the University of Saskatchewan’s International Blueprint, in 2018, the Summer Course was five weeks in length with 30 students attending from Beijing’s Capital Normal University.

The program included four weeks of undergraduate university classroom study with courses from the departments of Curriculum Studies and Educational Administration in the College of Education, followed by a week of elementary and secondary school classroom observations.

“Our shared goal with our colleagues at Capital Normal is to facilitate the preparation of exceptional teachers, flush with many and varied tools that support the learning needs of all children,” said David Burgess, College of Education, associate dean of research, graduate support, and international initiatives. “We believe their participation in this International Teacher Development Program will advance the students’ competence, skill, and experience as a teacher. We hope the students will incorporate insights and methods learned while in Saskatchewan when they return home to China.”

In collaboration with SELU the 2018 program gave students a world class education at a leading foreign institution, interaction and networking with Canadian academics, school teachers, administrators, and policy makers, and provided an English immersion opportunity during a three week homestay with local families.

“A pre-orientation session provided the CNU students with contextual knowledge prior to the school visits and once onsite the students were supported by in-school mentors who were former educators from the Saskatoon area. SELU would like to thank Greater Saskatoon Catholic Schools and Saskatoon Public Schools for welcoming the students into their schools and classrooms.

During the five week Summer Course students participated in numerous Saskatoon entertainment and cultural events including Saskatoon Folkfest, a tour of the Remai Modern Art Gallery, Shakespeare on the Saskatchewan, and Wanuskewin Heritage Park.

“I love the last week visiting school programmes. It provided a valuable opportunity to take a close look on what Canadian schools look like and effective teaching strategies.”

“The kindness and hospitality we received here made me feel I was one of the country. Certainly I would recommend it to others.”

- 2018 CNU Participants
Future Initiatives

Commitments for 2019 – 2020

Last year the University of Saskatchewan launched its new Strategic Framework. In 2018-2019 the College of Education unveiled its Strategic Plan 2025. It is a very exciting time for SELU as we work in the Unit to align our initiatives with those of the University of Saskatchewan and the College of Education and maintain SELU’s commitment to be “university-based and community aligned.”

In the 2017-2018 Annual Report, commitments were made to realize the College of Education’s goals of Research, Response, and Reconciliation. During 2018-2019, the demand for SELU’s research services expanded. All research or studies conducted by SELU are reviewed and approved by the appropriate University of Saskatchewan Research Ethics Board or Committee. Research projects are led by a faculty member and supported by members of the SELU Team. In the area of responsiveness, SELU remained committed to providing services that clients need that have a positive impact on leadership, student learning outcomes, and enhanced student well-being. This past year we expanded our services to include Board of Reference supports and executive coaching. Reconciliation and responding to the Truth and Reconciliation’s Calls to Action is foundational to the work of the Unit. SELU continues to facilitate courageous conversations at the Saskatchewan Principals’ Short Course and the National Congress on Rural Education in Canada. SELU is honoured to continue to research and support the development and implementation of the Leading to Learn signposts. In 2018-2019 SELU held the prime contract to conduct research in Following Their Voices (FTV) schools that were in the second year of the initiative. With collaboration with the University of Regina and the First Nations University of Canada, 11 schools were studied and supported by the 16 member FTV Research Advisory Committee.

Looking ahead at 2019-2020 SELU is well-situated to support the College of Education’s Strategic Plan in three key areas:

1. Intensify Research and Discovery
2. Create and Champion Excellence in Teaching and Learning
3. Elevate Respect, Reputation, and Engagement

Specifically, SELU is committing to supporting the College of Education and the University of Saskatchewan in the implementation of initiatives outlined in the new Strategic Plan 2025. With the guidance of the SELU Management Board, SELU will be enhancing its capacity in senior leader and executive coaching and providing research-informed supports for leadership development. It is with great excitement that we announce that SELU will also be in direct collaboration with the Department of Educational Administration as it launches the newly minted EdD program and develops an educational policy analysis unit. In 2019-2020 SELU will continue to build on the success of the College of Education’s International Teacher Development Program. SELU looks forward to expanding its international student engagement as it explores other potential partnership opportunities.

During 2019-2020 the SELU Management Board and the SELU Team will continue to listen and respond to the guidance provided by the SELU Advisory Board and the feedback provided by clients and partners. SELU remains committed to ensuring that the Unit is capitalizing on opportunities, launching new initiatives, and continuing to provide exemplary services.
The SELU Research Review Journal (SRRJ) was launched in November 2016 as a forum for graduate student reviews capturing the state of current research in educational administration. Topics related to leadership, policy, governance, law, finance, and the administration of K–12, post-secondary, and other educational institutions are the focus of this journal. The articles published in the Journal reflect graduate students’ work throughout their programs of study at the University of Saskatchewan.

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

SELU would like to acknowledge the contributions of the following individuals to the SELU Research Review Journal: Dr. David Burgess (Associate Dean, Research, Graduate Support, and International Initiatives), Dr Paul Newton (Head, Department of Educational Administration), Charlene Robertson (format and design), Dr Jing Xiao (editor), and Natalia Zakharchuk (editor’s assistant).
1. DENOMINATION

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

2. MISSION

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

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

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

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

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

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

3. GUIDING ORGANIZATIONAL PRINCIPLES

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

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

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

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

3.5 It is expected that the Unit will have self-sufficiency as a continuing goal.
4. GOVERNANCE, MANAGEMENT, AND ADVISORY STRUCTURE

4.1 Governance Structure:

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

4.2 The Management Board:

The membership and quorum of the Management Board will consist of:

• The Dean of the College of Education, U of S
• The Director of the Unit
• The Associate Director of the Unit
• The Head of the Department of Educational Administration and/or at least one member of the Department of Educational Administration.

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

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

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

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

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

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

4.9 The Advisory Board:

The membership of the Advisory Board will consist of:

• The Director of the Unit;
• The Associate Director of the Unit;
• The Head of the Department of Educational Administration;
• A representative nominated by each of the following organizations:
  • LEADS, Ministry of Education, Ministry of Advanced Education, SSBL, SSBA, STF, SASBO, First Nations educational authorities, SASC, SPTRB, and University of Regina.
  • A representative of a community partner, nominated by the SELU Management Board;
  • The Dean of the College of Education, U of S;
  • A representative of the faculty of the Department of Educational Administration, University of Saskatchewan at large.

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

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

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

Saskatchewan Educational Leadership Unit

4.13 When appropriate, the Advisory Board will ratify constitutional changes established by the Management Board.

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

4.15 The Head of the Department of Educational Administration shall serve as chairperson of the Advisory Board.

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

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

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

4.19 Companions: The honour of companion of the organization shall be bestowed, for a renewable and rolling period of two years, upon all consultants in good standing engaged by the Unit.

4.20 Patrons: The honour of patron of the organization shall be bestowed upon all meritorious and deserving candidates in good standing who have committed, through their actions and words over several years of service, to the advancement of the mission and vision of the Unit.

5. EVALUATION

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

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

6. PROPERTY

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

7. CONSTITUTIONAL CHANGE

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

Full names of agencies represented on the Advisory Board are:

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

Revised May 2017
Saskatchewan Educational Leadership Unit
Room 3076, College of Education
28 Campus Drive
University of Saskatchewan
Saskatoon, SK  S7N 0X1
selu.info@usask.ca  |  306-966-7634  | selu.usask.ca
Twitter: @usaskselu