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Saskatchewan Educational Leadership Unit
2017 – 2018 Annual Report

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Getting to know SELU

Excellence in Educational Leadership

University-Based, Community Aligned

As a valuable University of Saskatchewan research centre, the Saskatchewan Educational Leadership Unit (SELU) is a non-profit agency that provides customized consultative services to educational partners, First Nations authorities, and human services agencies that enhance leadership development and educational programs.

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

Alignment to the Education Sector Strategic Plan

The Saskatchewan 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, including early learning, reading, writing, math, First Nations, Métis and Inuit student engagement, achievement, graduation rates, and sector-wide efficiencies.

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 Evaluation
- Strategic Planning and Facilitation
- Resource Development
- Needs Assessments
- Secretariat and Rapporteur Services
- Advice on Educational Matters
- Organizational Networking

"On behalf of Chief Napew Memorial School, I have the privilege of acknowledging the Saskatchewan Educational Leadership Unit for their excellent service to our school. They were contracted to complete a review of CNMS. The process and accomplishment of this task was completed in a respectful, positive, and professional manner. The final report for our school is an excellent tool for our team to utilize in planning for tomorrow’s successes! Working with SELU has been a positive learning experience."

– Delores Bouchey
Principal
Dean’s Message
Dr Michelle Prytula

With over 32 years of experience, the Saskatchewan Educational Leadership Unit (SELU) continues to excel 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. Originally established by Dr Murray Scharf through a grant from the Ministry of Education in 1986, throughout the past three decades, SELU has served provincial, national, and international clients through a variety of projects, programs, and research.

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. This is due in no small part to SELU’s rich history and dedicated staff, faculty, and consultant supports and structures. I offer well-deserved acknowledgements to Patricia Prowse for the knowledge, experience, and professionalism that she brings to the Unit; Cecile Laprairie, for her longstanding dedication and commitment to SELU; and to both Dr David Burgess and Dr Paul Newton for the enduring and effective leadership. 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!

“I am proud of the work of SELU. Its significant contributions have resulted in deep and lasting change across the education sector and beyond”
– Dr Michelle Prytula
It gives me great pleasure to report that Saskatchewan Educational Leadership Unit remains vibrant and strong as we close the 2017–2018 year. I want to highlight for thanks our growing cadre of consultants, as well as—and in particular—Associate Director Patricia Prowse and Administrative Support Cecile Laprairie. SELU continues to build on past success in the education and human services sectors in Saskatchewan and beyond, largely as a result of these individuals’ tireless efforts and stalwart commitment to the Unit and its mission. Thanks goes to the faculty in the Department of Educational Administration who have again made contributions to the many projects engaged over the past year; great thanks to the Head of Educational Administration, Dr Paul Newton, and to the Dean of the College of Education, Dr Michelle Prytula, for their valued guidance and advice as members of the SELU Management Board.

The last year has largely been one of stability. Implementation of the 2013 Strategic Program Review—capped by Advisory Board ratification of amendments to the SELU Constitution at our last Annual General Meeting—has meant that our attention has comfortably returned to the work at the heart of the Unit. Advertised more fully on our website, the offerings found on our Menu of Services highlight our longstanding strengths and remain 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. Moving forward into 2018–2019, the Management Board has signaled its approval of directions we believe will build our capacity in senior leader and executive coaching for educational environments, and additional supports for leadership development through the design and delivery of microcredential courses.

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, writ large. As the University and College move into a planning cycle for 2025, SELU has and will maintain an active role in development and implementation of both. Key elements in these plans represent areas where SELU will continue to play important supportive roles: as secretariat for the new Doctor of Education program development in the Department of Educational Administration, and in a similar role for the inter-college collaborative Master’s of Education (Health Professions Education) degree; as contracting agent and organizer for international initiatives of the College bringing over sixty undergraduate and graduate students to the University of Saskatchewan from Capital Normal University in China and Dhaka University in Bangladesh; and as partner in the development of the proposed College Centre for the Scholarship of Teaching and Learning.

As a committed bridging partner embedded in the College, the Saskatchewan Educational Leadership Unit proves its value to the University and education sector in equal measure. Through the rigour, professionalism, and dedication of our valuable cadre of expert consultants and staff, SELU proves—time and again—its strength as a driver of growth and positive change in public education in Saskatchewan, on First Nations, and beyond.

Cecile, Patricia, and I look forward to the challenges and opportunities ahead in 2018–2019.
As I reflect on the past year I realize how fortunate I am to work in an evergreen learning organization led by lifelong learners. SELU is well situated in the College of Education at the University of Saskatchewan to benefit from current research and collaborative conversations about the scholarship of teaching and learning which we in turn share with our clients. Whether I am attending a department meeting, organizing a national conference, participating in inter-college leadership collaborations, or customizing a project to best serve a SELU client, I see examples of how we are actualizing the mission of our organization…

“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.”

I am incredibly grateful for the leadership and support of the SELU Management Board. Dr Michelle Prytula (chair), Dr Paul Newton, and Dr David Burgess share their extensive knowledge of leadership and management theory and practice to guide and transform the work of SELU. They know the fine balance of staying the course and embracing transformational change that ensures the success of SELU now and in the future. The Unit benefits from collaborations with College of Education faculty and staff that continuously support our work. SELU relies on the wise advice from Advisory Committee members, Ministry officials, school division and First Nations authority colleagues, SELU consultants, organizational partners, and clients. The opportunity to engage graduate students in research projects provides students with experience while SELU’s work is enhanced from their knowledge and inquiry-focused study.

Facilitating these enduring relationships and leading the SELU Team is Dr David Burgess, Director of SELU. Along with his role as Associate Dean of Research, Graduate Support, and International Initiatives, David finds time to provide SELU with advice and expertise necessary to guide a continuous refresh of SELU services, while thoughtfully encouraging innovation. Cecile Laprairie is the other member of our team who is the “SELU anchor.” Cecile simply does it all and does it well. I am humbled to be a part of the SELU team and I want to thank them for their unfailing support and for the many contributions they make to our Unit.

SELU is proud of its rich history of over 30 years as a valuable University of Saskatchewan research unit. Never wanting to rest on its laurels the SELU team is committed to constantly ensuring alignment and responsiveness within the education and human services sectors. John F. Kennedy said, “Change is the law of life and those who look only to the past or present are certain to miss the future.” SELU remains 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. A number of our initiatives this year, including the ongoing work of developing a strategic plan for the Unit, is future focused by anticipating needs before our clients are requesting services and supports. Through our regular communication with organizational partners and clients, we are listening and being proactive so that we do not miss the future!
This past year certainly demonstrated the breadth and customization of services that SELU provides its clients. During 2017–2018, SELU:

• Reported action on all of the recommendations reported in the 2013 Strategic Program Review.

• Expanded our services to include research reviewed program evaluations and secretariat and rapporteur services.

• Co-hosted a provincial conference through collaborations with two educational partner organizations.

• Offered educational site visits as part of the 23rd National Congress on Rural Education in Canada.

• Supported the College of Education and numerous University of Saskatchewan colleges and schools in the development of proposals for a new Doctor of Education degree and a Master’s of Education (Health Professions Education) degree.

• Explored international learning opportunities with Bangladesh and China. International learning events are being planned to host students from these two countries during August 2018.

As you read SELU’s Annual Report, I invite you to share your reflections with me. SELU relies on feedback from our stakeholders to ensure we are able to meet current and future needs. 2018–2019 looks very promising. The summer is already packed with hosting international students and continuing to develop our strategic plan as the College of Education and the University of Saskatchewan voices its aspirations and charts its course. As we celebrate the successes of 2017–2018 I think about a quote from Susan Wojcicki, YouTube CEO. While it is just five simple words, I think it sums up my intention for the upcoming year. Susan said, “Work smart. Get things done.” I am so looking forward to engaging with you so we can through our collaborations work smart and accomplish much.
Organizational Structure

**Governance**

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.

**Organizational Structure**

### 2017 – 2018 Management Board

The SELU Management Board is comprised of the Dean of the College of Education (chair), the Head of the Department of Educational Administration, and the Director and Associate Director of the Unit. The primary role of the Management Board is to provide oversight of the direction of the Unit in such areas as operational, financial, and contractual matters.

**Vacant**
Community Partner Member-at-Large

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

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

**Ms Ruth Griffith**
Saskatchewan Association of School Councils (SASC)

**Mr Ted Amendt**
Saskatchewan School Boards Association (SSBA)

**Ms Carol Sarich**
Saskatchewan School-Based Leaders (SSBL)

**Ms Tammy Bloor Cavers**
Saskatchewan Ministry of Advanced Education

**Ms Susan Nedelcov-Anderson**
Saskatchewan Ministry of Education

**Mr Ian Kripps**
Saskatchewan Teachers' Federation (STF)

**Mr Patrick Buglar**
Treaty Six Education Council

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

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

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

**Ms Patricia Prowse**
Saskatchewan Educational Leadership Unit

### 2017 – 2018 Advisory Board

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Saskatchewan Ministry of Advanced Education

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Faculty of Education, University of Regina

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

**Dr Michelle Prytula**
Dean, College of Education, 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 unique needs of our clients. Although there may be similarities in the approach to professional services and programming, project development and implementation, each contract and consulting services agreement is seen as unique in its deliverables and is designed to be responsive to the client’s expectations and context.

As a valuable University of Saskatchewan research centre, SELU remains steadfastly committed to meeting the unique needs of our clients.

Photo: David Fisher, Executive Director, Concentus with Lori Kindrachuk and Cathy Mills, SELU Consultants.
The SELU Team is led by Dr David Burgess, Director, Patricia Prowse, Associate Director, and Cecile Laprairie, Administrative Assistant.

### Faculty and Staff Consultants

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<th>Name</th>
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<td>David Burgess</td>
<td>Michelle Prytula</td>
<td>Keith Walker</td>
<td>Dawn Wallin</td>
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<td>Paul Newton</td>
<td>Vicki Squires</td>
<td>Jay Wilson</td>
<td>Jing Xiao</td>
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<td>Egan Chernoff</td>
<td>Norman Fleury</td>
<td>Patrick Renihan</td>
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### External Consultants

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<td>Lori Kindrachuk</td>
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<td>Tom Sutherland</td>
<td>Don Hoiium</td>
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<td>Susan Bens</td>
<td>Sheryl Mills</td>
<td>George Rathwell</td>
<td>Linda Stanviloff</td>
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<td>Bruce Bradshaw</td>
<td>Cliff Chutskoff</td>
<td>Barbara Compton</td>
<td>Louise Phaneuf</td>
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<td>Jim Jutras</td>
<td>Marilyn Denis</td>
<td>Denise Sirois</td>
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<td>Betty Rohr</td>
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### Graduate Student/Research Support

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<tr>
<td>Roberta Campbell-Chudoba</td>
<td>Mickey Jutras</td>
<td>Karen Reid</td>
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<td>Vanessa Ellis Colley</td>
<td>Natalia Zakharchuk</td>
<td>Tenneisha Nelson</td>
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### Technical Support/College Staff

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<td>Cheryl Brooke</td>
<td>Dean Olorenshaw</td>
<td>Jennifer Kovar</td>
<td>Carol Reader</td>
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<td>Charlene Robertson</td>
<td>Rob Lovelace</td>
<td>Kevin Sharp</td>
<td>Cindy Pidskalny</td>
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<td>Alyssa Wiebe</td>
<td>Trent Kolbe</td>
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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 education 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 18 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 Nation 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. We also assist in refreshing vision and mission statements, and discuss how to align the organization’s work with provincial goals, outcomes, and other deliverables.
SELU has a long history of supporting leadership for teaching and learning in Saskatchewan, more broadly in Canada, and around the world. Our deep connection to the Department of Educational Administration, other Departments of 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 Nations 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 educational assistants within the province.

**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 is currently operating 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.

**Leadership for Teaching & Learning**

SELU has a long history of supporting leadership for teaching and learning in Saskatchewan, more broadly in Canada, and around the world. Our deep connection to the Department of Educational Administration, other Departments of 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.

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The 2017 Saskatchewan Principals’ Short Course (SPSC) was held July 4 to July 7 at the Travelodge Hotel in Saskatoon. The enrollment of 130 reflects the continuous demand for the program. Past year enrolments were 143 in 2016, 93 in 2015, 117 in 2014, 119 in 2013, 164 in 2012, and 118 in 2011. Registration fees had a slight increase over 2016. The registration fee (which includes breakfasts, lunches, and refreshments) was $595, and the registration fee with hotel accommodations was $1140.

Dr Michelle Prytula served as Director, Spencer Knowles, a Master’s 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 2017 SPSC Advisory Committee consisted of Paul Newton (Head, Department of Educational Administration), Carol Sarich (Saskatchewan School Based Leaders), Kevin Kleisinger, (Saskatchewan Ministry of Education), Geraldine Knudsen (SSBA), Laurel Irving Piot (STF), Gwen Keith (LEADS), Chris Scribe (First Nations Representative), David Burgess, Patricia Prowse, and Cecile Laprairie (SELU), Michelle Prytula, Director, and Spencer Knowles, 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 establishing a vision, influencing school culture, and stimulating the learning environment, while at the same time managing, modeling, and monitoring activities within the school;
3. Learn about new developments and initiatives in education;
4. Share experiences, insights, and concerns with other practitioners; and,
5. Develop a support network of peers across the 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 and non-Indigenous worldviews. As such, the course was able to build 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: Establishing a Vision and Culture Conducive to Learning; Stimulating the Learning Environment; and Managing, Modeling, and Monitoring.
Within the theme of Establishing a Vision and Culture Conducive to Learning, were plenary sessions designed for participants to come together to understand the necessary roles of a shared vision and a culture of learning in their professional communities. Within the theme of Enhancing the Learning Environment, smaller sessions were planned to enable participants to focus on topics of special interest to their schools. These sessions made up a significant component of the conference as each generated discussions within the broader context of school leadership. This session format consisted of multiple small group presentations, with audience sizes of 15-25 participants in the hope that participants could engage in meaningful, related discussion. Within the theme of Managing, Modeling, and Monitoring, large group sessions were offered that were designed to help participants understand the management role inherent in school leadership.

Throughout the week, participants met in ‘small groups’ where they had the opportunity to engage in Professional Reflection and Deeper Inquiry. In these sessions, they discussed what they had learned, asked questions of group members and leaders, and shared experiences, thoughts, and concerns in dialogue with one another. In addition, common meals and breaks were scheduled throughout the course, with the second day culminating with a social hour and an exciting event where participants collaborated in fun games and won prizes for their group. While the week’s activities included a number of topics of special interest to beginning vice-principals and principals, many of the issues were relevant to those in other leadership positions, including teacher leaders.

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

The 2017 SPSC facilitators met on the evening of July 3rd to discuss the Course’s themes, sessions, and ideals. They were an incredible group! Many thanks to the facilitators for their knowledge, involvement, and commitment to the SPSC.

### 2017 SPSC Facilitators

- **Pat Bugler**
  Director of Education
  Treaty Six Education Council

- **Tracy Dollansky**
  Educational Consultant
  Sun West School Division

- **Karen Hrabinsky**
  Superintendent of Learning
  Light of Christ Catholic Schools

- **Cathy Mills**
  Consultant
  SELU

- **Tracey Young**
  Learning Superintendent
  Prairie Spirit School Division

- **Crandall Hrynkiw**
  Superintendent of Learning
  Horizon School Division

- **Dan Kerslake**
  Superintendent of Schools
  Chinook School Division

- **Bruce Bradshaw**
  Consultant
  SELU

- **Stacey Becker**
  Principal
  Harris-Tessier Central School
  Sun West School Division

- **Cheri Haberstock**
  Principal
  Westview School
  South East Cornerstone School Division

- **Cindy Mills**
  Consultant
  SELU

- **Cheri Haberstock**
  Principal
  Westview School
  South East Cornerstone School Division
A Look Back at 2017 – 2018...

Major Events

2017 SPSC Keynotes

**Instructional Leadership in Today’s Current Context**
MICHELLE PRYTULA
Dean, College of Education
University of Saskatchewan

PAUL NEWTON
Associate Professor and Department Head
Educational Administration
College of Education
University of Saskatchewan

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**In the Beginning … The Early Years Outcome Within the Sector Plan**
GREG CHATLAIN
Director of Education
Greater Saskatoon Catholic Schools

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**Following Their Voices**
PAT BUGLER
Director of Education
Treaty Six Education Council

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**The Importance of Citizenship Education in the Modern Context**
JUDGE DAVID ARNOT
Chief Commissioner
Saskatchewan Human Rights Commission

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**Leading Indigenous Education as a Non-Indigenous Leader**
MICKEY JUTRAS
Principal
École River Heights School
Saskatoon Public School Division

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**A Time for Significant Leadings: Culturally Responsive School Leadership in the Saskatchewan Context**
MICHAEL COTTRELL
Associate Professor
Educational Administration
College of Education
University of Saskatchewan

TERRANCE PELLETIER
PhD Candidate
Educational Administration
College of Education
University of Saskatchewan

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**Northern Education Action Plan**
DON REMPEL
Director of Education
North East School Division

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**School Decentralized Budgeting and Finance**
RON PURDY
Business Manager
Prairie South School Division

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**Funding for First Nations Schools**
LARRY WILKE
Director of Education
Little Red River Education Authority Inc.

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**SaskGraduates, Improving Graduation Rates One Student at a Time**
TODD ROBINSON
Director of Education
Lloydminster Public School Division
A Look Back at 2017 – 2018...  

Major Events

**Education Governance in First Nation Communities**  
*PAT BUGLER*  
Director of Education  
Treaty Six Education Council

**Legal Issues in Schools**  
*GERALDINE KNUDSEN*  
Solicitor  
Saskatchewan School Boards Association

**Leading vs Managing Change: There is a Difference**  
*LORNE PARKER*  
Executive Director  
Adjunct Assistant Professor  
University of Alberta

**Supporting First Nation, Inuit and Métis Student Engagement and Graduation**  
*ROBERT BRATVOLD*  
Director of Education  
Saskatchewan Rivers School Division

**Unified Student Information System Saskatchewan Education Sector Plan**  
*BEN GREBINSKI*  
Director of Education  
Prairie Valley School Division

**SPTRB Roles, Responsibilities, and Change**  
*TREVOR SMITH*  
Chief Operating Officer and Registrar  
Saskatchewan Professional Teachers Regulatory Board
The 2018 National Congress on Rural Education in Canada was held in Saskatoon from March 25-27. This year a flexible format provided delegates with options to attend some or all events. The options included a pre-Congress workshop, the main Congress with two keynotes and 27 breakout sessions, and a trade show with 15 displayers. New this year was the option to visit five educational sites sponsored by four school divisions to view firsthand innovative partnerships, programs, and learning opportunities in Saskatchewan.

This year’s Rural Congress drew 224 participants, presenters, displayers, grad students, e-journalism students, and committee members. The majority of registrations were from Saskatchewan with representation from Alberta, Manitoba, Quebec, Nova Scotia, and the Northwest Territories. The conference was hosted by the Department of Educational Administration, College of Education, and organized by SELU.

The theme of this year’s Congress was “Innovations in Rural Education: Conversation, Collaboration, Connection.” The opening presentation on Sunday evening featured Chancellor Roy Romanow’s welcome address on “Keeping Our Rural and Remote Communities Vibrant”. He spoke to the importance of innovative leadership with a focus on courageous conversations, collaborations, and connections to stimulate our thinking. The Monday morning keynote “Managing Rural School Wellness through Conversations, Collaborations, and Connections” was presented by Dr Jody Carrington, a clinical psychologist from Alberta who works in the private sector and consults with school divisions on mental health issues. The closing keynote speaker was Dr Jay Wilson, Head of the Department of Curriculum Studies, College of Education at the University of Saskatchewan and recipient of numerous provincial and national teacher awards. He shared his views on the innovative opportunities in rural education and how a rural perspective is vitally important for all educators in the design of learning environments.

The “Responding to Mental Health Issues in Our Schools” pre-congress workshop opened with a provincial overview presented by Shardelle Brown, Project Coordinator for the Saskatchewan Alliance for Youth and Community Well-being (SAYCW) partnership. Shardelle shared highlights from the 2016 Youth Provincial Report. She was followed by a panel presentation on mental health issues facing youth. A McDowell funded research team led by Dr Jen de Lugt and Jen Chan shared their findings from a study where high school students were asked to share their experiences with school-related anxiety. Joanne Brothwell from the Saskatchewan Health Authority spoke about youth depression/suicidal signs and interventions. Siobhan O’Connor from Mental Health and Addictions Services shared her insights into building awareness in school systems. The panel was followed by an interactive discussion led by Dr Jody Carrington on a positive path forward and what role delegates can play in building healthy relationships to support teachers and students.

This was the first year our committee chose to host “Innovation In Action” visits to five school sites. Sun West School Division hosted a visit to the Sun West Distance Learning Centre and Kenaston School to explore the impact of online learning in a rural school division and to understand how human and digital resources have been used to facilitate personalized learning across the Division. The Stonebridge Community hosted an innovative Joint-Use P3 facility tour. It highlighted the partnership between Saskatoon Public Schools, Greater Saskatoon Catholic Schools, and the Whitecap Dakota First Nation. Greater Saskatoon Catholic Schools also hosted a visit to the St Mary’s Wellness and Education Centre. This unique...
partnership with the Saskatoon Tribal Council and the Department of Pediatrics maximizes resources available in the community. Saskatoon Public Schools also hosted a visit to the intergenerational IGen program at the Sherbrooke Community Centre to observe the place-based program that allows students to interact with and learn from the Elders at the Sherbrooke Community Centre.

This year’s e-journalism students and staff supervisors were from the Constable Robin Cameron Education Complex, Beardy’s and Okemasis Cree Nation and Aden Bowman Collegiate, Saskatoon Public School Division. The group included 16 students who had a strong presence throughout the Congress with at least two students attending each breakout session. The e-journalism students presented their initial work at the Congress opening on Sunday evening. Subsequent to this, they used social media to share Congress happenings throughout the day and closed the event with their summary multi-media presentation.

SELU would like to acknowledge and thank Barbara Compton, Congress chair, and Cecile Laprairie (Congress and SELU Administrative Assistant) whose tireless efforts made this year’s Congress a success. Special thanks are also extended to the Department of Educational Administration and the National Congress on Rural Education Committee. Members of the Committee included David Burgess (College of Education), Mark Eggleston (STF), Kathleen Fisher (Saskatchewan Ministry of Education), Ruth Griffith (SASC), Marvin Jimmy (First Nations/Métis Educational Authorities), Terry Johanson (SPDU), Gwen Keith (LEADS), Tenneisha Nelson and Kareen Reid (Dr Murray Scharf Rural Congress Scholarship Recipients), Paul Newton (Head, Department of Educational Administration), Pamela Osmond-Johnson (U of R), Ronna Pethick (SSBA), Ron Purdy (SASBO), Cecile Laprairie and Patricia Prowse (SELU). We would also like to thank the Congress sponsors for their support.

Photo: Kareen Reid and Tenneisha Nelson

A Look Back at 2017 – 2018...

Major Events

“As a recipient of the Dr Murray Scharf scholarship I was able to gain new experience working with the Saskatchewan Educational Leadership Unit (SELU) to plan for the 23rd National Congress on Rural Education. This experience will add to my personal and professional growth. Being a part of this conference afforded me the opportunity to observe the teaching and learning process within a rural school, which was really exciting for me, as I am an international student. Thank you so much for this opportunity; it was rewarding.”

– Kareen Reid
PhD Student
Department of Educational Administration
College of Education, University of Saskatchewan
A Look Back at 2017 – 2018...

Consulting Projects

Project Title: **Director of Operations Performance Evaluation**
Client: Muskeg Lake Cree Nation
Consultant: Tom Sutherland
Description: The Chief and Council of Muskeg Lake Cree Nation contracted SELU to conduct a Director of Operations performance evaluation.

Project Title: **Citizenship Education: Phase Two**
Client: Concentus Citizenship Education Foundation
Consultants: Cathy Mills, Lori Kindrachuk, Patricia Prowse
Description: The Concentus Citizenship Education Foundation Inc. has begun Phase Two of the citizenship education project. Phase Two includes the preparation of K-12 citizenship education resources for use in English, French Immersion, and Francophone classrooms. These refreshed resources will be available on the Concentus website. Phase Two also focuses on providing professional learning supports for educators, teacher librarians, consultants, administrators, school community council members, and community partners.

Project Title: **Following Their Voices (FTV) Operational Policy and Procedures Manual: Phase One**
Client: Ministry of Education
Consultant: Don Hoium
Description: SELU was contracted to provide consultative services to support the development of an operational policy and procedures manual that provides the overarching guidance and direction for the development, implementation, and operationalization of the Following Their Voices initiative.

Project Title: **Director of Education Search**
Client: Northern Lights School Division
Consultant: Cliff Chutskoff
Description: SELU provided consultative services to support the Northern Lights School Division Board of Education in the recruitment and selection phases of its 2017 Director of Education search.

“SELU continues to play an instrumental role in the professional development of Doctoral students in the College of Education. As a member of SELU’s school review team, the opportunity was provided for me to experience firsthand the operations of several rural K-12 schools in Saskatchewan. The Dr Murray Scharf Rural Congress Scholarship Award allowed me to participate in the planning and execution of the 23rd National Congress on Rural Education. This experience has allowed me to contribute to the valuable and transformational work done by SELU, which resulted in a phenomenal hosting of the National Congress on Rural Education.”

– Tenneisha Nelson
Doctoral Candidate
Department of Educational Administration
College of Education, University of Saskatchewan
A Look Back at 2017 – 2018...

## Consulting Projects

### Saskatchewan School Boards Association

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

### Survey Development

**Project Title:** Survey Development  
**Client:** Saskatoon Tribal Council  
**Consultant:** David Burgess  
**Description:** SELU created a survey tool for use in community consultations.

### President and Chief Executive Search

**Project Title:** President and Chief Executive Search  
**Client:** North West College  
**Consultant:** Gwen Dueck  
**Description:** SELU provided consulting services to support the North West College Board in an executive search designed to recruit and appoint a President and CEO for the organization.

### Support Services Review: Providing Secretariat and Rapporteur Expertise

**Project Title:** Support Services Review: Providing Secretariat and Rapporteur Expertise  
**Client:** Sun West School Division  
**Consultant:** Linda Stanviloff  
**Description:** SELU provided secretariat and rapporteur services to assist the school division in analyzing how the present delivery of support services is meeting the needs of students and staff. The review also focused on how to best align the division’s support services with the implementation of PeBL (Personalized electronically Blended Learning).

### Doctor of Education Development Project

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

### Master’s of Education, Health Professions Education

**Project Title:** Master’s of Education, Health Professions Education  
**Client:** College of Medicine, College of Education  
**Consultants:** Sheryl Mills, David Burgess, Patricia Prowse  
**Description:** SELU is serving as the secretariat for the College of Medicine and the Departments of Educational Administration and Curriculum Studies in the College of Education. These partners are working collaboratively with five additional colleges/schools at the University of Saskatchewan to develop a Master of Education degree with a specialization in health professions education.

### Professional Service Provider Evaluations

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

### Following Their Voices (FTV) Operational Policy and Procedures Manual: Phase Two

**Project Title:** Following Their Voices (FTV) Operational Policy and Procedures Manual: Phase Two  
**Client:** Ministry of Education  
**Consultant:** Don Hoium  
**Description:** SELU was contracted to provide consultative services to support the development of an operational policy and procedures manual that provides the overarching guidance and direction for the development, implementation, and operationalization of the Following Their Voices initiative.
A Look Back at 2017 – 2018...

Professional Development Projects

Project Title: **Educational Assistant Modules and Educational Assistant Facilitator Training**
Client: Meadow Lake Tribal Council; Ducharme Elementary, Dene High School and Twin Lakes Community School; Saskatchewan Rivers Public School Division; Churchill Community School; Good Spirit School Division; Prince Albert Grand Council; Treaty Six Education Council
Consultants: Louise Phaneuf and Linda Stanviloff
Description: EA modules were facilitated for groups of educational assistants and consultants working for each of these First Nation educational authorities, schools, and school divisions.

Project Title: **Is the Principalship For You?**
Client: Saskatchewan Rivers Public School Division
Consultants: Patrick Renihan and Paul Newton
Description: SELU facilitated a one day seminar customized to meet the needs of the Saskatchewan Rivers Public School Division. The seminar was designed to provide educators with the opportunity to gain insight into the role of the principal. Current research and resources on the principalship were shared.

Project Title: **A Guide to Saskatchewan School Law (3rd Ed.)**
Client: Saskatchewan Educational Leadership
Consultants: Keith Walker, David Burgess, Jerome Chomos & 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.

Research Projects

Program Reviews

**Leading to Learn: Collaborative Research Support**
Consultant: Jay Wilson

**Saskatoon Tribal Council: Education Partnership Program Review**
Consultant: Don Hoium

**Whitecap Dakota First Nation and Saskatoon Public School Division: Educational Partnership Evaluation**
Consultant: Don Hoium

School Effectiveness Reviews

**Treaty Six Education Council**
School: Chief Napew Memorial
Consultant: Bruce Bradshaw

**Muskeg Lake Cree Nation**
School: kihiw waciston
Consultant: Cliff Chutskoff

“The partnership our Tribal Council has had with SELU over the past two years has given the opportunity for our nine First Nations schools to partake in the Educational Assistant Modules with nothing but positive feedback. SELU worked collaboratively and flexibly with our Tribal Council to provide the training for our schools. In moving forward we look forward to the opportunity to work more closely with SELU to further develop the training to align more closely with our student and school needs.”

– Elizabeth Read
Superintendent of Education
Meadow Lake Tribal Council
A Look Back at 2017 – 2018...  

Partner Project

#SUM2017

The #SUM Conference 2017: Leading Together was held in Saskatoon on October 23 and 24th, 2017. This year’s event was organized by the Saskatchewan Mathematics Teachers’ Society (SMTS), the Saskatchewan Professional Development Unit (SPDU), and the Saskatchewan Educational Leadership Unit (SELU) in partnership with the Saskatchewan Ministry of Education.

#Sum Conference 2017 drew 250 participants. The conference theme, Leading Together, was addressed by keynote and featured speakers, and through concurrent sessions. The keynote speakers were Steve Leinwand and Dr Lisa Lunney Borden. Due to a medical emergency, Dr Lunney Borden was unable to attend. Her keynote session was replaced by a panel of math experts that addressed the topic of “The Role of Mathematics Education in Reconciliation.” Ten featured speaker sessions and twenty-six concurrent sessions were offered during the conference. These sessions were coded as Leadership, Elementary, Middle Level, Secondary or General in the conference booklet.

The SMTS’ AGM was also held on October 23rd at the end of the day.

Nine exhibitors were joined by the SMTS organization which provided an area called the “Space Between” where participants experienced hands-on learning activities. Platinum Exhibitors included the Ministry of Education, Government of Saskatchewan and Nelson Publishing.

The conference organizers would like to acknowledge the SUM Conference Advisory Committee and the SMTS Executive for their contributions to this year’s conference.

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.

Photo: Dr Paul Newton and Ms Roberta Campbell-Chudoba
This is a very exciting time for SELU. The University of Saskatchewan 2025: Strategic Framework has been unveiled and the College of Education is currently consulting with its stakeholders to finalize its plan in alignment with the 2025 Strategic Framework. The following 2025 aspirations are foundational to the work of SELU.

• Authentic Indigenization
• Productive Collaboration
• Meaningful Impact
• Distinguished Learners
• Global Recognition

All strategic initiatives will include collaborative approaches to discovery, teaching, and outreach while honouring the following three commitments:

Commitment #1: Courageous Curiosity
Commitment #2: Boundless Collaboration
Commitment #3: Inspired Communities

During 2017-2018 SELU continued to respond to the College of Education’s goals of Research, Response, and Reconciliation. In the area of Research SELU supported the preparation of scholarly research and publications. Our research services included ethics applications, literature reviews, survey tool development, school and program reviews, data compilation and analysis, and final reports with recommendations. SELU will be publishing a new issue of the online SELU Research Review Journal (SRRJ). The SRRJ provides an opportunity to promote practitioner-focused knowledge dissemination. In 2018-2019 SELU is committed to highlighting the research capabilities that exists in the College of Education and the services that SELU can provide to clients.

This past year SELU focused deeply on how best to Respond to the changes that the education and human services sectors were facing due to uncertain funding. This uncertainty encouraged the Department of Educational Administration to make some innovative changes to the 2018 National Congress on Rural Education in Canada program. One such innovation was offering five educational site visits which were very well received by delegates. A collaborative partnership was also forged through offering #SUM 2017 and the partnership modeled the theme of “Leading Together”. This professional learning opportunity provided professional learning sessions for K-12 math educators and all levels of educational leadership. The University of Saskatchewan and the College of Education’s commitment to productive collaborations provided SELU with opportunities to provide secretariat services in support of college initiatives. In 2018-2019 SELU is committed to engaging with the network of provincial and local educational and human service organizations to ensure that SELU is aware of client needs and responsive in providing services that will have a positive impact on leadership, student learning outcomes, and enhanced student-well-being.

The final goal of Reconciliation is ongoing work as SELU remains committed to responding to the Truth and Reconciliation’s Calls to Action for education. This past year SELU’s major professional learning opportunities including the 2017 Saskatchewan Principals’ Short Course, #Sum 2017: Leading Together, and the 2018 National Congress on Rural Education in Canada all provided sessions that facilitated action-oriented dialogue in support of the inclusion of culturally responsive pedagogy and the development of respectful relationships. Additional work with clients included the facilitation of a Métis Talking Circle, the development of a professional learning module for use on the Ministry of Education’s Reconciliation Blackboard site, as well as support for the Following Their Voices and Leading to Learn initiatives. As SELU’s strategic plan is developed there will continue to be a significant commitment to Indigenization and reconciliation.

John P. Kotter said, “Leadership is about setting direction. It’s about creating a vision, empowering and inspiring people to want to achieve the vision, and enabling them to do so with energy and speed through an effective strategy. In its most basic sense, leadership is about mobilizing a group of people to jump into a better future.” SELU is excited about the opportunity to work with campus leaders, members of the SELU Management and Advisory Boards, and our other community stakeholders in setting direction and effective strategy for the Unit. Please check the SELU website at selu.info@usask.ca for updates on the development of SELU’s strategic plan. As we align with the University of Saskatchewan and the College of Education’s strategic frameworks we will be able to build a plan that will enable SELU to “jump to a better future.”
College Initiatives and Partnerships

Doctor of Education: New Degree Proposal

In December 2016 a meeting was held with members of the Department of Educational Administration, College of Education, University of Saskatchewan to discuss developing a new Doctor of Education (EdD) degree. Since that time SELU has supported the College of Education in the development of a new degree proposal for the first professional doctorate at the University of Education. During 2018-2019 SELU will continue to support the development of this proposal through to final approval by University Council.

Master of Education: Health Professions Education Proposal

The Departments of Educational Administration and Curriculum Studies, College of Education, in collaboration with the Colleges of Medicine, Dentistry, Veterinary Medicine, Nursing, Kinesiology, Pharmacy and Nutrition and the School of Public Health are proposing the development and implementation of a new area of specialization within the existing Master of Education program. SELU is providing secretariat support for this initiative. During 2018-2019 SELU will continue to support the development of this proposal through to final approval by University Council.

“Through a collaborative and iterative approach, Saskatchewan Educational Leadership Unit (SELU) was able to successfully develop a customized Administrative Procedures Guide to support the implementation of the Following Their Voices initiative, identified as a priority in the Education Sector Strategic Plan.

Prior to the development of this document, there were no formal operating guidelines for the delivery of Following Their Voices. Following Their Voices contracted SELU in the spring of 2017, and worked with them to develop this reference guide for teachers, identifying key roles and responsibilities for the implementation of the initiative.

SELU brought their expertise to the development of this document, significantly reducing the amount of time it would have taken to develop in-house; ultimately producing a guide that brings additional guidance and structure to the delivery of Following Their Voices and reflects the vision and goals of the initiative.

This procedures manual improves learning opportunities for students by establishing a consistent set of practices that guide the implementation of the Following Their Voices initiative.”

– Tim Caleval
Government of Saskatchewan
Executive Director
Priority Action Team, Ministry of Education
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 in the improvement of practice in educational institutions.

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

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

2. MISSION

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

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

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

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

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

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

3. GUIDING ORGANIZATIONAL PRINCIPLES

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

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

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

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

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

Continued...
Constitution

4. GOVERNANCE, MANAGEMENT, AND ADVISORY STRUCTURE

4.1 Governance Structure:

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

4.2 The Management Board:

The membership 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.

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. 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.

6. PROPERTY

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

7. CONSTITUTIONAL CHANGE

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

Full names of agencies represented on the Advisory Board are:

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

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