



**of the Board of Trustees of the
Grande Prairie Public School Division on
Tuesday, September 12, 2023 6:00 pm**

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|--|---|----------|
| 1. O CANADA, TERRITORIAL LAND RECOGNITION and UNIVERSAL GUIDING PRINCIPLES | | |
| 2. PRESENTATION (7:00 p.m.) | | |
| 3. ADOPTION OF THE AGENDA | | Trustees |
| 4. MINUTES | <ul style="list-style-type: none"> Organizational Meeting Minutes of August 22, 2023 Regular Board Meeting Minutes of August 22, 2023 | Trustees |
| 5. BUSINESS ARISING FROM THE MINUTES | <p>Details regarding the following are included in the Superintendent's Report:</p> <ul style="list-style-type: none"> Superintendent's Welcome Back Address Provincial Board Meeting Information Update 2024 High School Graduation Dates Updated Board Workplan Public School Boards' Council (PSBC) - August 7 - 9, 2024 | Sandy |
| 6. BOARD CHAIR/ SUPERINTENDENT'S REPORT | <p>Board Chair Report</p> <ul style="list-style-type: none"> Superintendent's Address <p>Superintendent's Report</p> <p>Items for Information</p> <ul style="list-style-type: none"> College of Alberta School Superintendents (CASS) Learning Guide Minister's Youth Council City of Grande Prairie Transit Passes School Supply Backpacks for Students 2023 – 2024 Guide to Education Cognitive Coaching Training National Day for Truth and Reconciliation – September 30, 2023 Annual GPPSD Fun Run Board Executive and Committee Time Commitments <p>Items for Action</p> <ul style="list-style-type: none"> Board Social Planning and Roles Division Website Update | Joan |

AGENDA

September 12, 2023

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7. BOARD POLICY REVIEW		
8. ADVOCACY & ENGAGEMENT	<ul style="list-style-type: none">September 12, 2023 Meeting Update	Joan/Chris /Ray
9. CULTURE AND ENGAGEMENT		
10. BUSINESS SERVICES	Associate Superintendent Business Services' Report <ul style="list-style-type: none">Transportation UpdateOld Composite High School Demolition UpdateCrystal Park Value Scope Project UpdateBudget Report 2023/24 Approval Letter	Norm
11. ASBA /PSBAA	Alberta School Boards' Association <ul style="list-style-type: none">Zone 1 Awards and Luncheon Public School Boards' Council (PSBC) <ul style="list-style-type: none">Meeting 2024	Sandy Donna
12. ALBERTA EDUCATION		
13. COMMITTEE REPORTS	School Council Year End Reports 2022 – 2023 <ul style="list-style-type: none">Aspen GroveHillside	Trustees
14. CORRESPONDENCE	Letter from the Minister of Education, Re: Budget Approval 2023 08 31	Trustees
15. NEW IDEAS/NEW ISSUES		Trustees
16. ADJOURNMENT		Joan

SUPERINTENDENT'S REPORT

Board of Trustees Regular Board Meeting

Tuesday, September 12, 2023

Prepared by Sandy McDonald, Superintendent of Schools



**Grande Prairie
Public School
Division**

BUSINESS ARISING FROM PREVIOUS MEETINGS

SUPERINTENDENT'S WELCOME BACK ADDRESS

This year, in addition connecting staff to the essential elements of Board Policy 1, to the priorities in the 3-Year Education Plan, and to sharing highlights of our upcoming year, 5 volunteers from the Board's Student Advisory Committee spoke to the staff. The students' presentation included information about the work of the committee and a request for support when the committee will be recruiting new members later this fall. The Board's committee members were the highlight of the presentation, and the picture below illustrates the size of the crowd that they spoke so confidently to.



PROVINCIAL BOARD MEETING INFORMATION UPDATE

As requested at the August 22 Organizational meeting, Administration has initiated a process to collect information about the frequency, start times, and other relevant details of Board meetings for review later in the Board's term, prior to the next election.

2024 HIGH SCHOOL GRADUATION DATES

The dates of high school graduation ceremonies for all division schools have not yet been determined. Schools have been asked to provide their dates for the 2023-2024 school year as soon as possible after dates are confirmed following consultation with parents and students. The dates will be added to the Board's Workplan as soon as they are available.

UPDATED BOARD WORKPLAN

The Board's Workplan has been updated from the version presented in August, with the following changes:

- Two Human Resource Reports have been scheduled, in November and March, that will provide enhanced details compared to the staffing report that has traditionally been shared with Trustees in past years. These reports may include sensitive details that are not suitable for discussion in a public meeting, and will, initially at least, be presented *In Camera* for review.
- Two Risk Management Reports, providing an update on events and issues that may present financial or legal risk to the division, have been scheduled in November and

March. These reports will include sensitive information that is not suitable for discussion in a public meeting and will be presented *In Camera* for review.

Additionally, as requested, an alternative date for Assurance meetings could be Monday February 12 or Thursday February 22. If one of those dates is acceptable to the Board, it is proposed the February 7 Assurance meetings be rescheduled to either February 12 or 22, 2023, as decided by the Board.

PUBLIC SCHOOL BOARDS COUNCIL (PSBC) – AUGUST 7-9, 2024

Following the last meeting, Administration reached out to the Executive Director and CEO for more details regarding hosting the August 2024 PSBC meeting. The dates are currently scheduled for August 7-9, 2024. The end date can be adjusted if necessary, to accommodate a special event, tour or presentation attached to the meeting.

Generally, the host Board(s) are responsible for costs associated with the professional development day(s). In compensation for the costs covered by the host Board(s), free or discounted registration or dinners are incorporated during the planning. Boards who volunteer to host are generally not expected to cover large expenses without some consideration.

Discussion has occurred about the potential for three northern Boards to partner as co-hosts, and if it is the will of the Board(s) to host, the next step will be to strike and implement a planning committee of representatives from each of the Boards and PSBAA staff to begin preparations.

ITEMS FOR INFORMATION

COLLEGE OF ALBERTA SCHOOL SUPERINTENDENTS (CASS) LEARNING GUIDE

As part of their *Excellence In Professional Practice Online Learning Series*, CASS has prepared the attached Learning Guide which is shared for information. The Guide summarizes a virtual presentation made to provincial CASS members on May 16, 2023. The intent of a CASS Learning Guide is to apply research, deepen understanding and enhance professional practice within the Alberta context. With a focus on optimum learning for all students, a Learning Guide provides an opportunity to grow system leader knowledge, resulting in quality school leadership and quality teaching throughout Alberta. The attached guide is one of a series of 3 created following presentations on the topic of *Excellence in Professional Practice*.

MINISTER'S YOUTH COUNCIL

Last spring, Alberta Education received 183 applications from junior and senior high school students across Alberta who were interested in becoming members of the Minister's Youth Council. It is with pleasure we report that a grade 11 student from the Grande Prairie Composite High School, Miss Daisy Nellis, has been named to the council.

Daisy, who is one of our 2022-2023 Student Advisory Committee members will be one of 40 members who will bring their diverse range of life experiences, knowledge, and skills from across the province to the council. The function of the council is to help provide the provincial government with a wide variety of viewpoints and opinions and help us understand how students feel about what is happening in the education system.

CITY OF GRANDE PRAIRIE TRANSIT PASSES

Administration received passes for all students in grades 1-12 from the City, just prior to the first day of school. System staff are dividing them up for distribution to schools and to support communication of the program to parents. All youth in the city from grades 1 to 12 will receive a swipe card pass for use on City Transit. The cards will be distributed by grade and will expire following the students' grade 12 school year. Students and/or their parents will also receive an information post card from the City with a link that can be used to register their cards online with the City. Registering the cards is important to help support replacement of cards that may be lost over time.

SCHOOL SUPPLY BACKPACKS FOR STUDENTS

The division is appreciative of the United Way, who through the *Tools for Schools* program donated a large number of backpacks (shown at right) full of school supplies to division students. Additionally, Grande Prairie Member of the Legislative Assembly, Nolan Dyck, also generously donated additional backpacks for distribution to GPPSD students.



2023-2024 GUIDE TO EDUCATION

The Deputy Minister of Education announced release of the [Guide to Education: ECS to Grade 12](#) for the 2023-2024 school year on August 28. The Guide to Education is an important policy and planning document in the programming and delivery of Early Childhood Services to Grade 12 education in Alberta. The guide is used by school and system administration and identifies expectations for ECS-12 program delivery in different areas, such as instructional time for different grade levels and subject areas, diploma requirements, assessment practices.

In addition to other updates, this year's guide includes the following significant changes:

- New Kindergarten to Grade 6 curriculum subject area names and descriptions have been updated as part of the implementation of the new curriculum.
- The "Other Legislation" section includes links to information sharing training for those responsible for providing services under the *Children First Act*.
- References to "English as a Second Language" have been replaced with "English as an Additional Language" to align with changes to the [Funding Manual for School Authorities](#) and the new [Alberta K-12 English as an Additional Language \(EAL\) Proficiency Benchmarks \(Benchmarks 2.0\)](#).
- The introduction section on First Nations, Métis and Inuit Education has been updated to include information on the Education Services Agreement Standards (in effect since September 2022).
- Additional information has been included on student exchange programs to provide further clarity.
- Department contact information has been updated throughout the guide.

COGNITIVE COACHING TRAINING

On August 22 and 23, 32 school and system leaders engaged in the first two of 8 days of Cognitive Coach training scheduled for the school year. This voluntary training using a trademarked curriculum exists to provide leaders additional skills to support their colleagues as they work with them daily and engage in generative dialogue during collaborative inquiry and the professional learning process. This training for school division staff is partially supported by the Northwest Regional Learning Consortium.

The first 4 days, occurring in August and January, introduce the basic skills that will allow participants to apply their newfound skills at work. The last 5 days, occurring in January and July, 2024, will be focused on refining and applying their skills more deeply.

NATIONAL DAY FOR TRUTH AND RECONCILIATION – SEPTEMBER 30

As happened previously, with the National Day for Truth and Reconciliation a non-operational day, division-wide and school-wide activities are planned for September 29th:

- Unveiling of the student and school created word clouds developed during the month of September 2022. The clouds represent the beliefs of students from each school about what the phrase 'reconciliation' means at each school site. Images of each word cloud will be shared not only in schools but also across our social media as well.
- As their schedules permit classes will participate in virtual events organized by the National Centre for Truth and Reconciliation.
- Orange shirt day will be celebrated in schools across the division.

Additionally, schools will be working with their Indigenous Liaisons to create school- and class-specific learning opportunities for students throughout that week.

ANNUAL GPPSD FUN RUN

On Saturday, September 23, 2023, the annual Elementary Fun Run will be returning to Legion Field, where it was moved last year due to construction on the bridge over the reservoir. The weather last year impacted attendance significantly, however the venue supported the event extremely well, with ample parking and infield setup for school tents.

BOARD EXECUTIVE AND COMMITTEE TIME COMMITMENTS

The spreadsheet capturing all the Executive and Committee assignments for the Board developed at the Board's Organizational Meeting has been finalized, with the calculation of the time commitments for Trustees added. New to this final document is the addition of an estimation of the relative value of the time commitment for the role of Chair and Vice-Chair, based on the time commitment for the other committees. Those values have not, however, been factored into the totals shown at the bottom of the spreadsheet.

The document has been created to meet the two purposes identified by the Board in a prior year: (1) to build understanding among the public of the breadth of the commitment required of trustees and to illustrate the engagement the Board does with stakeholder groups, and (2) to build the understanding of first-time candidates running for the position of trustee regarding the extent of the commitment.

ITEMS FOR ACTION

BOARD SOCIAL PLANNING AND ROLES

Planning is well underway for the Board Social, taking place October 14, 2023, at Evergreen Park. Trustees are asked to volunteer for the following roles at the 2023 event. Volunteers from the 2022 event are included for reference.

2022 Trustee Ceremony Participation	2023 Trustee Ceremony Participation
Emcee: Superintendent McDonald	Emcee: Superintendent McDonald
Photos: <ul style="list-style-type: none"> • Retirees – Joan Nellis • 10 Year Long Service – Donna Koch • 15 Year Long Service – Donna Koch • 20 Year Long Service – Chris Johnston • 25 Year Long Service – Chris Johnston • 30 Year Long Service – Andre Ouellette • 45 Year Long Service – Andre Ouellette • Exemplary Staff – Joan Nellis 	Photos: <ul style="list-style-type: none"> • Retirees – • 10 Year Long Service - • 15 Year Long Service - • 20 Year Long Service - • 25 Year Long Service - • 30 Year Long Service - • 35 Year Long Service - • 45 Year Long Service - • Exemplary Staff –

DIVISION WEBSITE UPDATE

During the 2022-2023 school year the Board was provided information that, under the leadership of the previous Director of IT, the division was creating a website development committee consisting of school principals, system leadership, and system communication and support staff to build a plan to review and develop new division and school websites. The work began to establish terms of reference for the project and to seek bids from different providers, but the transition of leadership in the department slowed the process down last year. Following the start of Sudhesh Pillay as the Director of IT, the website project was restarted at the end of the school year. Key updates related to the project include:

- The division received bids from 3 different website providers with significant experience in school division website communication. After a thorough review of all 3 providers, the decision was made by the committee to go with Rally Online to provide a custom division website and a standard template for schools to use.
 - Rally Online has specialized in K-12 websites since 2005, providing a purpose-built solution for managing and hosting division, school, and internal websites. They are now the website provider for thirty-two Alberta school divisions and over 700 schools.
 - Examples of websites developed by Rally Online Include:
 - <https://www.wolfcreek.ab.ca/>
 - <https://www.gsacrd.ab.ca/>
- The kickoff meeting to begin the custom development of the division site was held on August 25, 2023, and the agenda, in part, established key deliverables for the project and required functionality for the division site based on the needs identified by committee members. How schools communicate with staff, students and parents has changed substantially since the last update to the Division site and Rally is extremely well-prepared to support integration with social media, multimedia, etc.

- January 16, 2024, has been established as the date the new external and school websites will become public and the committee and other support staff will be working on the project with that timeline.

Additional updates regarding the process of redevelopment will be shared as the project continues. While not directly related to the website upgrade project, initial discussions are occurring about the potential value of a rebrand of the division logo to enhancing future division communications. Trustees are asked to consider the potential of a logo rebrand, in advance of future discussions on the topic.

**Grande Prairie Public School Division
DRAFT 2023 – 2024 Board Work Plan**



	PUBLIC MEETING DATES	MONTHLY GOVERNANCE ACTIONS	PROFESSIONAL LEARNING
AUGUST	<ul style="list-style-type: none"> 2023 08 22 Organizational Meeting Regular Meeting 	<ul style="list-style-type: none"> Board Self-Evaluation 2023 08 22 Board Evaluation of Superintendent 2023 08 22 <i>Summary reports for each due September 30 for review October 10 in Camera</i> 	2023 08 09 – 11 <ul style="list-style-type: none"> PSBC
SEPTEMBER	<ul style="list-style-type: none"> 2023 09 12 	<ul style="list-style-type: none"> Advocacy & Engagement Committee (11:00 am) 2023 09 12 	2023 09 20 <ul style="list-style-type: none"> ASBA Zone 1 Awards Luncheon
	<ul style="list-style-type: none"> 2023 09 26 	<ul style="list-style-type: none"> Board Policy Committee (11:00 am) 2023 09 26 	2023 09 27 <ul style="list-style-type: none"> ASBA – Matt Solberg, Virtual 2023 09 29 <ul style="list-style-type: none"> PSBAA Franklin Covey, Virtual
OCTOBER	<ul style="list-style-type: none"> 2023 10 10 	<ul style="list-style-type: none"> Advocacy & Engagement Committee (11:00 am) 2023 10 10 Audit Committee (4:30 pm) 2023 10 10 Review Annual Student Enrollment Summary 2023 10 10 Review Annual Exit Survey Report <i>In Camera</i> 2023 10 10 PD Committee Meeting 2023 10 11 Board Social 2023 10 14 TTLIC Meeting (3:45 pm) 2023 10 17 	2023 10 20 <ul style="list-style-type: none"> St. Patrick Catholic Re-Opening
	<ul style="list-style-type: none"> 2023 10 24 	<ul style="list-style-type: none"> Board Policy Committee (11:00 am) 2023 10 24 Non-Instructional Support Staff Committee (4:15 pm) 2023 10 25 	2023 10 19 – 20 <ul style="list-style-type: none"> PSBAA FGM

NOVEMBER	<ul style="list-style-type: none"> 2023 11 14 	<ul style="list-style-type: none"> Advocacy & Engagement Committee (11:00 am) 2023 11 14 Review Annual Student Attendance Survey 2023 11 14 Bi-Annual Division Risk Management Update <i>In Camera</i> 2023 11 14 Bi-Annual Human Resources Update <i>In Camera</i> 2023 11 14 	2023 11 08 <ul style="list-style-type: none"> ASBA Zone 1
	<ul style="list-style-type: none"> 2023 11 28 	<ul style="list-style-type: none"> Board Policy Committee (11:00 am) 2023 11 28 Audit Committee (4:30 pm) 2023 11 28 Approve Annual Education Results Report 2023 11 28 Approve Audited Financial Statements 2023 11 28 Fall Budget Update 2023 11 28 Board Assurance Retreat 2023 11 30 <ul style="list-style-type: none"> Review draft Annual Education Results Report Presentation of Educational Director Work Plans Council of School Councils (7:00 pm) 2023 11 30 	2023 11 17 <ul style="list-style-type: none"> PSBC 2023 11 19 – 21 <ul style="list-style-type: none"> ASBA FGM
DECEMBER	<ul style="list-style-type: none"> 2023 12 12 Committee of the Whole 	<ul style="list-style-type: none"> TTLIC Meeting (3:45 pm) 2023 12 05 Advocacy & Engagement Committee (11:00 am) 2023 12 12 Review Annual Class Size Report 2023 12 12 Review draft 2024-25 School Year Calendar 2023 12 12 	
JANUARY	<ul style="list-style-type: none"> 2024 01 09 Committee of the Whole 	<ul style="list-style-type: none"> Advocacy & Engagement Committee (11:00 am) 2023 01 09 Review Annual Student Profile and Specialized Learning Services Report 2024 01 09 Review Annual Student Transportation Update 2024 01 09 Council of School Councils – Workshop – 2024 01 18 	2024 01 10 <ul style="list-style-type: none"> ASBA Zone 1
	<ul style="list-style-type: none"> 2024 01 23 	<ul style="list-style-type: none"> Board Policy Committee (11:00 am) 2024 01 23 Approve 2024 – 2025 School Year Calendar 2024 01 23 Review Annual Information Technology Report 2024 01 23 Review Annual Student Intervention Programming Report 2024 01 23 Review 1st Quarter Budget Update 2024 01 23 School Assurance <ul style="list-style-type: none"> 2024 01 25 2024 01 30 2023 02 07 Alternate Date 2023 02 12 or 2023 02 22 PD Committee Meeting 2024 01 31 	

FEBRUARY	<ul style="list-style-type: none"> 2024 02 13 	<ul style="list-style-type: none"> Advocacy & Engagement Committee (11:00 am) 2024 02 13 Review GPPSD Optimum Learning Framework 2024 02 13 Review Annual Programs of Choice Report 2024 02 13 TTLIC Meeting (3:45 pm) 2024 02 20 Non-Instructional Support Staff Committee (4:15 pm) 2024 02 21 	2024 02 08 - 09 <ul style="list-style-type: none"> PSBC
	<ul style="list-style-type: none"> 2024 02 27 Committee of the Whole 	<ul style="list-style-type: none"> Board Policy Committee (11:00 am) 2024 02 27 Develop Budget Process and Budget Development Principles 2024 02 27 Review Annual Division Occupational Health and Safety Report 2024 02 27 Review Annual Division Operations & Maintenance Report 2024 02 27 Review Annual Division Wellness Report 2024 02 27 Council of School Councils Meeting 2024 02 29 	
MARCH	<ul style="list-style-type: none"> 2024 03 12 Committee of the Whole 	<ul style="list-style-type: none"> Board Professional Learning Retreat 2024 03 07 <ul style="list-style-type: none"> Possible Strategic Plan Development Facilitator Board Advocacy & Engagement Committee (11:00 am) 2024 03 12 Review draft 3-Year Capital Plan 2024 03 12 Review Annual Indigenous Programming Report 2024 03 12 	2024 03 06 <ul style="list-style-type: none"> ASBA Zone 1
	<ul style="list-style-type: none"> 2024 03 26 	<ul style="list-style-type: none"> Board Policy Committee (11:00 am) 2024 03 26 Approve Annual Division 3-Year Capital Plan 2024 03 26 Bi-Annual Division Risk Management Update <i>In Camera</i> 2024 03 26 Bi-Annual Human Resources Update <i>In Camera</i> 2024 03 26 	
APRIL	<ul style="list-style-type: none"> 2024 04 23 	<ul style="list-style-type: none"> Advocacy & Engagement Committee (11:00 am) 2024 04 23 Review 2nd Quarter Budget Update 2024 04 23 Review Annual Leadership Staff Demographics Succession Planning Report <i>In Camera</i> 2024 04 23 Review Annual Division Compensation Report <i>In Camera</i> 2024 04 23 	2024 04 06 – 08 <ul style="list-style-type: none"> NSBA New Orleans, LA 2024 04 11 – 12 <ul style="list-style-type: none"> PSBC

MAY	<ul style="list-style-type: none"> • 2024 05 14 • Committee of the Whole 	<ul style="list-style-type: none"> • Board Spring Governance Retreat 2024 05 01 <ul style="list-style-type: none"> ○ Review Draft 3 Year Educational Plan ○ Review Draft Division Assurance Summary ○ Review 2024-2025 Division Budget Development • Council of School Councils Meeting 2024 05 02 • TTLC Meeting (3:45 pm) 2024 05 07 • Advocacy & Engagement Committee (11:00 am) 2024 05 14 • Review draft Division 2024-25 Budget 2024 05 14 • Non-Instructional Support Staff Committee (4:15 pm) 2024 05 22 	<p>2024 05 08</p> <ul style="list-style-type: none"> • ASBA Zone 1 <p>2024 05 30-06 01</p> <ul style="list-style-type: none"> • PSBAA SGM
	<ul style="list-style-type: none"> • 2024 05 28 	<ul style="list-style-type: none"> • Board Policy Committee (11:00 am) 2024 05 28 • Approve Division 3-Year Education Plan 2024 05 28 • Approve Division 2024-25 Budget 2024 05 28 • Approve Locally Developed Courses 2024 05 28 • High School Graduation Celebrations 2024 05 	
JUNE	<ul style="list-style-type: none"> • 2024 06 11 	<ul style="list-style-type: none"> • Advocacy & Engagement Committee (11:00 am) 2024 06 11 • Review 3rd Quarter Budget Update 2024 06 11 • Review Annual Summer Operations and Maintenance Report 2024 06 11 	<p>2024 06 02 – 04</p> <ul style="list-style-type: none"> • ASBA SGM
JULY			<p>2024 07 02 - 05</p> <ul style="list-style-type: none"> • CSBA Congress Toronto, ON
AUGUST			<p>2024 08 07 – 09</p> <ul style="list-style-type: none"> • PSBC Meeting

EXCELLENCE IN PROFESSIONAL PRACTICE ONLINE LEARNING SERIES

Session 3: Grande Prairie Public School Division
May 16, 2023

The intent of a CASS Learning Guide is to apply research, deepen understanding and enhance professional practice within the Alberta context. With a focus on optimum learning for all students, a Learning Guide provides an opportunity to grow system leader knowledge, resulting in quality school leadership and quality teaching throughout Alberta.

Summary

In 2019, Alberta Education initiated a comprehensive four-year research study employing a combination of methods to assess, deepen, and expand the implementation process of three professional practice standards: the Teaching Quality Standard (TQS), the Leadership Quality Standard (LQS), and the Superintendent Leadership Quality Standard (SLQS).

A research team comprising representatives from four universities annually shares the study's findings with Alberta Education, participants, and stakeholders. Through the use of qualitative case study data, gleaned from interviews with teachers, school leaders, and superintendents across ten school authorities, these case studies offer invaluable insights into how educators effectively embrace and extend professional practice standards.



CASS is pleased to showcase Grande Prairie Public School Division (GPPSD) as the focus of our third case study. During the Excellence in Professional Practice Online Learning Series webinar, Superintendent Sandy McDonald of Grande Prairie Public Schools shared valuable insights from the division's participation in the research study and their implementation of the SLQS, LQS, and TQS. His presentation illustrated how deliberate planning for the implementation of these standards has contributed significantly to the continuous improvement of teacher and leader practice and student growth and achievement in Grande Prairie Public Schools.

Beginning in the 2015-2016 school year, Sandy, a new superintendent, and his team recognized the importance of prioritizing student growth and achievement in their district. Their goal was to foster a greater emphasis on instruction and instructional leadership throughout the entire education system. The GPPSD district had undergone significant growth, resulting in a high proportion of relatively young system leaders.

In early 2016, Sandy attended a CASS presentation on the work of Dr. David Townsend, Pam Adams, and Carmen Momborquette, which aligned perfectly with their objectives. GPPSD partnered with the University of Lethbridge to submit a proposal to the Alberta Research Network (ARN) for grant funding to enhance their leaders' capacity and confidence in implementing new standards. The application was successful, and the University of Lethbridge facilitated a partnership between Lethbridge Public, Foothills, and GPPS to prepare school administrators for the Leadership Quality Standard (LQS).

Over the course of two years, Sandy and his team, along with Pam, Carmen, and Sharon Allen from the University of Lethbridge, worked to design a practice for professional growth planning through collaborative inquiry and generative dialogue. Their focus was to implement all the practice standards and drive system-wide improvement. The entire system leadership team conducted regular school visits to meet with school teams, to discuss professional learning plans and progress. Sandy cites, "We wanted people to engage with our team and be confident in the research base and the approach to professional learning that we were developing." Further, he notes that "LQS Competency 6, Instructional Leadership, has received

Acknowledgements

This guide was developed by CASS, drawing on content presented by system leaders during an online webinar held on May 16, 2023. Professional thanks to Alexander (Sandy) McDonald, Superintendent of Schools, Grande Prairie Public School Division.

This guide is provided in support of improved system leadership capacity and under the following Creative Commons license.

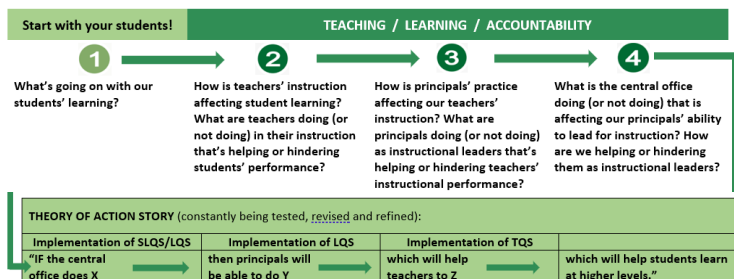


special attention, with significant efforts put into intentional communication and modeling practices aligned with this competency.

The collaborative inquiry model employed by the school division allows for the assessment of standards implementation, provision of support, and facilitation of in-depth discussions about teaching, student learning, and instructional leadership. Grande Prairie Public Schools' simple goal is to foster regular ongoing dialogue about practice within the leadership team, promoting a shared understanding of the standards. School leadership teams accomplish this by identifying specific indicators to focus their growth planning on, as well as using templates to guide processes, not outcomes. Assessment plays a crucial role in evaluating the implementation of standards and leaders work together to examine competencies and establish evidence requirements. This data-driven approach facilitates comprehensive assessment and fosters a culture of continuous improvement.

Superintendent McDonald discusses designing their evidence-based Theory of Action, which evolved from the research of Helen Timperley, and from resources developed by the University of Washington Center for Educational Leadership.

The following is the physical representation of how Grande Prairie is applying that theory of action.

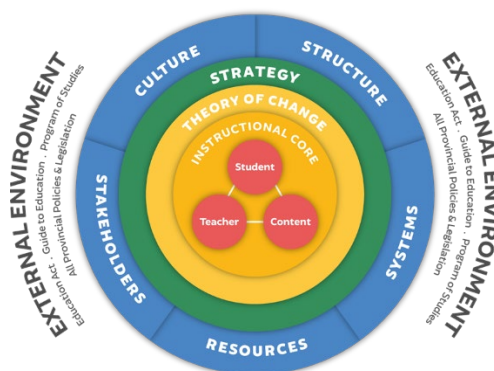


At the heart of the theory of action lies the recognition that student needs serve as the foundational starting point. This trajectory commences with the actions initiated by the central office, including the superintendent and system leaders. To effectively address the diverse needs of students, it becomes imperative to identify and align the specific needs of teachers (TQS). Consequently, system leaders must implement strategies and initiatives that facilitate the effective fulfillment of leadership roles, establishing vital support structures (SLQS/LQS).

Superintendent MacDonald defines Grande Prairie's Visionary Leadership (SLQS Competency 3) as a leadership style rooted in the Coherence Framework. This approach draws from research conducted by the Public Education Leadership Project at Harvard University and Dr. Richard Elmore's work. The model places the work of teachers and students in mastering curricular outcomes at the core of the system and emphasizes coherence by aligning curriculum, instruction, assessment, professional development, and community engagement. It promotes collaborative decision-making among stakeholders to cultivate a sense of shared responsibility. The focus is on continuous improvement through ongoing learning and professional development,

encouraging innovation and adaptability.

McDonald points out, "Unbeknownst to us at that time, this was a godsend through COVID because outside the core



circles is the external environment. Everything that happens in the external environment happens to us, and we have no direct control over that. However, when we're at work, we all control the decisions we make at the core, and we have a direct impact on the growth and achievement of students. External factors may affect us, but we can only influence them, not control them. Therefore, it is wise to allocate our focus to the internal aspects of the framework."

Superintendent Sandy McDonald and the team have adopted a systematic approach to achieving optimal learning for all students. Leaders have emphasized the evolution of practices and intentional communication for positive change within the division. Involvement in the Optimum Learning Study provided Grande Prairie with evidence-based insights and feedback that they utilized to foster: a shared instructional vision, prioritizing a TQS Competency 3 and LQS Competency 6 focus for professional learning and integrating into the three-year education plan (3YEP). Their commitment to building professional networks within schools and fostering collaborative inquiry opportunities is empowering staff and enhancing their individual and collective capacity.

Grande Prairie Public Schools, under the leadership of Superintendent Sandy McDonald, have achieved success in implementing professional practice standards and maximizing district-wide learning. Their next steps are to complete an Optimum Learning Framework Guide for the division which will serve as an anchor document for educators and administrators to support common

understanding. By aligning their practices with Alberta's standards, Grande Prairie Public Schools have created an environment conducive to optimal learning outcomes, leading to consistent improvements in all measures at the division level.

Team Member: Alexander (Sandy) McDonald
Superintendent of Schools | sandy.mcdonald@gppsd.ab.ca

System Leader Reflection and Dialogue: Research to Practice

Questions for reflection and dialogue within your context:

1. What are the specific needs and aspirations of your students, and how can your team ensure the actions and decisions are centered around meeting those needs?
2. What are the current strengths and weaknesses in your system, and how can you leverage these strengths and address the weaknesses to improve student outcomes?
3. How can you apply the Theory of Action model to your context to:
 - Improve professional practices?
 - Achieve optimal learning?
 - Foster strong partnerships and collaboration to improve professional practice standards?

Additional Supports for System Leadership Capacity

- [Watch the full recording here](#)
- [Presentation Slides](#)
- [Public Education Leadership Project – Coherence Framework](#)
- [Alberta's Professional Practice Standards](#) (TQS, LQS, SLQS)
- Timperley, H., Kaser, L., & Halbert, J. (2014). A Framework for Transforming Learning in Schools: Innovation and the Spiral of Inquiry (Issue 234 of Seminar series). Centre for Strategic Education.
- Timperley, H. (2011). Using Student Assessment for Professional Learning: Focusing on Students' Outcomes to Identify Teachers' Needs (No. 21) [Paper]. Education Policy and Research Division, Office for Policy, Research and Innovation, Department of Education and Early Childhood Development.
- [Theory of Action Resource](#)
- [Optimum Learning for All Students Implementing Alberta's 2018 Professional Practice Standards A Longitudinal, Mixed Methods Research Study: 2020-2021 Provincial Year 3 Survey Research Report](#)



06.3 Trustee Committee Assignments

2023-2024 GPPSD Board Chair, Vice Chair and Committee Assignments

BOARD EXECUTIVE POSITIONS	MONTHLY TIME COMMITMENT	TRUSTEE	Total Role Value
Board Chair	15 hours avg	Joan Nellis	30
Board Vice Chair	2-4 hours avg	Andre Ouellette	10

STANDING and AD HOC COMMITTEES	NUMBER OF MEETINGS PER YEAR	RELATIVE MEETING WEIGHT	MEETING VALUE	NUMBER OF TRUSTEES	TRUSTEE 1	TRUSTEE 2	TRUSTEE 3
Negotiations Committee	4	2	8	2	Joan Nellis	Donna Koch	
Audit Committee	2	0.5	1	3	Joan Nellis	Andre Ouellette	Chris Johnston
Teacher/Trustee Liaison Committee	4	0.5	2	2	Rob Martin	Donna Koch	
Non-Instructional Support Staff	4	0.5	2	2	Donna Koch	Chris Johnston	
Professional Development Committee	2	0.5	1	1	Andre Ouellette		
Board Policy Review Committee	4	0.5	2	3 (Vice Chair to Chair Committee)	Board Vice Chair	Ray Buziak	Rob Martin
Advocacy and Engagement Committee	10-ish	0.5	10	3	Joan Nellis	Chris Johnston	Ray Buziak
Student Advisory Committee	4-ish	2	8	3	Joan Nellis	Donna Koch	Rob Martin
Continuous Improvement Index (ad hoc)	1	0.5	0.5	2	Rob Martin	Chris Johnston	
Grande Prairie Christian School (ad hoc)	1	0.5	0.5	2 (Chair/Vice Chair)	Board Chair	Board Vice Chair	
Board Evaluation Committee (ad hoc)	3	0.5	3	3	Joan Nellis	Donna Koch	Chris Johnston
Value Scoping and Capital Planning (ad hoc)	4	1	4	2	Rob Martin	Chris Johnston	
Facilities Naming (ad hoc)	2	0.5	1	2	Andre Ouellette	Donna Koch	
Alberta School Boards' Association Zone 1 Representative (Chair & 1 Trustee)	10	2	20	2	Board Chair	Ray Buziak	
Public School Boards' Association of Alberta Representative	10	2	20	1 (and alternate)	Donna Koch	Rob Martin	
Community Knowledge Campus Steering Committee (CKC)	1	0.5	0.5	2			
Standing Committee on Recreational & Educational Services (SCORES)	1	0.5	0.5	1 (Chair)	Board Chair		
GPPSD Education Foundation Committee	10	0.5	5	1	Rob Martin		
Teacher's Employer Bargaining Association (TEBA)	4	2	8	1 (and alternate)	Joan Nellis		
Alexander Forbes School	9	0.5	4.5	1	Joan Nellis		
Aspen Grove School	9	0.5	4.5	1	Rob Martin		
Avondale School	9	0.5	4.5	1	Ray Buziak		
Charles Spencer	9	0.5	4.5	1	Donna Koch		
Composite High School	9	0.5	4.5	1	Rob Martin		
Crystal Park School	9	0.5	4.5	1	Ray Buziak		
Derek Taylor Public School	9	0.5	4.5	1	Rob Martin		
École Montrose	9	0.5	4.5	1	Donna Koch		
Grande Prairie Christian School	9	0.5	4.5	1	Chris Johnston		
Hillside Community School	9	0.5	4.5	1	Andre Ouellette		
Isabel Campbell Public School	9	0.5	4.5	1	Joan Nellis		
I.V. Macklin School	9	0.5	4.5	1	Chris Johnston		
Maude Clifford Public School	9	0.5	4.5	1	Andre Ouellette		
Parkside Montessori	9	0.5	4.5	1	Chris Johnston		
Riverstone Public School	9	0.5	4.5	1	Ray Buziak		
Roy Bickell Public School	9	0.5	4.5	1	Andre Ouellette		
Swanavon School	9	0.5	4.5	1	Donna Koch		

*note: the Board Chair is an ex Officio member for all committees
Meeting Weightings: 0.5 = 1 to 3 hour meeting, 1.0 = half-day meeting, 2.0 = full day meeting

2023 - 2024 Summary	Joan Nellis	68
	Andre Ouellette	19
	Rob Martin	35
	Ray Buziak	45.5
	Chris Johnston	34
	Donna Koch	57.5