

LEADERSHIP UPDATE

Volume 15

A publication for Alberta's school administrators

Number 4

Want to move assessment practice forward in your school? Keep the door open!

Sherry Bennett
Executive Director,
Alberta Assessment Consortium

This advice isn't just about physically keeping the door open. It's about how to keep conversations about assessment moving forward in your school.

As with any of the leadership competencies, the approach that a leader takes toward their responsibilities can have a direct impact on how their leadership vision is received by staff members and subsequently implemented within the school.

The topic of assessment is often controversial. When school leaders are able to acknowledge and understand diverse viewpoints, they are figuratively keeping the door open for further conversation.

Before wading into deep conversations about assessment practices, school leaders will want to feel secure in their understanding of sound assessment practices. To support school leaders, the Alberta Assessment Consortium (AAC) has developed a series of 32 videos of classroom practice in action in Alberta schools. You can find them at <https://aac.ab.ca/grants/assessment-capacity/>. These videos represent Alberta students and teachers within

a variety of grade and subject areas, engaged in conversations about classroom assessment.

The AAC has recently developed a companion resource to support school leaders to use these videos in leading important conversations about assessment with their staff (<https://aac.ab.ca/grants/tqs-lqs/>). This resource contains helpful background information on the assessment principles showcased in the videos, along with possible solutions for potential roadblocks.

Time spent enhancing school-based assessment practices will accomplish many of the indicators within both the new Leadership Quality Standard (https://education.alberta.ca/media/3739621/standardsdoc-lqs-_fa-web-2018-01-17.pdf) and the Teaching Quality Standard (https://education.alberta.ca/media/3739620/standardsdoc-tqs-_fa-web-2018-01-17.pdf). More important, an intentional focus on classroom assessment practices will have a positive and observable impact on student learning.

Keeping the door open for teachers helps keep the door open for students. Find time for conversations about assessment. The benefits may surprise you!



Spring is in sight!

This edition of the Leadership Update contains valuable information to support you in the work that you do and to inform you of some ways you can access high-quality professional learning activities for school leaders in Alberta throughout the year. We hope that everyone had a great Christmas break and we offer best wishes for the second half of the academic year.



**“Too often,
there is a
disjuncture
between
attending a
leadership
course and
changing
leadership
practice.”**

**Alma Harris
and
Michelle
Jones**



Council for
School Leadership

Education Exchange Program: Take your vocation to another location!

Short-term administrator exchanges are available as two-week job shadow experiences for Alberta school leaders. Participants are billeted by their exchange counterpart and work shadow in their exchange partner's school for one to two weeks. They then host their counterpart for one to two weeks in the Alberta education system. Administrators arrange

cultural visits to correspond with the interests of both parties. Opportunities exist in Australia, Germany, Spain, Iceland and South Korea (for inclusive education teachers only). You exchange during the summer months and you typically host your counterpart in September or October. Participants require an Alberta Permanent

Professional Teaching Certificate and the approval of their district. For a successful, engaging experience, participants should be flexible, adaptable, positive, open to other cultures and comfortable with ambiguity. They should also have demonstrated leadership qualities. Interested? Find out more at www.teachers.ab.ca.

Destination	Time frame for Alberta school administrator/teacher to job shadow overseas	Time frame for Alberta school administrator/teacher to host counterpart
Australia	Two weeks in July or August	Two weeks in May, September or October
Hessen, Germany	Ten days in July or August	Ten days in October
Asturias, Catalonia or Castilla y Leon, Spain	Ten-day period to be determined based on holiday schedules	Ten days in March, April or May
Other Canadian provinces	Ten-day period to be determined based on holiday schedules	Ten-day period to be determined based on holiday schedules
Iceland *for school administrators only	Ten-day period during spring break	Ten-day period in September or October
South Korea *for inclusive education teachers only	Two-week period during spring break	Two-week period in February

Please note that exact dates are to be determined with the exchange liaison. Some dates may be flexible. Exchanges typically occur over breaks and holidays that stagger with the host country's school schedule. Inquiries can be directly made to exchanges@ata.ab.ca for applications and detailed information.

uLead Conference—May 12–14, 2019

A unique opportunity awaits. Join educational leaders from around the world in the beautiful world heritage location of Banff, Alberta, at Canada's premier conference for school-based leaders, district-level leaders and provincial and state education leaders.

Please join us in May 2019, at the Banff Springs Hotel, for a rare and historic dialogue with the world's leaders in education, in a setting that has been called the jewel of the Rockies. As always, the conference will feature a wide array of engaging, world-class keynote speakers. We expect over 1000 principals, assistant principals, district leaders, national ministers of education, and education ministry representatives from around the world to attend. Planning for uLead 2019 is well underway and the call for proposals is resulting in a breadth and diversity of school leaders from around the world planning to share their stories at uLead. This conference will be memorable and ground breaking. Spouses and family members are also welcome and will have myriad opportunities to explore Banff, one of the most pristine wilderness areas in the world. Find out more at www.ulead.ca.

What does it mean to be a school leader within the teaching profession? The theme for uLead 2019 is Reimagining School Leadership, and it will prompt attending delegates to think about the role of the school leader in leading teacher learning. Particular emphasis will be given to examining the role of the school leader in helping improve teacher capacity, both individually and collectively, as the core capability of a leader of learning, whether as a school principal, a teacher leader or a central office

leader. The resulting conversation will range from how leaders support teachers in continually enhancing their teaching practices to how those leaders develop an understanding of how to design and lead professional learning approaches to have a positive effect on student outcomes and ensure a vibrant public education system for the future.

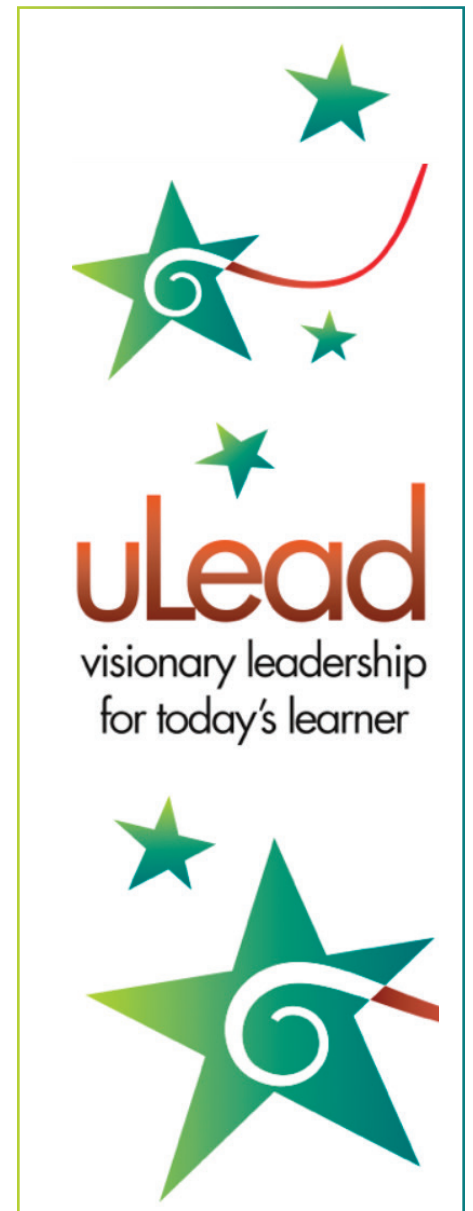
There will be preconference full-day workshops on May 12th and postconference full-day workshops on May 15th. You are invited to share your story at uLead 2019, The Summit of Educational Leadership.

Confirmed keynote presentations will be made by Lucy Crehan, author of *Cleverlands—The Secrets Behind the Success of the World's Education Superpowers*; Andy Hargreaves, author of many great books including *Collaborative Professionalism: When Teaching Together Means Learning for All*; Simon Breakspear, Damien Cooper and multiple ministers of education from around the world. More keynote presenters are being booked, and both keynote and concurrent session presenters are being added weekly. Find out more at uLead.ca.

On the Saturday prior to the conference, Simon Breakspear will offer a full-day masterclass on agile leadership for school leaders and system leaders. Participants in the masterclass do not need to register for the full uLead conference and could come out just for the Saturday workshop on May 10. More details on the masterclass are available at uLead.ca.

Registration is open now with super-early-bird discounts for those for those registering prior to the end of February 2019. Your registration fee is always

lowest if you are a member of the Council for School Leadership of the Alberta Teachers' Association. Join the hundreds of school leaders from across Canada and around the world who have already registered for uLead in Banff this May.



School Leadership in the Teaching Profession: 2019 Environmental Scan and Provincial Research Needs Assessment

The Association has commissioned an environmental scan and provincial research needs assessment with Bonnie Stelmach of the University of Alberta to better understand how the work of school leaders has been changing, the forces influencing their work and what kind of supports they need to successfully navigate those changes and feel supported by (and have an affinity for) their Association. The overarching purpose of this activity is specifically to support Alberta school leadership research needs to foster new knowledge and, in doing so, highlight their voices and advocate for the increasingly complex work of Alberta's school leaders and member teachers with jurisdiction-level assignments.

Past Association research studies suggest that many factors are influencing the work of Alberta's school leaders and member teachers with jurisdiction-level assignments. These include an increased focus on change leadership, building and maintaining external relationships, changes in approaches to (instructional)

leadership, feeling "trapped in the middle," moral distress and a decrease in family or personal time due to work intensification and role complexity. The research findings will be used to engage these teachers (principal teachers and first among equals) in related conversations and events concerning opportunities to enhance Association participation and support.

School leadership in the teaching profession, as experienced in Alberta, is not to be taken for granted, as past (and potentially future) governments have threatened to turn principals from collaborative school leaders (principal teachers) into a narrowed management/labour paradigm. This Association research activity will highlight the voice of school leadership in the teaching profession and will be used to further engage their support and participation in the Alberta Teachers' Association.

An online research survey will be distributed to school leaders, along with information on regional focus group activities to engage school leaders in this study.

Foundations of Learning Sprints Workshops

You may wish to book a Foundations of Learning Sprints workshop for your school or district as part of the ATA Agile Leadership Network professional learning series. This collaborative professional learning approach offers an opportunity to build teacher and team efficacy for teacher learning and continuous practice improvement.

This dynamic one-day workshop will provide district-level leaders, school leaders and school leadership teams with a thorough understanding of the learning sprints approach that will allow you to get started with learning sprints in your school community.

This program is designed to

- provide teams with an overview of the learning sprints approach to enhancing teacher team learning and embedding practice improvement,
 - provide leaders with practical strategies and a clear checklist of steps to successful implementation of learning sprints within their unique educational context,
 - help teams to better target learners and outcomes based on data,
 - analyse the reasons why students aren't making progress,
 - design evidence-informed approaches to support student engagement and progress, and
 - assess the impact of their practice improvements.
- To book a Foundations of Learning Sprints workshop for your school or your school district or area, please contact Jeff Johnson at jeff.johnson@ata.ab.ca.

To find archived issues of *Leadership Update*, go to www.teachers.ab.ca and click on Other Publications (under Publications), then go to School Administrators.

Feedback is welcome. Please contact Jeff Johnson, executive staff officer, Professional Development, at jeff.johnson@ata.ab.ca.

Distinguished Leadership Awards, May 2019

The Council for School Leadership is pleased to invite nominations from throughout Alberta for the CSL Alberta Distinguished Leadership Awards, with recipients being honoured in May 2019. Please consider nominating a deserving school leader for this honour.

The CSL Distinguished Leadership Awards create a learning community of outstanding principals throughout Alberta who can share professionally, interact collegially and act as mentors to new colleagues to provide avenues for research and the sharing of best practices. The corps of distinguished Alberta school leaders are people who are looking to challenge the status quo, improve learning in their contexts and be equipped for higher levels of leadership. These individuals will become role models in the Council for School Leadership, a vibrant network of educational leaders with the confidence and capabilities to lead innovative change for 21st-century learning.

The deadline for nominations is midnight, March 31, 2019. All nominees must be active members of the Council for School Leadership to be eligible to receive the award. Nominees can join the CSL at any time by going to bit.ly/joincsl. Complete your nomination online at tinyurl.com/CSL-Leadership following the guidelines below:

Compose a short description of your nominee's leadership in each of Alberta's Principal Quality Practice Competencies.

Provide proof that your nominee has consented to being nominated (required), and his or her school name, school telephone number and email address.

Provide supporting evidence of your nominee's leadership in each of Alberta's Principal Quality Practice Competencies:

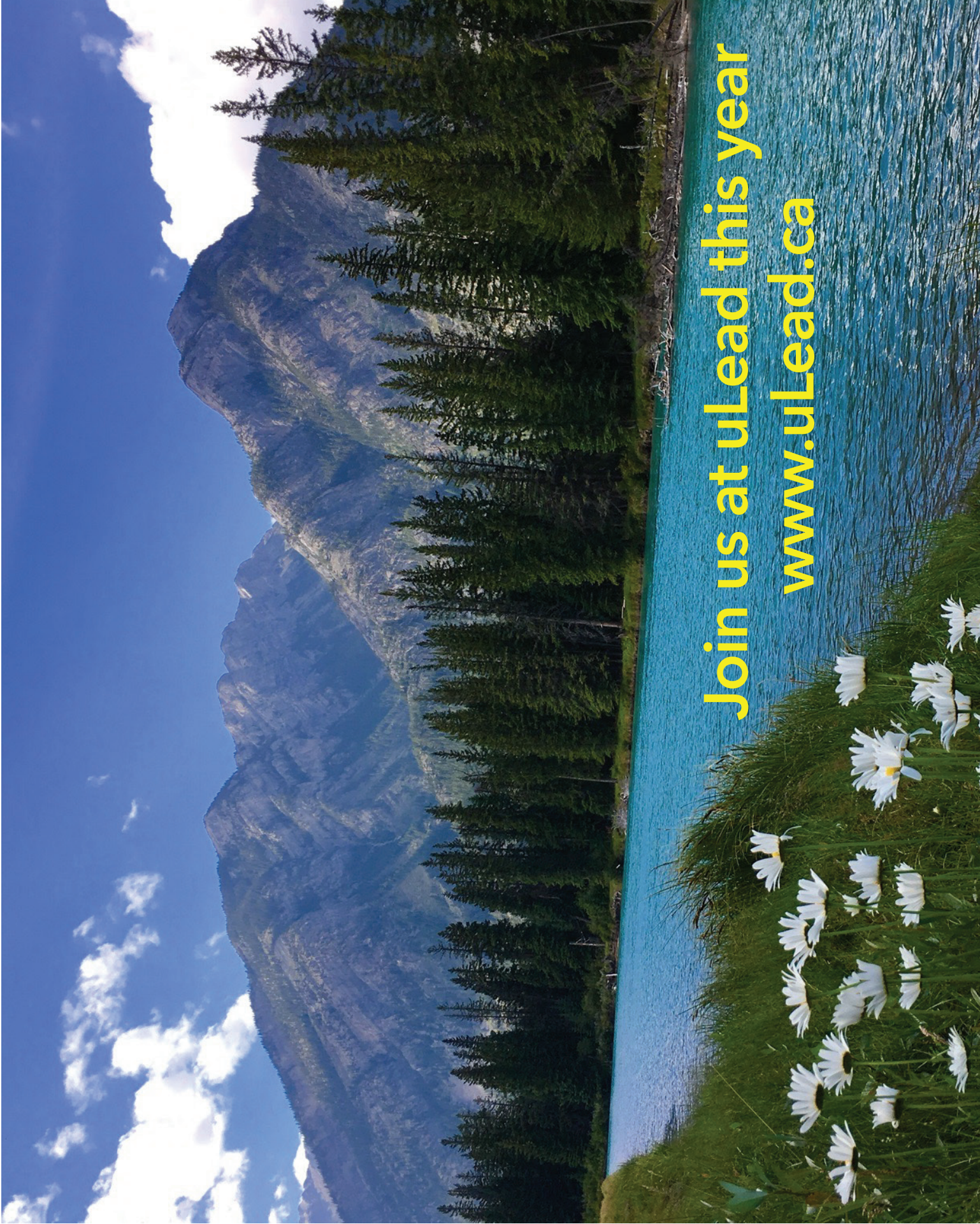
- Fostering effective leadership
- Embodying visionary leadership
- Leading a learning community
- Providing instructional leadership
- Developing and facilitating leadership
- Managing school operations and resources
- Understanding and responding to the larger societal context

Detailed information about the Principal Quality Practice Competencies can be found at tinyurl.com/PQPCOMPTECY. Prior to submitting the survey you will also have an opportunity to enter additional comments regarding the nominee, should you wish to do so.

Professional Learning Opportunities and News

For information about upcoming professional learning events and programs for school leaders and central office teachers and leaders, go to www.uLead.ca to access up-to-date news about school leadership in Alberta, provincial and regional professional learning events, and the uLead conference that takes place every year. The next uLead conference will take place May 12–14 in Banff. Registrations for uLead have been ongoing throughout the fall and hundreds of school leaders from around the world have registered to attend in May. You can be there too! Please visit uLead.ca on a regular basis as the events and news will change frequently.





Join us at uLead this year
www.uLead.ca



U LEAD 2019

May 12-14, 2019

Register at www.uLead.ca.

uLead Conference
Banff Springs Hotel

Each year, the Council for School Leadership of the Alberta Teachers' Association hosts one of the most respected conferences worldwide for school leaders, aspiring school leaders and central office teachers in Banff.

We invite you to join us in May for uLead 2019, Reimagining School Leadership.



The Alberta Teachers' Association

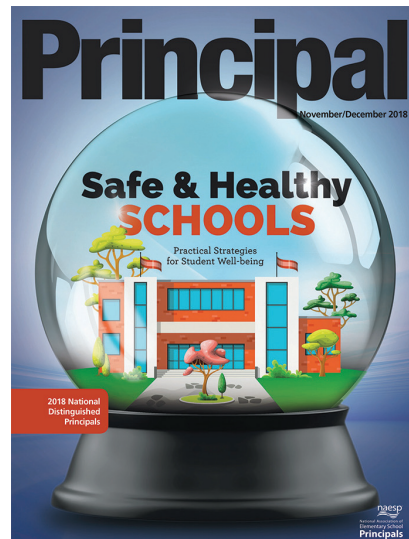
Great Sources of News for School Leaders

Are you searching for interesting articles and ideas about school leadership? You will find some very timely articles in a range of school leadership documents that are available online.



European School Heads Association (ESHA) Magazine is published regularly throughout the year and contains articles that highlight issues Alberta school leaders share with their European colleagues. The most recent issue features interesting articles on preventing cyberbullying and promoting gender equality. Subscribe to it for free at www.esha.org/eshamagazine/.

The **Australian Institute for Teaching and School Leadership** (AITSL) has a massive, searchable and free collection of scholarly research materials on school leadership. Access AITSL's comprehensive archive at <http://www.aitsl.edu.au/school-leadership-ecollection>.



Principal is an award-winning magazine written specifically for K–8 principals and published by the National Association of Elementary School Principals (NAESP). The January/February issue features great articles about the role of technology in the classroom. Find it at www.naesp.org/principal-januaryfebruary-2012-technology/principal-januaryfebruary-2012-technology.

You may also wish to check out their blog, **The Principal's Office**, which is full of great tips for school leaders, at www.naesp.org/front-page-blog-archive.



Principal Leadership is a publication of the National Association of Secondary School Principals (NAESP) that focuses on school leaders' real needs, offering them practical, hands-on strategies for improving their schools in a constantly evolving educational environment. The January issue's special feature is on parental engagement: www.naesp.org/2019/01/01/principal-leadership-january-2019/.

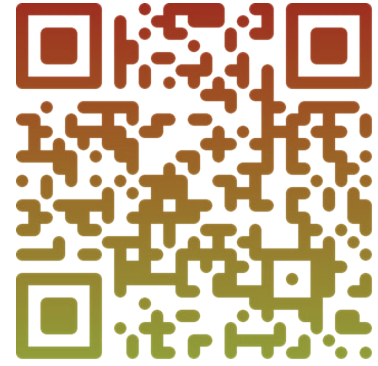
iTunes U— Each month new courses and materials are added to the Alberta Teachers on iTunes U site at tinyurl.com/ATAiTunes.

Alberta Teachers on iTunes U

A series of new videos have just been added to the Alberta Teachers on iTunes U page featuring Alberta school leaders sharing their thoughts about the new professional practice standards for the teaching profession, including the Leadership Quality Standard that will become active in September, 2019. These are well worth subscribing to and are full of good ideas that school leaders, including principals, assistant principals and those in central office roles, should consider regarding their leadership work.

The series is called “Reflections on Leadership” and the videos are suitable for use in staff meetings or any professional learning activity where a short video may serve as a prompt to stimulate thinking and conversation around any one of the competencies found within the school leadership standard.

Watch also for an upcoming regular podcast also called “Reflections on Leadership.” You will also find a variety of courses that will provide an opportunity to look in-depth at ideas and best practices for school leadership within the Alberta context. To access the site, please visit tinyurl.com/ATAiTunes or scan the QR code on this page. Another way for you to arrive at the content would be to simply search for “Alberta Teachers” within iTunes.



Council for School Leadership

As an Alberta school principal, assistant principal or central office teacher, you are encouraged to select the Council for School Leadership as your automatically renewing specialist council. If you are not already a member of the Council for School Leadership, please take a moment today to go to bit.ly/joincsl and follow the steps to join this school leadership specialist council. It is custom-made for school leaders, aspiring school leaders and all those to whom the new Leadership Quality Standard will apply (principals; assistant, associate and vice principals; school jurisdiction leaders, including central office teachers, assistant superintendents, consultants and other certificated teachers). With a new school leadership standard coming into force on September 1, 2019, now, more than ever before, it is important that you join the CSL and make this specialist council your no-cost specialist council.



Information Bulletin



Leadership and Superintendent Leadership Certification Inservice Programs

2019 will be the year for the Leadership and Superintendent Leadership Certification Inservice Programs!

As previously communicated by the deputy minister on August 8, 2018, recent amendments to the *School Act* require all Alberta principals and superintendents in public, separate, francophone, charter and private school authorities to hold appropriate leadership certification, effective September 1, 2019, that is based on the appropriate leadership standard. To support the transition to this new requirement, all principals and superintendents active in their roles during the 2018/19 school year will receive grandparented certification, subject to their application to Alberta Education's Registrar and verification of their employment status.

What are the Leadership and Superintendent Leadership Certification Inservice Programs?

Teachers serving in leadership roles during the 2018/19 school year can obtain leadership certification through an inservice program connecting their practice to the competencies described in the Leadership Quality Standard (LQS) and Superintendent Leadership Quality

Standard (SLQS). The list of those eligible to take the programs follows.

One inservice program will be designed to align with the LQS and will lead to leadership certification. The Leadership Certification Inservice Program will have two options. Leadership Certification Inservice Program option a (LQSa) is recommended for assistant, associate and vice-principals, and school jurisdiction leaders who have not had previous experience as school principals. Leadership Certification Inservice Program option b (LQSB) is recommended for principals who want to take the program for professional development and school jurisdiction leaders who have previous experience as school principals.

A second inservice program will be designed to align with the SLQS and will lead to superintendent leadership certification.

Leaders holding either an interim professional teaching certificate or permanent professional teaching certificate are eligible to take the inservice programming. For those leaders on an interim professional teaching certificate, Alberta Education

will issue leadership certification once the permanent professional teaching certificate has been granted.

Who Is Eligible to Take the Program?

Individuals working in the following leadership roles in an Alberta school authority during the 2018/19 school year will be eligible for the Leadership Certification Inservice Program:

- assistant, associate and vice-principals; and
- school jurisdiction leaders—central office staff members, other than the superintendent, required by their leadership position to hold an Alberta teaching certificate, such as deputy, assistant and associate superintendents; directors; heads of independent schools; consultants.

School jurisdiction leaders who complete the Leadership Certification Inservice Program may choose to continue to the Superintendent Leadership Certification Inservice Program.

School leaders working in these roles will not be required to hold leadership certification but may, nevertheless, wish to take advantage of this one-time inservice opportunity to receive leadership certification.

School jurisdiction leaders working in these roles will not be required to hold leadership or superintendent leadership certification but may, nevertheless, wish to take advantage of this one-time inservice opportunity to receive leadership certification or superintendent leadership certification.

Once the inservice opportunity has passed, those wishing to obtain either leadership or superintendent leadership certification will be required to complete



a formalized program offered through Alberta's postsecondary institutions.

In addition to those mentioned above, principals and superintendents who receive grandparented certification may participate in the leadership certification inservice and/or the superintendent leadership certification inservice as a professional development activity, should they desire to do so.

How Long is the Inservice Program?

Each inservice program will be two consecutive days. Individual leadership certification inservice and superintendent leadership certification inservice programs will be offered multiple times in regional locations throughout the province from February to December 2019.

When and Where is the Inservice Program being Offered?

The Leadership Certification Inservice Program will be offered first, coinciding with the dates and cities of the various teachers' conventions throughout the province, but held at separate venues from the conventions.

Those who are obligated to attend their convention and eligible to take the Leadership Certification Inservice Program may do so as an alternate professional development activity. Those individuals do not have to apply to their convention board for permission to do so.

Access to leadership certification inservice session(s) is not restricted to those attending convention. Any person eligible, as per the previous guidelines, may register to attend.

Subsequent sessions of the Leadership Certification Inservice Program will be offered in regions across the province throughout the rest of the year.

The Superintendent Leadership Certification Inservice Program will be offered later in the spring and also throughout the rest of the year. The locations and the dates for the sessions can be found at <https://abedleadershipcert.ca/register>.

How Do I Register and What are the Costs?

A secure digital platform is being used for registration, access to program resources and the development of an online community of practice for those interested. The platform can be found at <https://abedleadershipcert.ca/register>.

Instructions on to how to sign up to the platform to access session dates and locations and register for the session of your choice are on the landing page. You must register to enrol in a session. Please note that each session has an enrolment cap. That being said, sessions will be scheduled throughout the province on a regular basis to ensure access to all those who wish to take an inservice program.

There will be no cost to take the program; however, participants will be

responsible for personal expenses related to accommodation and travel.

Do I Receive University Credit When I Complete the Program?

Completing the program does not qualify you for university credit or credit toward years of education for salary purposes.

Is There Anything Else That I Need to Do to Prepare for Leadership Certification?

Yes. Any Alberta certificated teacher interested in acquiring leadership certification should ensure that they update their information on Alberta's Teacher Workforce Information System (TWINS). Those eligible for grandparented or inservice pathways to leadership certification will be contacted through TWINS directly and alerted that their application is ready for completion.

Where Can I Get Further Information?

If you have any questions about the leadership certification inservice programs please contact Mark Swanson, coordinator, Professional Development, at mark.swanson@ata.ab.ca.

If you have questions about leadership certification or superintendent leadership certification, contact Karsten Koch, manager, Leadership Excellence Branch, Alberta Education, at karsten.koch@gov.ab.ca.



The Alberta Teachers' Association



THE FACE OF EDUCATION

We believe in public education

The Alberta Teachers' Association is encouraging teachers, parents and other concerned citizens to show their support for public education by participating in the Pledge for Public Education campaign.

Public education provides students from all backgrounds with learning experiences to discover and develop their potential, their passions and their gifts, allowing them to make significant contributions to their communities.

Public education prepares learners for life, and Alberta's public education system* is widely recognized as one of the best systems in the world.

We believe in public education, and we believe in providing students with the best opportunities for success.

How can you support the pledge?

1. Visit www.IBelieveInPublicEd.ca and add your name.
2. Encourage your colleagues, friends and family to sign on.
3. Share your support for the pledge on Instagram, Facebook and Twitter, using #IbelieveInPublicEd.

What's next?

This fall we are collecting the names and e-mail contacts for supporters who believe in public education and support small class sizes, supports for special needs, full-day kindergarten and access to counselling services. Later, we will contact supporters with information about actions they can take to advocate for students and to voice their support for public education.

Stay tuned for more information as the campaign rolls out.

* In Alberta, public education refers to public, separate and francophone schools.



The Alberta Teachers' Association

The pledge for public education

- I believe all students should be able to learn in small-sized classes.
- I believe all students with special learning needs should receive the supports and resources they require for success.
- I believe all students should have the opportunity to benefit from fully funded junior kindergarten and full-day kindergarten programs.
- I believe all students should have access to a teacher-certificated school counsellor in their school.

I believe in public education

iBelieveInPublicEd.ca

**LEADERSHIP
UPDATE**

An ATA/CSL publication for school administrators



The Alberta Teachers' Association