



ROLE OF THE SUPERINTENDENT

The Superintendent is the Chief Executive Officer of the Board and the Chief Education Officer of the Division. The Superintendent reports directly to the corporate Board, and is accountable to the Board for the conduct and operation of the Division. As the sole employee of the Board, all Board authority delegated to the staff of the Division is delegated through the Superintendent.

The Superintendent must demonstrate a commitment to serving the public interest by providing exemplary educational leadership. This commitment requires a high standard of practice that maintains honor and dignity, and provides every student an inclusive education with relevant, thought provoking and empowering life-based learning opportunities. The superintendent needs to be an accomplished leader and teacher who will ensure each student is provided the opportunity to achieve optimum learning.

The Superintendent ensures:

1. Student Well-Being

- 1.1 Each student is provided with a welcoming, respectful, safe and caring learning environment that fosters and maintains respectful and responsible behaviors
- 1.2 The safety and well-being of students while participating in school programs or while being transported to or from school programs on transportation provided by the Division.
- 1.3 To act as, or designate, the local attendance officer for the Division.
- 1.4 That the social, physical, intellectual, cultural and emotional growth needs of the students are met in the overall school environment.

2. Visionary Leadership

The Superintendent provides exemplary leadership by ensuring the school system's culture is characterized by shared values and beliefs, and a collective vision that focuses on student learning. Leadership and building leadership capacity is the responsibility of everyone within the division.

- 2.1 The school system's culture is flexible, collaborative, innovative and supportive of efforts to improve student learning.
- 2.2 A collective vision of a preferred future, reflecting shared values and beliefs of the school system community, is clearly articulated.

- 2.3 High levels of student achievement and staff performance are promoted.
- 2.4 Each student has the opportunity to develop a strong foundation for citizenship, employment, leadership, life-long learning and to be a partner in their own learning.
- 2.5 School system planning is evidence-based.
- 2.6 Commitment to lifelong learning by participation in professional organizations and development activities.

3. Instructional Leadership

The Superintendent provides exemplary leadership by ensuring each student has access to programs to meet provincial and school system goals.

- 3.1 Each student has access to appropriate programming based on individual learning needs.
- 3.2 Each teacher consistently meets the Alberta Teaching Quality Standard.
- 3.3 Exemplary instructional practices are identified, implemented and supported.
- 3.4 Opportunities are provided for teachers to share their practice and engage in reflective dialogue and collective inquiry about teaching and learning.
- 3.5 Alignment of teaching and student assessment with the provincial curriculum.
- 3.6 Student learning is assessed, evaluated and reported using a fair, appropriate and balanced program of multiple indicators and sources of evidence.
- 3.7 Student assessment is used to inform and shape instruction.
- 3.8 School administrators provide effective instructional leadership and organize their staff in a manner so that learning and administrative functions are carried out effectively.
- 3.9 Student and staff accomplishments are recognized and celebrated.

4. Human Resources Leadership

The Superintendent provides exemplary leadership by ensuring the sustained implementation of effective staff recruitment, selection, development, supervision, retention and evaluation process.

- 4.1 Recruitment strategies lead to the selection of qualified and effective staff.
- 4.2 All staff members are supervised and evaluated in accordance with school division requirements.

- 4.3 Staff development programs are aligned with provincial, school division, and school continuous improvement plans.
- 4.4 The implementation of effective leadership development programs.
- 4.5 Contractual obligations with staff are fulfilled.
- 4.6 Principles of fundamental justice are followed in dealing with all staff performance issues.
- 4.7 Leadership capacity is built.

5. Ethical Leadership

The Superintendent provides exemplary leadership by modeling and inspiring ethical behavior that honors the principles of integrity, objectivity, and protection of the public interest.

- 5.1 Decisions are ethical and are in the best interests of students.
- 5.2 Personal actions are consistent with *CASS Code of Professional Conduct*.

6. Effective Relationships

The Superintendent provides exemplary leadership by building trust and effective relationships within the school division community.

- 6.1 Board decisions and directional statements are communicated to the school division and community in a timely and accurate manner.
- 6.2 Trust and effective relationships are built and sustained with staff members, students, school councils, parents/guardians, Board members, Alberta Education and other stakeholders.
- 6.3 Parents/guardians, students and community members are meaningfully involved in the school system.
- 6.4 Effective team-building, consensus-building, problem-solving, and conflict resolution.

7. Organizational Leadership and Management

The Superintendent provides exemplary leadership by managing the operations and resources of the organization in a manner that creates a responsible and responsive environment.

- 7.1 Compliance with all statutory, regulatory, and Board requirements and timelines.

- 7.2 School plant, equipment and support systems operate safely, effectively and efficiently.
- 7.3 Human, material and financial resources are secured, allocated and managed in an effective, responsible, fair, transparent and accountable manner.
- 7.4 Organizational structures and operational plans provide clear direction for all activities within the school division.
- 7.5 The financial management of the school division is in accordance with the terms and conditions of funding received under the School Act or any other applicable Act or regulation.
- 7.6 Organizational performance is monitored and adjustments made when necessary.

8. External Influences on Education

The Superintendent provides exemplary leadership by understanding and responding strategically to external influences in education.

- 8.1 Consideration of the external political, economic, legal and cultural contexts affecting the school division.
- 8.2 Consideration of provincial, national and global issues and trends affecting the school division.
- 8.3 Strong advocacy for public education.
- 8.4 Partnerships are used to enhance public education.

9. Chief Executive and Chief Education Officer Leadership

The Superintendent of Schools, as Chief Executive Officer of the Board and Chief Education Officer of the school division, ensures that each student is provided the opportunity to achieve optimum learning.

- 9.1 Each staff member is accountable to the Board through the Superintendent.
- 9.2 The Board is provided with information, advice and support necessary to fulfill its governance role.
- 9.3 His/her work with the Board is respectful, collegial and cooperative.
- 9.4 Appropriate processes are used to develop and review school division administrative procedures and educational initiatives.
- 9.5 Board policies are translated into administrative procedures where required.

- 9.6 Service delivery and other operations comply with Board policies and school division administrative procedures.
- 9.7 Board policies and school division administrative procedures are congruent with provincial and federal requirements.

Legal Reference: Section 14, 113, 114, 115 School Act

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