

ROLE OF THE SUPERINTENDENT

Sections 222 and 223 of the Alberta Education Act (Act) delineate the responsibilities of the Superintendent and indicate that the Superintendent shall also carry out other duties assigned by the Board of Trustees (Board) of Christ The Redeemer Catholic Separate School Division.

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 of Trustees for the conduct and operation of the Division. All Board authority delegated to the staff of the Division is delegated through the Superintendent.

In order to meet the requirements of the Act, the mandate of trust given to the Superintendent by the Catholic electorate, and the duty to deliver a Catholic educational program in conformity with the Bishop's direction, the Superintendent shall be of the Catholic faith.

Therefore, the Superintendent's appointment, role, performance and evaluation, and remuneration are to adhere to the following principles:

1. The Superintendent is the sole Division employee accountable to the Board acting as a corporate body. The Board will provide direction to the Superintendent through Division policies, as well as through the Annual Education Results and Four-Year Education Plan and related Board motions.
2. The Superintendent is the Chief Executive Officer of the Board and the Chief Education Officer of the Division and shall have full operational authority, so long as the Superintendent acts consistent with any reasonable interpretation of Board policies, sound educational and administrative practice, legislation, and the magisterium of the Catholic Church.
3. The Board shall monitor the performance of the Superintendent against Division policies, as well as through Annual Education Results and Four-Year Education Plan and implementation of Board motions. Any evaluation of the Superintendent's performance, formal or informal, may be derived only from these monitoring data sources.
4. The Superintendent's performance will be considered to be synonymous with organizational performance as a total. Therefore, the purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled, and targets in the Annual Education Results and Four-Year Education Plan are being achieved.
5. Each year the Board will have a formal evaluation of the Superintendent.
6. As the Board's single official link to the operating organization, the Superintendent's performance will be considered to be synonymous with the organizational performance as a total.

7. Consequently, the Superintendent's job contributions can be stated as performance in only two areas:
 - Division accomplishment with respect to Board policies and targets established within the Annual Education Results and Four-Year Education Plan.
 - Division operation within the boundaries of prudence and ethics established in Board policies.
8. Appointment:
 - In accordance with Section 17(1) of the College of Alberta School Superintendents Act, the Superintendent must be a regulated member of the College of Alberta School Superintendents (CASS).
 - The Board may enter into a contract with the Superintendent.
 - The Superintendent shall be appointed for a term not exceeding 5 years.
9. Role:
 - The Superintendent is responsible for the duties assigned in Section 222 of the Act. Specifically, the Superintendent is responsible for ensuring that:
 - Involvement in a Catholic faith community is modelled and ensures students and staff are provided opportunities for spiritual development within Christ The Redeemer (CTR) Catholic Separate School Division.
 - Education policies established by the Minister are implemented.
 - Students have the opportunity in CTR Catholic to meet the standards of education set by the Minister.
 - The fiscal management of CTR Catholic by the treasurer or secretary treasurer is in accordance with the terms or conditions of any grants received by the Board under this Act, or any other Act.
 - Leadership is provided in all matters relating to education in CTR Catholic.
 - Students learn at high levels.
 - Students are safe and cared for.
 - Good fiscal management is in place.
 - Personnel are treated fairly, cared for, and properly supervised.
 - Policies and administrative procedures are developed and reviewed as per regulation.
 - Relationships with the Board are constructive.
 - Strategic planning occurs via the development of the Annual Education Results and Four-Year Education Plan.
 - The organization is well structured and managed.
 - Communication with internal and external stakeholders is positive.
 - Leadership practices are cooperative and respectful.
 - All Board authority delegated to the staff of CTR Catholic is delegated through the Superintendent.
10. Performance and Evaluation:
 - The Board shall
 - Monitor the performance of the Superintendent against CTR Catholic's policies, as well as through monitoring the Annual Education Results and Four-Year Education Plan and implementation of Board motions. Any evaluation of the Superintendent's performance, formal or informal, may be derived only from these monitoring data sources.
 - Consider the Superintendent's performance as synonymous with organizational performance as a total. Therefore, the purpose of monitoring is simply to determine the degree to which Board policies are being fulfilled, and targets in the Annual Education Results and strategies in the Four-Year Education Plan are being achieved and executed, respectively.

- Monitor the Superintendent's performance through an annual discussion of achievement of the Four-Year Education Plan, and a discussion about performance in relation to the Superintendent Leadership Quality Standards (2019).
- Undertake the formal evaluation of the Superintendent in April of every year.

11. Remuneration:

- The Board should review the Superintendent's salary in September on an annual basis.
- At this review, the Board should consider legislated remuneration guidelines, the annual salaries of Superintendents of boards of similar size, as well as such other financial or compensation information, which is then relevant at the time of each such review. The decision to amend the Superintendent's salary, within legislated guidelines, remains with, and at the sole discretion, of the Board.
- Any changes to the Superintendent's salary as approved by the Board shall take effect retroactively on September 1 of the same year.
- The Superintendent shall receive the same holidays as those provided to teachers. These holidays (e.g., Christmas and Easter) are not considered vacation leave.

12. Job Results:

- The Superintendent shall have the following job results:
 - The Superintendent shall seek to fulfill the Divisional Foundation Statements (Policy #1) which are the Mission Statement, the Vision of the Board, and the Fundamental Beliefs of our Catholic School Division.
 - The Superintendent shall ensure CTR Catholic is operated with prudence and ethics, as established in Board policies.
 - The Superintendent is accountable for the Results in the Annual Education Results Report and the strategies in the Four-Year Education Plan.

13. Specific Areas of Responsibility:

- Faith Leadership:
 - Models involvement in a Catholic faith community and ensures students and staff are provided opportunities for spiritual development within the division.
 - Encourages staff to participate in and support Catholic functions in the parish where they reside.
 - Ensures celebration of Division Catholicity.
 - Develops and maintains positive and effective relations with the Bishop(s).
 - Follows a lifestyle and deportment in harmony with Catholic teachings and principles.
 - Ensures schools maintain a distinctive Catholic identity.
- Student Learning:
 - Provides leadership in all matters relating to education in CTR Catholic.
 - Ensures students in CTR Catholic have the opportunity to meet or exceed the standards of education set by the Minister.
 - Aligns Division resources and builds organizational capacity to support First Nations, Métis, and Inuit student achievement.
 - Ensures that learning environments contribute to the development of skills and habits necessary for the world of work, post-secondary studies, life-long learning, and citizenship.
 - Provides leadership in fostering conditions that promote the improvement of educational opportunities for all students.

- Supports the Board in its use of natural person powers to enhance learning opportunities for students.
- Provides leadership in implementing education policies established by the Minister and the Board.
- Student Wellness:
 - Ensures that each student is provided with a welcoming, caring, respectful and safe learning environment that respects diversity and fosters a sense of belonging.
 - Ensures that the social, physical, intellectual, cultural, spiritual, and emotional growth needs of students are met in the overall school environment.
 - Develops pathways for the success of First Nations, Métis, and Inuit students.
 - Ensures 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 CTR Catholic.
 - Ensures the facilities adequately accommodate CTR Catholic's students.
 - Acts as, or designates, the attendance officer(s) for CTR Catholic.
- Fiscal Responsibility:
 - Ensures the fiscal management of CTR Catholic by the Associate Superintendent of Corporate Services is in accordance with the terms or conditions of any funding received by the Board under the Act or any other applicable Act or regulation.
 - Ensures CTR Catholic operates in a fiscally responsible manner, including adherence to recognized accounting procedures.
 - Directs the preparation and the presentation of the budget.
 - Ensures the Board has current and relevant financial information.
 - Directs the preparation of the Three-Year Capital Plan for submission to the Board.
- Personnel Management:
 - Has overall authority and responsibility for all personnel-related matters, except the mandates for collective bargaining and those personnel matters precluded by legislation, collective agreements, or Board policy.
 - Monitors the performance of all staff and ensures appropriate evaluation processes are in place.
 - Supports staff in accessing the professional learning and capacity building needed to meet the learning needs of First Nations, Métis, and Inuit and all other students.
 - Facilitates professional development and training sessions for staff.
 - Ensures the coordination and integration of human resources within the Division.
 - Ensures that each staff member is provided with a welcoming, caring, respectful and safe working environment that respects diversity and fosters a sense of belonging.
- Policy/Administrative Procedures:
 - Provides leadership in the planning, development, implementation, and evaluation of Board policies.
 - Develops, maintains, and communicates Administrative Procedures that are consistent with Board and provincial policies, regulations, and procedures.
 - Informs the Policy Development and Review Committee of revisions to the Division's Administrative Procedures.
- Superintendent/Board Relations:
 - Engages in and maintains positive, professional working relations with the Board.
 - Respects and honours the Board's role and responsibilities and facilitates the implementation of that role as defined in Board policy.
 - Attends, or designates attendance at, all Board meetings, and makes recommendations on matters requiring Board action by providing accurate information and reports as are needed to ensure the making of informed decisions.

- Provides the information and counsel, which the Board requires to perform its role.
- Keeps the Board informed on sensitive issues in a timely manner.
- Attends, and/or designates, administrative attendance at all committee meetings.
- Demonstrates respect, integrity, and support, which is conveyed to the staff and community.
- Strategic Planning and Reporting:
 - Leads a generative Strategic Planning engagement process.
 - Assists the Board in determining the present and future educational needs of CTR Catholic through the development of short and long-term range plans.
 - Involves the Board appropriately (Board approval of process and timelines; opportunity for Board establishment of strategic priorities and key results early in the process; final Board approval).
 - Implements plans as approved.
 - Reports regularly on results achieved.
 - Develops the Annual Education Results Report for Board approval.
- Organizational Management:
 - Demonstrates effective organization skills resulting in CTR Catholic's compliance with all legal, Ministerial and Board mandates and timelines.
 - Reports to the Minister with respect to matters identified in and required by the Act and provincial legislation.
 - Reviews, modifies, and maintains an organizational chart, which accurately delineates lines of authority and responsibility.
 - Builds an organizational structure and promotes a division culture, which facilitates positive results, effectively handles emergencies and deals with crisis situations in a team-oriented, collaborative, and cohesive fashion.
 - Facilitates collaboration with First Nations and Métis leaders, organizations, and communities to establish strategic policy directions in support of optimal learning success and development of First Nations, Métis, Inuit, and all other students.
- Communications and Community Relations:
 - Takes appropriate actions to ensure open, transparent, positive internal and external communications are developed and maintained.
 - Ensures that parents and students have a high level of satisfaction with the services provided and the responsiveness of CTR Catholic.
 - Maintains effective relationships within the system and the community served by the system.
 - Builds and sustains relationships with First Nations, Métis and Inuit parents, Elders, local leaders, and community members.
 - Pursues opportunities and engages in practices to facilitate reconciliation within the school community.
 - Acts as the head of the organization for the purposes of the Freedom of Information and Protection of Privacy (FOIP) Act.
 - In consultation with the Board Chair, may serve as a spokesperson for CTR Catholic for the media and public in order to keep CTR Catholic's messages consistent and accurate.
 - Acts as an advocate for CTR Catholic and for Catholic education.
- Leadership Practices:
 - Practices leadership in a manner that is viewed positively and has the support of those with whom she/he works most directly in carrying out the directives of the Board and the Minister.
 - Develops and maintains positive and effective relationships with provincial and municipal government departments, external agencies, and provincial organizations.
 - Ensures that meaningful collaboration arises from relationships built on trust, honesty and respect.

- Demonstrates an understanding of historical, social, economic, and political implications of:
 - Treaties and agreements with First Nations;
 - Agreements with Metis; and
 - Residential schools and their legacy.

Approved: February 29, 2020

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