

Saskatchewan Minister of Education Service Agreement #3379
With Contractor David W Derksen

Service Provision Details for August 22, 2022 to September 9, 2022

August 22: half day – Reviewed Independent Schools Regulations, reviewed GCS background information including staffing documents, reviewed media pertaining to Christian Schools in Saskatoon, met via phone with Kevin Gabel

August 23: half day – Joined Teams meeting with Kevin Gabel, Mike Walter, Randy Fox, Gerry Craswell; met via phone to discuss initial communication strategy with Kevin

August 24: full day – Met with Kevin, then met with Kevin and 29(1) debriefed meeting and planned with Kevin, composed and sent email to teachers, arranged meetings with staff, finalized service agreement, exchanged emails with 29(1)

August 25: full Day – Composed and sent emails to parents and staff, met with teacher, met with 29(1) to review the school format and instructional practices (PACEs) and to discuss proposed facility plan, composed and sent a formal request for documents/information to 29(1) debriefed progress and set next steps in phone meeting with Kevin Gabel.

August 26: full day – help two separate meeting via phone with teachers, exchanged emails with 29(1) attempting to gain compliance with requests for meeting time, keys and documents, met with FGCC facility manager to discuss the plans for GCS, reviewed cumulative records and provided feedback, secured cumulative records, did inventory of school resources including computer equipment, met again with FGCC facility manager regrading a letter from GCS parents requesting and extension to the lease, planned to reserve judgment on that request until after appeal ruling, exchanged emails with the GCS Board regarding the letter and their role, reviewed GCS registration procedures and expectations.

August 29: half day - reviewed reporting documents for the cumulative records sent by 29(1) 29(1) sent additional expectations to 29(1) Sent communication to the GCS Board and teachers,

August 30: half day – attended QIS PD, sent an update on progress and recent communication summary to Kevin and Gerry Craswell,

August 31: full day - worked with IT to renew access to network, reviewed Ministry communications re school expectations, met with Kevin Gabel, composed and sent update communication to parents, reviewed documents in GCS Director's files, met with FGCC facility manager, toured the proposed new facility, met with GCS Board member to hear more background about the school and the parents' hopes and expectations, wrote and shared an initial review of proposed new facility, corresponded with Kevin, contacted the city for inspection.

September 1: half day – Monitored the school site for parents or students arriving for school (it was listed as school start up on GCS website), followed up on possible fire inspection – finally spoke with someone who set the process in motion, emailed 29(1) , arranged for payment of the inspection.

September 2: half day - contacted the specific fire inspector for the inspection of 601 Eastlake, spoke with Kevin for advice about concerns regarding compliance of 29(1) and his continued involvement especially financially, sent summary of concerns to Kevin and Gerry, emailed parents and update on the school status, emailed 29(1) with clear expectations, exchanged emails with 29(1) to reinforce expectations.

September 6 - half day - Joined Teams meeting with Kevin Gabel, Mike Walter, Randy Fox, Gerry Craswell, exchanged carefully composed emails with 29(1) prepared questions re: admin practices for

meeting with 29(1) cancelled meeting with 29(1)29(1)
(who was not available at the designated time), spoke to teacher regarding GCS status and 29(1)
leadership as the longest serving teacher at GCS, arranged specific time and date for inspection of new
site, arranged new meeting time with 29(1) spoke with Kevin re: strategy for meeting with 29(1) with
29(1)

September 7: half day - met with FGCC church admin to provide update on GCS progress to move out by
Sept. 12, met with 29(1) who was at the school, received files from 29(1) reviewed files supplied by 29(1)
emailed 29(1) about the files, our next meeting and inspection, contacted administrator at 601 Eastlake
to arrange for the fire inspector to have access to the proposed new GCS location

September 8: half day - attended inspection, discussed initial results with fire inspector, received the
invoice, contacted Grace Capstone Ministries to pay invoice, reviewed ministry
correspondence regarding Advocate's investigation.

September 9: half day - reviewed inspection report, corresponded with former director about report
including costs and next steps, communicated with staff and families about current reality of GCS

School: Grace Christian School

Reported by: Appointed Administrator/Trustee David Derksen

Date: October 7, 2022

Administrative Actions, Observations, and Recommendations:

August 22 – October 5, 2022

Staff

- Staff Supervision
 - Reviewed the staffing lists provided by the Ministry and interviewed each of the teachers.
 - Communicated regularly with staff regarding the status of the school throughout the period of certification suspension.
 - Met with teachers to determine the instructional practices that they had used at GCS and various responsibilities of staff.
 - Reviewed the resources, schedules, daily procedures used at GCS, with teachers and the director.

- Review and approve non-teaching staff and volunteers
 - Reviewed records of duties of non-teaching staff – found that teaching duties were assigned to non-teachers.
 - Confirmed concerns about inappropriate duties for support staff through interview with one staff member and through review of a contract.

- Monitoring and directing instructional leadership and discipline
 - Reviewed instructional leadership with the director and found that as a non-teacher he was inappropriately in charge of the instructional program and the supervision of the professional practices of teaching staff.
 - Found documentation of disciplinary actions. None described corporal punishment. Instead, demerits, restriction of privileges, and restitution actions were common, and parents were informed and signed off. The guiding expectations of the discipline policy were obedience and compliance. 17(1)(a)

17(1)(a) 17(1)(a)

17(1)(a)

17(1)(a) 17(1)(a) of Grace Christian School.

- Staff Meetings
 - No staff meetings were held. Communication was provided to the group via email updates and individuals were contacted by phone, email, and in-person for follow up.

- Professional Development
 - Coached staff on options for employment beyond GCS.

Human Resource Issues

- Noted that the named principal was no longer on staff.
- Noted that another previously named principal was 29(1) and could not describe any administrative duties that 29(1) had carried out.
- Noted that the principal's duties were carried out by the director (a non-educator).
- Discovered a directive from OH&S to create a committee which was not complied with.
- Found confidential contracts randomly placed among student materials.
- Discovered that relatives of the director were on staff. 17(1)(a)
17(1)(a)
- Instructed director to recuse 29(1) from all dealings with the school including communication with staff, Board, and parents. On many occasions such as the search for the new location and the relocating of GCS belongings, 17(1)(a)
17(1)(a)

School Policies, Procedures, Format, Instructional Practices, etc.

- Reviewed the RIS Regulations, Policy and Procedures and
- Reviewed school registration procedures which indicated that students with learning challenges or special needs would not be admitted. Registration form was extensive and required input from students that was developmentally inappropriate
17(1)(a)

Curriculum

- Investigated the PACE booklet system that was the instructional format at GCS
17(1)(a)
17(1)(a)

Historical Records

- Reviewed GCS Board minutes that were overly brief and of limited historical record.

Parents, Students, and Past Students

- Inspected all GCS belongings – packed in boxes - Identified key records and retained possession of those during the move of GCS belongings into storage.

- Negotiated with former director who insisted on taking (and did take) some material/records that were identified by the administrator for retention by the Ministry.
- Facilitated collections and shipping of records to the Ministry
- Culled, updated, secured and delivered cumulative student folders to schools for students transferring to new schools.
- Arranged for transportation of remaining cumes to the Ministry.

Operation of School

17(1)(a) Required that the former director was not involved in school operations.

17(1)(a)

17(1)(a)

Building/Facility Issues

- Facilitated move from former location (FGCC) after the end of the lease agreement.
- Was bypassed in communication by the former director in all planning and arrangements for transfer of belongings into storage but remained onsite for the move.
- Managed return of keys, though former director retained keys (to FGCC) even after being asked to relinquish them.
- Supported investigation of an alternative site by touring the site to assess suitability, arranging and participating in inspections (and arranging for payment of inspection fee). Received and shared the fire inspection report and its many concerns.

Computer/Information Technology Issues

- Was told that the records for the school were on many drives that could not be accessed readily. Most of the records that were eventually provided electronically were unreadable, 17(1)(a)
- Inspected student computers that were operable though quite old. Witi network and one networked printer was functional. Other printers were offline.
- Reviewed website that contained registration information (now removed) and vision/mission but had limited current information about the director, staff, procedures, how to contact. It had an out-of-date calendar which has been removed. The website is still posted with a phone number and email that connect to 29(1)

Financial

- 17(1)(a) - balance sheet was reviewed but it contained no detail regarding expenses and credits.
- Found many invoices for the purchase of PACE booklets that appear to have been the most considerable instructional expenditure.

Deals with the Board

- Exchanged many emails with the Board members who echoed the former director's sentiments. 17(1)(a)
- Reviewed and dealt with two letters written by the Board to FGCC administration, ostensibly on behalf of the GCS parents, requesting an extension of the lease.

Ministry Meetings/Communications

- Met regularly with the Ministry team including ADM, Director and the other administrators. Shared strategies, observations, and concerns through this process and contributed insights to the possible renewal of procedures, policy and regulations.
- Communicated frequently with the Ministry Director supervising the process – on procedural matters, day to day operations, debriefing exchanges, strategizing.
- Met with Ministry team, including legal, to advise on and get guidance with communication strategies.

Other Issues

- Spent considerable time providing administrative directives to the former director and following up to attempt to gain compliance. 29(1), 17(1)(a)
- 17(1)(a) 17(1)(a)
- 29(1) 17(1)(a), 29(1)
- 17(1)(a)
- 17(1)(a), 29(1) 17(1)(a), 29(1)
- 17(1)(a), 29(1) 17(1)(a), 29(1)

It

Recommendations

Based on my experience as administrator of Grace Christian School, I make the following recommendations:

1. 17(1)(a)

17(1)(a)

17(1)(a)

2.

17(1)(a)

3. 17(1)(a)

17(1)(a)

I offer this final report and the accompanying descriptions of my daily tasks for September 22 through October 5, 2022, as the final deliverables in fulfillment of my service agreement (#3379) with the Minister of Education.

17(1)(a)

I extend my thanks to Kevin Gabel and the Ministry team for their constant and responsive support of this work. I am grateful to have had the opportunity to serve the Ministry in this capacity.

Sincerely,



David W. Derksen

Summary of Activities/Services

August 24, 2022

Followed up an email to Board Chair, Regent Academy, with a phone conversation. This was an opportunity to introduce myself and discuss my role, the general thinking of the Board at this time, and plans to visit the school. We scheduled a time that I would meet with the Board and staff at the school. Later talked to the school principal, 29(1) 29(1) who invited me to attend the Parent Meeting the evening of August 31.

August 30, 2022

I attended the PD provided by the Ministry for Qualified Independent Schools. This was an excellent opportunity for me to learn more about various aspects of the Independent Schools as well as expectations of the Ministry regarding these schools. It was also beneficial for me to sit through the PD with the principal and teacher from Regent Academy, as we were able to discuss various items as they were presented throughout the day.

August 31, 2022

I visited Regent Academy for the first time. Over-all this was a good day. I met with the Board that morning. It was good to talk about the school, and to learn more about the Board and its thoughts about the school now and for the future. We will continue to meet on a weekly basis. 17(1)(a)
17(1)(a)

Following the meeting with the Board, I met with the principal, teacher, and counsellor. This was a positive meeting. We discussed plans, roles and schedules.

I met with the staff in the afternoon. 17(1)(a)
17(1)(a)

That evening I attended the Parent Meeting. This was an opportunity for the principal to introduce staff and provide information about the school. For me, it was a chance to speak to parents as a group about my role at the school. It was also a chance to talk to

several individual parents about their view of the school, and the experiences of their children in the school. ^{17(1)(a)}

School: Regent Academy
Reported by: Randall Fox
Date: September 30, 2022

Staff

- Staff Supervision
 - Staff Supervision takes place during almost every visit to Regent. The intent is to monitor the relationship between students and staff, as well as the teaching and learning that is taking place.
- Review and approve non-teaching staff and volunteers
 - There were no new staff or volunteers this month.
- Monitoring and directing instructional leadership and discipline
 - I meet regularly with the principal on each visit, to discuss all aspects of leadership in the school. The principal is new in the role, 17(1)(a)
 - On every visit I watch for instances of discipline. In the majority of cases, when discipline occurs, it simply involves an adult calling a student back to attention and to the task at hand. On one occasion, September 22, 2022, I observed the counselor meeting with a student about his behavior. The conversation was appropriate to the circumstances.
- Staff Meetings
 - September 7, 2022, and September 15, 2022. Attended staff meetings to monitor such things as staff morale, decision-making processes, staff priorities, and cohesiveness of the staff regarding the work of the staff at school. 17(1)(a)
As the principal looks to perhaps change/update some aspects of the school, 17(1)(a)
- Professional Development
 - Discussed professional development numerous times with the principal. 17(1)(a)

Human Resource Issues

- There were no Human Resources Issues. My conversations with the principal did however include discussion of teacher vs. non-teacher in the building. 17(1)(a)

<p>School Policies, Procedures, Format, Instructional Practices, etc.</p> <ul style="list-style-type: none"> I provided input to the school policy regarding lockdowns, at the staff meeting on September 15. The discussion of effective lockdown policy, as well as other operational policies (procedures) has continued with the principal and will be on the agenda for the next Board meeting on October 12.
<p>Curriculum</p> <ul style="list-style-type: none"> I have been reviewing curriculum materials in use on every visit. I met with principal and teacher on September 20 to review in detail the school program and the materials used to deliver the program.
<p>Historical Records</p> <ul style="list-style-type: none"> Began reviewing school records on September 6, 2022. This continues with each visit. Most records in the school are related to student achievement, enrolment and school program.
<p>Parents, Students, and Past Students</p> <ul style="list-style-type: none"> Parent night at Regent was held on August 31. I attended and had the opportunity to talk to parents as a whole about my role at the school, and the opportunity to talk to individual parents about their impression of the school. I invited any parents to contact me at any time if they wished to talk to me about the school. Since that parent meeting I have not had any contact with parents, other than the Board chair. I make a point of talking to various individual students on every visit to the school. Responses from students are always positive.
<p>Operation of School</p> <ul style="list-style-type: none"> As noted above, I have discussions regularly with the principal regarding the operation of the school, particularly as it relates to procedures that are identified in the handbook, or where administrative procedures seem to be lacking.
<p>Building/Facility Issues</p> <ul style="list-style-type: none"> As mentioned above, discussed lockdown procedure with the staff ^{17(1)(a)} 17(1)(a) Solutions to this are currently being examined. 17(1)(a)
<p>Computer/Information Technology Issues</p> <ul style="list-style-type: none"> Nothing in this area.

Financial

- I have had discussions of finances with the Board, as well as the principal.
- A review of relevant financial records will take place in October.

Deals with the Board

- September 7, 2022: Met with the Board. Reviewed changes to the school Handbook. Discussion took place regarding funding of QIS. Discussion also of potential long-term goals of the school and the Board.
- September 22, 2022: Met with Kevin Gabel and the Board. Kevin presented overview of independent schools as well as Historical High Schools. Discussion of funding for capital took place, as well as updates regarding the work of the Advocate for Child and Youth.

Ministry Meetings/Communications

- September 6, 29, 2022 Ministry Teams Meetings
- September 1, 2022, Meet Kevin Gabel at Regent Academy. Kevin provided information regarding items important to my work at Regent.

Other Issues

- As discussed in the Ministry Teams meeting on September 29, there are a number of items that need to be addressed. Items such as separation of church board and school board, policies to address possible conflict of interest, the ratio of teachers to support staff, and a mechanism to handle concerns or complaints may become issues.

Recommendations

- 17(1)(a)
- 17(1)(a)

School: Regent Academy
Reported by: Randall Fox
Date: November 7, 2022

Staff

- Staff Supervision

- As previously reported, Staff Supervision takes place during almost every visit to Regent. The intent is to monitor the relationship between students and staff, as well as the teaching and learning that is taking place. ^{17(1)(a)}

17(1)(a) Discussion is ongoing regarding teaching practices.

- Review and approve non-teaching staff and volunteers

- There were no new staff members. There was one volunteer who began this month, although I understand she has volunteered in the past. Criminal record check was submitted.

- Monitoring and directing instructional leadership and discipline

- Once again, I met regularly with the principal on each visit, to discuss all aspects of leadership in the school. The principal is new in the role, 17(1)(a), 29(1)
17(1)(a), 29(1)

- I continue to watch for instances of discipline. In the majority of cases, when discipline occurs, it simply involves an adult calling a student back to attention to the task at hand. The principal makes a point of talking with students who require any further discipline than this.

- Staff Meetings

- I attended staff meetings on October 6, 13, and 20th 2022. These are opportunities to monitor such things as staff morale, decision-making processes, staff priorities, and cohesiveness of the staff. The principal has implemented short "teams" meetings at the start of the first staff meeting of each month. This is an opportunity for the teachers and support staff to meet in grade level teams to plan or discuss items that need to be addressed. 17(1)(a)
17(1)(a)

- Professional Development

- Continue to discuss professional development with the principal. Staff is just beginning a book study on discipline vs. punishment. ^{17(1)(a)}
- Have also discussed with the principal professional development opportunities that might be appropriate to pursue as the staff and Board look to expand repertoire of teaching methodologies.

Human Resource Issues

- There were no Human Resources issues. 17(1)(a)
17(1)(a)

School Policies, Procedures, Format, Instructional Practices, etc.

- I provided input to the school policy regarding lockdowns, fire drill, student travel, and plans for dealing with a natural disaster. 17(1)(a)
17(1)(a)

Curriculum

- I continue to review curriculum materials. From what I have seen, and from discussions with staff, 17(1)(a)
17(1)(a)

Historical Records

- I continue to review school records. As mentioned last month, most records in the school are related to student achievement, enrolment, and school program. Many Cumulative files are old, and I have provided the school with a Saskatchewan records retention guide.

Parents, Students, and Past Students

- Since the initial parent meeting I have not had any contact with parents, other than the Board chair, and school volunteers. With parent/teacher interviews planned for November, I will have an opportunity then to speak directly to parents.
- I continue to make a point of talking to various individual students on every visit to the school. Responses from students are always positive.

Operation of School

- 17(1)(a) 17(1)(a)
17(1)(a)
- 17(1)(a)
17(1)(a)

Building/Facility Issues

- 17(1)(a)
- 17(1)(a)
17(1)(a)

Computer/Information Technology Issues

- 17(1)(a) 17(1)(a)
17(1)(a)

Financial

- I have had discussions with the financial lead of the Church regarding school finances, and she has provided me with a printout of school income and expenses.
- 17(1)(a)
- I have informed the Board that with the new Regulations they made need to determine income and costs of the school more precisely for reporting purposes.

Deals with the Board

- October 12, 2022: Met with the Board. This was an opportunity to answer questions, at least in a general way, regarding potential changes to the Regulations. It was also a chance to talk with the Board about planning, re: vision for the future. 17(1)(a)
17(1)(a)

Ministry Meetings/Communications

- October 4, 2022, Ministry Teams Meetings
- October 21, 2022, Katherine LeBlanc visited Regent Academy to supervise teachers. This was an opportunity for me to converse with Katherine about the teaching and learning at Regent.

Other Issues

- As previously noted, there are several items that need to be addressed. Items such as school governance (church board and school board), school policies and operational procedures, and a process to support transition to more effective teaching practices are all important aspects for the future of the school.

Recommendations

- **17(1)(a)**

17(1)(a)

17(1)(a)

17(1)(a)

17(1)(a)

17(1)(a), 29(1)

17(1)(a)

School: Regent Academy
Reported by: Randall Fox
Date: January 3, 2023

Staff

- Staff Supervision
 - Staff Supervision takes place regularly during visits to Regent. 17(1)(a)
17(1)(a) I continue to talk to the principal and staff about teaching methodologies.
- Review and approve non-teaching staff and volunteers
 - There were no new staff members or volunteers this month.
- Monitoring and directing instructional leadership and discipline
 - I continue to meet regularly with the principal to review leadership in the school. The principal 17(1)(a), 29(1)
17(1)(a), 29(1)
 - There have been no significant discipline challenges or issues. There are times when a staff member will talk to a student privately about work completion or behavior. 17(1)(a)
17(1)(a)
- Staff Meetings
 - There was one staff meeting in December (December 1) which I was unable to attend. As a result of the HIPA 27(1), 29(1) any further staff meetings in December were postponed. 17(1)(a)
17(1)(a)
- Professional Development
 - Professional development has typically involved staff discussing, in like groups, staff effectiveness in the supporting the operation of the school and student learning.
 - I continued to discuss professional development with the principal, as well as other staff. Staff is beginning a book study on discipline vs. punishment. 17(1)(a)
17(1)(a)

Human Resource Issues

- There were no Human Resources issues. 17(1)(a)
17(1)(a)

School Policies, Procedures, Format, Instructional Practices, etc.

- I continued to discuss school operations, general policy, and instructional practises with the staff and the Board. I also discussed Admin Procedures that will be available from the Ministry.

Curriculum

- I continue to discuss/review with staff the materials and programs used to support curriculum in the school. 17(1)(a) and this has been discussed with staff and the Board.

Historical Records

- I continue to discuss school records with the staff and the Board.
- I provided various documents to the Saskatchewan Advocate for Child and Youth. These were documents requested by ACY relative to student enrolment and school operations in the past as well as current practices.

Parents, Students, and Past Students

- My contact with parents, students and past students was limited in December. I had expected to have the opportunity to talk to parents at the Christmas Concert, but due to student illnesses, the live concert was cancelled and replaced with an online streaming event.
- The parents and past students that I had contact with in December were primarily individuals with a current connection to the school, e.g., current Board members or staff. 17(1)(a)

Operation of School

- 17(1)(a)

Building/Facility Issues

- As previously noted, the school facility serves the students well, and any issues that exist are addressed by the Board. The Board recently met with the principal to discuss further developments that might support the school program, such as the establishment of a science lab.

Computer/Information Technology Issues

- Students, particularly middle years, and high school students, continue to use technology to support their studies. 17(1)(a)
17(1)(a)
17(1)(a)

Financial

- As mentioned last month, 17(1)(a) Discussion with the Board included financial practices and potential changes in Regulations.

Deals with the Board

- December 14, 2022: Met with the Board. Once again there was discussion about potential new Regulations as well as potential Administrative Procedures.
- The Board expressed its appreciation of having a Ministry representative at the school on a regular basis this fall.

Ministry Meetings/Communications

- December 13, 2022, Regular Ministry Teams Meetings.
- December 14, 2022, Ministry Teams meeting regarding draft Administrative Procedures for QIS.

Other Issues

- 17(1)(a)
- 17(1)(a)
17(1)(a)

Recommendations

- 17(1)(a)

Legacy Christian Academy – Reporting by Michael Walter
Based on roles and responsibilities outlined in the contract
August 31, 2022

Staff Supervision

- Reviewed all staff members to determine accuracy of list of teachers and non-teachers
- Reviewed the certified teacher list with **29(1)** at the STPRB and confirmed all have submitted their registration for 2022-23. All certified teachers at Legacy Christian Academy are now registered with the SPTRB for the 2022-2023 school year.
- 17(1)(a) Will have conversations with Kevin, Katherine regarding previous consultations with the Ministry regarding this set up.

Review and approve non-teaching staff and volunteers

- Reviewed all non-teaching staff and known volunteers and have approved all those in place effective August 31, 2022.

Review school policies and procedures, and make recommendations for changes where appropriate.

- The review of school policies and procedures has begun.
- 17(1)(a)
- 17(1)(a)

Review any historical records (e.g., disciplinary records) that are relevant

- There have been cumulative folder requests by the following former students. I am in the process of providing these to them.
 - 29(1)
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Monitoring and directing instructional leadership, discipline and communication with parents

- Parent letter sent out Aug 25, 2022 and is attached.

Lead staff meetings

- Aug 25, 2022 – start up meeting to introduce myself and to support staff with beginning the new school year
- Aug 29, 2022 – opportunity to review a number of items related to school start up, concerns about student and staff safety on opening day.

- August 31, 2022 – review final procedures for students arriving on first day tomorrow.

Manage the financial affairs as necessary for the operation of the school

- Aug 31, 2022 – first meeting with 29(1) for Two Mile Church ²⁹⁽¹⁾
29(1)
 - Establish payroll - what is the breakdown of salaries for LCA staff? Have contracts been signed with all staff?
 - Review projected income
 - Review increases to Administrative Staff Fees
 - Visual Arts 10 - extra course (10% time)
 - Review applications for enrolment
 - EAL and support teacher - cost benefit
 - Review current LCA surplus and the purpose for this surplus
 - Sept 30 TRC day off, Sept 29 orange shirt day
 - OH&S Committee
 - My roles and responsibilities as per the mandate from the Minister

Manage any other aspects of the school operations that has not been specifically mentioned.

- I have met individually with all staff members to introduce myself and learn more about each of them.
- Supported the new parent / new kindergarten meeting on Aug. 30, 2022.

15(1)(c), 15(1)(d), 15(1)(k), 29(1)

15(1)(c), 15(1)(d), 15(1)(k), 29(1)

15(1)(c), 15(1)(d), 15(1)(k), 29(1)

- 29(1) is a former teacher. 29(1) Stood up for students when the school went too far.
- Students were told that they had to report issues with other students and if you didn't, you were as guilty as the student doing something "wrong"
- 15(1)(d), 17(1)(a), 29(1)
 - 29(1)
 - 29(1)
 - 29(1)
 - 29(1)
 - 15(1)(c), 15(1)(k), 29(1)
 - 15(1)(c), 15(1)(k), 29(1)
 - 15(1)(c), 15(1)(k), 29(1)
- Academic side
 - 29(1)
 - 29(1)
 - Other students have had the same experiences
- HIPA 27(1), 29(1)
- 15(1)(c), 15(1)(k), 29(1), HIPA 27(1)

Dear Parents,

My name is Mike Walter and I would like to take this opportunity to introduce myself and share some information about my role here at Legacy Christian Academy.

I have been involved with the education of students in Saskatchewan for 32 years. I grew up on a farm near Nipawin and attended the University of Saskatchewan. I taught for seven years in rural Sask, then four more years in Regina as a high school physics, science and math teacher. From there, I have held a number of roles, including vice-principal, principal, superintendent and deputy director, all with Regina Public Schools. I served as deputy director for two more years at Prairie Valley School Division until July 2021. I chose to resign at this point so I could help my ailing father until his passing in October.

I have three grown children, two who have completed their university degrees and a third entering programming at SAIT in Calgary in the fall.

I am sure this has been a challenging time for you as parents with respect to LCA. I can certainly appreciate the events of this summer have been concerning and I'm sure you have questions. For those who attended the parent meeting on Monday, I understand many good questions were asked and that parents felt quite a bit better after the meeting.

As for my role here at Legacy Christian Academy, I have been appointed by the Minister of Education to temporarily oversee the operation of the school. This is a temporary measure for the next several months. You may have seen the news release from the Ministry of Education. Part of the news release is shown below.

The administrators' priorities will be to direct the operations of the schools to ensure student safety and well-being, and to provide a positive learning environment for students. They will review staff lists and determine if the appropriate staff will continue to provide teaching and other services within the schools, to ensure there is strong communication with parents, and to provide leadership to the school staff. They will also be reviewing the school policies and procedures, as well as reviewing historical documentation in order to make recommendations for any changes that might be appropriate or necessary. In addition to ongoing communication, they will provide formal reports to the Ministry of Education at least monthly to ensure the schools are teaching Saskatchewan curricula.

The administrators will be in place for the next several months, or as required and they will work closely with the Ministry of Education and the ministry will support those roles throughout the time they are there.

I have been meeting with staff since Tuesday. I can share that every person I have met here at LCA and Two Mile Church have been very welcoming and kind towards me. I am very appreciative for this, as I know this has been a very challenging time for both the school and the church.

I want to assure you, as parents, that I will always have the best interests of your children front and centre with the decisions I am a part of here at LCA. As well, I want to assure you that the current funding for the 2022-2023 from the Government of Saskatchewan will be in place for LCA.

I am looking forward to meeting you when we have the opportunity. I will be attending the New Parent Orientation / Kindergarten Meeting on August 30th as well as the Eagles Meeting / Open House on September 14th.

If you have any questions, you are always welcome to contact me at the school. My email address is mwalter@legacyacademy.ca.

Sincerely,

Mike Walter

Administrator

Legacy Christian Academy – Reporting by Michael Walter
 Summary of Activities – Sept. 1 to 15, 2022

<p>Sept. 1</p> <ul style="list-style-type: none"> • Determine first day enrolment of students • Visit all classrooms to introduce myself • Meeting with Kevin Gabel <ul style="list-style-type: none"> ○ Reviewing overall work I have completed ○ Discussion of further allegations • Meeting with 29(1) re: cumulative folder access 	<p>Sept. 9</p> <ul style="list-style-type: none"> • Meeting with 29(1) re: process for hiring principal • Finalized all staff contracts • Meeting two former students to provide copies of cumulative folders • Prep for and conducting a fire drill • Various administration oversight activities
<p>Sept. 2</p> <ul style="list-style-type: none"> • Meet with 29(1) • Meeting with 29(1) • Meeting with students re: student council • Meeting with 29(1) • Various administration oversight activities 	<p>Sept. 12</p> <ul style="list-style-type: none"> • Revision of student discipline policy • Letter of support for staff member • Budget work • Visit classrooms • Cumulative Folder requests • Meeting with staff to review oversight of non-teacher 29(1) • Various administration oversight activities
<p>Sept. 6</p> <ul style="list-style-type: none"> • Meeting with Ministry/Administrators <ul style="list-style-type: none"> ○ Overall updates • Reviewing contracts with staff • Meeting with 29(1) • Visit classrooms • Review of payroll and signing contracts • Meeting with former student regarding their experiences at the school 	<p>Sept. 13</p> <ul style="list-style-type: none"> • Two meetings with former students • Meeting with teacher regarding student issue • Completing Annual Report • Review teacher EEP • Meeting with students re: Student Council • Various administration oversight activities
<p>Sept. 7</p> <ul style="list-style-type: none"> • Setting up OH Committee • Reviewing budgets and emailing staff their allocations • Meeting with former student regarding their experiences at the school • Meeting with Katherine LeBlanc • Review of historical documents 	<p>Sept. 14</p> <ul style="list-style-type: none"> • Reviewing curriculum materials, including Biology 30, early years science • Meeting with Kevin Gabel • Meeting with parent regarding potential new student • Classroom observation –29(1) • Various administration oversight activities
<p>Sept. 8</p> <ul style="list-style-type: none"> • 15(1)(c), 15(1)(k), 29(1) 15(1)(c), 15(1)(k), 29(1) • Reviewing privacy, OH&S legislation • Complete annual return • Meeting with former student • Meeting with Gerry Craswell <ul style="list-style-type: none"> ○ Discussion/update of school opening, current status • Meeting with 29(1) • Meeting with 29(1) <ul style="list-style-type: none"> ○ Planning for hiring of principal • Various administration oversight activities 	<p>Sept. 15</p> <ul style="list-style-type: none"> • Meeting with former student • Continuing review of curriculum materials. English Language Arts at all grade levels • Submission of several Ministry documents <ul style="list-style-type: none"> ○ Staff lists ○ Annual Return ○ Review of EEP staff list • Various administration oversight activities

School: Legacy Christian Academy

Reported by: Michael Walter

Dates: Sept. 16 to 30, 2022

Staff

Staff Supervision

- Meeting with 29(1) to review²⁹⁽¹⁾ planning and ideas regarding student activities
- Supervised 29(1) in two separate lessons
- Supervised 29(1)

Review and approve non-teaching staff and volunteers

- Conducted the process of hiring for an educational assistant position. We held five interviews from the 24 applicants and selected a candidate, who has accepted.

Monitoring and directing instructional leadership and discipline

-

Staff Meetings

-

Professional Development

- Will be meeting with staff on October 4 to begin development of a school-wide professional development plan. 17(1)(a)
17(1)(a) 17(1)(a), 29(1)
17(1)(a), 29(1)

Human Resource Issues

-

School Policies, Procedures, Format, Instructional Practices, etc.

- A complete review of all ministry regulations, policies and procedures to ensure my understanding of expectations and to ensure compliance by Legacy Christian Academy
- Review of student discipline policy, changes made and final version sent to the Ministry
- Review of privacy practices to enhance procedures to ensure student information is kept private and access to the information is only for the purposes for which it was collected

Curriculum

- Have spent a number of hours reviewing the PACE booklets students use to learn curriculum outcomes. I am working with staff to ensure the work on in these PACE booklets matches up with curriculum outcomes.
- Have reviewed 1 – 12 Social Studies, 1 – 9 Science and Biology 30

Historical Records

- 15(1)(c), 15(1)(k)
- 15(1)(c), 15(1)(k), 15(1)(d)
15(1)(c), 15(1)(d), 15(1)(k) 15(1)(c), 15(1)(d), 15(1)(k), 29(1)
15(1)(c), 15(1)(d), 15(1)(k)
- 15(1)(c), 15(1)(d), 15(1)(k)

Parents, Students, and Past Students

- Held four meetings with former students and two meetings with parents who had students in the school in previous years.
- 15(1)(c), 15(1)(k), 29(1)
- 17(1)(a), 29(1)
- Parent meeting held one evening – for new parents.

Operation of School

- Drove the girls' volleyball team to and from a tournament at Saskatoon Christian School
- Implementation of an Occupational Health and Safety Committee, which never existed before
- Conducted three fire drills
- Developing Secure the Building, Lockdown procedures and will run first drills in October

Building/Facility Issues

-

Computer/Information Technology Issues

- Working with IT support to fix several issues related to access to the Student Information System used by the

Financial

- Met with 29(1) for Mile Two Church, to review the school budget
- All staff have been provided their budget allocations
- Review of previous budgets to determine allocations and potential surplus
- 19(1)(b)
Discussions have been held with 29(1) regarding the amount of surplus that is appropriate and for a school with a budget of 19(1)(b)

Deals with the Board

- Met with 29(1) regarding potential timelines and process for hiring of new principal. Also had a conversation regarding what we are looking for in a candidate
- Have asked on several occasions to meet with the Board...still waiting for this meeting to be scheduled.

Ministry Meetings/Communications

- Meeting with Katherine LeBlanc and staff to review Ministry expectations regarding covering curriculum, yearly plans, professional learning, etc.
- Meetings with Ministry staff to support the development of changes to the regulations, policies and procedures.

Other Issues

-

Recommendations

- 15(1)(d), 17(1)(a), 29(1)

15(1)(d), 17(1)(a), 29(1)

School: Legacy Christian Academy
Reported by: Michael Walter
Dates: Oct. 3 to 14, 2022

Staff

Staff Supervision

-

Review and approve non-teaching staff and volunteers

-

Monitoring and directing instructional leadership and discipline

- Meeting held with each classroom teacher to review monitoring and documentation of curriculum outcomes, along with year at a glance summaries.

Staff Meetings

- Staff meeting held Oct. 4. Items for discussion included:
 - OH Committee
 - Lockdown procedures
 - PD Planning for the year
 - Music concerts
 - Year at a glance document
 - Monitoring of curriculum outcomes
 - Curriculum correlations to PACE program
 - School trips

Professional Development

-

Human Resource Issues

- **29(1)** posted an ad for an EA position around Sept. 12th. **17(1)(a), 29(1)**
17(1)(a), 29(1)
17(1)(a), 29(1)

School Policies, Procedures, Format, Instructional Practices, etc.

- There is a policy in place right now where students are required to sign an "Honour Code" outlining the school's expectations for behaviours with students. 15(1)(c), 15(1)(d), 15(1)(k), 17(1)(a)
15(1)(c), 15(1)(d), 15(1)(k), 17(1)(a)

15(1)(c), 15(1)(d), 15(1)(k), 17(1)(a), 29(1)
15(1)(c), 15(1)(d), 15(1)(k), 17(1)(a), 29(1)

- I have been working with staff to implement a lockdown procedure. As well, I have been testing the intercom system to ensure all staff and students can hear the request for a lockdown.

Curriculum/Instruction/Assessment

- I am working with two teachers to have begin designing inquiry-based learning opportunities for students. I have observed that, in the last hour of the day, a number of students have completed their assigned work (PACE booklets) and are doing random activities, including games in the hallway, hanging out in the Games Room, etc. 17(1)(a)
- I have obtained 10 more laptop computes from the Computers for Schools program. The intent of these computers is for inquiry-based learning.

Historical Records

- **15(1)(c), 15(1)(k)**

Parents, Students, and Past Students

- Working with a student, ²⁹⁽¹⁾ to support a teacher with staying more on task and completing homework. Have met with this student every day since Oct. 3, to follow up.
- Meeting with Grade 1 student's parents, teacher regarding behaviours
- Meeting with Grade 4 student's parents, teacher regarding parent concerns over handling of student comments
- **29(1), 15(1)(c)**
- Reviewing school policy regarding ability to have a student discontinued due to behaviours outside of the school day (at home during the evening or weekend). Checked with Kevin Gabel at the Ministry regarding past practice.

Operation of School

- New staff member started Oct. 3. Provided an orientation to the school.
- Reviewing LCA Director's Report for student enrolment and problem-solving discrepancies regarding four students
- Supervise class while VP conducts student assessments for intake
- Dealing with student discipline issues

Building/Facility Issues

-

Computer/Information Technology Issues

-

Financial

- Working with 29(1) for Mile Two Church, in regards to the determining the surplus/reserve funds for Legacy Christian Academy. Email request to 29(1) 29(1), with 29(1) cc'd, was sent Oct. 4, 2022.
- Met with 29(1) on Oct. 13 and information was provided regarding the level of the surplus/reserves. 19(1)(b) 19(1)(b)

Deals with the Board

- I have continued to inquire about meeting with the Board. On Oct. 13, 29(1) assured me a date had been suggested to the Board and that I would be meeting with the board very soon.

Ministry Meetings/Communications

- Meeting of three school administrators and ministry personnel regarding updates from the three schools and the ministry regarding regulatory changes for independent schools.
- Coordinating visit with Katherine LeBlanc

Other Issues

-

Recommendations

-

School: Legacy Christian Academy

Reported by: Michael Walter

Dates: Oct. 17 to 31, 2022

<p>Staff</p> <p><u>Staff Supervision</u></p> <ul style="list-style-type: none">• <p><u>Review and approve non-teaching staff and volunteers</u></p> <ul style="list-style-type: none">• <p><u>Monitoring and directing instructional leadership and discipline</u></p> <ul style="list-style-type: none">• Have been working with two staff regarding inquiry-based learning and how to implement this in a classroom. Also, focusing on strategies to improve students' critical thinking skills/ <p><u>Staff Meetings</u></p> <ul style="list-style-type: none">• Staff meeting held Oct. 18. Items for discussion included:<ul style="list-style-type: none">○ PD Planning○ Update - Lockdown drill planning○ Plans for Nov 3, 4○ Parent/Teacher Interviews Nov 9 and 10 - scheduling, expectations <p><u>Professional Development</u></p> <ul style="list-style-type: none">• Development of a PD plan for the year focusing on supporting teachers with implementing instructional strategies focusing on developing critical thinking skills with students.• Working to find a teacher for the 29(1) to visit as a professional learning opportunity.
<p>Human Resource Issues</p> <ul style="list-style-type: none">• Conversation with two potential applicants for Principal/Trustee position.
<p>School Policies, Procedures, Format, Instructional Practices, etc.</p> <ul style="list-style-type: none">• I have been working with staff to implement a lockdown procedure. As well, I have been testing the intercom system to ensure all staff and students can hear the request for a lockdown.
<p>Curriculum/Instruction/Assessment</p> <ul style="list-style-type: none">•
<p>Historical Records</p> <ul style="list-style-type: none">• 15(1)(c), 15(1)(k) 15(1)(c), 15(1)(k)

Parents, Students, and Past Students

- Deal with a parent concern regarding an incident between two students. After an investigation, held a meeting with both students and resolved the issue.
- Meeting on October 25 in the evening with 29(1)
29(1)

Operation of School

-

Building/Facility Issues

-

Computer/Information Technology Issues

- Ordered a new desktop computer and working with the IT support provided to have 10 laptops ready for student use.

Financial

- Working with 29(1) for Mile Two Church, in regards to the determining the surplus/reserve funds for Legacy Christian Academy. Email request to 29(1) 29(1) with 29(1) cc'd, was sent Oct. 4, 2022.
- 29(1) indicated that, once LCA received government funding, that the Board made a decision to start building a reserve fund. 17(1)(a), 29(1)
17(1)(a), 29(1)
- Met with 29(1) on Oct. 13 and information was provided regarding the level of the surplus/reserves. 19(1)(b)
- October 17 – requested income statements, balance sheets, cash flow statements, and statements of equity for the school. Was asked to wait until 29(1)
29(1) , 29(1) did email 29(1) indicating that 29(1) wanted to review the documents and remove the church revenues and expenditures.

Deals with the Board

- I have continued to inquire about meeting with the Board. On Oct. 13, 29(1) assured me a date had been suggested to the Board and that I would be meeting with the board very soon.
- Finally met with the Mile Two Church Board on October 27.
- In terms of operational functioning of the Board, 29(1) has been given authority by the Board to oversee operations of LCA. 15(1)(c), 15(1)(k), 17(1)(a)

Ministry Meetings/Communications

-

Other Issues

- Oct. 25 – A staff member inquired about having 29(1) come and speak to 29(1) class about 29(1) . I have denied the request, given the concerns raised by former students.

Summary of Concerns to date

1. 15(1)(c), 15(1)(k), 29(1), 17(1)(a)

15(1)(c), 15(1)(k), 17(1)(a)

2. Requested surplus report for LCA on Oct. 3. I received it Oct. 13.

3. 15(1)(c), 15(1)(k), 19(1)(b), 17(1)(a)

4. I have repeatedly inquired about meeting with the Board. As of Oct. 25, no date has been set for this meeting.

5. 15(1)(c), 15(1)(k), 17(1)(a), 29(1)

6. ^{15(1)(c), 15(1)(k), 17(1)} 29(1) to inquire about the current salary for an EA. 29(1) used the wrong value. 29(1) never inquired with me.

7. 15(1)(c), 15(1)(k), 17(1)(b), 29(1)

8. On Oct. 25, 29(1) asked if 29(1) could come speak to 29(1) class about being a 29(1) 29(1)

Of Note:

15(1)(c), 15(1)(k), 17(1)(a)

15(1)(c), 15(1)(k), 17(1)(a)

15(1)(c), 15(1)(k), 17(1)(a)

School: Legacy Christian Academy
Reported by: Michael Walter
Dates: Nov. 1 to 15, 2022

<p>Staff</p> <p><u>Staff Supervision</u></p> <ul style="list-style-type: none">• <p><u>Review and approve non-teaching staff and volunteers</u></p> <ul style="list-style-type: none">• <p><u>Monitoring and directing instructional leadership and discipline</u></p> <ul style="list-style-type: none">• I continue to have conversations with staff regarding the approach used at the school with the Pace/SAICS booklets, individual learning approach. <p><u>Staff Meetings</u></p> <ul style="list-style-type: none">• Staff meeting held Nov. 1. Items for discussion included:<ul style="list-style-type: none">○ Development of plans to support critical/creative thinking skills for students○ Update - Lockdown drill planning• Staff meeting held Nov. 15. Items for discussion included:<ul style="list-style-type: none">○ Instructional practices○ Awards ceremony for Nov. 19 <p><u>Professional Development</u></p> <ul style="list-style-type: none">•
<p>Human Resource Issues</p> <ul style="list-style-type: none">•
<p>School Policies, Procedures, Format, Instructional Practices, etc.</p> <ul style="list-style-type: none">•
<p>Curriculum/Instruction/Assessment</p> <ul style="list-style-type: none">• Reviewed all student report cards which were sent home to parents on Nov. 8. Parent teacher conferences were Nov. 9 and 10.• Reviewed a number of the SAICS developed student workbooks, specifically for Biology 30, Chemistry 30, Physical Sciences 20, Health Sciences 20 and Science 10, to check for alignment with the Ministry of Education curricula.
<p>Historical Records</p> <ul style="list-style-type: none">•
<p>Parents, Students, and Past Students</p> <ul style="list-style-type: none">• 15(1)(c), 15(1)(k)
<p>Operation of School</p> <ul style="list-style-type: none">•
<p>Building/Facility Issues</p> <ul style="list-style-type: none">•

<p>Computer/Information Technology Issues</p> <ul style="list-style-type: none"> •
<p>Financial</p> <ul style="list-style-type: none"> • I have worked with Mile Two Church to produce all the financial documents for the past 10 years related to Legacy Christian Academy. These have been forwarded to the Ministry for review.
<p>Deals with the Board</p> <ul style="list-style-type: none"> • The church Board has a practice where it gives 29(1) authority to be the liaison between the Board and Legacy Christian Academy. My dealings with the Board are, with the exception of one meeting, through 29(1) 29(1) and I have regular conversations ^{17(1)(a), 29(1)} 17(1)(a), 29(1) 17(1)(a)
<p>Ministry Meetings/Communications</p> <ul style="list-style-type: none"> • We had two administrators' meetings, Nov 1 and 15. • A number of requests for comments have come to the school from media. These have been forwarded to 29(1) and the Ministry. • I have responded to several requests from the Ministry regarding the content of two different textbooks (Biology and Earth Science).
<p>Other Issues</p> <ul style="list-style-type: none"> • I have been in discussions with potential candidates to take over from me at the end of December. Three potential candidates have been identified. I have had conversations with all three. Two of the three have decided to not pursue the opportunity any further. I am meeting with the third potential candidate on Nov. 17th to show ²⁹⁽¹⁾ around the school and have a conversation about the position. •

School: Legacy Christian Academy
 Reported by: Michael Walter
 Dates: Nov. 16 to 30, 2022

<p>Staff</p> <p><u>Staff Supervision</u></p> <ul style="list-style-type: none"> • <u>Review and approve non-teaching staff and volunteers</u> • <u>Monitoring and directing instructional leadership and discipline</u> <p><u>Staff Meetings</u></p> <ul style="list-style-type: none"> • Held staff meeting on Nov. 29. Reviewed curriculum alignment the staff is doing along with operational matters. <p><u>Professional Development</u></p> <ul style="list-style-type: none"> • Staff continues to work on reviewing curriculum to ensure all outcomes are being taught to students. Teachers have identified gaps in the key resources (PACE booklets) and are making plans for addressing the gaps.
<p>Human Resource Issues</p> <ul style="list-style-type: none"> • Have two new substitute teachers available.
<p>School Policies, Procedures, Format, Instructional Practices, etc.</p> <ul style="list-style-type: none"> •
<p>Curriculum/Instruction/Assessment</p> <ul style="list-style-type: none"> • Staff continue to work on aligning their instruction and resources to the curriculum outcomes and indicators. Katherine LeBlanc stopped by for a school visit on Nov. 24 and was very pleased with the work being done by staff in this area.
<p>Historical Records</p> <ul style="list-style-type: none"> • 15(1)(c), 15(1)(k)
<p>Parents, Students, and Past Students</p> <ul style="list-style-type: none"> • We are working with a psychologist and parents for 29(1) to conduct an assessment to determine if there are any issues impacting 29(1) • 29(1) • 29(1) I am working with staff to ensure we help these students understand this is not appropriate.
<p>Operation of School</p> <ul style="list-style-type: none"> • Have hired a psychologist to conduct an assessment 29(1) Mentioned to 29(1) that I would be allocating money to this and, given the school is not paying for a principal, that there was plenty of money available. 29(1), 17(1)(b) 17(1)(b) I disagreed and have authorized this payment.
<p>Building/Facility Issues</p> <ul style="list-style-type: none"> •

Computer/Information Technology Issues <ul style="list-style-type: none">•
Financial <ul style="list-style-type: none">•
Deals with the Board <ul style="list-style-type: none">•
Ministry Meetings/Communications <ul style="list-style-type: none">• We are continuing to search for a principal to take over from me, if this is the direction the Minister approves. I have contacted five individuals and two are interested.•
Other Issues <ul style="list-style-type: none">•

School: Legacy Christian Academy

Reported by: Michael Walter

Dates: Dec 1 to 15 2022

Staff

Staff Supervision

- Review and approve non-teaching staff and volunteers

- Monitoring and directing instructional leadership and discipline

Staff Meetings

- Held staff meeting on Dec 14, 2022

Professional Development

-

Human Resource Issues

- Have two new substitute teachers available.

Advocate for Children and Youth

- Held two meetings with two representatives from the Advocate for Children and Youth – December 7 and 15, 2022. We met for a total of 2.5 hours over the two meetings. The rest of the time, they reviewed student cumulative records

Curriculum/Instruction/Assessment

- Staff continue to work on aligning their instruction and resources to the curriculum outcomes and indicators.

Historical Records

- 15(1)(c), 15(1)(k)

Parents, Students, and Past Students

- 15(1)(c), 15(1)(d), 15(1)(k), 29(1)

-

Operation of School

- Met with Trudy Capes on Dec. 20 to support her transition into the role of Administrator/Trustee

-

Building/Facility Issues

-

Computer/Information Technology Issues

-

Financial

- Review of current spending for the 2022/23 school year budget.

Deals with the Board

- Supported the Board through 29(1) as the Ministry made a final decision regarding the next steps for the administrator/trustee at LCA.

Ministry Meetings/Communications

- Working with Kevin Gabel to support the process of hiring a new administrator/trustee to replace me
- Reviewed all the draft administrative procedures the Ministry is developing to support Independent Schools. Participated in a meeting to review the AP's.

Other Issues

- Trudy Capes has been hired by the Ministry to replace me as Administrator/Trustee. She came on Dec. 14 to do a quick tour of the school. She then attended the staff meeting on Dec. 14.
- School held two separate Christmas Concerts (Dec. 7 and 14)

School: Legacy Christian Academy
 Reported by: Michael Walter
 Dates: Dec 16, 21

<p>Staff</p> <p><u>Staff Supervision</u></p> <ul style="list-style-type: none"> • <p><u>Review and approve non-teaching staff and volunteers</u></p> <ul style="list-style-type: none"> • <p><u>Monitoring and directing instructional leadership and discipline</u></p> <ul style="list-style-type: none"> • <p><u>Staff Meetings</u></p> <p><u>Professional Development</u></p> <ul style="list-style-type: none"> •
<p>Human Resource Issues</p> <ul style="list-style-type: none"> •
<p>School Policies, Procedures, Format, Instructional Practices, etc.</p> <ul style="list-style-type: none"> •
<p>Curriculum/Instruction/Assessment</p> <ul style="list-style-type: none"> •
<p>Historical Records</p> <ul style="list-style-type: none"> •
<p>Parents, Students, and Past Students</p> <ul style="list-style-type: none"> •
<p>Operation of School</p> <ul style="list-style-type: none"> • Dec 16, 2022 was the last day of school for staff and students.
<p>Building/Facility Issues</p> <ul style="list-style-type: none"> •
<p>Computer/Information Technology Issues</p> <ul style="list-style-type: none"> •
<p>Financial</p> <ul style="list-style-type: none"> •
<p>Deals with the Board</p> <ul style="list-style-type: none"> •
<p>Ministry Meetings/Communications</p> <ul style="list-style-type: none"> •
<p>Other Issues</p> <ul style="list-style-type: none"> • Met with Trudy Capes, incoming administrator, on Dec. 20 to provide an opportunity for transition from myself to her in the new year.