



MASS
MANITOBA ASSOCIATION OF
SCHOOL SUPERINTENDENTS

ANNUAL REPORT BOOK

2017-2018

Annual General Meeting

May 17, 2018

Victoria Inn Winnipeg

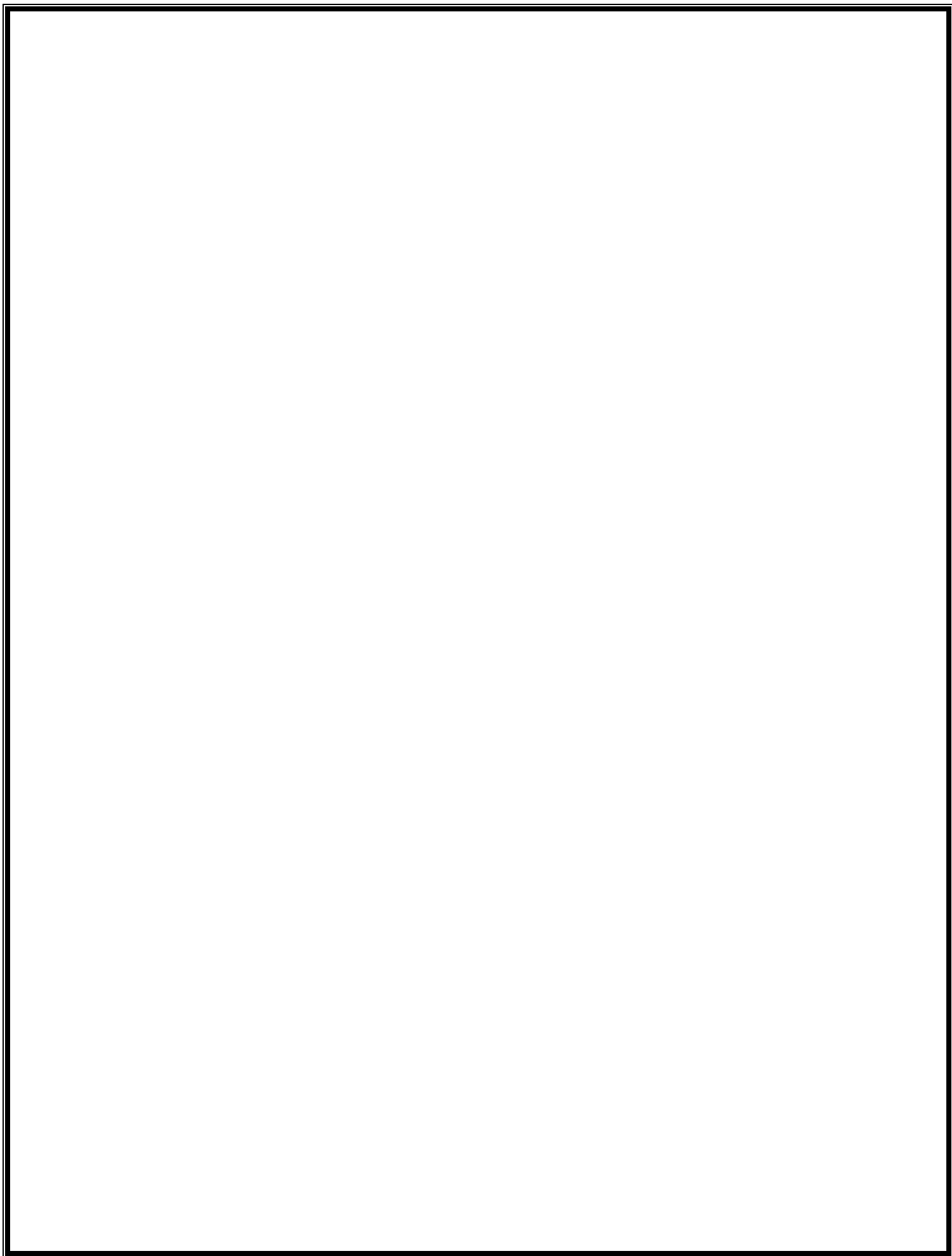


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AGM Agenda

Pre-Meeting Timed Item - Immediately following Lunch

Presentation Student Well-Being and Well-Becoming Position Statement
Verland Force, Thomas Falkenberg, Grace Ukasoanya

- 1. Call to Order and Welcome – *President, Donna Davidson***
- 2. Approval of Agenda**
- 3. Approval of Minutes**
 - 3.1.** AGM – May 18, 2017
 - 3.2.** General Membership Meeting – October 6, 2017
- 4. President’s Report – *Donna Davidson***
- 5. Table Officers and Executive Director's Reports**
 - 5.1** Past President – *Brett Lough*
 - 5.2** Treasurer – *Pauline Clarke*
 - 5.3** Executive Director - *Ken Klassen*
- 6. Standing and Focus Committee Reports**
 - 6.1** Curriculum Committee – *Randy Dueck*
 - 6.2** Finance and Legislation – *Jason Young*
 - 6.3** Leadership Development Committee – *Susan Schmidt*
 - 6.4** Professional Learning Committee – *Leanne Peters*
 - 6.5** Public Relations/Membership Services and Policy Committee – *Celia Caetano-Gomes*
 - 6.6** Mental Health and Well-Being Committee – *Verland Force*
 - 6.7** Early Child Education Committee – *Réne Déquier*
 - 6.8** Indigenous Education Committee – *Lorie Henderson*

(Note: Committee reports to be received as a single item of business, followed by the opportunity for comments and questions. Committee recommendations will be dealt with under New Business.)
- 7. External Committee Reports**
- 8. Nominating Committee Report & Elections – *Brett Lough***
 - 8.1** Presentation of Nominating Committee Report & Election of 2018-2019 Officers
 - 8.2** Recognition of Newly Elected Regional Directors
 - 8.3** Introduction of Incoming President
- 9. Incoming President's Remarks**

- 10. 2018-2019 Budget – *Pauline Clarke***
 - 10.1** Approval of Membership Fees for 2018-2019
 - 10.2** Approval of 2018-2019 Budget

- 11. Bylaw Revisions**
 - 11.1** Bylaw 1 – Sections Pertaining to Two Year Terms for Table Officers
 - 11.2** Bylaw 1 Section 11 – Two Committee Name Changes

- 12. Roundtable Discussions**
 - 12.1** MASS Priorities for 2018-2019 – *Donna Davidson*
 - 12.2** Student Learning Committee Report – *Randy Dueck*
 - 12.3** Early Childhood Grant Consultation – *Donna Davidson*

- 13. Resolutions**
 - 13.1** Report on Resolutions 2017 – 2018
 - 13.2** Discussion of Proposed Resolutions 2018 - 2019

- 14. Members' Questions and Comments and New Business**

- 15. Adjournment**

MINUTES OF ANNUAL GENERAL MEETING

Thursday, May 18, 2017

Victoria Inn, Winnipeg, Manitoba

CALL TO ORDER AND WELCOME

President Brett Lough welcomed the membership to the 2017 Annual General meeting and called the meeting to order at 1:22 p.m.

APPROVAL OF AGENDA

MOTION: *Reg Klassen/Kelly Barkman*

"That the agenda for the 2017 Annual General Meeting be approved as distributed."

Carried

APPROVAL OF MINUTES

MOTION: *Krista Curry/Pauline Clarke*

"That the minutes of the Annual General Meeting held May 19, 2016, be approved."

Carried

MOTION: *Donna Davidson/Jason Young*

"That the minutes of the Fall Members Meet held November 3, 2016 be approved."

Carried

TABLE OFFICERS' AND EXECUTIVE DIRECTOR'S REPORTS

The Table Officers' and Executive Director's reports were included in the Annual Report Book.

MOTION: *Pauline Clarke/Gwen Birse*

"That the reports submitted by Table Officers' and the Executive Director be approved as presented. "

Carried

Treasurer's Report

Cyndy Kutzner presented the Treasurer's Report that was included in the 2016 - 2017 Annual Report Book. The report includes the Income/Expense – Budget vs. Actual Report as at April 30, 2017 which indicates that the 2016-2017 budget is slightly over budget, but that MASS continues to enjoy a solid financial base. The report indicates that a projected surplus at June 30, 2017 is estimated to be \$19,280.

The Treasurer's Report also includes a proposed 2017-2018 Budget which is based on the MASS Budgeting principles. The proposed budget provides for a membership fee increase of \$50 for active members and \$25 for associate members.

2016-2017 MASS Membership Fees

MOTION: *Cyndy Kutzner/Jason Young*

"That the MASS Membership fees for 2017-2018 be \$ 1,300.00 for active members and \$675.00 for associate members."

Carried

2017 - 2018 MASS Budget

MOTION: *Cyndy Kutzner/Celia Caetano-Gomes*

"That the 2017 - 2018 Budget be approved in the amount of \$318,000."

Carried

COMMITTEE REPORTS

Copies of annual reports from the chairs of MASS Standing and Ad Hoc Committees and from MASS member representatives on external committees were included in the Annual Report.

MOTION: *Ted Fransen/Barb Isaak*

"That all Standing & Focus Committee Reports included in the 2016 - 2017 Annual Report Book be received as information."

Carried

MOTION: *Randy Dueck/Michele Polinuk*

"That External Committee Reports included in the 2016 - 2017 Annual Report Book be received as information."

Carried

NOMINATING COMMITTEE REPORT & ELECTIONS

Mike Borgfjord presented the Nominating Committees slate of candidates for MASS Table Officer positions for 2017-2018. There being no further nominations from the floor, the following were elected as MASS Table Officers for 2017-2018:

President	Donna Davidson
Past President	Brett Lough
First Vice President	Duane Brothers
Second Vice President	Cyndy Kutzner
Treasurer	Pauline Clarke

Directors-At-Large

Mike Borgfjord informed the members that, in accordance with the MASS Bylaws, the Nominating Committee is proposing that Celia Caetano-Gomes and Leanne Peters remain Directors-at-Large.

MOTION: *Brett Lough/Krista Curry*

"There being no further nominations from the floor, Celia Caetano-Gomes and Leanne Peters were declared as Directors-at-Large for 2017-2018."

Carried

MASS Regional Directors

Regional directors are elected democratically by members of their respective regions prior to the Annual General Meeting. Three members are elected from the Metro Winnipeg Region and one member from each of the other MASS Regions.

The regional directors for 2017-2018 are:

Jason Drysdale	Director, Metro
Susan Schmidt	Director, Metro
Verland Force	Director, Metro
Jason Young	Director, Southwest
Julia McKay	Director, North
Keith Murray	Director, South Central
Randy Dueck	Director, Southeast Interlake

MOTION: *Barb Isaak*

“That the slate of candidates presented be approved as MASS Table Officers for 2017-2018.” *Carried*

ROUNDTABLE DISCUSSIONS

MASS Action Plan & Priorities

Members met in small groups to discuss areas for consideration as priorities for MASS for the coming year. This information will be used by the executive at the August planning session to assist in developing the 2017-2018 MASS Action Plan.

PR Salary and Benefits Survey Report

Members of the MASS Public Relations, Membership Services and Policy Committee shared a summary of findings of a comprehensive salary and benefits survey sent out to MASS members.

Finance and Legislation Report on Consultation with Rob Olson

The Chair of the Finance and Legislation Committee led a discussion period on Bill 28 and its impact on new and existing Superintendent and amalgamation protection clauses.

Resolutions Adopted at the Annual General Meeting held May 18, 2017

SECTION 1 – Executive Resolutions

Resolution 1.1 Well-Becoming (MASS Executive)

MOTION: *Gwen Birse/Steve Lawrie*

BE IT RESOLVED that MASS commits to contributing to the development of a comprehensive “Indicators of Well-being and Well-Becoming” in Manitoba public schools and shares our work with the Minister of Education and educational partners. ***Carried***

Rationale:

MASS recognizes that measures of accountability, such as PISA and PCAP, provide valuable information related to the educational performance of educational jurisdictions and that these metrics provide only a narrow view of public education. We recognize that what we measure truly matters and that successful 21st Century Citizens require broader metrics to measure the quality and success of our school system. Social-Emotional Health, Creativity and Innovation, Health, Citizenship and Quality Learning Environments all contribute to creating flourishing citizens. MASS leadership is critical in developing key indicators that promote measuring all areas of public education that truly matters and not just based upon a narrow discipline view of education.

Resolution 1.2 University Partnerships (MASS Executive)

MOTION: *Mike Borgfjord/Cyndy Kutzner*

BE IT RESOLVED that MASS build partnerships with Manitoba Universities and Red River College to work together to strengthen and enhance the educational programming for pre-service early years, middle years, senior years and vocational teachers to better respond to the well-being and diverse learning needs of all students in literacy and numeracy. ***Carried***

Rationale:

MASS is committed to building partnerships with all educational partners. For the 2017-2018 school year, MASS will focus on partnerships with institutions that support teacher training programs. Manitoba Universities (Brandon, University College of the North, Manitoba, St. Boniface, Winnipeg) and Red River College have been charged with training pre-service teachers in an Education program stream. Each institution has established unique criteria for graduation requirements that reflect their values, guiding principles, provincial requirements and faculty expectations to meet the fidelity of content knowledge, processes and pedagogy. As a result, there are varying levels of understanding and experience of pre-service teachers in being able to plan for and respond to student learning.

SECTION 2 – Regional Resolutions

Resolution 2.1 **Liaising with Workplace Safety and Health**
(South Central Region)

MOTION: *Krista Curry/Jason Young*

BE IT RESOLVED that the MASS executive liaise and work collaboratively with WSH to proactively provide training and recommend future policy to ensure the safest working conditions for our students and employees. ***Carried***

Rationale:

Individual divisions are being inspected and receiving work orders. Divisions are left to respond to situations in isolation and in a reactive way. There is no flow of communication out to school divisions when these situations occur. At this point the main connection is between MTS, WSH and MSBA. We would like MASS to be more involved and have an influential voice in this area.

SECTION 3 - Reaffirmed Resolutions

Focus Committee resolution from 2016 – 2017 for Indigenous Education, Early Childhood Learning and Mental Health and Well-being were reaffirmed to continue in 2017 – 2018.

MEMBERS QUESTIONS/COMMENTS

ADJOURNMENT

The meeting adjourned at 3:45 pm.

MINUTES OF THE 2017 FALL MEMBERSHIP MEETING

Friday, October 6, 2017

Hilton Suites Hotel, Winnipeg MB

Welcome and Pinning of New Members

Chairperson and MASS President Donna Davidson opened the meeting at 1:00 pm and welcomed 51 members to the meeting.

The following new members presented with MASS pins:

- Pam Garnham
- Brad Curtis
- Jerret Long
- Lesley Nichol
- April Krahn

The following members were unable to attend the meeting.

- Bruce Lyons
- Tammy Ballantyne
- Ray Karasevich

MASS Business Meeting

Treasurer's Report – Donna Davidson/President

The membership was advised that the Financial audit is underway and statements will be provided to the Executive in November for review. The 2016/17 Financial Statement will be presented for ratification at the May 2018 Annual General Meeting.

Ratification of 2017-2018 MASS Priorities and Action Areas

A copy of the MASS 2017-2018 Priorities & Action Areas was provided as information. Amendments and new priorities were highlighted.

MOTION: Barb Isaak/Cyndy Kutzner

"That the 2017-18 MASS Priorities and Actions Areas be accepted as presented."

Carried

Executive Director's Report – Ken Klassen

The Executive Director advised the membership that a November conference will not be held this year due to other events happening in the new year.

MASS is co-sponsoring a Peace Literacy Meet and Greet with Paul Chappell on October 18th. The event is open to everyone. Attendees were told Paul Chappell is returning for a two day workshop in April.

The Executive Director provided an update of the DisruptED Conference at the beginning of February and encouraged all members to attend.

Adjournment

With no questions having been brought forward from the membership, the meeting was adjourned at 1:15 pm

**MINUTES OF ELECTRONIC
GENERAL MEMBERSHIP MEETING**

Monday, December 18, 2017

Winnipeg, Manitoba

Whereby MASS Corporate By-Laws state the MASS Annual Audit must be ratified by the General Membership within six (6) months of the year end (June 30) and a members meeting was not held during the fall of 2017, an electronic vote was held. A quorum was met with fifty-three (53) votes, all being in favor of ratifying the 2016-2017 annual audit.

MOTION: Pauline Clarke moved to accept the the audit as presented and was seconded by Cyndy Kutzner.

**CARRIED
Recorded Vote 53/53**

TABLE OFFICER’S REPORTS

Past President’s Report

For the past eight years, I have had the good fortune of serving on the MASS Executive. It has been a tremendous privilege to be a part of this organization and to learn alongside those who are deeply committed to public education in Manitoba. This experience has had a profound impact on my understanding of public education beyond the borders of St. James-Assiniboia School Division where I have lived for my entire life. What I have learned in conversations with my colleagues in our province and superintendents from across the country is that MASS and its members take a back seat to no one when it comes to its demonstrated commitment to ensuring *equity* and *quality* are at the forefront of public education.

MASS continues to offer a strong voice in CASSA (Canadian Association of School Systems Administrators) with Ken Klassen, Mike Borgfjord and Reg Klassen (CASSA President Elect for 2018-19) advocating on our behalf for space in the conversation that the issues we face in Manitoba are a part of the ongoing dialogue at the national level. I encourage our membership to consider attending the CASSA conference in Ottawa, July 4 – 6, as this event will once again provide individuals with an excellent learning experience with systems leaders from across Canada.

In my role as Past President, I had the privilege of representing MASS at the CEA Superintendent’s National Forum, which coincided with the *CASSA Conference* in Toronto in early October 2017. These events provided me with further opportunities to collaborate with other jurisdictions, as well as share Manitoba’s perspectives, successes and challenges in the public education realm.

As a member of MASS since 2001, I have always felt that I have been surrounded by kind, thoughtful people who are steadfast in their commitment to *equity* and *quality* in our schools. These two foundational pillars of MASS have us on the moral path, I believe, for creating more inclusive spaces for ALL children in our province. Our mandate - *To provide leadership in Public Education by being Leaders of Learning, specifically by advocating on behalf of all of our learners and by providing high quality and timely professional learning opportunities for our members and our educational partners* – should never be taken lightly. It provides us with a clear focus on the role of a systems leader in the ongoing pursuit of trying to make a difference in the lives of all of our children in the province of Manitoba.

Respectfully Submitted,

Brett Lough, Past President

President's Report

Serving as your president this past year has been both an honour and a privilege. I have gained a wealth of knowledge in the area of educational leadership and have had the opportunity to work with leaders across this province. MASS is a very strong organization because of the dedication of its members, who commit to learning in their respective divisions, and commit to the learning of each other. Through collaboration, our organization pursues our mission of providing leadership for public education by advocating in the best interests of learners and supporting our members through professional services.

Fulfilling its mission requires a dedicated staff. Thank you to Ken and Karen for their commitment to MASS. Ken represents MASS at a variety of provincial and national tables and he does so as a strong and competent leader. He demonstrates commitment to our priorities and epitomizes our mandate of being leaders of learning. Karen's exceptional administrative skills help keep the president and the Executive effective and organized. Their dedication to MASS is to be commended.

When reflecting on the year, many highlights come to mind:

1. As president, I have had the privilege to represent MASS at the Educational Partners meetings. This year the Educational Partners met four times and they have developed a Terms of Reference. The Terms of Reference will be valuable in supporting the group in working together in the best interests of the students of Manitoba.
2. The MASS Leadership Development committee sponsored an excellent session on Leading with Diversity. The work of the Leadership Development committee affords superintendents and leaders of school systems the opportunity to learn and grow together, to become masters of their craft.
3. The Professional Development committee provided a number of exceptional learning opportunities commencing with the Simon Breakspear session at the Summer Institute. The November members' session featured a variety of mini sessions on Early Childhood, Indigenous Education, a book graze, and a fireside chat with the Deputy Minister. The committee partnered with other educational partners to provide the Peace Literacy Skills and Leadership Workshop with Paul Chappell and the DisruptEd Conference. The work of the committee is instrumental in our growth and development as leaders of school systems.
4. The Executive, with leadership and support from the Public Relations/Members Services and Policy Committee, reviewed MASS' current governance structure and developed a new governance proposal. It is the belief of the executive that the new structure, with the proposed changes to the table officer positions, will better serve the organization. The hope is that the new structure will be approved at the MASS AGM.

5. One of the most difficult undertakings was the search for and the hiring of a new Executive Director. Ken announced his retirement in December and with that announcement came the task of finding a replacement. Ken has served this organization with his hands, heart, mind and soul for the last five years as Executive Director and for many more years as a member. His leadership will be greatly missed. Fortunately for MASS, the search for a new Executive Director resulted in applications from very knowledgeable and skilled leaders. The Executive is pleased that we were able to secure a very worthy and competent replacement, Ms. Barb Isaak. Barb has been an active member of MASS for over 15 years. She has served as president, has held all table officer positions and has been a member of many MASS committees. Barb's leadership will build on the work in place and enhance the reputation that MASS enjoys both locally and nationally.

Once again, I would like to thank you for the opportunity to serve as your president. It has been a distinct pleasure to serve you and this fantastic organization. MASS is committed to learning – learning for all.

Respectfully submitted,

Donna Davidson, President 2017-18

Treasurer's Report

MASS Financial Position

The Profit & Loss Budget vs. Actual Statement (July 1, 2017 to April 30, 2018) follows this report.

MASS Policy requires that the Legal Reserve Fund be maintained at \$14,000. The fund has a balance of \$14,339.00 as of April 30, 2018. One claim has been made and reimbursed to the fund.

General investments at March 31, 2018 include a Canadian T-Bill Fund in the amount of \$ 53,520.00.

The MASS bank balance at April 30, 2018 was \$56,150.00 providing for total funds available of \$131,382. This amount does not provide a true picture of the current financial position as it includes large revenue amounts from Peace Literacy and Simon Breakspear team sessions where expenses have not yet been booked and does not yet include a budgeted transfer from surplus of \$25,000.

The 2017-2018 budget was based on projected net revenue for the following sessions:

<u>Budgeted</u>		<u>Actual</u>
\$ 65,000	Summer Institute	\$ 70,665
\$ 20,000	Pre-Summer Institute Session	\$ 21,600
\$ 7,500	Members Sessions	\$ 6,250
\$ 17,000	January 31 Pre-Conference (DisruptEd)	\$ 8,770
\$ 8,000	Leadership Development Workshop	\$ 6,160

The results for 2017-2018 were essentially as budgeted. However, the budget includes a transfer from surplus of \$25,000 and projections show a transfer of \$25,017 would be required to balance the budget.

2018-2019 Proposed Draft Budget

A copy of the 2018-2019 proposed budget is attached together with the MASS Budgeting Principles which have been established to provide the ability for the organization to move forward on a long-term basis with small annual membership fee increases. The Budgeting Principles are reviewed by the Executive on an annual basis to ensure they accurately reflect the current financial climate.

For reference, the budget is presented with four alternative membership fees ranging from an increase of \$50 - \$200 per active member and \$25 - \$100 per associate member. If the proposed increase of \$200 and \$100 respectively for active and associate members would be approved, which would provide total revenue of \$168,750 (based on 110 active members and 5 associate members) identified in the Budgeting Principles.

The core expenditures of the organization (audit, bank charges, committee meeting and executive meeting expenses, legal fund, MASS directed travel, office operations, publishing and printing, executive director expenses, salaries and benefits) are estimated at \$185,200 of which \$168,750 would be covered by membership fee revenue.

The projected accumulated surplus at June 30, 2018 of \$67,859 would represent approximately 21% of the 2017-2018 budget, before the transfer of \$25,017 projected to balance the 2016-17 budget. If this transfer is ultimately required, the accumulated surplus would drop to \$39,842, which would be only 12.5% of budget.

In keeping with the MASS Budgeting Principles, the proposed budget supports the achievement of MASS's mission statement and strategic plan and will allow for the association to continue providing high quality services to our members through leadership and professional learning.

The following recommendations will be presented during consideration of the 2018-2019 budget later in the meeting:

1. That the MASS membership fees for 2018-2019 be increased by \$200 for active members and \$100 for associate members.
2. That the 2018-2019 budget be approved in the amount of \$394,800.

MASS FINANCIAL POSITION as of April 30, 2018

Legal fund	\$ 14,339
T-bill Fund Premium Class at Mar 31, 2018	\$ 53,520
Bank Balance at April 30, 2018	\$ 63,523
Total Funds Available	<u>\$ 131,382</u>
 Accumulated Surplus at June 30, 2017	 \$ 67,859
Projected year-end surplus(deficit) at June 30, 2018	<u>\$ (25,017)</u>
Projected Accumulated Surplus at June 30, 2018	<u>\$ 39,842</u>

MASS Budgeting Principles

2018-2019 Budget

Proposed Budget: \$394,800

Principle	Proposed Budget																						
The budget supports the achievement of the MASS mission statement and strategic plan	Proposed fee increase of \$200/\$100																						
<p>Membership fees should offset core expenditures of the organization</p> <table> <tr> <td>Salaries & Benefits:</td><td>\$134,000</td></tr> <tr> <td>Executive Director Expenses:</td><td>\$3000</td></tr> <tr> <td>Executive Director PD:</td><td>\$8,000 (including \$2000 carry over)</td></tr> <tr> <td>Executive Committee</td><td>\$12,000</td></tr> <tr> <td>MASS Committees</td><td>\$1200</td></tr> <tr> <td>MASS Directed Travel</td><td>\$10,000</td></tr> <tr> <td>Office Equipment:</td><td>\$ 1000</td></tr> <tr> <td>Office Operations:</td><td>\$10,000</td></tr> <tr> <td>Audit and Bank Charges</td><td>\$4000</td></tr> <tr> <td>Legal Fund</td><td>\$2000</td></tr> <tr> <td>Total Core Expenditures</td><td>\$185,200</td></tr> </table>	Salaries & Benefits:	\$134,000	Executive Director Expenses:	\$3000	Executive Director PD:	\$8,000 (including \$2000 carry over)	Executive Committee	\$12,000	MASS Committees	\$1200	MASS Directed Travel	\$10,000	Office Equipment:	\$ 1000	Office Operations:	\$10,000	Audit and Bank Charges	\$4000	Legal Fund	\$2000	Total Core Expenditures	\$185,200	<p>Membership Fees: \$168,750 Core Expenditures: \$185,200</p> <p>Membership fees along would cover 91% of core expenditures.</p> <p>After applying 20% of Professional Learning projected surplus (\$8100), the portion of core expenditures not covered drops to 5%.</p>
Salaries & Benefits:	\$134,000																						
Executive Director Expenses:	\$3000																						
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Office Equipment:	\$ 1000																						
Office Operations:	\$10,000																						
Audit and Bank Charges	\$4000																						
Legal Fund	\$2000																						
Total Core Expenditures	\$185,200																						
All other expenditures can be sustained through income generated By MASS Professional Learning or Membership events and can be subsidized through partnerships or collaboration with MET and educational or community partnerships.																							
<p>A surplus of 20%, with a 5% variance, be maintained.</p> <table> <tr> <td>June 2018 accumulated surplus</td><td>\$67,859</td></tr> <tr> <td>Transfer from surplus to meet 2017-18 budget</td><td>-\$25,017</td></tr> <tr> <td>Projected annual surplus in 2018 – 19</td><td>\$11,650</td></tr> <tr> <td>Total projected accumulated surplus</td><td>\$54,492</td></tr> </table>	June 2018 accumulated surplus	\$67,859	Transfer from surplus to meet 2017-18 budget	-\$25,017	Projected annual surplus in 2018 – 19	\$11,650	Total projected accumulated surplus	\$54,492	<p>An accumulated surplus \$54,492 on a budget of \$407,000 works out to 13.5%.</p> <p><u>Note:</u> This number is close to the 5% variance allowed when we consider that the large Simon Breakspear event significantly skews our budget amount for next year.</p>														
June 2018 accumulated surplus	\$67,859																						
Transfer from surplus to meet 2017-18 budget	-\$25,017																						
Projected annual surplus in 2018 – 19	\$11,650																						
Total projected accumulated surplus	\$54,492																						
A responsible use of surplus would be for one-time expenditures/initiatives and emergencies.																							
PD registration fees should remain accessible to encourage full participation.																							
Salaries be increased annually based on average percentage of teacher settlements.																							

	2017/18 Budget	Actual April 2018	Projected Year End	2018/19 with \$50 fee increase	2018/19 with \$100 fee increase	2018/19 with \$150 fee increase	2018/19 with \$200 fee increase	2018/19
REVENUE								
AGM	\$ 10,000	\$ 7,650	\$ 10,000	\$ 11,250	\$ 11,250	\$ 11,250	\$ 11,250	2018/19
Book Club	\$ 7,500	\$ 7,086	\$ 7,086	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	70 paid AGM x \$160 plus 10 x \$75 banquet only (with 25 comp invitees)
Ethical Leadership Cohort	\$ 3,000	\$ 47,600	\$ 47,600	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	50 kits x \$160
Leadership Development	\$ 8,000	\$ 6,250	\$ 6,250	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	one time event - not in plans for this year
Members Sessions	\$ 7,500	\$ 6,250	\$ 6,250	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	2 sessions per year (Jan/Apr) - 28 @ \$150 (Paid registrants)
Membership Fees	\$ 143,000	\$ 150,763	\$ 150,763	\$ 151,275	\$ 157,600	\$ 163,125	\$ 168,750	2 sessions per year (Oct/March) - 2 x 60 x 125 (Paid registrants)
Mentorship Program	\$ 10,000	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	estimated at 110 Full / 5 Assoc members
Breakspear Team Sessions				\$ 96,000	\$ 96,000	\$ 96,000	\$ 96,000	anticipated grant of \$10,000 from MET
November Conference	\$ 17,000	\$ 8,770	\$ 8,770	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$60,000 grant from MET, 2 venues x 3 sessions x 60 participants x \$100 (MET teams at no cost)
January Pre-Conference	\$ 20,000	\$ 21,600	\$ 21,600					70 x \$200 paid MASS members (30 MET participants at no additional cost)
Pre-Summer Institute Session	\$ 65,000	\$ 70,665	\$ 70,665	\$ 74,500	\$ 74,500	\$ 74,500	\$ 74,500	one time event - not in plans for this year
Summer Institute	\$ 2,000	\$ 779	\$ 779	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	not in plans for this year
Uncategorized Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	110 x \$50 plus golf 40 x 75
Transfer from Surplus	\$ 25,000	\$ 327,463	\$ 366,030	\$ 390,125	\$ 395,750	\$ 401,375	\$ 407,000	\$50 increases deficit, \$100 breaks even, \$150 and \$200 significantly reduce deficit
TOTAL INCOME	\$ 318,000	\$ 327,463	\$ 366,030	\$ 390,125	\$ 395,750	\$ 401,375	\$ 407,000	
EXPENSES								
A.G.M. & Recognition Banquet	\$ 12,000	\$ 106	\$ 11,500	\$ 11,250	\$ 11,250	\$ 11,250	\$ 11,250	n/a
Amortization	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Audit	\$ 2,500	\$ 3,229	\$ 3,229	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	
Bank Charges	\$ 700	\$ 246	\$ 400	\$ 500	\$ 500	\$ 500	\$ 500	
Book Club	\$ 7,500	\$ 7,350	\$ 7,350	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	
CASSA Membership	\$ 6,000	\$ 5,650	\$ 5,650	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	110 x \$60
Interorganizational	\$ 2,000	\$ 1,291	\$ 2,500	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	
Committee Meeting Expenses	\$ 1,200	\$ 2,358	\$ 2,500	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200	
Ethical Leadership Cohort	\$ 3,000	\$ 4,409	\$ 4,600	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	not in plans for this year
Executive Director Expenses	\$ 1,000	\$ 1,440	\$ 1,500	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Executive Committee Expenses	\$ 14,000	\$ 10,422	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 12,000	
Leadership Development	\$ 8,000	\$ 60	\$ 6,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	
Legal Fund	\$ 2,000	\$ 2,730	\$ 2,730	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	
MASS Directed Travel	\$ 10,000	\$ 6,384	\$ 6,384	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	
MASS Public Relations	\$ 5,000	\$ 5,345	\$ 5,345	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	
Members Sessions	\$ 7,500	\$ 3,715	\$ 3,715	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	Reduced venue costs - Legacy Centre 2 x 70 x 60
Membership Recognition	\$ 1,500	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	
Mentorship Program	\$ 10,000	\$ 4,288	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	
January Pre-Conference	\$ 8,000	\$ 8,584	\$ 8,584					not in plans for this year
Office Equipment	\$ 1,000	\$ 318	\$ 400	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Office Operations	\$ 10,000	\$ 8,696	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	
P.D. Executive Dir.	\$ 6,000	\$ 1,578	\$ 3,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$2000 for Ken carried over
ED Travel to Regional Meetings	\$ 1,500	\$ -	\$ -	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	
Publishing & Printing	\$ 1,000	\$ -	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Salaries & Benefits	\$ 134,000	\$ 108,773	\$ 134,000	\$ 134,000	\$ 134,000	\$ 134,000	\$ 134,000	
Pre-Summer Institute Session	\$ 12,000	\$ 16,203	\$ 16,203					not in plans for this year
Summer Institute	\$ 47,500	\$ 60,940	\$ 60,940	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	
November Conference				\$ 11,000	\$ 11,000	\$ 11,000	\$ 11,000	\$8000 Breakspear fee and 100 participants x \$30 food costs
Breakspear Team Sessions				\$ 81,000	\$ 81,000	\$ 81,000	\$ 81,000	\$50,000 for Breakspear team, 2 x 3 x 60 MASS x \$50 plus 3 x 20 MET x \$50
Uncategorized Expenses	\$ 300			\$ 300	\$ 300	\$ 300	\$ 300	
Writing Contract Fee	\$ 2,500	\$ 500	\$ 500	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
TOTAL EXPENDITURES	\$ 318,000	\$ 264,605	\$ 366,030	\$ 395,350	\$ 395,350	\$ 395,350	\$ 395,350	

MASS Executive Director's Report

"Exit Slip"

As I look back on 2017 – 18 and my final year as Executive Director of MASS, I can't help but reflect on my entire time adding up to 16 years with MASS as both a member and an employee. I have always been proud to be a member of this organization and believe that I have seen it continue to grow and to flourish over the years.

I think of how our organization has developed into a strong advocate for public education and specifically for Indigenous Education, Mental Health and Well-being and Early Childhood Education. Our videos, posters, journals and our discussion and position papers have all helped to establish our strong voice in the province as leaders of learning who take responsibility for our own continuous learning. This voice has now become part of a national voice on education through CASSA and CEA.

I think of how our organization has reached out to educational and community partners and established a strong tradition of collaboration – working together to achieve the same ultimate goals – the well-being, flourishing and high achievement of all of our children. MASS has made equity and quality the foundation of all of our efforts with rich literacy, inclusion and diversity and well-being and well-becoming serving as the pillars of our organization.

MASS has taken professional learning very seriously, with a move away from one-off Pro D towards a comprehensive program of professional learning, based on our belief and priority statements and our focus areas – that has included a multi-year ethical Leadership series, the development of leadership modules covering both leadership and administration themes and a book club to foster professional reading.

Our large biennial provincial conferences have featured critical and emergent themes in education such as engaged learning, social justice, sustainability, mental health and well-being, and human rights. Our summer institutes have featured preeminent scholars and educators and have led us on a learning journey that has built from year to year – moving us from leadership and theoretical/philosophical foundations to a concentration on praxis - our role as leaders of learning and how we can ultimately enhance the work of our teachers with our children.

And in spite of unprecedented turnover of our membership of more than 10% in some years, MASS has continued to be stable and even to grow in size. Our mentorship program has provided strong support for our new members and our organization has been strengthened by their integration into our work.

So I take leave of MASS with the strong conviction that it will remain a vibrant, meaningful and purposeful organization that will continue to lead and to learn together into a bright future for our province.

2017 – 2018

Summer Institute and Simon Breakspear

The year started with a very well-attended Summer Institute in Elkhorn, featuring Simon Breakspear and an introduction to Agile Schools and Learning Sprints. Both MASS members and MET came away with considerable interest in pursuing this in Manitoba. After some investigation of possibilities, the MASS

Executive decided to allow for a year in which MB school divisions would continue to work on their own homegrown initiatives with the opportunity of using resources from the Agile Schools on-line site. Six school divisions are presenting their work at the MASS AGM today and plans are in place to build on that for next year – with Simon Breakspear coming for our MASS November conference on November 7, 2018 and a series of Team Workshops in Winnipeg and Brandon in November, February and April. This initiative is a collaborative initiative between MASS and MET, with MET funding the cost of facilitation for the team workshops, MASS covering the costs of the November Conference with Simon and school divisions paying a small registration fee for venue costs and food and covering team expenses to attend.

New Members and Mentorship

MASS started the year with 5 new members, which grew to 8 by the end of the year. Once more we benefited from the services of Paul Cuthbert to provide them with a pre-conference workshop at the Summer Institute and to provide on-going one-on-one support throughout the year. We also were able to have a series of teleconferences throughout the year and a final face-to-face session in April, before the Leadership Development Module. Next year we are expecting between 10 and 14 new members and the decision has been made to extend Paul's contract to help with their orientation and mentorship. MASS is thankful to MET for on-going support of this critically important program.

Indigenous Education and UNDRIP

The MASS Indigenous Education Committee was able to arrange for a session on UNDRIP by Kevin Lamoureux at our October Members Meet. This inspired the committee to continue the work in this area and the committee was able to invite Romeo Saganach to lunch in January to provide a deep and comprehensive perspective on the work of the group attempting to get Bill C262 through to legislation in the House. This consultation resulted in a new resolution of support to be considered at the AGM.

Mental Health and Well-being/Well-becoming

Another important area of collaboration presented itself when Rob Santos and MET invited MASS and Thomas Falkenberg of the U of M to form a Well-being and Well-becoming (WB2) pilot program for six school divisions. With some funding from MET, this working group has met throughout the year to share progress on six different but related divisional pilot projects related to improving well-being and well-becoming, specifically in upper middle school. With continued support from MET, this pilot will now become an on-going action research initiative with invitations going out to the original 6 schools to continue for another two years, and an additional 6 schools to come on-board for next year. The MASS Mental Health and Well-being Committee has also worked with Thomas Falkenberg and Grace Ukasoanya to prepare a discussion paper, position statements and critical questions on student well-being and well-becoming. These documents will be discussed at the AGM.

DisruptEd

MASS also entered into a collaborative initiative with DisruptEd, moving our November Conference date to February in order to allow our members to take part in the DisruptEd two-day conference. The MASS component was an evening pre-session that brought together MASS members, MET staff and a variety of participants from the DisruptEd group.

Peace Literacy Workshops

A further collaborative initiative was the Peace Literacy ethical leadership evening in October and the workshops in April. Almost 300 participants came to hear Paul Chappell and to participate in workshops on the themes of teaching peace literacy skills. Thanks to Linda Connor of MET and her UNESCO work, the workshops also include a large contingent of UNESCO schools from across Canada.

MASS Organizational Changes

Considerable work was done by the MASS Public Relations, Members Services and Policy Committee on a major overhaul of By-law 1 to allow for two-year terms for the MASS president in the future. These By-Law changes are being presented for discussion and vote at the AGM.

MASS Fee Increase

On the spending side of the ledger, MASS has consistently met budgeted expectations, and will again this year. However, the past number of years, the budget has included a transfer from surplus in order to balance revenue with expenditure. This surplus was built up over a number of years from our large biennial conferences. A decision was made a number of years ago that it was unsustainable for a small organization such as MASS to continue to undertake such a large endeavor every other year. This led to combining forces with a new educational partner, the MTS. The result has been an incredibly successful 1000 seat conference on Human Rights, to be followed by a similar large conference on learning in 2020. The huge success of the continuing Education for Action conference series notwithstanding, the effect on the MASS surplus has been negative. Instead of building the surplus as in past years, MASS has been drawing down the surplus through deficit budgeting, in order to keep high quality professional learning opportunities for our members and to advance the work of MASS in many areas. Additional revenue reduction has come about through reduced grants from MET – down from \$25,000 annually to \$10,000 annually. At the same time, fees for quality speakers and facilitators have risen to an average of \$20,000 per event – essentially doubling from what used to be a \$10,000 expense. MASS has responded by looking for any cost reductions possible, including cutting or reducing some programs, moving some events out of hotels, and ending some traditions that added cost with no great appreciable return. Unfortunately part of the budgeting required to be sustainable has also involved raising some event fees – luckily these had traditionally been kept on the low side to encourage greater attendance. So a proposal will come at the AGM to increase MASS fees to the higher end of what our sister provinces pay – noting that we have the smallest membership base to support programs and events of equal or higher quality to our much larger and hence better funded sister organizations.

Having said all this, I believe MASS is worth it and I hope we can continue to remain strong and sustainable into the future!

Thanks for all of your incredible support and for your friendship!

Sincerely,



Ken Klassen
Executive Director
Manitoba Association of School Superintendents

STANDING AND FOCUS COMMITTEE REPORTS

Curriculum Committee

Committee Members: Randy Dueck, Christian Michalik, Michele Polinuk, Julia McKay, Tanis Pshebinski, Greg Malazdrewicz, Darren Kuropatwa, Todd Monster

The MASS Curriculum Committee/Student Learning Committee has met three times to date this year. Another meeting may be scheduled pending the MASS members' response to the statement on A Quality Education at the MASS AGM and the release of the provincial strategy on numeracy and literacy.

At our first meeting we established the following agenda items for our work this year.

- To prepare a statement on A Quality Education for MASS review and potential adoption.
 - The statement is ready for presentation at the MASS AGM.
- To consider a name change for the Curriculum Committee
 - A proposed by-law change to rename the committee MASS Student Learning Committee is being presented at the MASS AGM.
- To identify three MASS Curriculum Committee members to sit on the following provincial bodies and report back to the committee.
 - ICAC – Karen Boyd
 - Manitoba ASCD – Darren Kuropatwa
 - U of M Undergraduate Program – Barb Isaak
- To invite Janet Tomi of Student Achievement Support and Innovation to meet with us for the purposes of introducing herself, discussing her role and how we might work together.
 - Janet met with the committee on December 7.

At our December meeting we discussed the need for more ELA curriculum implementation support. This became a broader conversation with the following key concepts.

- Manitoba needs a new “made in Manitoba” curriculum
 - Curriculum should be co-created with the field practitioners
 - Creation via a process of collaborative inquiry
 - The new ELA curriculum is a model
 - Appropriate resources must be provided to those co-creating, collaborating and coaching
 - Randy will meet with Darryl Gervais before the end of June to discuss these points and report back to the MSLC (MASS Student Learning Committee)

We also discussed the provinces North Forge Initiative.

In April we prepared to facilitate the conversation on A Quality Education, discussed support for new provincial curricula, reviewed external committee reports and tentatively planned one more meeting.

Many thanks to all committee members for contributing to our robust conversations on what matters for student learning in Manitoba.

Respectfully submitted,
Randy Dueck, Chair

Finance and Legislation Committee

Committee Members: Jason Young (Chair), Mike Borgfjord, Tim De Ruyck, Jason Drysdale, Ted Fransen, Barb Isaak, Terry Osiowy

The MASS Education Finance and Legislation Committee formed in 2016/2017 replacing both the Education Finance Committee and Policy and Legislation Committee. All committee discussions were once again centered on the overarching framework of equity and quality education for Manitoba students.

Summary of Committee's Work:

The committee discussed the following topics under the area of Legislation:

- Provincial Bargaining
- Moratorium on School Closures
- Amalgamation
- Accessibility Standards In Manitoba
- Legalization of Marijuana and Impacts On Schools
- Bill 28 Impacts on Collective Bargaining and Senior Administration Contracts
- MHSAA Transgender Policy

The committee discussed the following topics under the area of Finance:

- General Support Grant
- Zero Guarantee
- Local Taxation
- Provincial Bargaining
- Tax Incentive Grant
- Farmland Tax Incentive Grant

As a recommendation from the MASS Executive, the committee also addressed the topic of MASS working with Workplace Safety and Health to proactively provide training and recommend future policy. Data was collected from school divisions as outlined in the following three questions:

- What inspections have occurred in each school division over the last year?
- Were the inspections planned or unscheduled visits?
- What improvement orders were issued to the divisions?

The findings were that the vast majority of divisions were having regular unscheduled visits that were commonly resulting in improvement orders. Most of the improvement orders were in the vocational areas as well as kitchens and maintenance areas. Some of the most common improvement orders were around ventilation, tool guards, and electrical safety. The information was discussed with MASBO when the two executives met in the Spring.

Thank you to the Education Finance and Legislation Committee for their leadership and commitment to the committee.

Respectfully submitted,
Jason Young, Chair

Leadership Development Committee

Committee Members: Susan Schmidt, Lesley Eblie Trudel, Ron Sugden, Kelly Barkman, Donna Davidson, Barb Isaak, Elaine Egan, Ken Klassen, Cindy Kutzner, Michele Polinuk, Janet Martell, and Mathew Gustafson.

Thank you to Ken Klassen who has supported the committee meetings and provided valuable guidance and support.

The MASS Leadership Development Committee met three times this year. The intent was to plan two workshops for the year. When the announcement came in December that the Manitoba Government was hosting the Literacy and Numeracy Summit the same week as the January MASS Leadership Development session was planned, the committee decided to delay the January session to April.

Leading with Diversity

The Committee planned a workshop for April 20th with 30 members in attendance. The purpose of the workshop was to provide senior leaders the opportunity to learn about managing diversity in schools and the duty to accommodate staff and students. The workshop provided school and divisional stories and a legal perspective on the management of the duty to accommodate. Three school divisions presented stories around the topic and there was an opportunity for dialogue. Thank you to Western School Division, Sunrise School Division and Prairie Rose School Division for sharing their stories.

The morning facilitator was Grant Mitchell, labour lawyer who provided an engaging presentation on adult accommodations.

Isha Kahn, Acting Executive Director of the Manitoba Human Rights Commission presented on what senior leaders need to know around investigation of Human Rights issues for the remainder of the session.

The group had begun planning for the second session with the intent that it would be a follow up from the first session. Members have indicated that they enjoy a theme-based approach to the sessions.

Next Steps

The following theme was proposed for the second session: Leading Diversity: Responsibility to Accommodate. How to meet diversity in the new funding world? The MASS Leadership Development Committee will meet when established to decide on the 2018-19 winter and spring workshops.

It has been a pleasure to work with this Committee, and I thank them for their dedication and perseverance to create learning opportunities for the members of MASS.

Respectfully submitted,

Susan Schmidt, Chair

Professional Learning Committee

Committee Members: Leanne Peters (Chair), Monica Biggar, Carolyn Cory, Marti Ford, Bruce Lyons, Greg Malazdrewicz, Margaret Ward and Jon Zilkey

In approaching professional learning this year, the committee considered ways to deepen learning and work towards embedding new learning into practice.

August 16 – 18, 2017 – Summer Institute (Elkhorn)

- Simon Breakspear – Agile Learning

October 6, 2017 – Members' Meeting

- Early Childhood Committee Presentation
- Book Club
- Youth Parliament
- School Psychologists – changes to legislation
- Curriculum Committee

January 31, 2018 – Members' Meeting

- DisruptEd – Joel Semeniuk

May 17, 2018 – Members' Meeting/AGM

- Agile Learning Sprints/Continuous Improvement – presentations from six school divisions

Plans for the 2018-2019 year include:

August 15 – 17, 2018 – Steven Katz (Hecla)

October 6, 2017 – Fall Members' Meeting

Follow up with Simon Breakspear – Agile Schools

November 7, 2018 –MASS Conference Day with Simon

Nov 8, 2018 – Team day in Wpg

Nov 9, 2018– Team day in Brandon

Feb 25, 2019 – Team day in Wpg

Feb 26, 2019 – Team day in Brandon

April 25, 2019 – Team day in Wpg

April 26, 2019 – Team day in Brandon

Thanks to the Professional Learning Committee for their willingness to take on various responsibilities to make these events run smoothly. Thanks also to the MASS membership for their ongoing support of Professional Learning. Special thanks to Karen Wohlgemuth for her assistance and organizational skills. Finally, a thank you to Ken Klassen, Executive Director for his support and guidance. We wish him all the best in retirement.

Respectfully Submitted,
Leanne M. Peters, Chair

Public Relations/Membership Services and Policy Committee

Committee Members: Kelly Barkman, Tim De Ruyck, Michele Polinuk, Dan Ward, Cyndy Kutzner, Constance McLeese, Susan Schmidt, Celia Caetano-Gomes (Chair), Ken Klassen

Mandate:

The MASS Public Relations/ Membership Services Committee was mandated to promote and enhance the well-being of the members.

Functions of the Committee:

Advocacy

- To advocate for public education through media or public relations as required by the Executive.
- To recognize the service of MASS members.
- To be responsible for the publication of the MASS Journal and other publications which the MASS Executive Committee may require from time to time.
- To monitor and review criteria for publishing information from standing committees such as position papers and discussion papers.
- To provide information to the communications media for the general public whenever the Executive deems it advisable.

Member Services

- To oversee the orientation of new MASS members and mentorship program.
- To conduct a compensation survey as necessary of all corporation members and distribute the findings to the membership.
- To prepare and/or recommend professional development activities and materials dealing with employment-related, contractual issues, legal status and financial matters.

Policy

- To maintain a current and accurate policy handbook of all MASS:
 - Articles of incorporation
 - Bylaws
 - Policies
 - Guidelines
- To review MASS handbook on a four-year rotation.
- To develop policy as required by the Executive.

1. Journal

- The committee published two journals this past year. The Fall Journal celebrated Student Leadership while the Spring Journal explored Mental Health and Well Being.

2. Book Club Selection for Summer Institute

- The committee has identified books that explore leadership and teaching strategies.
- The committee will promote the 2018-2019 book club package at the AGM.

3. Social Media Initiative

- The committee launched a series of 3 minute videos on priority areas to promote public education.
- The committee is exploring opportunities to use MASS video in members' sessions and across school divisions.

4. AGM Banquet and Recognition

- The committee will incorporate the MASS 50 Year Anniversary theme in the AGM.

5. Mentorship

- The MASS Mentorship Program supports onboarding into MASS.
- This year the mentorship program provided one-on-one support and mentoring, as well as 4 tele-conferences sessions. The program welcomed eight new members in 2017-2018.

6. Membership Services Survey

- The committee has continued to review the last members' survey and will be putting a plan in place in the fall.

7. Legal Expense Insurance

- The committee is exploring insurance options and cost to members.
- Informational presentation to be planned for 2018-2019.

8. Policy

- The committee has reviewed and updated several sections in the handbook.

Thank you to the PR committee members for their leadership and contribution.

Respectfully submitted,
Celia Caetano-Gomes, Chair

MASS Mentorship Program

Introduction

The purpose of the MASS Mentorship Program is to provide members who are new to system leadership positions with a structure of support that helps them successfully address the immediate and demanding challenges and responsibilities in their new roles. Mentoring provides support tailored to the unique role of newly appointed school system leaders so they can be successful in this important stage of their leadership career. In the face of multiple demands and priorities, mentoring can accelerate learning, reduce isolation, and increase the confidence and skill of newly appointed leaders.

During the 2017-2018 school year, there were a total of eight new members that were part of the cohort. This included two Superintendents, five Assistant Superintendents and one Student Services Coordinator.

The program was structured to provide a balance of whole group workshops, group teleconferences and individual consultations. As anticipated, some new members wished to pursue support exclusive to their context. For this reason, one on one consultations were held and focused on issues identified by the participants.

It should be noted that each participant was provided with an opportunity to access up to four hours of one on one consultation time with the MASS mentor. All workshops and consultations were invitational.

Summary of Activities:

1. Whole Group Sessions
 - a) MASS Summer Institute - August 2017 (Elkhorn Resort)
 - i. Orientation to MASS and the Mentorship program
 - ii. Workshop on Leadership and Superintendency - this workshop provided participants with an overview of the purposes of education and the role of the Superintendent in supporting those purposes. Participants were provided an orientation to the complexity of the Superintendency in the domains of leadership, politics, administration and ethics. Participants also had the opportunity to engage in dialogue with their colleagues and develop some strategies for their own context.
 - b) Group Teleconferences - October 12, 2017; November 30, 2017; March 7, 2018
These teleconferences were scheduled in advance and were held early morning to avoid schedule conflicts. Participants identified topics for discussion.
 - c) Group Workshop – Ethical Leadership - April 19, 2018 (Canad Inn – Fort Garry)
This workshop introduced participants to the theory and frameworks of ethical leadership and engaged participants in dialogue and participation in ethical dilemmas and decision-making.

2. Individual Consultation Meetings

- a) On-site consultation meetings were held with new members over the school year. These meetings ranged from 2-4 hours and focused on a variety of different issues related to their roles.
- b) Teleconference consultation meetings were held with new members over the school year. These meetings ranged from 1-2 hours and focused on a variety of different issues related to their roles.

3. Communication through email and telephone conversations to assist new members with specific issues who requested support.

Topics of discussion in teleconferences and individual consultations included:

- Board Governance
- Policy/Administrative Procedure Development
- Crisis Management
- Budget
- Principal Supervision and Evaluation
- Custody and Access
- Indigenous Education
- Board/Superintendent/Assistant Superintendent roles
- System Indicators/Data Collection and Analyses
- Internal /External Communication

Conclusion:

It has been privilege to work as the MASS mentor over this school year. I have greatly appreciated the opportunity to work collaboratively with the new members to assist them in navigating their new roles. The new members that I worked with this school year are to be commended for their deep commitment to the youth that they serve as well as their willingness to continue to develop their knowledge and skills in their role.

Respectfully submitted,

Paul Cuthbert, MASS Mentor

Mental Health and Well-Being Committee

Committee Members: Verland Force (Chair), Gwen Birse, Doreen Prazak, Jane Friesen, Julie Millar, Roza Gray, Geri Harder-Robson, Steve Lawrie, Marlene Murray, Trish Glass, Greg Malazdrewicz

Mandate: To explore options for school divisions to network, share strategies, and develop a common understanding of mental health promotion, prevention and treatment.

Summary of 2017-2018

- In Collaboration with the University of Manitoba, a first draft of a Student Well-Being and Well-becoming Discussion and Position Paper was completed.
- Established a Student Well-Being and Well-Becoming working group in partnership with the University of Manitoba and Manitoba Education and Training to develop educational practices and assessment indicators for well-being and well-becoming of students in school.

Objectives:

- Collaborate with provincial partners re: mental health promotion, prevention and treatment.
- Pursue inter-sectorial liaisons with public and mental health organizations and agencies.
- Seek out and participate in current research and programs in mental health and well-being.
- Review and maintain the MASS position paper on Mental Health annually.
- Contribute to the provincial and national voice.

Committee Goals:

- The Mental Health and Well-being Focus Committee will advocate for and participate in provincial conversations regarding future decisions which impact youth in Manitoba.
- The Mental Health and Well-being Focus Committee will continue to partner with the Well-being and Well-becoming research project with Manitoba Education and Training, and the University of Manitoba.
- The Mental Health and Well-being Focus Committee will build partnerships to create access to treatment within provincial schools.
- The Mental Health and Well-being Focus Committee will support School Divisions in the understanding of student well-being and well-becoming in the areas of conceptualizing student well-being, school-ecological perspective, re-conventionalizing students' success, and assessing student well-being and well-becoming.

Respectively submitted,
Verland Force, Chair

Indigenous Education Committee

Committee Members: Lorie Henderson, Cathy Tymko, Marge Janssen, Dave Swanson, Christian Michalik, April Kahn, Rob Riel

Support: Ken Klassen, Karen Wohlgemuth

The MASS Indigenous Education Focus Committee affirmed that it will:

1. Take leadership to ensure that action is taken by MASS on Indigenous Education initiatives and concerns, as outlined in the annual MASS Priorities document.
 2. Take leadership to raise awareness and promote action towards realizing the Calls to Action in the MASS position paper on Indigenous education and the in the final report of the Truth and Reconciliation Commission, with focus on those directly related to education.
 3. Liaise and collaborate with educational, community and Indigenous partners on initiatives that address Indigenous Education.
 4. Review documents that pertain to any aspect of Indigenous education from provincial or federal governments, Manitoba Education and Training or other organizations.
 5. Gather resources and information supporting Indigenous Education to be shared with the MASS Executive and Membership.
 6. Support the MASS Executive in taking positions related to emergent issues of Indigenous Education.
-

The committee will have met four times this year. Two of the meetings were site visits that allowed the committee to learn more about Indigenous programming.

Meeting Dates: September 11, 2017
November 20, 2017,
March 14, 2018
May 11, 2018 (not yet happened at time of report submission)

Site visits:

1. **The Urban Circle Training Centre** – 519 Selkirk Avenue, Wpg. Our hosts were Haven Stumpff and Patti Wandowich. It is a grass roots organization that focuses on community, family and individual wellness through culturally appropriate opportunities for their clients. The centre provides ladder opportunities that have proven successful –through adult education, employment programs (apprenticeships), an educational assistant program, a FASD / family support worker program, a health care aide program and then many continue on to degree programs in BSW, BN and Bed through various partnerships. It is definitely worth the visit to learn more about the centre .
2. **Fisher River First Nation – Charles Sinclair School** – Interorganizational gathering. Presentations and speakers include community Elders, DoE – Davin Dumas, student presentations and cultural teachings. Event organized by Sarah Gazan (MTS).

Events and meetings attended:

Inter-organizational meetings – MTS, MASBA, MASS, MAPC, IID
IEDAC Council meetings
Literacy and Numeracy Summit
Indigenous Education Roundtable on Early Childhood, K-12, Post-Secondary & Community – Wpg & Thompson
BSSIP meetings
AAA advisory meetings

October 6 – Indigenous Education discussion at members' meeting – Kevin Lamoureux spoke to the membership on next steps for divisions in regards to the Calls to Action.

Divisions were asked to fill out a short survey (4 questions). We received 9 responses.

January 31 – Romeo Sanganash met with us to discuss the history and purpose of the private member's bill TRC – Bill C262 . It calls upon all levels of government to implement the United Declaration on the Rights of Indigenous Peoples (UNDRIP). UNDRIP was adopted by the General Assembly by resolution on September 13, 2007.

March 14 – Creation of the resolution for the MASS membership.

Documents and resources recommended:

Aqueduct: Colonialism, Resources and the History We Remember – Adele Perry

Critical / Courageous Conversations on Race – What your Child is Learning at School and How You Can Help – MET – Indigenous Inclusion Directorate

Creating Racism Free Schools through Critical / Courageous Conversations on Race – MET - Indigenous Inclusion Directorate

I am Not a Number. Jenny Kay Dupuis & Kathy Kacer

The Break – Kathy Vermette

Truth & Reconciliation – Calls to Action. National Centre for Truth and Reconciliation. (orange booklet) (www.trc.ca)

Speaking our Truth – A Journey of Reconciliation. Smith, Monique Gray. (Grade 5+ textbook)

Respectfully submitted,

Lorie Henderson, Chair

Early Childhood Education Committee

Committee Members: René Déquier (Chair), Pauline Clarke, Carolyn Cory, Elaine Lochhead, Geri Harder-Robson, Julie Smerchanski, Christian Michalik, Marg Jansen, Greg Malazdrewicz

Committee Actions

1. The committee met in September 2017 in preparation for Fall Member's Meet and dialogue with Rob Santos. Organized a dialogue to discuss steps towards Calls to Action in the MASS ECE position paper by province and school divisions.
2. The committee met in November 2017 reviewed the Committee's Terms of Reference, MASS Organizational Action Areas 2017-2018, and the Calls to Action. Similarities in Calls to action in other MASS focus groups are perceived. A discussion also identifies how ECE can be a strategy for supporting Indigenous Education and Mental Health It is proposed that the ECE chair meets the MASS Executive Director and chairs of other MASS focus committees.
3. At the March 2018 Committee meeting, a draft of resolution is written citing examples from MASS position papers as rationale.

We would like to thank committee members for their contribution to this year's activity.

Respectfully submitted,
René Déquier, Chair

EXTERNAL COMMITTEE REPORTS

Immigration Partnership Winnipeg

Ted Fransen

The Immigration Partnership Winnipeg (IPW) Council is one of over 40 similar multi-sectoral collectives across Canada. IPW is funded by the Government of Canada and the Social Planning Council of Winnipeg. IPW was designed to establish, facilitate and implement a community-wide strategy for improving the settlement and integration of newcomers to Canada. Abdikheir Ahmed serves as coordinator of IPW.

MASS is an invited member of the council, a broad-based representation of provincial and City of Winnipeg services. The council's primary role is advisory. The timing of creating IPW and including education on the advisory council was ideal, given the significant impact of increased immigration in Manitoba, specifically the schools that serve these new families. I encourage all MASS members to visit the [IPW](#) website to become more aware of its role in shaping services to newcomers to Canada.

It has been my privilege to represent MASS on IPW these past three years.

University of Manitoba Undergraduate Program Advisory

Barb Isaak

The Undergraduate Program Advisory Committee (UPC) provides an opportunity for multisystem conversations on a variety of topics impacting on the student experience at the Faculty of Education.

Committee membership includes Faculty of Education members, the Director of Student Teaching, members at large, student representatives, Faculty of Music and representatives from Manitoba Education and Advanced Learning, Université de Saint-Boniface, Manitoba Association of School Superintendents (MASS), Manitoba School Boards Association (MSBA) and Manitoba Teachers' Society (MTS).

The UPC met 8 times during the 2017-2018 year. Areas of focus included:

- Pre and Co-Requisite Review for Early Years Streaming
- Bachelor of Education Professional Guidelines Document
- Bachelor of Education Attendance Policy Review
- Updates from areas such as:
 - Human Ecology Major/Minor and Admissions
 - Bachelor of Music
 - Indigenous Teacher Education Program

It's has been my privilege to represent MASS on this committee during the 2017-2018 year.

Ministers Advisory Board to MERLIN

Stephen Ross

The MERLIN Advisory Board has undergone significant change this past year. Similar to many Special Operating Agencies under the current government it will cease to exist at the end of this school year. MERLIN currently sits under the portfolio of the Minister of Finance. In the fall of 2017 Advisory Council members who were waiting to be re-appointed were informed that no re-appointments would be made. As a result the current Advisory Board consists of representatives from MASS, MAETL, PSE and MASBO. The reps from ManACE and MFNERC chose to not attend any meetings. The government official was not allowed to attend. The small group worked with Kiley and the MERLIN staff in an advocacy effort in an attempt to ensure the continuation of MERLIN (even if the Board ceases to exist). Advocacy efforts included:

- Updates to stakeholder organizations.
- Krista Curry (former chair) contacted the Minister of Finance (her MLA) to seek information on why the appointments were not renewed.
- Working with MSBA to ensure MERLIN could present at convention and inform Trustees about the value of MERLIN.
- Development of a monthly information bulletin that is sent to each division on interesting facts about the work of MERLIN.
- A meeting with the Assistant Deputy Minister of Finance before Christmas to ensure they understood the value of MERLIN.
 - The Advisory Board lobbied for the continued importance of stakeholder reps on the MERLIN Board, even if government appoints them directly.
 - This meeting resulted in a significant change to the RFP for the MERLIN review which has now been delayed to next fall.
 - As a result of this meeting Kiley was summoned to meet directly with the Finance Minister to inform him of MERLIN's value.
- At the final meeting of the year we will be sending the Finance Minister a letter on behalf of the Board thanking him for the opportunity for stakeholder input as well as re-iterating what we hope to see in the future.
- The current Board is working with Kiley to ensure that direct advocacy from stakeholder groups will continue to exist, even if government proceeds with no Advisory Board.

Overall this has been a very different year on the MERLIN Advisory Board. Feedback from Kiley indicates that efforts have resulted in a renewed understanding of the importance that MERLIN does and can play. His current feeling is that MERLIN will continue to exist and support divisions moving ahead.

When the MERLIN review goes out this fall it is imperative that MASS members are open about the need and value of MERLIN. Your voice will ensure we have the services and supports we need to deliver both great programming to our students and stable business operations to our divisions.

Children and Youth with Complex Needs (CYCN) Policy Committee

Geri Harder-Robson

In February 2015, the Healthy Child Committee of Cabinet (HCCC) approved the develop of the current Children and Youth with Complex Needs (CYCN) Policy Committee. The purpose is to partner the departments which provide services and resources to Manitoba's most vulnerable children and youth.

The CYCN Policy Committee's role is to develop, oversee, and coordinate system level policy, implementation and evaluation of issues related to children and youth. The committee meets four times a year; and as required, regarding existing and emerging issues of children and youth with complex needs.

Responsibilities include, but not limited to, include:

- Oversee and coordinate the work of tasks groups.
- Form or dissolve tasks groups as needed or requested by HCCC.
- Provide updates on system level issues related to children and youth with complex needs to the Healthy Child Cabinet Committee and the Healthy Child Deputy Ministers
- Provide updates on system level issues related to children and youth with complex needs to the Oversight Committee on Children and Youth Mental Health (OCCYMH) and other committees upon request.

For the purpose of this committee, complex refers to multiple co-occurring mental health, behavioural, social - emotional and educational needs. The child or youth with "complex needs" or significant emotional and behavioural challenges will require support and services from multiple disciplines (mental health, education, child protection, family services, justice and health). Children and Youth with Complex Needs exhibit some or all of the following:

- Profound behavioural, emotional, or mental health issues.
- Behaviour is (1) dangerous to self or others, (2) chronic/persistent, and (3) negatively affect home, school, and community.
- Known to the Child Welfare system.
- Poor, minimal, or no academic/school engagement.
- Experienced one or more adverse childhood experiences, including physical abuse, sexual abuse or exploitation, or severe neglect.
- Involvement in criminal activity or pre-criminal behaviour.

Priorities for 2017-18:

1. Harness technology to include youth voice and promote mental health tools (DBT/CBT/mindfulness).
2. Raise awareness and building capacity of professionals: physicians, judges and other practitioners in understanding the complexity of multiply challenged children and youth.
3. Improve supports for issues unique to emerging adults (18 - 25 years).
4. Jordan's Principle - fair and equitable services for Manitoba's indigenous children and youth.
5. Cultural connectedness and identity and Spiritual health.

Membership:

Co-Chairs: Manitoba Families - Dianne Kelly; Healthy Child Manitoba - Leanne Boyd

Member Representatives:

Manitoba Families

Healthy Child Manitoba Office

Manitoba Education and Training

Manitoba Association of School Superintendents: Metro and Rural

Health, Seniors and Active Living

Justice

Child Welfare Authorities (Southern, Northern, Metis, and General)

Winnipeg Regional Health Authority: Manitoba Adolescent Treatment Centre

Office of the Children's Advocate

Others as determined.

Teacher Certificate Review Committee

Ted Fransen, Marco Ratté, Jason Young

The Teacher Certificate Review Committee is a statutory committee of Manitoba Education and Training. It serves in an advisory capacity to the Minister on matters of discipline and the MB Teaching Certificate. The recommendations arising from the committee are not binding on the Minister. MASS is invited to send two representatives when the committee is convened. This year, Jason Young, Marco Ratté, and Ted Fransen represented MASS. Other education partners on the committee include MTS, COSL, MSBA, Ed Admin Services, provincial legal services, and the MB Professional Certification Branch.

The Director of the Professional Certification Branch coordinates the work of the committee. The proceedings of the committee's work are confidential.

The committee was not convened in 2017-18.

It has been our privilege to represent MASS on this committee.

Certificate in School Leadership Review Committee

Reg Klassen

Our committee met on Tuesday, November 28, 2017 and Wednesday, April 25, 2017. The Committee spent the majority of time in these meetings reviewing and updating the “Certificate in School Leadership Guidelines to Qualification”, with the larger portion of that time spent on the five domains in the Domain Framework. These five domains are, Cultural and Educational Context, Educational Leadership, Instructional Leadership, Personnel Leadership and School Administration. It is the Committee’s goal to have these updates finalized and circulated this fall to all partners.

In the past, course numbering included the year the course was offered. This was problematic for universities given that course numbers changed each time the year changed. Therefore, it was determined that field led courses would be numbered without including the year. Currently there are six field led study courses, FLC 1 – Ethical Leadership, FLC 2 – Personnel Leadership, FLC 3 – Educational Leadership, FLC 4 – Change Leadership, FLC 5 – School Leadership in Manitoba, and FLC 6 – Leading Healthy and Safe Schools.

To date there have been 79 participants in the FLC courses offered with 111 course completions and 10 School Leadership Certificates issued. Currently all six courses have been offered at least once and they are now beginning to be offered for the second time. The FLC 5 course developed by MASS, has been offered by Brandon School Division, currently by Interlake School Division, and in the fall will be offered by Frontier School Division.

Committee Members: MASS Reg Klassen (Chair), U of St.B Corinne Barrett DeWiele (Vice-chair), COSL Bruce Shamray, MTS Linda Thorlakson, MSBA Heather Demetriooff, U of M Merli Tamtik, BU Jacqueline Kirk, U of W Jan Stewart, RRC Robert Cordingley, UCN David Williamson, and MB Ed. Sharon Curtis.

Respectfully Submitted

Reg Klassen Chief Superintendent, Frontier School Division

Manitoba High Schools Athletic Association (MHSAA)

Chris Gudziunas

This report is intended to help keep the MASS membership informed about the work of the MHSAA this past year. Also included in the report are some of the changes that have been made to the management of the association, the relationship between the MASS Executive and the Executive Director of the MHSAA, as well as, some of the current and potential issues that the MHSAA is working on.

Operations

There has been some changes made to the organization of the Board of Directors and the role they play in overseeing the running of the MHSAA. What is new for this year was the establishment of five standing committees:

1. Governance Committee - responsible for the development and review of all MHSAA policies and administrative procedures, as well as, staff performance reviews;
2. Competitive Standards Committee – responsible for provincial championships, zone structure & organization, and sport rules;
3. Education Committee – responsible for the Champions & Captains program, athlete development, coach development, and referee development;
4. Eligibility Committee – responsible for eligibility, appeals and transfers;
5. Scholarship and Awards Committee – responsible for scholarships, student bursaries, MHSAA Hall of Fame, and the annual MHSAA recognition awards.

The committees meet prior to the quarterly business meeting of the Board, and oversees the work done by the Executive Director and his staff in the respective areas. (See below):

Governance Committee	Competitive Standards Committee	Education Committee	Eligibility Committee	Scholarship and Awards Committee
President <i>Chris Gudziunas</i>	Urban Admin Rep. <i>Mark Bruce</i>	MB Education <i>Dan Lemieux</i>	COSL Rep. <i>JF Godbout</i>	MSBA Rep. <i>Fred Kelesnik</i>
Urban MASS Rep. <i>Brett Lough</i>	Rural Admin Rep. <i>Kevin Clace</i>	Rural Rep. <i>Brian McMillian</i>	Urban Rep. <i>JJ Ross</i>	Rural Rep. <i>Taryn Luhowy</i>
Rural MASS Rep. <i>Krista Curry</i>	Urban Rep. <i>JJ Ross</i>	Urban MASS Rep. <i>Brett Lough</i>	Phys Ed Rep. <i>Nancy Baker</i>	Rural MASS Rep. <i>Krista Curry</i>
Phys Ed Rep. <i>Nancy Baker</i>	Rural Rep. <i>Marvin Gundrum</i>	Urban Rep. <i>Christy Steeves</i>	Rural Rep. <i>Taryn Luhowy</i>	
Staff – <i>Chad Falk</i>	Student Reps. <i>Donald Smith</i> <i>Jordyn Ham</i>	Staff – <i>Chad Falk</i>	Urban Rep. <i>Christy Steeves</i>	
	Staff – <i>Greg Jarvis</i>		Staff – <i>Chad Falk</i>	

Relationship with MASS

MASS is well represented on the MHSAA Board of Directors, with three superintendents who sit on the board: President, Chris Gudziunas – (Assistant Superintendent, Hanover School Division), Urban Rep. – Brett Lough, (Superintendent, St. James Assiniboia School Division), and the Rural Rep. – Krista Curry, (Superintendent, Border Land School Division). MASS also has three Superintendents who make up the MHSAA's Final Appeal Hearing Committee.

Funding

In 2017-18, there was a 3% decrease in funding from Sport Manitoba and for the 2018-19 school year, funding from Sport Manitoba will decrease by another 2%.

The MHSAA receives approximately 23% of their revenue from Sport Manitoba, 28% from association fees, 26% from sport and program revenue, and 23% from local and provincial sponsors. The work of the MHSAA and costs to school divisions would be much higher if not for the continued support the MHSAA receives from the following sponsors: The Dairy Farmers of Manitoba, Boston Pizza, McDonald's Canada, Manitoba Credit Unions, Manitoba Hydro, Awards & More, Mikasa, Yonex, Spalding, Wilson, Jostens, Manitoba Physiotherapists Association, and Payworks. The MHSAA is pleased to introduce sponsors for this year: Powerland Computers (Athlete of the Week), and Centaur Products (Scoreclocks Provider). The following long-time sponsors will not be returning next year: BellMTS, Manitoba Liquor & Lotteries (IMPACT Team), and the Tire Stewardship of Manitoba (Athlete of the Week).

Re-Classification Proposal

At the 2016 MHSAA Annual General Meeting, it was very clear that the majority of the membership was happy with the current state of the classification system and it was not in need of a complete over-haul. The system did require a few minor changes. Please note that the proposal will be discussed at the April 27, 2018 Board meeting, prior to being presented at the June AGM.

The committee identified a number of potential impacts (financial and others) that would be a result of the proposed changes.

1. Schools moving between A and AA classifications would either see a decrease or increase in their MHSAA base membership fee of \$50.00.
2. Schools moving between the AA and AAA classifications would either see a decrease or increase in their MHSAA base membership fee of \$175.00.
3. Schools moving between the AAA and AAAA classifications would either see a decrease or increase in their MHSAA base membership fee of \$75.00.
4. AAAA Winnipeg schools re-classified to the AAA level will now need to fulfill the MHSAA rule of having to play four games against AAA rural competition. At minimum, this will require attending at least one tournament hosted by an AAA Rural School. Extra costs for this may include hotel, food, and travel.
5. AAAA Winnipeg schools re-classified to AAA will need to plan and budget for attending AAA Provincials, which are frequently held in all areas of the province. There will be travel and accommodation costs to attend, along with participation and costs associated with special functions attached to the Provincials (i.e. banquets, opening ceremonies, skills competitions, etc.)

6. By defining rural and urban schools, larger schools currently playing in rural championships would now move to the urban championships. As this is primarily a soccer issue, this would affect when schools offer their soccer program (move from fall to spring) and where they find their competitive opportunities. This would require a school to look at arranging for some urban schools outside Winnipeg to move into other existing urban leagues.
7. Changes to the Zone 11 classification will leave R.D. Parker as the only AAA school in the North. As such, an interzone will need to be created for both volleyball and basketball to allow them the opportunity to qualify for Provincials. This will require more travel and costs for both R.D. Parker and the Zone matched up with them. R.D. Parker would continue to qualify for all other sports through Zone 11.
8. There may be more frequent movement between classifications for some schools whose student population numbers are near the bubble between classifications.
9. There will be a more transparent and consistent reporting of student populations, with all schools held to the same standard.
10. Increased parity and equitable competition within each classification.

Additional Information

- It has been confirmed, the Honorable Janice Filmon, Lieutenant Governor of Manitoba, and Government House will host the MHSAA's annual Scholar Athlete of the Year Awards on June 21, 2018. If you are interested in attending, please contact Chad Falk at the MHSAA office for more information.
- Planning continues for the 2018 School Sport Canada National Meetings & AGM that will be held in Winnipeg in September 24-26, 2018 at the Inn at the Forks. It has been a number of years since Manitoba hosted and we are looking forward to a successful AGM.
- The 56th Annual General Meeting of the MHSAA, will be held on June 17-19, 2018 at the Victoria Inn in Brandon, Manitoba. The deadline for registration is on Wednesday May 23, 2018. If interested in attending the AGM, contact the MHSAA office or visit the MHSAA website and download the registration form (<http://www.mhsaa.ca/files/2018-agm-registration-form.pdf>).

In closing, on behalf of the Board and the over 30,000 athletes and coaches involved in the MHSAA, I want to thank Krista Curry (Rural Rep.) and Brett Lough (Urban Rep.) for their leadership, wisdom and knowledge. Their contributions are greatly appreciated and I cannot thank them enough for their commitment to high school sports.

Trades Training Advisory Council (TTAC)

Tyson Mac Gillivray

To provide a forum for discussion, and better understanding, of key issues related to the development, implementation, accreditation, and sustainability of trades training at the secondary and post-secondary level to promote and increase student success in training in the designated^[1] trades.

The committee serves as an advisory body to the Director, Educational Pedagogical Services Branch, Bureau de l'éducation française, the Director, Instruction, Curriculum and Assessment Branch and the Executive Director, Apprenticeship Manitoba. Members will be confirmed on an annual basis.

The role of this advisory body is to provide advice and make recommendations to Manitoba Education and Training on trades training through the Director of Instruction and Curriculum Assessment Branch, the Director, Educational Pedagogical Services Branch, Bureau de l'éducation française and the Executive Director of Apprenticeship Manitoba. Manitoba Education and Training has the ultimate responsibility and accountability for all decisions resulting from the advice received from an external advisory body.

- To ensure a better understanding of the roles and priorities of all parts of the trades training^[2] system in Manitoba to facilitate transition to post-secondary training and the workplace.
- To promote increased interaction between all stakeholders in order to better respond to, or anticipate, issues or concerns related to trades training.
- To increase participation in High School Apprenticeship Program and trades training programs at secondary levels and improve transitions to post-secondary levels.
- To share information about changes and updates in the trades and how the education and training system in Manitoba can respond to these changes.
- To provide learning opportunities for secondary and post-secondary students and other stakeholders on trades training including the High School trades training programs, High School Apprenticeship Program, Apprenticeship, the Red Seal program, provincial and Red Seal training standards development, and provincial and Red Seal level certificate of qualification exam development.

As Chair of the Committee and MASS representative the goal of this group has begun to identify Strengths, Weaknesses, Opportunities and Threats (SWOT) on the current state of trades training in Manitoba. We have had only one meeting to date February 7, I will have more to report moving forward.

^[1] A trade designated by Apprenticeship Manitoba for provincial and/or Red Seal endorsed certification.

^[2] Trades training refers to technical vocational education at the secondary and post-secondary levels. This includes development of common language between secondary and post-secondary systems for technical vocational and apprenticeship training.

Red River College Education Strategic Council

Tyson Mac Gillivray

The purpose of this council is to build Collaboration and partnerships that strengthen the learning pathways with the K-12 system is one of the keys to encouraging high school completion and widening participation in post-secondary education. These partnerships will create the kind of permeable, dynamic and responsible post-secondary education system required in order for Manitoba to compete and succeed in the global economy.

The council is dedicated to be a catalyst to advance Manitoba's economic and social prosperity through identification of learner educational needs, workforce development and related education /applied research.

An additional goal of the council is to advance the mission and vision of RRC as it relates to the strengthening of learning pathways with the K-12 system.

- a) Identify shared goals and coordinate joint efforts on matters that will benefit all members and positively affect student success in achieving education and career aspirations.
- b) Represent the needs of RRC to the education sector partners.
- c) Represent the needs of the education sector partners to RRC.
- d) Jointly address and find solutions to emerging needs or issues that influence RRC's programs, services and research activities.
- e) Develop recommendations related to college and K-12 Stakeholder in such areas as:
 - High school/RRC partnerships, including Dual Credits
 - New program development
 - Emerging trends and issues in education
 - New methods of delivery of RRC programming
 - Teacher training

Areas that have been discussed by the council:

- a) Increase engagement and retention of students at high school through collaborative activities with RRC.
- b) Increase dual credit options for K-12 students and adult learners as a way to support successful career exploration and academic achievement.
- c) Strengthen connections between the High School Apprenticeship Program and the apprenticeship technical training offered by RRC.
- d) Strengthen pathways for students in high schools or adult-learning centres to post-secondary education.
- e) Develop a venue for addressing emerging issues/needs in the K-12 and adult-learning centre education system that impact post-secondary participation and/or success.
- f) Increase collaboration and relationship-building opportunities with RRC.
- g) Strengthen pathways to post-secondary education in response to the Truth and Reconciliation Commission call to action.

- h) Increase coordination with K-12 and Adult Learning Centres to strengthen pathways and support student success and retention.
- i) Deepen understanding of the expectations and needs of students transitioning between systems and into RRC.
- j) Increase engagement of students (early and often) in areas of career interest to reduce stigma of pursuing college as an alternative to university.
- k) Enhance RRC's capability to anticipate and respond to the system needs that influence new program development and new methods of program delivery.
- l) Enhance the understanding of RRC within the education sector
- m) Raise Indigenous participation and attainment in post-secondary education in response to the Truth and Reconciliation Commission call to action.

As Co-Chair of this committee we have met 3 times in the past year and have had great conversations and discussions pertaining to the above areas of concern. The committee is committed to strengthen pathways to post-secondary education and working together to achieve this goal for all Manitoba students.



Priorities 2017 – 2018

Mission:

MASS provides leadership for public education by advocating in the best interests of learners, and supports its members through professional services.

MASS believes that our mandate is to be *leaders of learning*, in our local school systems and in the broader domains of provincial, national and global public education.

We model learning that is:

- active and visible;
- based on robust research;
- tested through purposeful application in the field;
- evaluated using a wide range of meaningful data.

We take responsibility for our own continuous learning and the learning of everyone we lead:

- creating and fostering safe, supportive, inclusive and challenging environments;
- ensuring essential learning for each and every child;
- preparing others to go beyond our own learning.

We are guided by our learning in shaping policy and practice to achieve what is best for the children in our care.

MASS believes that *improved achievement and well-being* for all of our students requires a shared commitment to raising both equity and quality.

- A conscious and persistent commitment to equity, system-wide and across sectors, leads to poverty reduction, greater inclusion and an appreciation for the riches that diversity brings.
- A sustained commitment to quality education for every student increases the capacity for teaching, learning and leading throughout the system.
- A strong grounding in **literacy and numeracy** and a rich learning experience involving inquiry, curiosity, creativity and artistic expression enables all students to achieve success and to flourish in life, academics and career.
- A respect for and openness to authentic youth voices and support for meaningful student action are critical for building capacity and self-efficacy in our students.

MASS actively works towards *equity and quality* throughout the public education system, with a special focus on three action areas:

Indigenous Education
Mental Health and Well-being
Early Learning



MASS Focus Committee Priorities for 2017 - 2018

Early Learning:

The MASS Focus Committee will take leadership to ensure that MASS:

- Advocates for full implementation of the Calls to Action in the MASS position paper on Early Childhood Education.
- Participates actively on the Provincial Educaring Committee.

Indigenous Education:

The MASS Focus Committee will take leadership to ensure that MASS:

- Aligns MASS efforts with the Calls to Action in the Truth and Reconciliation Final Report.
- Builds capacity in MASS and school division to address the MASS and TRC Calls to Action.
- Surveys members on their current needs in the area of Indigenous Education and their progress in implementation at the school division level.
- Promotes ever increasing academic achievement, graduation, school completion and positive life outcomes for Indigenous students, informed by collective inquiry into evidence.
- Collaborates and liaises with indigenous partner groups, builds awareness, takes (or initiates) collective action and obtains/develops/distributes resources to support the MASS Call to Action for Indigenous education and the Calls to Action in the TRC Final Report.
- Partners with school divisions, institutions and organizations in initiatives that address the Calls to Action in the TRC Final Report.
- Participates with educational and community partners in the Visions of Reconciliation round-table.
- Participates actively and regularly with universities and colleges involved in teacher preparation to discuss improved access and services to Indigenous teacher candidates.
- Works with partners to improve preparation programs for Indigenous teacher candidates, while advocating for increasing the number of Indigenous teaching candidates.
- Actively supports the teaching of Indigenous perspectives, corrective history and culture and the use of Indigenous languages.
- Promotes and participates in social enterprises wherever possible for MASS activities and encouraging MASS members and educational partners to do likewise.
- Calls on CASSA to address the Calls to Action in the TRC Final Report at the national level, as part of our national voice.

Mental Health and Well-being:

The MASS Focus Committee will take leadership to ensure that MASS:

- Advocate for an implementation of a comprehensive provincial Children and Youth Mental Health Strategy.
- Collaborates with The Education for Sustainable Well-Being Research Group at the University of Manitoba and Manitoba Education and Training to develop tools and indicators for assessing the well-being and wellbecoming of students in schools.
- Pursues inter-sectoral liaisons with public and mental health organizations and agencies.
- Contributes to a national voice on mental health through CASSA and through input into the Canadian Mental Health Strategy.
- Promotes Mental Health Literacy in mental health for all educators and pre-service educators.
- Renewing MASS Mental Health position paper and calls to action.

By-law No. 1

A by-law relating generally to the transaction of the affairs of
the Manitoba Association of School Superintendents Inc.

Be it enacted as a by-law of The Manitoba Association of School Superintendents Inc./Association
manitobaine des directeurs généraux des écoles inc. (herein called the "Corporation") as follows:

1. **Registered Office**

- 1.1 The Registered Office of the Corporation shall be in the Province of Manitoba, and at
such place therein as the directors may from time to time determine.

2. **Seal**

- 2.1 The seal, an impression whereof is stamped in the margin hereof, shall be the corporate
seal of the Corporation.

3. **Regional Organization**

- 3.1 The Corporation shall give official status to regional groupings as follows:

- a. Southwestern, consisting of active members from the divisions or districts of
Beautiful Plains, Brandon, Fort La Bosse, Mountain View, Park West, Rolling River,
Southwest Horizon, Swan Valley, Turtle Mountain, and Turtle River.
- b. South Central, consisting of active members from the divisions or districts of Border
Land, Garden Valley, Pine Creek, Portage la Prairie, Prairie Rose, Prairie Spirit, and
Western.
- c. Southeast Interlake, consisting of active members of the divisions or districts of
Evergreen, Franco-manitobaine, Hanover, Interlake, Lakeshore, Lord Selkirk, Red
River Valley, Seine River, Sunrise and Whiteshell.
- d. Metro Winnipeg, consisting of active members from the divisions or districts of
Louis Riel, Pembina Trails, River East Transcona, St. James-Assiniboia, Seven Oaks,
and Winnipeg.
- e. Northern, consisting of active members from the divisions or districts of Flin Flon,
Frontier, Kelsey, and Mystery Lake. *(amended May 2016)*

3.2 Members from school districts, education authorities, band-operated schools, or other similar educational jurisdictions not named in Section 3.1 shall be members of the region within whose boundaries their administration office is located. (Boundaries are as defined by the groupings of school divisions described in Section 3.1).

3.3 If a member attends a meeting of another region by invitation they may not officially represent that region or serve as Chairperson or Director of the Board.

(amended June 1999; May 2003; June 2016)

4. Composition of the Board of Directors

4.1 The affairs of the Corporation shall be managed by a board of directors, hereafter referred to as the "Board" **or the Executive Committee of MASS.**

4.2 The table officers of the Board shall consist of **the President, the Vice-President and the Treasurer.**

4.3 The Board shall also consist of **eight** directors elected from the regions in accordance with Section 7.00, **one director serving as chairperson of the MASS Professional Learning Committee,** and two directors-at-large nominated by the Nominating Committee in accordance with Section 6.3 and elected by the membership at large.

(amended May 2011)

4.4 The Board will, wherever possible, assign Standing Committee, Focus Committee or Ad Hoc Committee chairperson responsibilities to the directors elected from each region.

(amended May 2016)

4.5 Any person who is an Active Member (within the meaning of that term in the Articles of the Corporation) is eligible to be elected or appointed as a member of the Board.

4.6 When a member of the Board ceases to be an Active Member he/she shall thereupon cease to be a member of the Board.

4.7 Each member of the Board shall be elected to hold office until the end of the first annual meeting held after his/her election or until a qualified successor shall have been duly elected. Each member of the Board shall be eligible for re-election for the ensuing year if otherwise qualified.

5. Powers and Responsibilities of the Board of Directors

5.1 The Board may:

- a. **fill any vacancy on the Board for the remainder of the term of office in accordance with Section 6.8, provided there remains a quorum of directors.** Table Officer positions shall be filled from among the Active Members of the Corporation. Regional Directors shall be selected from among the Active Members from the specific region in which the vacancy occurred. If there is not a quorum of

directors, the remaining directors shall call a general meeting of the membership to fill the vacancy or vacancies;
(amended May 1997)

- b. incur any expense that it deems necessary in the conduct of the affairs of the Corporation and to pay the reasonable expenses of the members of the Board and standing committees in the discharge of their duties as such;
- c. exercise such powers as may be provided by The Corporations Act of Manitoba; and
- d. do such other things as it may deem necessary for the promotion and attainment of the object of the Corporation.

5.2 The Board shall:

- a. administer, direct and supervise the business, property and affairs of the Corporation;
- b. employ an Executive Director and such other employees as may be required to administer the affairs of the Corporation and fix the remuneration of such Executive Director and other employees;
- c. ensure that the Articles, By-laws, Policy Statements and Position Papers are organized and maintained in an up-to-date manner so as to make them readily accessible to all members;
- d. ensure that a register of the membership is kept at the registered office of the Corporation and that a list of the membership is circulated annually to all members;
- e. request to meet annually with the Minister of Education to discuss problems of mutual concern;
- f. request to meet annually with the Education Critic to discuss emergent issues;
(amended May 2016)
- g. request that table officers meet annually with the officers of:
 - Manitoba School Boards Association,
 - Manitoba Association of School Board Officials,
 - Manitoba Teachers' Society,
 - Council of School Leaders and
 - Manitoba Association of Parent Councils. *(amended May 2016)*
- h. ensure that the Corporation is represented on organizations when such representation is deemed to be in the interest of the Corporation;

- i. regularly inform members, through status reports, of progress on action(s) recommended to the Corporation through committee reports or reports of individual members.
(amended May 2003; May 2016)

6. Election to the Board of Directors

- 6.1 At the annual general meeting of the membership of the Corporation elections shall be held every second year for members to serve as Table Officers and directors-at-large on the Board until the end of the annual general meeting at the end of their two-year terms.
- 6.2 In years when there is no scheduled election for Table Officers and directors-at-large, an election will only be held if a vacancy exists for Table Officers and directors-at-large positions and to ratify newly elected regional or Professional Learning Directors, as per Section 6.8.
- 6.3 The Board shall give not less than twenty-one and not more than fifty days prior written notice to every member of the Corporation at his/her last address in the records of the Corporation of the date, time and place of the said annual general meeting.
- 6.4 MASS Table Officers shall be the President. the Vice-President and the Treasurer.
 - a. The Treasurer shall be elected to a two-year term and may hold two consecutive two-year terms. After a holding a second term, the Treasurer would again be eligible for nomination to that position after a one-year break.
 - b. The Vice-President shall be elected to a two-year term and may only hold one term as Vice-President. Should a Vice-President not complete their term as Vice-President and go on to be President, they would be eligible for nomination as Vice-President in the future.
 - c. The President shall be elected to a two-year term and may only hold one term as President. After completing their term as President, they would be eligible for nomination to any other position on the Executive Committee.
- 6.5 The nominating committee shall be chaired by the most recent MASS past president, who is still an Active Member of the Corporation.
- 6.6 The Chairperson of the MASS Nomination Committee:
 - a. shall select to the committee two recent past MASS Presidents or Table Officers who are Active Members of the Corporation not presently serving on the Board;
 - b. shall forward the names of the committee to the Board for appointment by the Board at least sixty days prior to the said general meeting;

- c. shall post the positions open for election to the membership with a deadline for nominations and invite written nominations from the membership for the committee to consider;
 - d. may approach an individual directly to request that they allow their name to stand for an open position;
 - e. shall ensure that any Active Member of the Association may be nominated from the floor at the Annual General Meeting.
- 6.7 Positions open for nomination every two years are, President, Vice-President, Treasurer, and two members-at-large.

- a. The currently serving Treasurer may choose to be nominated for a second two-year term as Treasurer.
- b. The currently serving Vice-President may choose to be nominated as President.
- c. The currently serving President may not be nominated for a second consecutive term as President but is eligible to be nominated for another position on the Board, other than a Table Officer position.

6.8 Replacement of Table Officers during Current Two-Year Term:

- a. Should a sitting Vice-President, Treasurer or director-at-large not be able to finish a two-year term, there would be another nomination and election and the new candidate would assume the remainder of the term.
- b. Should a sitting Vice-President not be able or willing to stand for the President's position at the end of their two-year term as Vice-President they may withdraw and there would be open nominations and elections for the position of President.
- c. Should the Vice-President, Treasurer or director-at-large position become vacant within six months before the Annual General Meeting, the Table Officers may appoint a member of the Executive Committee to complete the term.
- d. Should a sitting President not be able to finish a two-year term the Vice President may finish their two-year term and stand for election of President at the next election of Table Officers.
- e. Should any member of the MASS Executive or a MASS Table Officer act in a manner damaging to the mission or reputation of MASS, they may by unanimous motion of the Executive Committee be asked to step down at any time during their term.

- 6.9. The chairperson of the nominating committee shall submit to the said general meeting a slate of nominees for the following Board positions:
- a. one or more nominees for President;
 - b. one or more nominees for Vice-President
 - c. one or more nominees for Treasurer;
 - d. two or more nominees for the two director-at-large positions.
- 6.10 The nominating committee shall endeavor to balance the slate of nominees for Table Officer positions in terms of skills/expertise, gender, ethnicity and regional representation.
- 6.11 In principle, there should be a rotation between Metro and Rural/Northern divisions at the Vice-President position.
- 6.12 When nominating for the director-at-large positions the nominations committee, in consultation with the Table Officers, will endeavor to make the composition of the Board reflective of the Association's commitment to diversity and inclusion.
- 6.13 When the slate of nominees has been finalized, the Chairperson of the Nominating Committee shall call for the election of two scrutineers from among the Active Members of the Corporation. *(amended May 1997; amended June 2001)*
- 6.14 The Chairperson of the Nominating Committee shall then conduct the elections of persons for the offices of President, Vice-President, Treasurer and directors-at-large, in that order. Prior to the election for each office, the Chairperson of the Nominating Committee shall call for any additional nominations from the floor.
- a. Where there are two or more nominations for one office, each candidate shall be given the opportunity to speak to the membership for a maximum of three minutes prior to the call for a vote. The vote shall then be taken by ballot with election to such office being decided by a majority of the votes cast. If after any ballot the leading candidate has not received a majority of the votes cast on that ballot, another ballot shall be taken with the candidate having received the least votes on the immediately previous ballot being eliminated for each succeeding ballot until a single candidate has received the majority of the votes cast by the active members present.
 - b. If there is only one nomination for any of the above offices, the election of such officers shall be by show of hands.
- 6.15 Ballot results shall be reported to the membership in order of standing only, rather than by actual count.
- 6.16 In the event of a tie vote, the vote shall be retaken by ballot until the tie is broken.

6.17 The Chairperson of the Nominating Committee shall then announce the regional directors that have been elected through the regional process and the Professional Learning Director, as elected by the MASS Professional Learning Committee, in accordance with 7.1, 7.2, and 7.3.

6.18 The ballots shall be destroyed upon completion of the foregoing election procedures.

7. Election of Regional Directors and the Professional Learning Director

7.1 Regional directors from each region will be democratically elected by the members from that region prior to the annual meeting of the Corporation. *(amended May 1997)*

7.2 The Metro region shall elect four directors. Each other MASS region shall elect one director. *(amended May 1997)*

7.3 The MASS Public Relations Committee Director will be elected by the members of the Professional Learning Committee prior to the annual meeting of the Corporation and will serve as Chairperson of that committee.

8. Meetings of the Directors

8.1 The Board shall take office immediately following the close of the annual meeting at which its members are elected. The first meeting of the Board following its election shall be a joint meeting of the outgoing and the incoming Board. The Board shall also hold at least seven additional regular meetings during the year of which written notice shall be given to each director at least seven days prior to such meeting.

8.2 The President may call, as and when necessary, an emergency meeting of the Board upon giving notice in writing, in person or by telephone to each member of the Board. *(amended May 1997)*

8.3 The parliamentary authority used for the Corporation is Roberts Rules of Order. *(amended May 2016)*

8.4 A majority of the directors shall constitute a quorum for any meeting of the directors.

8.5 Matters arising at a meeting of directors shall be decided by a majority of the votes cast at any such meeting with each director being entitled to one vote. All votes at any such meeting shall be taken by ballot if so demanded by any director present. If no demand is made, the vote shall be taken in the usual way by assent or dissent.

8.6 No error or omission in giving such notice for a meeting of the directors shall invalidate or make void any proceedings taken or had at such meeting and any director may at any time waive notice of any such proceedings at meetings and may notify and approve of any or all proceedings taken or had thereat.

9. Meetings of the General Membership

- 9.1 In addition to the annual general meeting to be held each year in accordance with the provisions of Article 6 hereof, the Board shall call at least one meeting of the general membership in each fiscal year, which shall be called no more than six months after the fiscal year end for the purposes of, inter alia, presenting the financial statements and the auditor's report for the most recent fiscal period then ended.
(amended June 1994; May 2003)
- 9.2 The Board shall give at least twenty-one and not more than fifty days' written notice of any general meeting to each member at his/her most recent address in the records of the corporation.
- 9.3 Thirty per cent (30%) of the Active Members of the Corporation present in person shall constitute a quorum at any meeting of the general membership.
- 9.4 Subject to the provisions of the Articles of the Corporation and The Corporation Act of Manitoba, matters arising at a meeting of the general membership shall be decided by a majority of the votes cast by the Active Members present at such meeting.
- 9.5 Subject to the notice provisions of clause 9.2 hereof, the Board or the President or the First Vice-President may at any time call a meeting of the general membership of the Corporation.
- 9.6 No error or omission in giving notice of any annual or general meeting of the members of the Corporation shall invalidate or make void any proceedings taken thereat and any member may at any time waive notice of any such meeting and may approve, ratify and confirm any or all proceedings taken or had thereat.
- 9.7 The Board may decide to hold an electronic general meeting to vote on emergent issues when a scheduled general meeting does not permit timely processing of that issue.
- a. Written notice of electronic meetings should conform to the timelines of other general meetings, as per Section 9.2.
 - b. Members must be fully informed of the content of the electronic meeting within the time parameters of Section 9.2, This includes sending supporting documents to regional chairs and individual members, with the opportunity to provide individual and regional input before the vote.
 - c. Thirty per cent (30%) of the Active Members of the Corporation shall be considered a quorum for an electronic vote.

10. Table Officers of the Corporation

- 10.1 There shall be a President, a Vice-President, a Treasurer and such other officers of the Corporation as the Board may from time to time by resolution determine. No person shall be entitled to hold more than one office and each of the above-named officers shall be a member of the Board.
- 10.2 In addition to their individual roles, Table Officers shall:
- a. serve as advisors for the association's President. In this role, they have the authority to advise the President on decisions that are required between meetings of the Board. This applies to any matter brought to the Table Officers by the President, including hiring and personnel matters of the Association's staff, appointment of members to external committees, filling vacancies on the Board and public positions taken by the President on emergent issues;
 - b. serve on the Board's Evaluation and Personnel Committees, chaired by the President and the Vice-President, respectively;
 - c. represent the Board in liaison with external groups. The Association is generally represented by the President and the Executive Director. Where the invitation is for a larger group or the President and/or Executive Director is unable to attend, the President may, where appropriate, designate one or all of the Table Officers to represent MASS.
- 10.3 Table Officers are expected to report back to the Board on any liaison meeting attended and on any decisions taken by the Table Officers between meetings of the Board. Where required, the Board may ratify the report or decision or move to reconsider.
- 10.4 The **President** shall:
- a. act as the Chairperson at all Board and general meetings and delegate responsibilities whenever he/she must be absent from particular meetings;
 - b. call meetings of the Board and prepare agendas for them;
 - c. co-ordinate and direct the work of the Executive Director;
 - d. serve as Chairperson of the Board's Evaluation Committee made up of the Table Officers to complete an evaluation of the MASS Executive Director by June 30 of each year, according to the Letter of Understanding attached to the Executive Director's employment contract;
 - e. ensure that the MASS Executive Director evaluates and reports on the job performance of MASS staff and contract employees as part of the evaluation process;

- f. represent MASS at CASSA, along with the MASS Executive Director, beginning with election at the May AGM, attending the CASSA AGM in that and the following July, and the CASSA winter planning meeting in both years of the president's term. If not able to attend, the President and/or the Executive Director may appoint a designate;
- g. have the opportunity to attend one out-of-province conference of our sister affiliates of CASSA.
- h. act as main spokesperson for the Corporation and represent MASS at any official event hosted by MASS, or as invited by another organization.
- i. represent the Corporation on the Selection Committee for the J.M. Brown Award;
- j. perform other such duties as by custom, devolve upon a president or are conferred upon him/her by the Board;
- k. be, ex officio, a member of all MASS committees except the Nominating Committee;
- l. provide leadership for the Corporation and represent it in deliberations, communications and contracts with the Government of Manitoba, the Minister and Department of Education, the Education Critic, Manitoba School Boards Association, Manitoba Teachers' Society, Manitoba Association of School Board Officials, Council of School Leaders, Manitoba Association of Parent Councils, the Universities and Colleges, and other educational organizations and associations in Manitoba and Canada.

10.5 Vice-Presidents shall:

- a. carry out specific tasks as assigned by the President and Board;
- b. represent the Corporation at various meetings as delegate of the President;
- c. become thoroughly familiar with the membership, the Corporation and its policies;
- d. establish working relationships with related associations such as Manitoba School Boards Association, Manitoba Teachers' Society, Council of School Leaders, Manitoba Association of School Board Officials and Manitoba Association of Parent Councils;
- e. act as advisor to the President when called upon to do so;
- f. represent MASS, along with the MASS Executive Director, at CEA meetings beginning with election at the MAY AGM and for both years of the Vice-President's term. If not able to attend, the Vice-President and/or the Executive Director may appoint a designate;

- g. have the opportunity to attend one out-of-province conference of our sister affiliates of CASSA;
- h. serve as Chairperson of the Personnel Committee made up of the Table Officers to deal with job related consultation and negotiations with the Association's Executive Director. The Executive Director shall represent any MASS staff and contract employees, except in the case of concerns between the Executive Director and the staff member.
- i. take the President's place on a temporary basis whenever necessary. In the absence, incapacity or refusal of the President to act, the Vice-President, or in his/her absence, incapacity or refusal to act, the Board shall elect or appoint a member of the Board to assume the duties and responsibilities of the President in accordance with Section 6.8.
- j. The Vice-President shall also serve as Chairperson of the Resolutions Committee.
(amended May 2016)

10.6 The **Treasurer** shall:

- a. be responsible for all funds received and expended and for keeping accurate and detailed financial records for the Corporation;
- b. hold all funds in a trust account;
- c. prepare the books and records for audit at the close of each fiscal year, June 30th, or as soon thereafter as possible;
- d. report the financial status of the Corporation to the Corporation on a regular basis;
- e. prepare an annual budget for the approval of the Board and make the budget presentation to the membership at a general meeting;
- f. review and make recommendations for any change in fee structure for approval at a general meeting;
- g. assist committee chairpersons in evaluating committee budgets at periodic intervals.
(amended May 2016)

11. **MASS Committees**

11.1 The Standing Committees of MASS shall be:

- a. **Student Learning**
- b. Education Finance and Legislation
- c. Professional Learning
- d. **Advocacy and Member Support**
- e. Leadership Development

**Action Taken on Resolutions
Adopted at the Annual General Meeting
May 18, 2017**

2017 -2018 RESOLUTIONS REPORT

SECTION 1 – Executive Resolutions

Resolution 1.1Well-Becoming (MASS Executive)

MOTION:

BE IT RESOLVED, that MASS commits to contributing to the development of a comprehensive “Indicators of Well-being and Well-Becoming” in Manitoba public schools and shares our work with the Minister of Education and educational partners.

Rationale:

MASS recognizes that measures of accountability, such as PISA and PCAP, provide valuable information related to the educational performance of educational jurisdictions and that these metrics provide only a narrow view of public education. We recognize that what we measure truly matters and that successful 21st Century Citizens require broader metrics to measure the quality and success of our school system. Social-Emotional Health, Creativity and Innovation, Health, Citizenship and Quality Learning Environments all contribute to creating flourishing citizens. MASS leadership is critical in developing key indicators that promote measuring all areas of public education that truly matters and not just based upon a narrow discipline view of education.

Action:

MASS took leadership in forming a Well-being and Well-becoming working group, co-sponsored by MASS, MET and Thomas Falkenberg (U of M). Six school divisions were invited to form the group and were provided with base support by MET. Three meetings of the working group were held throughout the year, with support team members going out to school divisions between meetings. At the final meeting in June all participating school divisions will report on the learnings that came out of their individual school-based action research. The six original divisions will continue for another year or more and six new divisions have been invited to join the group.

In addition, the MASS Mental Health and Well-being Committee has worked with Thomas Falkenberg and Grace Ukasoanya to develop a discussion paper on Well-being and Well-becoming in schools and is also working on a series of position statements and critical questions to accompany that paper.

Resolution 1.2University Partnerships (MASS Executive)

MOTION:

BE IT RESOLVED that MASS build partnerships with Manitoba Universities and Red River College to work together to strengthen and enhance the educational programming for pre-service early years, middle years, senior years and vocational teachers to better respond to the well-being and diverse learning needs of all students in literacy and numeracy.

Rationale:

MASS is committed to building partnerships with all educational partners. For the 2017-2018 school year, MASS will focus on partnerships with institutions that support teacher training programs. Manitoba Universities (Brandon, University College of the North, Manitoba, St. Boniface, Winnipeg) and Red River College have been charged with training pre-service teachers in an Education program stream. Each institution has established unique criteria for graduation requirements that reflect their values, guiding principles, provincial requirements and faculty expectations to meet the fidelity of content knowledge, processes and pedagogy. As a result, there are varying levels of understanding and experience of pre-service teachers in being able to plan for and respond to student learning.

Action:

The MASS Past President, Brett Lough, together with David Mandzuk, Dean of Education at the University of Manitoba, have set up regular liaison meetings that will include the universities and colleges involved in teacher preparation in Manitoba.

SECTION 2 – Regional Resolutions

Resolution 2.1Liaising with Workplace Safety and Health (*South Central Region*)

MOTION:

BE IT RESOLVED that the MASS executive liaise and work collaboratively with WSH to proactively provide training and recommend future policy to ensure the safest working conditions for our students and employees.

Rationale:

Individual divisions are being inspected and receiving work orders. Divisions are left to respond to situations in isolation and in a reactive way. There is no flow of communication out to school divisions when these situations occur. At this point the main connection is between MTS, WSH and MSBA. We would like MASS to be more involved and have an influential voice in this area.

Action:

The MASS Finance and Legislative Committee has surveyed regions to determine the level and scope of concern and to determine the types of visits being made by the provincial division of Workplace Safety and Health to school divisions. Results of the survey have been analyzed and discussed by the committee and reported to the MASS Executive Committee.

Resolutions from 2016 – 2017 Reaffirmed for 2017 - 2018

Resolution 1.1 Mental Health

(MASS Executive)

MOTION:

BE IT RESOLVED, that MASS take a leadership role in pressing the current provincial government to honour the long-term commitment to the provincial framework for child and youth mental health promotion and services including provincial budgetary measures.

BE IT FURTHER RESOLVED, that MASS representative's advocate in support of Mental Health and Well-being initiatives at the federal level through CASSA.

Rationale:

The previous government made a long-awaited 10-year commitment to a children and youth mental health framework and provided budgetary resources for the first phase of implementation. With a new government in place, MASS will continue to co-chair the OCCYHM committee and the work of implementation.

MASS is now an affiliate of CASSA and has participated in a national conversation on Mental Health and Wellness in preparation for possible presentation to CMEC.

Action:

MASS has been represented by the Executive Director at the McConnell Foundation Summit for Adult Mental Health in Schools in Montreal and many of our members attended the CASSA conference in Halifax, where mental health and well-being were the theme. CASSA has now published a position paper on System Leadership in School Mental Health in Canada with considerable input from MASS representatives on the Board of CASSA.

Resolution 1.2**Early Childhood**

(MASS Executive)

MOTION:

BE IT RESOLVED, that MASS advocate for comprehensive early years support to fulfill the Call to Action in the recently updated MASS Position Paper on Early Childhood Education and Care. (2015)

Rationale:

Research has shown that early intervention with younger students has the greatest impact on student learning and achievement. Early interventions, which target speech and language, reading, fine motor and social emotional skills help to reduce the gap between student achievement and build confidence and healthy learning behaviors.

Action:

The Chair of the Early Childhood Committee met with the Chairs of the other MASS focus committees, Mental Health and Well-being and Indigenous Education, to determine if advocacy for early childhood learning could be enhanced through joint advocacy by all focus committees.

Resolution 1.3**Indigenous Education**

(MASS Executive)

MOTION:

The Manitoba Association of School Superintendents (MASS) recognizes and praises the outstanding work of the Truth and Reconciliation Commission. Public education and attitude will play a major role in achieving many of the recommendations.

BE IT RESOLVED that through its organization, mandate and activities, MASS will pay special attention to the recommendations identified in the Calls to Action of the Truth and Reconciliation Commission Report that are identified below.

BE IT FURTHER RESOLVED that in support of the work of the MASS Indigenous Education Committee, MASS representatives to CASSA will advocate at with our national association to bring these concerns forward at the national level, with educational partners and representatives of government, including CMEC.

Education

8. We call upon the federal government to eliminate the discrepancy in federal education funding for First Nations children being educated on reserves and those First Nations children being educated off reserves.

10. We call on the federal government to draft new Aboriginal education legislation with the full participation and informed consent of Aboriginal peoples. The new legislation would include a commitment to sufficient funding and would incorporate the following principles:
- i. Providing sufficient funding to close identifies educational achievement gaps within one generation
 - iii. Developing culturally appropriate curricula.
 - iv. Protecting the right to Aboriginal languages, including the teaching of Aboriginal languages as credit courses.

Language and culture

14. We call upon the federal government to enact an Aboriginal Languages Act that incorporates the following principles:

We call upon the federal government to enact an Aboriginal Languages Act that incorporates the following principles:

- i. Aboriginal languages are a fundamental and valued element of Canadian culture and society, and there is an urgency to preserve them.
- ii. Aboriginal language rights are reinforced by the Treaties.
- iii. The federal government has a responsibility to provide sufficient funds for Aboriginal-language revitalization and preservation.
- iv. The preservation, revitalization, and strengthening of Aboriginal languages and cultures are best managed by Aboriginal people and communities.
- v. Funding for Aboriginal language initiatives must reflect the diversity of Aboriginal languages.

National Council for Reconciliation

55. We call upon all levels of government to provide annual reports or any current data requested by the National Council for Reconciliation so that it can report on the progress towards reconciliation. The reports or data would include, but not limited to:
- ii. Comparative funding for the education of First Nations children on and off reserves.

Professional Development and Training for Public Servants

57. We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the *United Nations Declaration* on the Rights of Indigenous Peoples, Treaties and aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills-based training in intercultural competency, conflict resolution, human rights and anti-racism.

Education for Reconciliation

62. We call upon the federal, provincial, and territorial governments, in consultation and collaboration with Survivors, Aboriginal peoples, and educators, to:
- i. Make age-appropriate curriculum on residential schools, Treaties, and Aboriginal peoples' historical and contemporary contributions to Canada a mandatory education requirement for Kindergarten to Grade Twelve students.

- ii. Provide the necessary funding to post-secondary institutions to educate teachers on how to integrate Indigenous knowledge and teaching methods into classrooms.
- iii. Provide the necessary funding to Aboriginal schools to utilize Indigenous knowledge and teaching methods in classrooms.
- iv. Establish senior-level positions in government at the assistant deputy minister level or higher dedicated to Aboriginal content in education.

63) We call upon the Council of Ministers of Education, Canada to maintain an annual commitment to Aboriginal education issues, including:

- i. Developing and implementing Kindergarten to Grade Twelve curriculum and learning resources on Aboriginal peoples in Canadian history, and the history and legacy of residential schools.
- ii. Sharing information and best practices on teaching curriculum related to residential schools and Aboriginal history.
- iii. Building student capacity for intercultural understanding, empathy, and mutual respect.
- iv. Identifying teacher-training needs relating to the above.

Museums and Archives

67. We call upon the federal government to provide funding to the Canadian Museums Association to undertake, in collaboration with Aboriginal peoples, a national review of museum policies and best practices to determine the level of compliance with the United Nations Declaration on the Rights of Indigenous Peoples and to make recommendations.

Rationale:

Part of the work of the Indigenous Education Committee since the release of the TRC has been to review and discuss its recommendations, particularly as to how they relate to Education and to MASS priorities. Our partner organizations will be presenting a similar resolution to their members and we felt it would be good to attempt the same – to take a stand on specifics and our national voice, rather than making broad statements about advocating in areas we have little or no jurisdiction.

Action:

The MASS Indigenous Education Committee hosted a members' workshop on UNDRIP with Kevin Lamoureux and distributed posters to members with the Calls to Action from the TRC Final Report. The committee also continued to meet with Indigenous organizations such as Urban Circle and joined in an interorganizational field trip to Sagkeeng last year, and Fisher River/Peguis this year. MASS was also part of a Journey to Reconciliation initiative. In January the committee met one-on-one with Romeo Saganach to consult on Bill C262 – recognition of UNDRIP in federal legislation. The committee is providing all members with a pocket guide to the TRC and UNDRIP at the AGM this year, as part of the resolutions discussion.

2018 PROPOSED RESOLUTIONS

SECTION 1 – Executive Resolutions

Resolution 1.1 **Mental Health and Well-being**
(MASS Executive)

MOTION:

BE IT RESOLVED that MASS commits to the development of a comprehensive understanding of well-being and well-becoming and to a reconceptualization of student success in Manitoba public schools. This will include collaboration of MASS, MET and the University of Manitoba in a multi-year action research project and the development of a discussion and position paper to be widely shared.

Rationale:

MASS recognizes the critical importance of student well-being and well-becoming as a foundation for student success. Currently student success is often defined narrowly by quantitative indicators in provincial and national assessments and by graduation and completion rates. MASS recognizes the shared responsibility of educational, community and government partners for the well-being and success of our children.

MOTION:

BE IT RESOLVED that the MASS focus committees for Mental Health and Wellness, Indigenous Education and Early Childhood Education identify a common call to action and develop a united strategy for implementation. This common call to action and strategy will then be shared with stakeholders so that the call to action extends beyond MASS.

RATIONALE:

In reviewing Position papers for three MASS focus committees, there is evidence of common threads.

As referenced in the MASS position paper, ***Mental Health Framework for Students (September 2012):***

1. Numerous studies indicate that mental health promotion and illness prevention aimed at children and adolescents can provide huge and long term positive impacts
2. Evidence of positive outcomes pointed to prevention initiatives such as positive parenting, anti-bullying, anti-stigma programs, anxiety, depression-, suicide awareness, and health promotion in schools.
3. Early Interventions can help these children and youth to lead a normal productive healthy life and save costs that would otherwise be incurred by providing them with social services throughout their adult lives.

As referenced in the MASS position paper, ***Manitoba Public Education: A View to the Future (March 2013):***

1. Aboriginal people, for a variety of historical and political reasons, have not been as well served by our schools as their non-Aboriginal counterparts...This dissonance is often perpetuated by parents, many of whom have had less than positive, in many cases disastrous, experiences with schools.
2. As educators, we are committed to: Find ways to live in harmony and balance in all aspects of one's being and with the universe itself through sustainable and generative relationships
3. As educators, we are committed to: Foster and support Aboriginal languages and cultures as they carry the oldest knowledge about life in Canada

As referenced in the MASS position papers, *Early Childhood Education and Care (2007)* and *Early Childhood Education and Care Position Paper (2015)*:

1. As well, the Phoenix Sinclair Inquiry Report, released in 2013, recognizes that early childhood education programs “can significantly benefit children and their parents” and that the “[p]re- school years offer the most significant opportunity to influence children’s capacity to learn throughout their lifetime.” (Manitoba Government, 2013, Recommendation 59)
2. For every \$1 spent on child care there is a \$2 economic benefit. The benefit comes back through increased tax revenues and decreased social, education and health costs (Cleveland & Krashinsky, 1998).
3. The Manitoba Centre for Health Policy, in its report, concludes, “...change is possible. So long as there exists the right policies and programs, delivered to the right groups of children, at the right time” (Manitoba Centre for Health Policy, 2013).
4. The TD Economics Special Report, “Early Childhood Education Has Widespread and Long-Lasting Benefits” (2012), states that “economic, social, and health outcomes are better for children who were exposed to early education Studies show that children who enter kindergarten with a higher skill set generally experience fewer grade repetitions, on time graduation, lower dropout rates and higher post-secondary attendance than those that enter with vulnerabilities.” Further, there were indications of “fewer instances of drug and alcohol use, smoking, teen pregnancies, and criminal behavior.”

Collaboration of the 3 MASS Focus committees will assure a more effective and stronger advocacy for change in common actions to improve early childhood education for Manitobans.

MOTION:

BE IT RESOLVED that The Manitoba Association of School Superintendents (MASS) endorses the Calls to Action in the Final Report of the Truth and Reconciliation Commission (TRC) and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and holds these as the basis for all advocacy and action taken by MASS related to Indigenous education and reconciliation.

MASS specifically endorses Article 43 of UNDRIP which states, “The rights recognized herein constitute the minimum standards for the survival, dignity and well-being of the indigenous people of the world.”

MASS specifically endorses the statement in the Annex to UNDRIP which states, “Recognizing in particular, the right of indigenous families and communities to retain shared responsibility for the upbringing, training, education and well-being of their children, consistent with the rights of the child,

MASS is fully supportive of establishing UNDRIP in federal legislation, in order to create a harmonious and cooperative environment for working towards full reconciliation.

RATIONALE:

MASS acknowledges the importance the entire text of both the TRC Report and UNDRIP taken as whole, while specifically referencing Calls to Action and Articles relating to education, culture, language, history, spirituality and self-determination for Indigenous peoples in Canada.

The summary headings for each article cited below are meant to serve as an index only – the full meaning can only be gained by consulting the whole text of each document and of any specific article of interest:

TRC	Calls to Action
Education	8, 10
Language and culture	14
Funding of education	55
Professional development for civil servants	57
Education for reconciliation	62
CMEC commitment, Teacher training	63
Canadian museum review	67
UNDRIP	Articles
Self-determination	3
Autonomy and self-government	4
Maintain and strengthen their distinct political, legal, economic, social and cultural institutions	5, 8, 11, 20
Manifest, practise, develop and teach their spiritual traditions, customs and ceremonies	12, 15
Revitalize, use and transmit their languages, oral traditions, philosophies, writing systems and literatures...	13
Establish and control their Indigenous educational systems and institutions	14
Improve economic / social conditions, especially for elders, women, children and persons with disabilities	21
Maintain, develop, protect and control intellectual property over:	31
cultural heritage, traditional knowledge and cultural expressions;	
sciences, technologies, medicines, knowledge of flora and fauna;	
oral traditions, literatures, designs;	
sports, traditional games, visual and performing art.	

Service Anniversaries

15 YEARS

Kelly Barkman
Barb Isaak
Tanis Pshebniski
Tim De Ruyck

10 YEARS

Stephen David
Marg Janssen
Reg Klassen
Barry Pitz
Julie Smerchanski
Christelle Waldie

5 YEARS

Rick Ardies
Carolyn Cory
Marti Ford
Brad Hampson
John Karras
Marlene Murray
Susan Schmidt
Tim Stefanishyn

2017-2018 New Members

Shelley Amos, Hanover School Division

Lisa Boles, Pembina Trails School Division

Colin Campbell, Hanover School Division

Joanne Derksen, Garden Valley School Division

Brenda Hill-Yaschyshyn, River East Transcona School Division

Janice Krahn, Garden Valley School Division

Tammy Mitchell, River East Transcona School Division

Tyler Moran, Interlake School Division

Lesley Nichol, Pine Creek School Division

Jillian Patmore, Southwest Horizon School Division

Daniel Preteau, Division scolaire franco-manitobaine

2018 Life Members

Rick Ardies

Lynn Cory

Barb Isaak

John Karras

Christine Penner

Tanis Pshebinski

Vern Reimer

David Swanson

Joan Trubyk

Christelle Waldie

Janice Zamparutti

CALENDAR OF EVENTS

2018 Conference & PD Events

Summer Institute

August 14, Executive & New Members Pre-Sessions
August 15—17, Lakeview Hecla Resort

MASS Fall Members Meet

October 5, Legacy Centre LRSD

November Conference (Simon Breakspear)

November 7, Legacy Centre LRSD

Agile Schools Team Days (Day 1)

November 8, Legacy Centre LRSD; November 9 CATM, Brandon

2019 Conference & PD Events

Agile Schools Team Days (Day 2)

February 25, Legacy Centre LRSD; February 26, CATM

MASS Leadership Development Module I

January 17-18 (TBA)

MASS Spring Members Meet

March 8 (TBA)

MASS Leadership Development Module II

April 11-12 (TBA)

Agile Schools Team Days (Day 3)

April 25, Legacy Centre LRSD; April 26, CATM

MASS Annual General Meeting & Recognition Banquet

May 16, Victoria Inn

MASS Summer Institute

August 13, Executive & New Members Pre-Sessions
August 14-16 Elkhorn Conference Centre

MASS Fall Members Meet

October 4 (TBA)

MASS November Conference

(TBA)

MASS OFFICE

900 St. Mary's Road
Winnipeg, MB R2M 3R3

Phone: 204-219-7059

Website: www.mass.mb.ca

Executive Director:
ken.klassen@mass.mb.ca

