

Certificate in Educational Leadership in Nunavut (CELN)

2019-20 PROGRAM OUTLINE





CELN program contact information

For more information about this program, contact:

CELN Program Coordinator
EDUK-12@gov.nu.ca





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Introduction

Nunavut is a jurisdiction with a unique and young education system. The territory is highly decentralized and geographically remote. Almost 85 percent of the population is Inuit, many of whom speak an Inuit language rather than French or English.

The Nunavut education system experiences a high turnover rate for school leaders, meaning new principals and vice-principals are hired every year. Because of these factors, the department offers the Certificate in Educational Leadership in Nunavut (CELN) as a way to standardize training and information about the education system in Nunavut.

The CELN program is targeted to current and aspiring school leaders to help them adjust to their role, support their efforts to improve student learning outcomes, and to complete the requirements for Principal Certification.

What is the Certificate in Educational Leadership in Nunavut (CELN)?

The Certificate in Educational Leadership in Nunavut (CELN) is a certificate program for principals, vice-principals, and other educational leaders. The certificate is earned through the completion of coursework focused on school leadership in Nunavut, and the priorities of the Nunavut education system, as outlined in the department's Annual Plan.

This certificate program is intended to provide participants with the knowledge, skills and beliefs to enable them to lead their schools to become better learning environments. The certificate program seeks to balance theories about leadership with practical leadership skills. CELN program instructors use feedback provided by participants to continually evaluate and update the program, ensuring coursework helps school leaders meet the needs of Nunavut's students.

CELN guiding principles

The following are guiding principles of the CELN program:

- ▶ The program will be continuously improved to reflect the needs of school leaders, educator, schools and students.
- ▶ Coursework will incorporate the realities of school leadership in Nunavut and will be practical in nature and grounded in relevant, up-to-date education theory.
- ▶ Inuit culture and language will be embedded in the program, and efforts will be made to recruit and retain Inuit participants and instructors.
- ▶ Program content will support the use of decolonizing practices in schools and will encourage staff to use these practices to contribute to learners' academic success and well-being.
- ▶ The program will help build connections with parents and others in the community through culturally appropriate communication by creating strong relationships; sharing knowledge and perspectives; reflecting community priorities; and delivering effective educational programs.

CELN program overview

CELN is delivered by the University of Prince Edward Island (UPEI) in partnership with the Department of Education. The CELN program consists of seven courses:


Required courses

- ▶ **ED5090** Foundations of Transformational Leadership in Nunavut Education
- ▶ **ED5110** Proactive Instructional Leadership in Nunavut Communities
- ▶ **ED5140** Reflective Practice in Educational Leadership for Nunavut

Elective courses

- ▶ **ED5120** Educational Leadership: Engaging Nunavut Parents, Elders, and Community
- ▶ **ED5130** Leadership of the School Improvement Process in Nunavut Communities
- ▶ **ED5850** Improving Language and Literacy Achievement
- ▶ **ED5810** The Inclusive Classroom

Anyone who completes all three required courses and two of the elective courses will be awarded the CELN credential from UPEI. Course descriptions can be found in Appendix A.



In order to remain employed in a leadership position, Nunavut school leaders (principals and vice-principals) must complete the two leadership courses in the CELN program (5090 and 5110). These two mandatory leadership courses must be completed within a three-year period. Upon completion of these two courses, school leaders receive their Certificate of Eligibility as Principal.

In addition, individuals who are accepted in the Master of Education program at UPEI may receive credit for up to two education courses based on their completion of CELN courses. The Department of Education encourages school leaders to continue their professional learning. The Nunavut Professional Development Council will consider UPEI Master of Education coursework as an option for professional development and may consider funding the participant's tuition. Individuals may speak with their PD Coordinator for more details.

Each course includes 30 hours of instruction over 6 days and a series of pre-course readings, activities and assignments that must be completed in advance. These pre-course activities will take approximately six hours.

Courses are delivered face to face, online, or in a blended format. Face-to-face courses provide participants with the opportunity to meet one another and collaborate. Participants in distance courses use Moodle for online collaboration.

Fees

All course fees and expenses for transportation and accommodation are paid for by the Educator Development division of the Department of Education.

Schedule

Each mandatory leadership course is offered at least once a year. Courses are offered in the summer and during PD Week in February to minimize the disruption to school operations.

Application and registration

As a condition of employment, Nunavut school leaders (principals and vice-principals) must complete the two leadership courses (5090 and 5110) in the CELN program within a three-year period. These two courses take precedence over all other professional development and training activities. Upon hire, principals and vice-principals will be automatically enrolled in these mandatory courses. If a school leader is unable to participate they must complete the *Course Deferral Request and Reschedule Form* found in Appendix B.

School leaders, as well as student support teachers, learning coaches, and classroom teachers, are encouraged to complete the entire Certificate in Educational Leadership in Nunavut program.

Educators interested in participating in a CELN course should refer to the *CELN Expression of Interest Form* found in Appendix B. Prioritization criteria will include, but not be limited to, the following:

- ▶ Inuit educators;
- ▶ Long-term Nunavut educators;
- ▶ Educators who have shown a demonstrated ability to lead; and
- ▶ Educators who have achieved satisfactory performance reviews.

There is no guarantee that individuals accepted into one course will be accepted for another course.

Official registration into courses at UPEI is administered jointly by Educator Development and UPEI. The CELN Program Coordinator in Educator Development will distribute the required UPEI paperwork to students when they are accepted into a course and then collect and provide this to UPEI so that they can be formally registered.

Upon registration, students will receive a UPEI program handbook which provides information on the UPEI program and university academic regulations and systems.

Logistics

Accommodations and meeting space for participants are secured by Educator Development. Information regarding travel details and meeting location will be sent to each participant prior to the start of the course.

Travel delays

Participants who experience flight delays must:

- ▶ Communicate their delay with the travel coordinator.
- ▶ Copy the CELN Program Coordinator at EDUK-12@gov.nu.ca.
- ▶ Copy their principal and superintendent of schools or to the Director General to the CSFN (if applicable).

In the event of a travel delay at the beginning of a course, participants will be responsible to work with the instructor to catch up with the rest of the class. This may include work while in transit and evening work once they arrive at the destination.

It is at the discretion of the instructor to decide when too much classroom work has been missed and the participant should return home and take the course at another time.

Participants who experience flight delays enroute to the course must also:

- ▶ Communicate the new travel itinerary to the course instructor(s) to ensure they are aware of how much coursework will be missed.
- ▶ Make arrangements with the course instructor(s) for make-up coursework, such as readings.

Instructors

UPEI aims to recruit instructors for the CELN program who have an understanding of Nunavut's context and who can contribute to the professional learning environment.

UPEI is responsible for advertising, hiring and paying instructors. If an employee of the Government of Nunavut is interested in being a CELN instructor, it is the employee's responsibility to take the following steps as directed by the Human Resource Manual (HRM) and the appropriate Collective Agreement (NTA or NEU):

- ▶ Receive approval from their deputy head for outside employment.
- ▶ Apply for, and be approved to take the appropriate type of leave.

Certificate of Eligibility as Principal

The requirements for a Certificate of Eligibility as Principal are completion of both leadership courses (5090 and 5110). Once an educator has completed both of these courses it is their responsibility to arrange for an unofficial transcript to be submitted to the Registrar. The Registrar can be contacted at TeacherRegistrar@gov.nu.ca for further information.

Salary re-evaluation

Educators who complete CELN courses may wish to have their salary placement re-evaluated. It is the educator's responsibility to complete the salary re-evaluation request form and arrange for an official transcript to be sent to the Registrar. The Registrar can be contacted at TeacherRegistrar@gov.nu.ca for further information.

Transcripts

Consult the UPEI CELN Student Handbook for directions on how to access official and unofficial UPEI transcripts.

Communications

Communications related to this program may include:

- ▶ an annual update of this program outline;
- ▶ specific program information for participants;
- ▶ information on selection and registration of participants;
- ▶ logistical information regarding course locations, etc.; and
- ▶ contact information.

Information is published each year in the Department of Education's training calendar and on the UPEI website.

The CELN Program Coordinator in Educator Development is responsible for logistical arrangements such as securing meeting space, equipment and catering services, and liaising between participants and UPEI. The Director, Educator Development is responsible for all communications with UPEI about course design/redesign, course scheduling, instructor selection and registration of course participants.

See the *CELN Role Clarification* document in Appendix C for more information about roles related to the CELN program in the Department of Education and UPEI.

Documents

The following official documents are used in the CELN program.

Forms

- ▶ *CELN Expression of Interest Form* – This form must be completed by the participant and supported by the principal and superintendent of schools or to the Director General to the CSFN (if applicable). This form is used to create a list of potential CELN candidates for each upcoming course.
- ▶ *Course Deferral Request and Reschedule Form* – This form must be completed by school leaders who are unable to complete a course required for their principal certification. This form requests permission to defer the course and to set up an alternative session to complete that course. Deferring a course must be supported by the superintendent of schools or to the Director General to the CSFN (if applicable).

Schedule

- ▶ *Course schedule* – This will be published each year in the Department of Education's training calendar and on the Department of Education and UPEI websites.

The following pieces of correspondence will be received by participants as they move through the CELN program process.

Correspondence

- ▶ *Participant Acceptance Notification Email* – This email is completed by the CELN Program Coordinator in Educator Development and officially notifies participants that they are accepted in a course.
- ▶ *Nunavut Principal Certification Notification Letter* – This letter notifies and congratulates participants when they have officially completed the required coursework for a Certificate of Eligibility as Principal.
- ▶ *CELN Completion Notification Letter* – This letter notifies and congratulates participants when they have officially completed the required coursework for the CELN certificate and provides information on what the student needs to do to formally apply to graduate.

Protection of privacy, data storage, and reporting

Both the Department of Education and UPEI take privacy concerns very seriously and are responsible for ensuring that personal data is protected as per privacy protection legislation and policies.

By registering in the CELN program, participants become UPEI students. UPEI will not provide participants' information directly to the Department of Education unless permission is granted through completion of the UPEI Consent for Disclosure of Personal Information form.

Data collected in association with CELN courses includes feedback from participants as well as proof of course or certificate completion for individual participants. The data may also be used anonymously in various official documents.

CELN program contact information

For more information about this program, contact:

CELN Program Coordinator
EDUK-12@gov.nu.ca



Appendices

Appendix A: CELN course descriptions

CELN course descriptions

Required courses

ED5090 Foundations of Transformational Leadership in Nunavut Education

This course reviews the history and worldview of the Inuit, with particular emphasis on culture, educational history, struggles with power and privilege, beliefs, values, and principles relevant to Nunavut. Traditional and contemporary views on leadership are studied as participants develop a deeper understanding of the cultural context in which they live and work as educational leaders. Participants examine the direction and philosophies established in Nunavut, including ties to the environment and practices that facilitate transformational educational leadership.

ED5110 Proactive Instructional Leadership in Nunavut Communities

The responsibilities, roles, and tasks of principals and other educational leaders are explored as they relate to the creation of a positive, inclusive, collaborative, and culturally responsive school community. The role of leadership in teaching and learning and building positive relationships, both in and outside school, is examined as a key factor in facilitating the academic achievement and well-being of learners. A variety of culturally appropriate facilitation strategies are introduced as participants analyze the legal, moral, ethical, and policy rights of learners and educators in maintaining and strengthening culture and language and promoting success in schools, the local community, and the world beyond.

ED5140 Reflective Practice in Educational Leadership for Nunavut

Participants propose, develop, and implement an approved reflective inquiry project based on their own educational leadership practice.

Elective courses

ED5120 Educational Leadership: Engaging Nunavut Parents, Elders, and Community

This course focuses on the development of collaborative relationships, positive communication, and empowerment of parents, Elders, and community members who lead, support, and guide education in Nunavut. Participants discuss approaches that respond to and involve the community, and build accountability in ways that are transparent and reciprocal. The involvement of the extended community in the daily life and long-term vision of the school provides a central focus as participants reflect on and write about the process of creating collaborative learning communities with parents, caregivers, and Elders based on cultural values, beliefs, and principles.

ED5130 Leadership of the School Improvement Process in Nunavut Communities

Policy implementation, supervision of teaching and the leadership of learning, staff evaluation, and program accountability play a key role in transformational educational leadership and are a major focus in this course. Participants discuss and write extensively about policy implementation that is culturally and linguistically responsive in promoting learning. Participants are challenged to develop the skill sets they require to involve the community and parents in developing and implementing a vision for education based on current policies.

ED5850 Improving Language and Literacy Achievement

This course looks at strategies that teachers can employ to develop language and literacy skills in the students in their classrooms. Current research in this area is presented and critiqued.

ED5810 The Inclusive Classroom

Teachers examine the emergence of inclusive education and explore the history of services to children with special needs, and attitudes that teachers bring to the classroom. Recent research and practice in inclusive education is explored by the students.



Appendix B: Department of Education forms

- ▶ CELN Expression of Interest Form
- ▶ Course Deferral Request and Reschedule Form



CELN Expression of Interest Form

STEP 1: The teacher (or principal) completes the **Personal Information** and **Courses Applied For** sections.

Personal Information

Name			
School			
Community			
Role			
Email (work)			
Email (personal)			
Phone number	Work	Home	Cell
Mailing address			
For summer courses	Last day of work in May/June		
	First day of work in August/September		

Courses Applied For

Select	Course number	Course name	Inuktitut	English
<input type="checkbox"/>	ED5090	Foundations of Transformational Leadership in Nunavut Education	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	ED5110	Proactive Instructional Leadership in Nunavut Communities	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	ED5120	Educational Leadership: Engaging Nunavut Parents, Elders, and Community	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	ED5130	Leadership of the School Improvement Process in Nunavut Communities	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	ED5140	Reflective Practice in Educational Leadership for Nunavut	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	ED5850	Improving Language and Literacy Achievement	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	ED5810	The Inclusive Classroom	<input type="checkbox"/>	<input type="checkbox"/>

STEP 2: The teacher discusses their request with their principal. Both the teacher and principal complete the [Selection Criteria](#) section.

Selection Criteria

The teacher, principal, and superintendent of schools/Director General must complete the chart below. Decisions about course acceptance are based on this information and the recommendation of each individual's supervisor.

	Teacher	Principal	Superintendent/ Director General
Current principal who is required to complete this course (i.e., ED5090 or ED5110)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Current vice-principal who is required to complete this course (i.e., ED5090 or ED5110)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inuit educator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Long-term Nunavut educator: # of years _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Shown a demonstrated ability to lead	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has achieved satisfactory performance reviews	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

STEP 3: The principal completes the [Principal Recommendation](#) section and then returns this form to the teacher.

Principal Recommendation (please check one)

I recommend this applicant. I do not recommend this applicant.

Principal	
Signature	

STEP 4: The teacher emails this form to the CELN Program Coordinator in Educator Development at EDUK-12@gov.nu.ca.

STEP 5: The CELN Program Coordinator in Educator Development forwards the forms to the superintendent/Director General. The superintendent/Director General completes the [Superintendent/Director General Recommendation](#) section of the form and returns the form to the CELN Program Coordinator in Educator Development at EDUK-12@gov.nu.ca.

Superintendent/Director General Recommendation (please check one)

I recommend this applicant. I do not recommend this applicant.

Superintendent/ Director General	
Signature	



Course Deferral Request and Reschedule Form

As a condition of employment, principals and vice-principals are required to complete ED5090 and ED5110 within three (3) years of their date of hire. Complete this form only if you are requesting to defer your automatic enrollment in ED5090 and ED5110 from the current school year to the following school year.

You must provide a basis for this request and approval must be granted by your supervisor.

Name	
School	
Community	
Job title	
Email (work)	
Email (personal)	
Phone number	
Mailing address	

Select the course for which you are requesting a deferral to the following school year.

Select	Course number	Course name
<input type="checkbox"/>	ED5090	Foundations of Transformational Leadership in Nunavut Education
<input type="checkbox"/>	ED5110	Proactive Instructional Leadership in Nunavut Communities

Provide an explanation of why you are requesting this course deferral.

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Approval

Supervisor name	Signature
Date	



Appendix C: CELN role clarification

CELN role clarification

UPEI ITSS Helpdesk

(902) 566-0465
helpdesk@upei.ca

- ▶ Student questions regarding technology and Moodle

Graduate Administrator

Joanne Smith, Administrative Support, Graduate Programs
(902) 566-0731
jsmith@upei.ca

- ▶ University contact for all student registration and transcript communication and questions
- ▶ University contact for student UPEI ID and password
- ▶ Responsible for updating and distributing Instructor and UPEI CELN Student Handbook
- ▶ Conduct degree audits for students in CELN program
- ▶ Contact instructors prior to a CELN course to communicate essential information
- ▶ Send students UPEI CELN Student Handbook upon being enrolled in their first CELN course
- ▶ In conjunction with UPEI Project Manager, arrange for administration and collection of SOTS and CELN survey
- ▶ Include CELN communications in all graduate studies communications

UPEI Project Manager

Erin Morozoff, Project Manager
(902) 566-0916
emorozoff@upei.ca

- ▶ **3 months prior**
 - Book travel and accommodations for instructors and Academic Lead
- ▶ **2 months prior**
 - *Course materials*
 - ◆ Copy course materials (hard copy and memory stick)
 - ◆ Ship course materials to course location
 - ◆ Ship memory stick of course material to students
 - ◆ Order and ship course books to Nunavut
 - *Course supplies*
 - ◆ Confirm with CELN Program Coordinator in Educator Development the timely delivery of course supplies

- *Communications*
 - ◆ Maintain close communication with CELN Program Coordinator in Educator Development (date of courses, travel of instructors/students, accommodations, course supplies, etc.)
 - ◆ Communicate to instructor and Academic Lead about the protocol with regard to travel claims; compile and submit travel claims
 - ◆ Post updated information about registration/transcript access procedure on the UPEI website
 - ◆ Write articles and updates for communication and media purposes
 - ◆ Update UPEI website
- *Coordination/collaboration*
 - ◆ Schedule and coordinate meetings, conference calls, and other collaborative processes as required
 - ◆ Record notes for meeting and distribute
 - ◆ Work with Graduate Administrator and Academic Lead in the revision of UPEI CELN Student Handbook and UPEI CELN Instructor Handbook
 - ◆ Work with Graduate Administrator to distribute and collect data from SOTS and CELN survey
 - ◆ Via a Google Drive checklist, communicate and share with Academic Lead the UPEI Project Coordinator activities
 - ◆ In consultation with the Academic Lead, compile CELN feedback, survey, and others sources of data
 - ◆ Collaboratively work with CELN team to update procedures
- *Finances*
 - ◆ Manage and monitor budgets and financial transactions
 - ◆ Annually submit financial report
 - ◆ Gain a solid understanding of CELN MOU
- *Coordination/collaboration*
 - ◆ If required, travel to Nunavut to assist in program implementation
 - ◆ In the event of weather delays, support instructors by rebooking their travel and communicating with travel company (may include support over a weekend)

Academic Lead

(902) 620-5051
rjmacdonald@upei.ca

- ▶ Act as the main contact with Educator Development
- ▶ Provide support for the CELN program
- ▶ Participate in the development, planning, coordination, formative assessment, and formal evaluation of the CELN program to ensure the academic integrity of the program
- ▶ Liaise with the Director, Educator Development, to oversee a formal program evaluation every 6 years
- ▶ Support instructors in the planning and delivery of courses

- ▶ Participate in conference calls with instructors before and after courses
- ▶ Support up-to-date content of course material
- ▶ Review draft course outlines before they become final
- ▶ Collaborate with the UPEI Project Manager, Graduate Studies Coordinator, and the Dean of Education to ensure the quality of the CELN program
- ▶ Report CELN activities during Faculty of Education Council meetings

Graduate Studies Coordinator

Tess Miller
 (902) 620-5072
 tsmiller@upei.ca

- ▶ Provide guidance when needed regarding program evaluation
- ▶ Communicate with the CELN team
- ▶ Visit Nunavut when needed
- ▶ Support CELN policy development

Dean, Faculty of Education

Ron MacDonald
 (902) 620-5051
 rjmacdonald@upei.ca

- ▶ Memorandum of Understanding (MOU)
- ▶ Contractual issues with instructors
- ▶ Hiring of instructors
- ▶ Organize instructor orientation sessions
- ▶ Decisions on course cancellations
- ▶ Collaborate with Educator Development regarding CELN course offerings, participant selection process, dates and locations, essential support for course instructors, budget, inclusion of Elders, etc.
- ▶ Advocate for opportunities for students to complete the CELN program
- ▶ Provide advice and leadership when needed

Director, Educator Development

(867) 975-5600
 EDUK-12@gov.nu.ca

- ▶ Memorandum of Understanding (MOU) and contribution agreement
- ▶ Collaborate with RSO/CSFN to promote and confirm registration of students
- ▶ Collaborate with Nunavut and UPEI leaders regarding the CELN course offerings
- ▶ Sign off on all student travel
- ▶ Support the CELN Program Coordinator in Educator Development to annually update the program outline

CELN Program Coordinator

EDUK-12@gov.nu.ca

- ▶ Liaise with UPEI Project Manager regarding all of the logistics required for the successful delivery of the CELN courses
- ▶ **3 months prior**
 - Provide details on location of each course
- ▶ **2 months prior**
 - Provide the names, email addresses and mailing addresses of all students to the Graduate Administrator
 - Identify a community liaison who will receive the course materials, welcome and support the CELN instructors as they arrive in preparation for the courses
 - Book the meeting space where the course will be delivered and communicate this information to UPEI Project Manager
 - Liaise with travel coordinators to book travel and accommodations for students
- ▶ **1 month prior**
 - Ensure course supply toolkits are shipped to course locations
- ▶ **2 weeks prior**
 - Confirm with community liaison that textbook and course materials have arrived
 - Confirm with students receipt of travel and accommodations information and emergency contact information in the event of travel disruptions
- ▶ **1 week prior**
 - Ensure that all required supplies have arrived at course location (toolkit, modem, projector, etc.)
- ▶ **3 days prior**
 - Confirm with community liaison the plan to greet and support the course instructors when they arrive
- ▶ **During course**
 - Acquire a student learning plan from the instructors for class distribution if instructors are delayed in arriving for the course due to weather
 - Provide travel claim paperwork to students, obtain signatures, and collect boarding passes and taxi receipts
- ▶ **After course**
 - Ensure travel claims are processed by Corporate Services
 - Participate in conference calls with instructors after courses

Regional School Operations (RSO)/ Commission scolaire francophone du Nunavut (CSFN)/ Division de l'éducation en français

Bill Cooper, Catherine Keeling, Trudy Pettigrew, Martine St-Louis

- ▶ Liaise with Educator Development to identify new school leaders to register for leadership courses
- ▶ Review CELN Expression of Interest forms and make recommendations
- ▶ Help ensure that all CELN students have the opportunity to complete the CELN certificate

Travel Coordinators, Corporate Services

EDUdutytravel@gov.nu.ca

- ▶ Book travel and accommodations for students and Educator Development staff
- ▶ Communicate with students regarding their travel and accommodations
- ▶ Provide information to each student about the process to be followed in the event of travel disruptions
- ▶ Provide a copy of all travel and accommodations information to the CELN Program Coordinator in Educator Development
- ▶ Process travel claims for students once courses are complete

