




LEADS
SASKATCHEWAN LEAGUE OF EDUCATIONAL
ADMINISTRATORS DIRECTORS & SUPERINTENDENTS

STRATEGIC PLAN
2023 - 2026

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OUR HOPE & DREAM



There is public trust and confidence with senior educational leaders in Saskatchewan.

OUR VISION



LEADS' members and partners will provide leadership to facilitate enhanced outcomes in the academic, personal, social and spiritual development of all children and youth in Saskatchewan.

OUR MISSION



LEADS is a professional and regulatory association that promotes leadership for excellence in education and provides member services.



OUR VALUES



INTEGRITY IS AT OUR CORE:

We are honest, professional and transparent. We hold ourselves and our members accountable to the highest standard of leadership.

WE ARE INCLUSIVE:

We create a safe and welcoming environment. We embrace difference and respect diversity. We encourage individuals to bring their true self to work, so we can harness our unique talents to achieve our full potential.

WE ACT COLLABORATIVELY:

We build strong relationships on mutual respect and shared purpose. We can go further solving problems and working together.



OUR EXECUTIVE BOARD MEMBERS

PRESIDENT

Stacy Lair

PRESIDENT-ELECT

Nigel McCarthy

ZONE REPRESENTATIVES

Zone 1 – Ken Garinger

Zone 2 – Stacey Gherasim

Zone 3 – Simone Gessler

Zone 4 – Lorel Trumier

Zone 5 – Gord Husband

Zone 6 – Vicki Moore

Zone 7 – Ronald Ajavon

Zone 8 – Meghan Beaven

Public Representative – Bruce Anderson

EXECUTIVE DIRECTOR

Ben Grebinski



A MESSAGE FROM THE PRESIDENT



As President of LEADS, I am honored to serve an organization committed to advancing leadership excellence in education across Saskatchewan. It is a privilege to build upon the work of those who came before me, and to lead alongside a dedicated group of professionals who continuously demonstrate integrity, inclusivity, and collaboration.

The current 2023–2026 Strategic Plan has served as a strong foundation for our collective efforts. It has guided our work through a period of growth, reflection, and renewed partnerships. As we approach the final year of this plan, we look ahead with intention to its renewal. This next phase will be informed by the diverse expertise and insight of our Executive Board members, who represent every zone across the province. Their on-the-ground understanding of local contexts will be vital in shaping a new strategic direction that reflects the needs and aspirations of our members.

Our current strategic priorities - Leadership, Professional Growth & Standing, and Partnerships - remain as relevant as ever. We continue to raise the voice of LEADS as a trusted partner and advocate within the education sector. We champion professional learning through our regulatory standards, guided by a comprehensive framework that ensures consistency, quality, and relevance for our members. At the same time, we are deepening relationships that strengthen our collective ability to support the success and well-being of children and youth across Saskatchewan.

As LEADS members, we are not only stewards of educational systems—we are co-creators of a hopeful future. We remain committed to reconciliation, to elevating the status of educational leadership, and to fostering conditions where all learners and leaders can thrive.

I look forward to the conversations and collaborations ahead as we reimagine our shared path. Together, and with confidence in our collective voice, we will continue to lead boldly and purposefully.

With gratitude,
Stacy Lair

WE ARE ALL TREATY PEOPLE



In the spirit of respect and truth, we honour and acknowledge that the lands on which we work and live are the traditional territories of the First Nation and Métis Peoples of Saskatchewan. We have a shared responsibility as the Saskatchewan League of Educational Administrators, Directors and Superintendents to uphold Truth and Reconciliation by connecting and building relationships with all First Nations, Métis and Inuit peoples. As senior educational leaders, we are committed to earning the respect of the Indigenous peoples of Saskatchewan through our individual and collective work.

“ We are all one people, we are all one nation all living under one sky. ”

- Joseph Naytowhow

STRATEGIC PRIORITY

LEADERSHIP



LEADS will establish the primacy that LEADS members are influential leaders within the Education Sector by providing a strong collective and representative voice.

STRATEGIC ACTIONS

- Promote public awareness of LEADS as a leader in the Education Sector.
- Embed the Truth and Reconciliation Calls to Action in LEADS business and organizational practices.
- Focus discussions with the Ministry of Education on the seven-year, Education Sector plan that is scheduled to be released in the fall of 2023.
- Seek opportunities to liaise with agencies and organizations to support children and youth.
- Advocate for the well-being of children and youth across various ministries within a publicly funded education system.

PERFORMANCE MEASURES

- LEADS is recognized as a trusted advisor to the Ministry of Education, the Saskatchewan Professional Teachers Regulatory Board, the Saskatchewan Teachers' Federation, the Saskatchewan School Boards Association, the University of Saskatchewan, the University of Regina, the Saskatchewan Association of School Business Officials, and our Indigenous community partners in all matters related to education.
- LEADS is regularly consulted and provides input to decisions, policy and practices in Saskatchewan's Education Sector.
- LEADS increases its public profile by establishing a strong presence and position on various educational topics and issues.

STRATEGIC PRIORITY

PROFESSIONAL GROWTH & STANDING



LEADS will ensure membership qualifications according to legislative requirements and continually evolve professional development opportunities, so they are current and relevant for our members.

STRATEGIC ACTIONS

- Continue member awareness campaigns focused on related professional standing by providing information on status.
- Engage members to understand professional development needs.
- Build capacity within Education Sector leadership through professional development activities.
- Build career pathing tools to facilitate advancement of educators into senior leadership roles.
- Explore opportunities to consistently fund professional development for leaders in Saskatchewan's Education Sector.
- Develop appropriate response for members that are not compliant with the standards of accreditation.
- Ensure LEADS governance processes best reflect the diverse needs of our membership.

PERFORMANCE MEASURES

- All LEADS members (100 per cent) fulfill standards of accreditation and professional development to maintain standing.

STRATEGIC PRIORITY

PARTNERSHIPS



LEADS will build and sustain strong and authentic partnerships that emphasize a shared purpose within the Education Sector.

STRATEGIC ACTIONS





- Promote and sustain collaboration with educational partners on emergent educational matters.
- Continue to extend invitations to potential partners.
- Continue to develop relationships with the Ministry of Education, the Saskatchewan Professional Teachers Regulatory Board, the Saskatchewan Teachers' Federation, the Saskatchewan School Boards Association, the Saskatchewan Association of School Business Officials, and our Indigenous community partners.
- Continue to enhance existing partnerships with school districts, the Canadian Association of School System Administrators, Education Canada (EdCan) and other.
- Continue to enhance collegial partnerships with all Indigenous communities.
- Encourage collaboration between post-secondary and other professional development units.







PERFORMANCE MEASURES

- LEADS increases the number of partnerships to advance outcomes for children and youth in the Education Sector.

APPENDIX A – THE LEAGUE OF EDUCATIONAL ADMINISTRATORS, DIRECTORS AND SUPERINTENDENTS ACT, 1991

The Government of Saskatchewan passed The Act in 1991. The Act outlines seven objectives of the League. Our Strategic Priorities focus on advancing these objectives. We are taking strategic action to advance each action during 2023 – 2026.

Objective	Leadership	Professional Growth & Standing	Partnerships
1. To promote the cause of education in Saskatchewan and to co-operate with other educational agencies.			
2. To promote and safeguard the interests of its members and to secure conditions which make it possible for its members to provide the best professional service.			
3. To raise the status of the profession of educational administration and to develop the highest standards of professionalism, skills and knowledge in all matters relating to the profession of educational administration.			

Objective	Leadership	Professional Growth & Standing	Partnerships
4. To foster ethical behaviour and professional conduct of the membership and to discipline any members guilty of professional misconduct or professional incompetence in the performance of their duties.			
5. To influence the direction of education and to make any representations that it considers requisite to promote a high quality of education.			
6. To promote collegiality within the membership and to safeguard the welfare of its members.			
7. To afford advice, assistance and legal protection to members in their professional duties and relationships.			

APPENDIX B - CODE OF CONDUCT

Members of the Saskatchewan League of Educational Administrators, Directors & Superintendents

are committed to being strong brokers for our children and youth within the following Professional Code of Conduct:



Ensure to be good citizens and to hold themselves to high ethical standards;



Constantly uphold the honour and dignity of their profession in all actions and relations with pupils, colleagues, school board members, and the public;



Accept the responsibility to keep abreast of current developments in education and to contribute to the growing body of specialized knowledge, concepts, and skills that characterize the professional aspects of school administration;



Ensure to provide the best possible educational experiences and opportunities to all persons in their school divisions, placing the needs of the student above all other considerations;



Applying for positions or entering into contracts seek to preserve and enhance the prestige and status of their profession;



Implement, in good faith, all provincial regulations and policies duly adopted by the Board;



Recognize that schools are the public's business and seek to keep the community fully and honestly informed about its schools, while maintaining confidences entrusted to them in the course of executing the affairs of the schools;



Shall not permit consideration of private gain or personal interest to affect the discharge of their professional responsibilities.



2023-26 Strategic Plan Accomplishments

Strategic Priority	Strategic Actions	2023 Results (in black font) and 2024 Results (in green font)	Performance Measure
<p>LEADERSHIP</p> <p>LEADS will establish the primacy that LEADS members are influential leaders within the Education Sector by providing a strong collective and representative voice.</p>	<ul style="list-style-type: none"> Promote public awareness of LEADS as a leader in the Education Sector. Embed the Truth and Reconciliation Calls to Action in LEADS business and organizational practices. Focus discussions with the Ministry of Education on the seven-year Education Sector plan that is scheduled to be released in the fall of 2023. Seek opportunities to liaise with agencies and organizations to support children and youth. Advocate for the well-being of children and youth across various ministries within a publicly funded education system. 	<ul style="list-style-type: none"> LEADS continues to participate in all events as invited. Such events include but are not limited to: SSBA, SASBO, SPTRB, STF, Ministry of Education, U of R , U of S and other government, and non-government organizations. We participate by attending as President, President-Elect and/or Executive Director. These representatives bring remarks and greetings on behalf of the LEADS organization. LEADS also continues to serve on numerous committees initiated by these partner organizations. LEADS recognizes the significance of honouring the calls to action within the TRC. Individual LEADS members are called upon to give land recognition and to express their personal, as well as organizational, commitment to these TRC calls to action. By giving witness, we demonstrate our collective, as well as individual, commitment to this important work. LEADS continues to refresh the module on First Nations, Métis and Inuit Education, including members as well as nonmembers in the facilitation of this module as it is renewed. LEADS continues to provide leadership within the newly developed Sector plan through the PEPIT team. In addition, the Executive Director has served as the LEADS representative to the Provincial Education Council this council has been recently sunset). Executive Board members attended a special session on the provincial plan as organized by SSBA. LEADS Executive Board provided valuable feedback on the implementation of the new plan. Recognizing its strengths and challenges, LEADS will remain committed to fulfilling this plan within our existing capacity. LEADS continues to liaison with various organizations to advocate for the well-being of all Saskatchewan students. Such liaison has occurred with the Office of the Child Advocate, FNUC, U of R and U of S Faculties of Education, Ministry of Education, EdCan, CASSA, Western ED counterparts, Canadian Center for Trauma Informed Practices. LEADS continues to participate in all events and committee work as invited. Many LEADS members are currently serving on various provincial committees. Committee members provide two 	<ul style="list-style-type: none"> LEADS is recognized as a trusted advisor to the Ministry of Education, the Saskatchewan Professional Teachers Regulatory Board, the Saskatchewan Teachers' Federation, the Saskatchewan School Boards Association, the University of Saskatchewan, the University of Regina, the Saskatchewan Association of School Business Officials, and our Indigenous community partners in all matters related to education. LEADS is regularly consulted and provides input to decisions, policy and practices in Saskatchewan's Education Sector. LEADS increases its public profile by establishing a strong presence and position on various educational topics and issues.

Strategic Priority	Strategic Actions	2023 Results (in black font) and 2024 Results (in green font)	Performance Measure
		<p>reports per year detailing the work and progress of the committee. LEADS continues to be influential in all of the PK to 12 sector activities.</p> <ul style="list-style-type: none"> LEADS ensures that all events and activities begin with a Land Recognition as well as a personal commitment statement by the individual. These statements are an example of our membership's dedication to the TRC Calls to Action. Numerous Indigenous learning opportunities have been approved and imbedded in the professional accreditation structure. LEADS values the relationships it has established with Indigenous partners. LEADS has regular participation from members at the PEPIT planning sessions. Many members are engaged in the development of action plans and proposed measurements of success. LEADS continues to engage with various organizations regarding the well-being of students. These engagements focus on student transportation, mental health and well-being, extracurricular experiences, trauma, nutrition and food, as well as technology. LEADS continues to liaison with various organizations to advocate for the well-being of all Saskatchewan students. Such liaison has occurred with the Office of the Child Advocate, FNUC, U of R and U of S Faculties of Education, Ministry of Education, EdCan Network, CASSA, Western Executive Director counterparts, Canadian Center for Trauma Informed Practices. 	
<p>PROFESSIONAL GROWTH & STANDING</p> <p>LEADS will ensure membership qualifications according to legislative requirements and continually evolve professional development opportunities, so they are current and relevant for our members.</p>	<ul style="list-style-type: none"> Continuing member awareness campaigns focused on related professional standing by providing information on status. Engage members to understand professional development needs. Build capacity within the Education Sector through professional development activities. Build career pathing tools to facilitate advancement of educators into senior leadership roles. 	<ul style="list-style-type: none"> An individual member profile shared folder has been created. This shared folder allows each individual member to access their professional development profile and to update it based on their PD activities. The Adjudication Committee provides each member with a letter of approval or decline with respect to professional development submissions. A clear statement of the dimension outcomes is provided and an explanation regarding the approval or non-approval is provided immediately following the Adjudication Committee determination. LEADS Educational Leadership Committee meets regularly to discuss appropriate module and other PD opportunities that will be sponsored by the LEADS organization. The committee is chaired by the President-Elect and consists of five additional members. LEADS has continued to expand the Executive Board membership to ensure diversity and inclusion. The Executive Board continues to encourage members to engage in LEADS leadership roles and embraces local facilitation of 	<ul style="list-style-type: none"> All LEADS members (100 per cent) fulfill standards of accreditation and professional development to maintain standing.

Strategic Priority	Strategic Actions	2023 Results (in black font) and 2024 Results (in green font)	Performance Measure
	<ul style="list-style-type: none"> Explore opportunities to consistently fund professional development for leaders in Saskatchewan’s Education Sector. Develop appropriate responses for members that are not compliant with the standards of accreditation. Ensure LEADS governance practices best reflect the diverse needs of our membership. 	<p>professional development. LEADS also continues to recognize the need for outside facilitation of professional development opportunities by engaging third party supports such as Praxis, JSSPP, SASBO, SSBA, STF and other non-LEADS members.</p> <ul style="list-style-type: none"> An individual member profile shared folder has been created. Members are now actively entering their professional development as it pertains to accreditation requirements. To date, no member has been sanctioned for non-compliance. The Adjudication Committee has undertaken a review of the processes they have been engaged in over the past two years. A refinement to the adjudication process has occurred and an update was provided to the full membership at the 2024 Summer Short Course. In addition to the delivery of the required modules for dimension compliance, LEADS has offered numerous short courses that focus on specific areas of need as identified by members. These are “Role of the Director in Working with an Elected Board”, “Strategic Budgeting, Mitigating Risks Towards Aspirational Goals”, “Systems of Equity & Quality for Women in Leadership Symposium”, “LEADS Information Session for Individuals Interested in Senior Educational Administration”. LEADS Educational Leadership Committee meets regularly to discuss appropriate module and other PD opportunities that will be sponsored by the LEADS organization. The LEADS Executive Board consists of a well-balanced representation and inclusion. 	
<p>PARTNERSHIPS LEADS will build and sustain strong and authentic partnerships that emphasize a shared purpose within the Education Sector.</p>	<ul style="list-style-type: none"> Promote and sustain collaboration with educational partners on emergent educational matters. Continue to extend invitations to potential partners. Continue to develop relationships with the Ministry of Education, the Saskatchewan Professional Teachers Regulatory Board, the Saskatchewan Teachers’ Federation, the Saskatchewan School Boards Association, the Saskatchewan Association of 	<ul style="list-style-type: none"> LEADS appreciates the invitation to serve on numerous organizations’ committees, review panels and WAGs. Membership of all of these is administered by the Executive Board committee, and membership is appropriate and accountable to the full membership. Each year two committee reports are submitted by these committee representatives. These reports are posted to the LEADS shared folder for member information. The Executive Board has invited various representatives to a LEADS Executive Board meeting. The purpose is to engage these partners and to create a relationship and co-operative partnership with our shared purpose. Members have been encouraged and have accepted the opportunity to represent Saskatchewan at various national conferences. CASSA, CSBA are two of these national conferences where LEADS members presented their innovation designs to participants across the nation. 	<ul style="list-style-type: none"> LEADS will increase the number of partnerships to advance outcomes for children and youth in the Education Sector.

Strategic Priority	Strategic Actions	2023 Results (in black font) and 2024 Results (in green font)	Performance Measure
	<p>School Business Officials, and our Indigenous community partners.</p> <ul style="list-style-type: none"> • Continue to enhance existing partnerships with school districts, the Canadian Association of School System Administrators, Education Canada (EdCan) and other. • Continue to enhance collegial partnerships with all Indigenous communities. • Encourage collaboration between post-secondary and other professional development units. 	<ul style="list-style-type: none"> • LEADS continues to welcome our indigenous partners to join LEADS either as an associate or full member. Membership has increased as well as the participation of these partners in various PD opportunities. • Meetings have been held with both University Deans of Education as well as the President of the U of R, and the President of the FNUC, and the Executive Director of FSIN. • LEADS invites various partner groups to attend the Executive Board meetings for a deliberation and sharing of positions for items of mutual interest. Such representation has been U of R, U of S, FNUC, STF, SSBA, SASBO ,Child Advocate Office. • LEADS has representation nationally at the CASSA, EdCan and CSBA events each year. • Members have been encouraged and have accepted the opportunity to represent Saskatchewan at various national conferences. CASSA and CSBA are two of these national conferences where LEADS members present their innovation designs to participants across the nation. • Membership from the local Indigenous communities has grown. 	