

NoVA envisions a future where a culture of trust, respect and collaboration fosters excellence in educational leadership. NoVA will achieve this vision by working collaboratively to support and develop our members, and provide leadership within the School District. We value Inclusivity, Leadership, Relationships, and Responsibility.



North Vancouver Administrators



# NVSD Finance and Facilities Budget Development 2021-2022

We thank the Coast Salish people, specifically the Skwxwú7mesh Nation and Səlilwətaʔ Nation, whose traditional territory North Vancouver School District resides on. We value the opportunity to learn, live and share educational experiences on this territory.

# NVSD Finance and Facilities

# Budget Development

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## Overview

North Vancouver Administrator's Association (NoVA) members are committed to developing vibrant learning communities where educators, students, and parents learn, share and grow together. As leaders in supporting District Priorities of Modernizing Curriculum, Complex Learners, Indigenous Education, Social Emotional Learning and Career Development, we have a clear insight into the needs at the District, school, and classroom levels. We create school climates where a student-centered approach to learning is always a priority and where measurable goals are created and monitored, teachers collaborate on curriculum and assessment, and we promote the collective efficacy of staff, which in turn has the highest effect on student success (Hattie, 2017).

Our actions, as educational leaders, involve engaging our community of learners in appreciating the many positive features of our learning environments and drawing attention to future directions and focus areas within the context of collective planning, and in alignment with the School District's vision, values, and goals. NoVA recognizes that the Board of Education has to make difficult decisions within a balanced budget. We also recognize that Operational, Educational, and Stewardship aspects of leadership are all part of our administrative portfolios and that we are finding that reaching a reasonable balance between these demands is becoming increasingly difficult in this time of change in education.

As relational, instructional, ethical, and organizational leaders, we are committed to promoting and advancing education at all levels and for all people. We respectfully request your consideration of the following NoVA budget priorities. Keeping in mind that for the past year, we have all been operating during a global pandemic and that this pandemic has had impact on the North Vancouver School District's budget, we would like to note that this year's priorities are the same as last years.

1. Increase elementary administrative time by 0.10 FTE at each elementary school site. Total ask is 2.50 FTE with total cost approximately \$250 000.
2. Increase Instructional Learning Fund monies for all NoVA members by an additional \$500 per year (with a total amount allocation of \$1000 per NoVA member per year). Total ask for this addition is approximately \$44 000.

Principals and Vice Principals are leaders in curriculum, instruction, assessment and social-emotional learning. The complexities of leadership continue to grow and influence effective leadership. Principals and Vice Principals put a great deal of time and energy into supporting vibrant school learning communities. Arguably, this has never been more the case than this past year of the pandemic. Educational leadership had to pivot instantaneously in order to ensure the children's learning continued with minimal disruption, while at the same time, major disruptions were occurring to our working environments. Principals and Vice-Principals have spent and continue to spend considerable time supporting staff, students, and parents through an emotionally challenging time, while at the same time, ensuring that our learning environments were safe and engaging.

As Principals and Vice-Principals in the North Vancouver School District, our actions are grounded within the context of the School District's Strategic Plan. As we thought about our priorities this year, we did so with the District's draft 2021-2031 Strategic Plan. Each of the following goals connect to NoVA's priorities:

- Student-Centred Education
- Innovative Instruction
- Welcoming and Inclusive Culture
- Mental Health & Well-Being
- Truth, Healing, and Reconciliation
- Environmental Stewardship

## Priority 1: Increase elementary administrative time by 0.10 FTE at each elementary school site. Total approximate cost approximately \$250 000.

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Below are key reasons why NoVA believes this investment is important.

In order to build Vibrant Learning Communities, increased time is required to support leadership for:

- Support the development and enhancement of innovative approaches in education, along with modernization of curriculum
- Support and promote equity-based education that supports the diverse learning needs of all students
- Work with staff at all levels to enhance the welcoming, safe, and inclusive culture and engaging learning environment that exists for our learners
- Support staff in social emotional learning and trauma-informed practice that is focused on the promotion of mental health and well-being
- Continue to be leaders in championing truth and reconciliation in the school district and in schools. In large part, we do this by modelling Indigenous ways of knowing and learning.
- Work with and support staff and student in the enhancement of nature-based learning and sustainable practices

We recognize that the provision of additional administrative time will allow Principal and Vice-Principals greater opportunity to:

- Support schools during ongoing staffing shortages, particularly at times when there are no replacement personnel when staff are absent
- Co-teaching and mentoring staff who are both new to the profession, new to the North Vancouver School District, and staff who are at varying points in their journeys in modernizing curriculum and understanding of the culture of North Vancouver
- Guiding and directing school planning
- Building community connections focused on home-school partnerships with the purpose of improving student learning
- Meet the needs of providing increased feedback as per the Employee Engagement Survey

The current reality for staffing in the NVSD, and across the Lower Mainland, presents us with shortages in teaching and support staff. Consequently, Principals and Vice Principals frequently cover a variety of roles such as classroom teacher, counselor, Learning Support Teacher, Education Assistant, Behaviour Support Worker, custodian, and Office Assistant. Our foremost responsibility is to support learning in our schools, and therefore, we do our best to fulfill these staff roles within the reality of what is possible amid our other responsibilities. Often, because we prioritize coverage of other staff roles in times of shortage, we have to “find time” to fulfill our administrative duties. This does not lend itself well to work-life balance, leading to many hours spent at home completing work-related tasks.

An increase in administrative time is furthermore likely to support succession planning; this will allow administrative teams more time to work more together, and will facilitate ongoing growth for our Vice Principals, so that they are better equipped to pursue Principal positions in their futures. Additionally, with more time to take on the Vice-Principal role at the elementary level, it is likely more current NVSD staff members would elect to apply for administrative positions.

**Priority 2: Increase Instructional Learning Fund monies for all NoVA members by an additional \$500 per year (with a total amount allocation of \$1000 per NoVA member per year). Total approximate cost will be \$44 000.**

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Through investment in professional development, the NVSD Board will support the enhancement of ongoing professional development of the educational leadership team in North Vancouver. If this pandemic has shown us one thing, it is that education is at a pivotal time of change. We have been in a time of curriculum change in recent years, but with the necessity of remote/hybrid learning and the success of it this past year, it can be argued that how we deliver a more modern curriculum could very well look a lot different than it has in the past. This has and will require well-trained leaders in the school district who are able to keep current with education and leadership knowledge. Such professional development opportunities have become increasingly more expensive, even for online options. Additionally, the Board may increase its ability to attract, recruit and retain such qualified and experienced administrators.

Provision of additional Instructional Learning Funds will enhance members' ability to:

- Increase leadership capacity for professional growth, currently out of reach for some.
- Be apprised of, and adept at facilitating, current practices and support of all staff members in acquiring “best practice” skills and understandings
- Ensure best instructional practices are provided to all students by building capacity to up-skill staff through engagement in ongoing professional growth.
- Improve student engagement and support all learners through the development and integration of enhanced curriculum and assessment methods.
- Engage in more intensive and rich professional growth to promote staff members' and students' growth in skills and knowledge that is personalized to their needs.
- Pursue personalized professional growth opportunities, supported by our P and VP team, as well as through conference and/or course opportunities