REDEFINING THE CANADIAN K-12 EDUCATION LEARNING LANDSCAPE

A COVID-19 LEADER PLAYBOOK FOR SURVIVING AND THRIVING
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“Even in a crisis, don’t change your WHY! It’s normal for crises to shake our confidence and try to put us off course but it doesn’t mean your why has changed. It just means it might be harder to focus on it.
~ Simon Senek

A Canadian Call to Action:

Nearly a decade ago, C21 Canada responded to a crisis of disengagement by digital learners from traditional learning models. C21 Canada issued a call to action to accelerate the pace of 21st century competencies, instructional practices, and digital resources and services being integrated into Canada’s learning systems.(3)


In its 2012 seminal report, C21 Canada offered a vision for reforming education, guiding OECD principles and seven global competencies (7Cs) for economic, social and personal success and wellness along with priorities for redesigning the public education system. School system leaders lower barriers and create conditions for transformation, encouraging leadership at all levels, imbued with the very attributes we are aiming to develop in young people—creativity, inquiry, collaboration, calculated risk taking, reasoned problem solving, and the capacity to learn from experience and face the next challenge.(17)

Shifting Minds: Redefining the Learning Landscape in Canada, C21 Canada, Canadians for 21st Century Learning and Innovation, 2015

In 2015, C21 Canada assembled a network of school system directors and superintendents from across Canada rising to the Call to Action. This CEO Academy continues to set a national standard for lead-learner collaboration in a virtual and face-to-face network pursuing coherent shifts in system drivers and lowering barriers to innovation and change. The Spiral Playbook offers a disciplined approach for creating a new culture of partnership and collaborative inquiry that aims to transform how educators learn and lead—within teams and across networks. (7)

The Spiral Playbook, Leading with an inquiring mindset in school systems and schools, C21 Canada, Canadians for 21st Century Learning and Innovation, 2017
In spring 2020, there became an urgent need to adopt the tenants defined in C21 Canada’s 21st Century vision. Remote learning and at-home “classrooms” created the conditions for these shifted system drivers and ways of learning. The COVID-19 pandemic revealed itself as a metric for district adoption and leadership of 21st Century Learning and Innovation and or system failure.

Intensive planning for the safe return to learning in the fall has led to specific district and jurisdictional Pandemic Health and Safety Plans. CEO Academy members in districts across the country identify a distinct parallel between 21st Century Learning and Innovation transformations that served in navigating the pandemic and 6 key areas for refocus in the fall 2020 return.

1. **Relationships and communication:** Caring and accessible leadership and frequent and coherent messaging built trust and hope across the stakeholder community. Virtual platforms such as, Youtube, video conferencing and other social media tools were used for District Leader messaging to the community, large group school principals meetings, PD with staff and parents, mass meetings with stakeholder groups such as trustees, CUPE, and parents. Stakeholder partners - Ministry, Education Department, Trustees, District Leaders and Public Health Leaders are working more collaboratively.

   **Refocus:**
   - real time accurate, coherent sharing of information,
   - PD on effective applications of virtual technologies, remote and online pedagogies and practices
   - partnering with stakeholders and responding to needs of home and school,
   - attention to relationships, social emotional and trauma-based learning, and student engagement.

2. **Pedagogy:** Districts engaging 21st Century Personalized, Project-based, Deep Learning and Universal Design Learning models were able to use these framework processes to drive authentic learning inquiry and collaboration in at-home and on-line experiences. Teachers shifted their role to catalysts for learning,
providing direct instruction for essential and special learning requirements either remotely and/or face-to-face. Educational Assistants and clinicians continued to serve team support roles adapting to emerging student pandemic learning needs in new and responsive ways.

**Refocus:**
- play-based learning for early years, movement learning activities for older grades, and outdoor classrooms,
- focus on online student engagement and explore alternative district assessment,
- develop alternative self, peer assessments along with family members as authentic audiences,
- maintain more robust student learning profiles to include authentic data sources.

3. 7Cs: 21st Century competency-based and deep learning processes are well suited for flexible any-time/anywhere learning environments, offering equity and diversity for developing student capacities, and differentiate learning opportunities. Literacy and numeracy assessment drives face-to-face instruction and deeper interventions. Essential curricular content and skills need to be determined locally to consider learning needs, interests, student voice and relevancy.

**Refocus:**
- district and school-based mentors and curriculum coaching support for strategies in Inclusive Education Universal Design for Learning, Inquiry-based Learning and Culturally Responsive Pedagogy.
- identify Essential Learning Outcomes (ELOs) and Global Competencies (7Cs) need to focus learning opportunities and assessment.
- consider equity and mental health in developing student learning profiles and allocating resources.

4. **Collaborative Teams and Networks:** Strategic district plans that address professional learning in collaborative teams and networks with support staff at the district and school level were able to pivot this support to assist the transition to remote and at-home learning. With staff and students at home, professional learning networks supported shifts needed in pedagogy, shared planning and resources, technology integration and wellness support.

**Refocus:**
- summer cohort PD, Stakeholder Collaboration for unions, associations and leadership staff to share common vision and coherent practice,
- collaborative and interdependent networks need to meet and mix regularly to maintain a culture of inquiry using current information about student learning to guide practice and pedagogy.

5. **Pandemic Infrastructure:** The pandemic has been a metric for system agility and failure on remote learning, equity of digital, internet and cellular access, learning support and care for children of essential workers and marginalized and struggling learners, teacher capacity for digital integration and food security.

**Refocus:**
- consult research-based “critical health friends”
- reconfigure student services for streamlined support for special needs and proactive planning for vulnerable students,
- Human Resources policy defining COVID-19 illness and process, including managing a remote workforce,
- community partnerships for food security, shelter and refuge.

6. **Strategic Technology Plans:** The Pandemic has highlighted successes in strategic planning for digital leverage with districts having implemented well-articulated and supported plans for BYOD or 1:1 programs demonstrating the greatest preparedness for shifting to remote learning. Districts were able to fill access gaps
in devices and services quickly and support troubleshooting as well as pedagogical integration and curriculum coaching. Tech PD has been well subscribed by staff and parents.

**Refocus:**
- PD support for digital integration - synchronous, asynchronous learning, blended learning, flipped classroom for staff,
- PD for parents on digital resources so parents can participate with their children and engage with teachers,
- ensure access to devices, broadband, internet, WIFI and cellular access for students and families and in community access centres.
- partnerships with local Telcom providers for equity and access, increased bandwidth and no overage fees.

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**Canadian Education Leaders**

**Return to School Resource Hub**

**District Exemplars:** Illuminate successful pandemic initiatives and plans shared by CEO Academy leaders.

**National Pandemic Plans:** Current planning in provinces and territories across Canada

**Global Research:** Leading international COVID-19 Pandemic education response and research.

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**CCFLH**  
Canadian Coalition for Learning @Home

**CCPLM**  
Coalition Canadienne Pour L'apprentissage à La Maison

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<th>District Exemplars</th>
<th>National Pandemic Plans</th>
<th>Global Research</th>
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<td>Surrey Schools</td>
<td>Alberta</td>
<td>OECD Education @OECDeduSkills</td>
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<tr>
<td>British Columbia</td>
<td>British Columbia</td>
<td>Education responses to COVID-19: An Implementation strategy toolkit</td>
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<tr>
<td>West Vancouver Schools</td>
<td>MANITOBA</td>
<td>COVID-19 Education Response: Preparing the Learning Schools</td>
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*District Exemplars:* Surrey Schools, British Columbia, West Vancouver Schools

*National Pandemic Plans:* Alberta, British Columbia, Manitoba

*Global Research:*
- OECD Education @OECDeduSkills: Education responses to COVID-19
- OECD: COVID-19 Education Response: Preparing the Learning Schools
- Best practices: Practices in Preparing for Back to School Podcast
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Leading with the Heart Podcast

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This document was inspired by the Canadian Coalition for Learning @Home (CCFLH) formed as a result of the sudden shift in learning needs brought on by the COVID-19 pandemic. The Coalition is supported by **C21 Canada** and the **CEO Academy, MindShare Learning**, and expert partner organizations offering teachers, students and families equitable and relevant options for developing learning competencies in an at-home, isolated environment.

### COALITION SECRETARIAT

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<td>Robert Martellacci</td>
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<td>David Roberts</td>
<td>President, C21 Canada</td>
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<td>Steve Brown</td>
<td>CEO, Nelson</td>
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### ADVISORY BOARD MEMBERS

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<tr>
<td>Jeremy Erlick</td>
<td>Vice-President Sales, Central &amp; Eastern Canada, Compugen Inc.</td>
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<tr>
<td>Dr. Alec Couros</td>
<td>University of Regina, Professor. Tech &amp; Media, Faculty of Education</td>
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<tr>
<td>Tyson Johnson</td>
<td>CEO, CyberNB</td>
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<td>Dr. Ron Owston, Dean Emeritus</td>
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<td>Jessica Mosher</td>
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<td>Lee Taal</td>
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C21 CANADA CEO ACADEMY
Founded January 2015 * Denotes Founding Member

BRITISH COLUMBIA:
Patricia Gartland Superintendent/CEO, SD 43 (Coquitlam)
Chris Kennedy * Superintendent/CEO, West Vancouver School District
Dr. Jordan Tinney * Superintendent/CEO, Surrey School District

ALBERTA:
Kurt Sacher Superintendent, Chinook’s Edge School Division
Ken Sampson Superintendent, Holy Spirit Roman Catholic School Division

SASKATCHEWAN:
Gwen Keith CEO/Superintendent, Holy Family Roman Catholic School Division
Randy Emmerson CEO/Director of Education, Sun West School Division

MANITOBA:
Pauline Clarke * Chief Superintendent, Winnipeg School Division
Donna Millar Fry Superintendent, Pine Creek School Division
Christian Michalik Superintendent, Louis Riel School Division

ONTARIO:
Tom D’Amico Director of Education, Ottawa Catholic School Board
Mark Fisher Director of Education, Thames Valley District School Board
Marianne Mazzorato Director of Education, Dufferin Peel Catholic District School Board

QUEBEC:
Cindy Finn Director General, Lester B. Pearson School Board

NEW BRUNSWICK:
Monique Boudreau Directrice Générale, District scolaire francophone sud
Gregg Ingersoll * Superintendent, Anglophone East School District

NOVA SCOTIA:
Gary Adams Regional Executive Director, Chignecto-Central Regional Centre for Education
Dr. Chris Boulter Regional Executive Director, Tri-County Regional Centre for Education
Elwin LeRoux * Regional Executive Director, Halifax Regional Centre for Education

PRINCE EDWARD ISLAND:
Norbert Carpenter Acting Director, Public Schools Branch

NEWFOUNDLAND and LABRADOR:
Anthony Stack CEO/Director of Education, Newfoundland and Labrador English School District

NORTHWEST TERRITORIES:
Dr. Curtis Brown Superintendent, South Slave Divisional Education Council
YUKON:
Nicole Morgan Deputy Minister, Yukon Education

NUNAVUT:
TBA

INTERNATIONAL (at-large):
Doug Prescott * Superintendent, Canadian Schools in Beijing

CEO ACADEMY ALUMNI MEMBERS:

Rod Allen Former Superintendent/CEO Cowichan Valley School Division, BC
Denise Andre Former Director of Education Ottawa Catholic School Board, ON
Martin Beckett* Former Director of Education Durham District School Board, ON
Sheri Bell Former Superintendent Greater Victoria School Division, BC
Anne Bernard-Bourgeois * Former Superintendent La commission scolaire de langue française PE
Shauna Boyce Superintendent Parkland School Division, AB
Annette Bruisedhead Former Superintendent Kanai Board of Education, AB
Michael Chechile Former Director General Lester B. Pearson School Board, QC
Gary Clarke * Former Superintendent Chignecto-Central Regional School Board, NS
Jody DiRocco Former Director of Education Algonquin & Lakeshore Catholic District SB, ON
Ted Doherty Former Director of Education Avon Maitland District School Board, ON
Pat Duncan Former Superintendent New Westminster School District, BC
Laura Elliott * Former Director of Education Thames Valley District School Board, ON
Randy Fox * Former Superintendent Living Sky School Division, SK
Angela Gauthier * Former Director of Education Toronto Catholic District School Board, ON
Parker Grimmer Director Public School Branch, PE
Dr. John Malloy Former Director of Education Toronto District School Board
Dr. Maurice Manyfingers * Former Superintendent Kanai Board of Education, AB
Rory McGuckin Former Director of Education Toronto Catholic School Board, ON
Dr. Donna Michaels Former Superintendent Brandon School Division, MB
Lisa Millar Former Director of Education Durham District School Board, ON
Tim Monds * Former Superintendent Parkland School Division, AB
Sean Monteith Former Director of Education Keewatin Patricia District School Board, ON
Robert Mills * Former Director General Lester B. Pearson School Board, QC
Darrin Pike * Former CEO/Director of Education Newfoundland and Labrador English SB, NL
Chris Smeaton * Former CEO/Superintendent Holy Spirit Roman Catholic School SSD, AB
Dr. Guy Tetrault * Former CEO/Director of Education Sun West School Division, SK
Dianne Turner * Former Superintendent Delta School District, BC
Kathy Wallace Former Director of Education Simcoe County School Board, ON