



I am very privileged and pleased to serve the Board of Trustees as Chief Superintendent while the Board is actively searching for a new CEO. As a loyal and dedicated employee of the Calgary Board of Education for the past 38 years, I am totally committed to public education in this wonderful city. I have been afforded numerous opportunities to serve children in the CBE in many different roles throughout my career. These include: Substitute Teacher, Classroom Teacher, Vice Principal, Assistant Principal, Principal, Associate Superintendent, Director, Deputy Chief Superintendent and now Chief Superintendent.

Leadership in our school system does not exclusively reside within an individual or a specific position. I want to assure you that we have a very solid team of experienced, well prepared, capable and highly committed leaders to stay the course and move the system forward as we await a new Chief Superintendent. Collectively, our Superintendents and Directors have hundreds of years of experience between us and I know that the system is in very capable hands.

During this time of transition, we see this as a period of stability for the system as we continue to work on our improvement efforts. It is our intent to consolidate the changes already well underway and get even greater traction of those that we have just begun.

Over the past number of years, we have embarked on an ambitious agenda of improvement in our district and we have not yet achieved all of our goals. Our change initiatives have been informed by good data and we have built our improvement agenda on a solid foundation of knowledge and best practice. We have engaged our employees and our public in developing these plans. I know that many of you have been engaged in helping us plan at the school level and at the Area and District levels and I thank you for your contributions.

Over the next number of months, we will be working on aligning our various Departments and Service Units with the educational strategies set out in our Three-Year Education Plan. Our plan is highly focused on improved learning outcomes for our students and is very much in line with the Ends that the Board of Trustees has articulated for us through

their governance model. I would like to highlight three key areas that are the focus of our strategic work:

1. **Implementing the recommendations of the Secondary Education Review.** This is our highest priority for action. Some things that we have already committed to are:
 - establishing three pilot projects including a partnership with High Schools that Work; a Skills Centre and an interagency model
 - address issues of transition from junior to senior high school
 - continue the review of secondary education.
2. **Improving our students' literacy K-12, and improving overall achievement in Mathematics.**
 - establishing communities of learners focused on teaching literacy across the curriculum, using technology—including adaptive and assistive technology, and remediation strategies.
 - consistent assessment tools to assist in the diagnosis of student literacy levels/abilities.
3. **Repositioning the learning model.**
 - implementing new technologies, developing learning platforms, personalizing learning, looking at learning and teaching styles, skills development, etc.

Learning is our central purpose and I have absolute faith in all of our CBE employees to remain steadfast in this commitment as we continue to optimize student learning.

I look forward to the next number of months with enthusiasm and optimism as we continue to work together to achieve success for each of our students and enhance our reputation as a leading school district - locally, nationally and internationally.

Beverley D. Hubert
Chief Superintendent
Calgary Board of Education