

## EDUCATIONAL HISTORY

- 2000 University of Manitoba  
Post-Baccalaureate Certificate in Education Program  
G.P.A. - 4.30 (of 4.50)  
Continuing in Masters of Education Program
- 1988 - University of Manitoba  
1992 Bachelor of Education [Elementary]  
Dean's Honour List - G.P.A. - 3.96 (of 4.0)
- 1992 Certification Program - Le Collège universitaire de Saint-Boniface
- 1991 Université du Quebec à Chicoutimi  
Programme Court de Premier Cycle d'Apprentissage du Français, Langue Seconde
- 1988 River East Collegiate  
High School Matriculation

## EMPLOYMENT HISTORY

*2010 – present*  
*CEO, Executive Director*  
*connect2learning*

- supporting learners and communities (school and system leaders, teachers, parents, and trustees) through management consulting and training in the areas of:
  - quality assessment
  - evaluation
  - leadership practice
- presenting at conferences and workshops with Dr. Anne Davies, internationally
- in-person work in both official languages in many and diverse school districts and other organizations across Canada and internationally:
  - Principals' Associations
  - Teachers' Associations
  - Francophone School Districts K-12
  - Anglophone School Districts K-12
  - First Nations Tribal Councils
  - Government Departments of Education
- demonstrations in the classroom with students across grade levels and subjects, sharing samples, co-constructing criteria, and providing opportunities for self-assessment
- web coaching with school system personnel to determine areas of focus; with system leadership teams to guide them through the implementation process of district priorities and initiatives

2003 – 2010

*Assistant Superintendent of Schools  
River East Transcona School Division*

- responsible for a family of Early, Middle and Senior Years schools, including acting as a direct liaison to the administrative offices, performing administrator assessments, serving as community contact, working through the school planning process
- engage in staffing teachers at all 42 school sites, including transfers, hiring, staffing allocations
- participate in divisional strategic planning and evaluation
- lead the development, implementation, monitoring and evaluation of programming and initiatives in the areas of:
  - Teacher professional development
  - Aboriginal academic achievement
  - School-wide positive behaviour supports
  - Languages other than English – i.e. French Immersion, German bilingual, Ukrainian bilingual
  - School and divisional assessment practices (i.e. assessment **for** and assessment **of** learning)
  - Early childhood development
  - Community programming
  - English as an additional language
  - Reporting student progress
- lead curriculum implementation and monitoring (e.g. Mathematics, Social Studies, Literacy with ICT)
- assist in the development and monitoring of \$150 million budget
- prepare, implement, monitor and evaluate MECY categorical grants – Early Childhood Development Initiative, Aboriginal Academic Achievement, Early Numeracy Initiative, Early Literacy Initiative, English as an Additional Language, French Language
- administrative support to the Board of Trustees *Program, Policy and Personnel Standing Committee*
- serve as chairperson and/or member of several divisional committees, including *School Closure committee, Student Services Steering committee, Lunch Supervision Programs*
- select divisional leaders (i.e. principal, vice principals, consultants, directors, managers)
- write reports and assist in policy development for the Board of Trustees
- participate in Divisional program and programming reviews
- communicate and liaise both within and outside the Division with educational partners
- act as direct supervisor for over thirty staff members (i.e. consultants, directors, managers, support workers)

2001 – 2003

*Program Consultant – Early Years  
Transcona-Springfield School Division #12 and River East Transcona School Division*

- work in cooperation and consultation with Senior Administration, other consultants, school administrators, teachers
- provide leadership in establishing vision, direction and implementation of an Early Years philosophy
- provide support and consultation to the school planning process
- provide leadership, development, support, coordination, and implementation in all aspects of curriculum, instruction, assessment, initiatives and programming, including the grant structures of Reading Recovery, Early Childhood Development Initiative, Learning and Behaving, Aboriginal Academic Achievement, prepare grant submissions to Manitoba Education and Youth
- facilitate, organize and coordinate professional development (workshop and job embedded) of Divisional staff, including administration, teachers, Resource teachers, paraprofessionals
- support novice teachers and teachers new to the Early Years through school and class visits

2000 - 2001

*Vice-Principal*

*Harold Hatcher Elementary School - Transcona-Springfield School Division #12*

1998 - 2000

*Vice-Principal*

*Wayoata Elementary School - Transcona-Springfield School Division #12*

1994-1999

*Grade 4 Classroom Teacher / Grades 4-5 French Specialist*

*Wayoata Elementary School*

*Transcona-Springfield School Division #12*

- Nomination for the Lieutenant Governor's Elementary School Classroom Teacher Award (1998)

1992-1994

*K-8 French and Music Specialist / Grades 3/4 Classroom Teacher / Computer Co-ordinator*

*Balmoral Elementary School*

*Interlake School Division #21*

## **PROVINCIAL, NATIONAL, AND INTERNATIONAL PROFESSIONAL COMMITTEE EXPERIENCE**

- President of the Manitoba Association of School Superintendents (2009 – 2010)
- Board Member of the Manitoba Association of School Superintendents (2004 – 2010)
- Chairperson of the Professional Learning Committee of the Manitoba Association of School Superintendents, including chairperson of *The Engaged Learner* Conference (2004 – 2008)
- International Leadership Committee for the Association for Supervision and Curriculum Development (2004 – 2007)
- President and Board Member of the Manitoba Affiliate for the Association for Supervision and Curriculum Development (2001 – 2008)
- Manitoba School Improvement Project – Organizing Committee for Dr. Michael Fullan Conference (2002)
- Director and Secretary of the Board of Directors of the Organization for Collaboration in Overseas Development (1999 – 2001)
- Manitoba team leader to Regina, Saskatchewan on the Western Canadian Protocol for Collaboration in Basic Education - English Language Arts Resources Review (1997 - 2001)
- Manitoba team member to Edmonton, Alberta for the Western Canadian Protocol for Collaboration in Basic Education - Mathematics Resource Review Team (1996 - 1997)

## **PROFESSIONAL AFFILIATIONS**

- Manitoba Association of School Superintendents (MASS)
- Center for Cognitive Coaching
- Association of Supervision and Curriculum Development
- Learning Forward (formerly National Staff Development Council)
- Early Childhood Education Council

## FACILITATION AND PRESENTATIONS

Sandra has spoken at, facilitated, and led countless workshops and conferences over the years. Some examples include:

- Nunavut Teachers Association Conference (Feb. 2012) Iqaluit, NU – keynote speaker and break out session
- Learning Forward Annual Conference (Dec. 2011) Anaheim, CA – presenter
- Solution Tree’s Authorspeak (Nov. 2011) Indianapolis, IN
- International Confederation of Principals Conference, (Aug. 2011) Toronto, ON – break out session
- Norwegian Directorate for Education and Training, (June 2011) NORWAY
- Gyldendal Norsk Forlag, (June 2011) NORWAY
- *Assessment for Learning Symposia* (summers of 2004-2011) on Vancouver Island – Symposium/Institute staff member alongside Anne Davies, John Gardner, Paul LeMahieu, Jay McTighe, Beth Reynolds, Rick Stiggins and Ruth Sutton
- *Assessment for Learning for Leaders* Keynote (2009) for Saskatchewan Teachers’ Federation
- *Leading the Way to Assessment for Learning* (2009) for Canadian Association of Principals’ National Conference
- *Cognitive Coaching™ – Level One* (2003- 2009)
- *Assessment Institute for Teachers of Senior Years Students* (2008) for Saskatoon Public Schools
- *Assessing and Communicating Student Learning* (2008) for MECY
- *Involving Students in Assessment: What does it look like, sound like and feel like?* (2008) for Manitoba ASCD
- *Assessment for Student Learning* (2005 - 2008) multiple workshops for Borderland, Evergreen, Prairie Spirit, Prairie Rose, Lakeshore, Portage La Prairie, Fort La Bosse, Seven Oaks School Divisions and many individual school sites across the province and Canada
- *Involving Students in their Assessment* (2007) for State of Hawai’i School District
- *Supporting School Wide Positive Behaviour Through Professional Learning Communities* for MCLE Summer Institute (July 2003)
- *Inclusive Planning to Support Aboriginal Academic Achievement* (2003) for MASS Symposium on Aboriginal Education
- *Essential Questions for School Planning* for MCLE Summer Institute (2002)

Some of the schools, systems, and organizations Sandra has worked with:

- Yukon Department of Education, YT
- Association of Yukon School Administrators, YT
- Yukon Educational Student Network, YT
- La Commission Scolaire Francophone du Yukon, YT
- Ecole Whitehorse Elementary, YT
- Christ the King Elementary School, YT
- Nunavut Teachers’ Association, NT
- Western School District, NL
- Tri-County RSB, NS
- Strait Regional SB, NS
- Sir Robert Borden School, NS
- Cape Breton-Victoria RSB, NS
- University of New Brunswick, NB
- New Frontiers SB, QC
- SPEAQ, QC
- Kahnawake Education Centre, QC

- Peel District School Board, ON
- Eastern Ontario Staff Development Network (EOSDN), ON
- EQAO, ON
- Conseil Scolaire de District des Écoles Catholiques du Sud-Ouest, ON
- Conseil Scolaire Public du Nord-Est de Ontario, ON
- Managing Information for Student Achievement (MISA), ON
- Winnipeg SD South District, MB
- Frontier SD, MB
- Division Scolaire Franco-Manitobaine, MB
- Manitoba First Nations Education Resource Centre, MB
- École/Collège régional Gabrielle-Roy, MB
- Swan Valley School District, MB
- Helen Betty Osborne Ininiw Education Resource Centre, MB
- North East Teachers Association, SK
- Saskatchewan Educational Leadership Unit (SELU), SK
- Prairie Spirit School Division, SK
- Holy Family Roman Catholic School Division #140, SK
- Tri West Teachers Association, SK
- Prince Albert Catholic School Board, SK
- Roman Catholic Separate School District, SK and AB
- East Central Alberta Catholic SD, AB
- Calgary Regional Consortium, AB
- Queen Margaret's School, BC

Sandra is an Agency Trainer for Cognitive Coaching™

## PROFESSIONAL PUBLICATIONS

- Herbst, S. and Davies, A. 2016. *Grading, Reporting, and Professional Judgment in Elementary Classrooms*. Courtenay, BC: Connections Publishing.
- Herbst, S. 2016. Foreword; *Residency: Powerful Assessment and Professional Practice* by L. Jeschke, D. Carter, C. Shields, and D. Bidulka, (pages 7-10). Courtenay, BC: Connections Publishing.
- Herbst, S. 2014. Foreword; *Lesson Study: Powerful Assessment and Professional Practice* by B. Augusta, R. Gauvreau and G. Hector, (pages 7-10). Courtenay, BC: Connections Publishing.
- Herbst, S. and Davies, A. 2014. *A Fresh Look at Grading and Reporting in High Schools*. Courtenay, BC: Connections Publishing and Bloomington, IN: Solution Tree Press.
- Davies, A., Herbst, S., and Busick, K. (Eds.). 2013. *Quality Assessment in High Schools: Accounts From Teachers*. Courtenay, BC: Connections Publishing and Bloomington, IN: Solution Tree Press.
- Herbst, S. 2013. Mathematics: Assess to success. In A. Davies, S. Herbst, and K. Busick (Eds.) *Quality Assessment in High Schools: Accounts From Teachers* (pp.49-53). Courtenay, BC: Connections Publishing and Bloomington, IN: Solution Tree Press.
- Davies, A., Herbst, S., and Parrott Reynolds, B. 2012. *Transforming Schools and Systems Using Assessment: A Practical Guide*. Second edition of *Transforming Barriers to Assessment for Learning* (2008). Courtenay, BC: Connections Publishing and Bloomington, IN: Solution Tree Press.

- Davies, A., Herbst, S., and Parrott Reynolds, B. 2012. *Leading the Way to Assessment for Learning: A Practical Guide*. Second edition of *Leading the Way to Making Classroom Assessment Work* (2008). Courtenay, BC: Connections Publishing and Bloomington, IN: Solution Tree Press.
- Herbst, S. 2011. Foreword; *Setting and Using Criteria*, 2<sup>nd</sup> Edition by K. Gregory, C. Cameron, and A. Davies, (pages 7-12). Courtenay, BC: Connections Publishing and Bloomington, IN: Solution Tree Press.

## ARTICLES

- Davies, A., Herbst, S. and Sherman, A. 2016. Assessment for Learning: A Framework for Educators' Professional Growth and Evaluation Cycles. In D. Laveault and L. Allal, (Eds.) *Assessment for Learning: Meeting the Challenge of Implementation* (pp. 237-258). New York: Springer.
- Davies, A. and Herbst, S. 2015. System leaders using assessment for learning as both the change and the change process: A Research Summary. *The OPC Register*. Vol 17 (2): 28-31 (Summer 2015). Toronto, ON: Ontario Principals Council.
- Davies, A., Busick, K., Herbst, S., and Sherman, A. 2014. System leaders using assessment for learning as both the change and the change process: Developing theory from practice. *The Curriculum Journal*. Vol. 25 (4): 567-592. DOI:10.1080/09585176.2014.964276
- Herbst, S. 2013. Accessing efficacy: Assessing our way to success. *The MASS Journal*. Vol. 14 (2): 39-41 (Fall 2013).
- Davies, A. and Herbst, S. 2013. Co-constructing success criteria: Assessment in the service of learning. *Education Canada*. Vol. 53 (3): 16-19.
- Davies, A. and Herbst, S. 2013. Inspiring leadership: Using assessment in the service of community learning. *The CASS Connection*. Vol. 9 (2): 28-31.