



**Inter-provincial Collaboration on
Scaling Up Social and Emotional Learning (SEL) Programs
in Atlantic Canada**

**Governance Model Report
Phase 3 SEAK Project**

**Submitted to CMHA NS
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Introduction

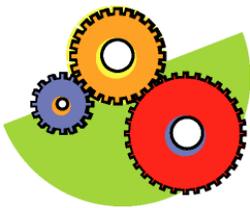
Since 2010 the Canadian Mental Health Association – Nova Scotia Division (CMHA NS) has managed a multi-stakeholder project on Social and Emotional Learning (SEL) with funds provided by the Public Health Agency of Canada (PHAC)

Building on project outcomes achieved during Phases 1 and 2, CMHA NS, with support of its partners, has launched Phase 3 of the SEAK project entitled “**Inter-provincial Collaboration on Scaling Up Social and Emotional Learning (SEL) Programs**” Phase 3 is designed to demonstrate the impacts of SEL programming in a school setting while building a framework of interprovincial relationships and resources to integrate social and emotional learning into school and community based programming.

As part of a strong accountability framework for Phase 3, CMHA NS pursued the development of a Governance Model for Phase 3 that will:

- Provide Phase 3 project oversight for program scale-up in 4 Atlantic Provinces
- Provide effective leadership to scaling up and sustaining SEL programs in 4 Atlantic Provinces
- Develop inter-provincial and intra-provincial relationships that support implementation of SEL programs in the Atlantic Provinces
- Monitor and communicate project progress to stakeholders

An external consultant worked with CMHA NS and project partners over 4 weeks to review components of governance models resulting in the governance model recommended in this report. Components of the Governance Model are described in a draft Terms of Reference – just click the hyperlink.



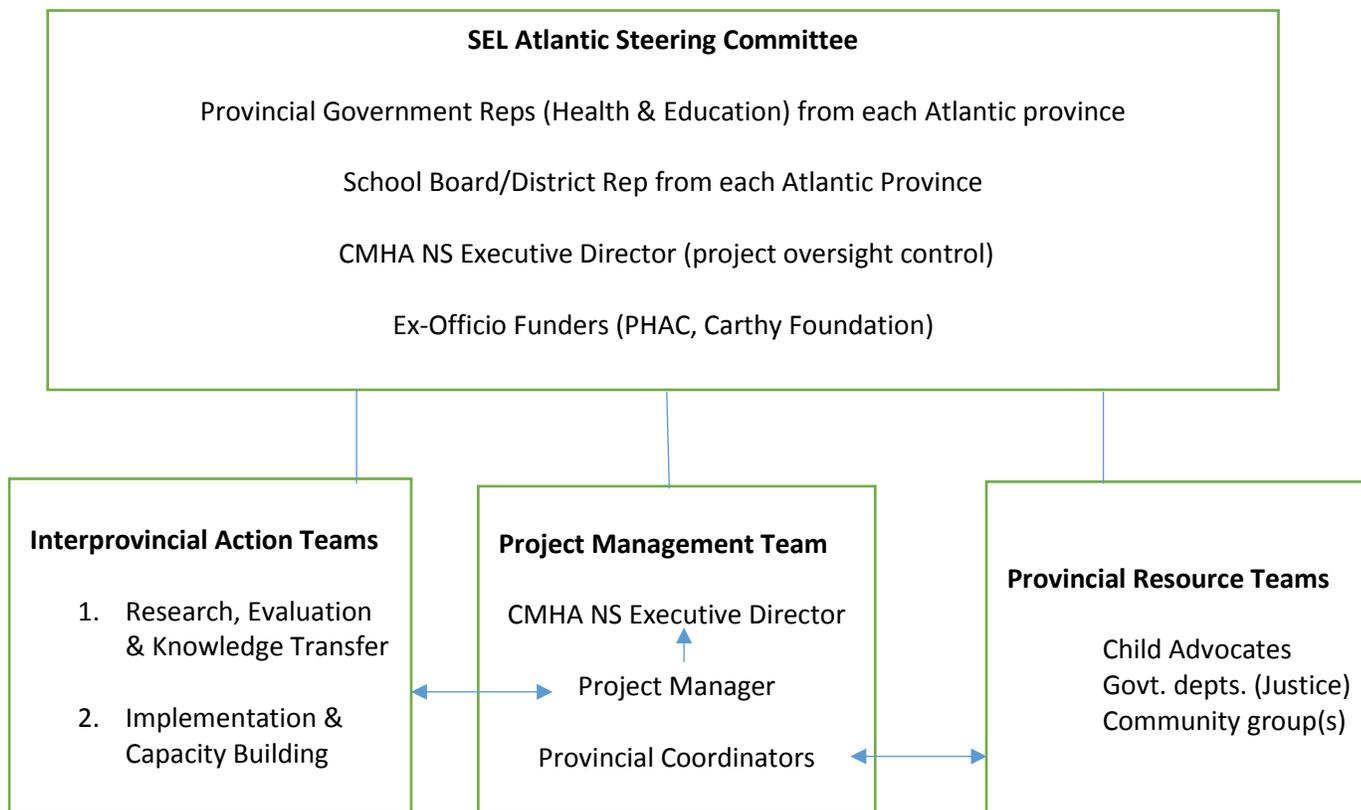
Like gears in a well- functioning machine, each component within the Governance model plays an equally important role in the success of SEL Scale-Up in the Atlantic Provinces. There is a strong inter-dependence amongst all of the governance model components, a reliance that each part of the model will fulfill its role to the best of its ability and in a timely manner.

The Executive Director of CMHA NS maintains a unique role in the governance model. As the legal sponsor of the project, CMHA NS has direct legal and financial accountability for managing the terms of funding contracts for Phase 3. In order to fulfill its legal accountabilities for the project, the Executive Director of CMHA NS retains authority for all legal and financial aspects of Phase 3. This includes, but not limited to ensuring all aspects of project contracts and MOU’s are fulfilled, on time and on budget. The CMHA NS Executive Director leads the Project Management Team and serves on the Steering Committee. The CMHA NS Executive Director retains authority to ensure all aspects of Phase 3 activities and decisions are compliant with legal and financial contractual obligations.

As the project’s new governance model is implemented, it is recommended that the SEL Steering Committee review the efficacy of the model each year to ensure maximum efficiencies are being achieved.

Consultations with CMHA NS’s partners during the development of the governance model illustrated that key terms sometimes had different meanings for individuals. It was recommended that a Glossary of Terms be developed during the project and stored on SEAK’s website for easy access.

SEAK Phase 3 Governance Model



SEL Atlantic Steering Committee

The Steering Committee will take a lead role in securing government support from each Atlantic province for project leadership scale up, resulting in new or improved provincial government policies and resources for SEL programming.

The Steering Committee will also provide support to CMHA NS for comprehensive project oversight and rigorous monitoring of the Phase 3 project outcomes, timelines, budgets and accountabilities.

The Steering Committee will meet quarterly and be informed via written briefs and presentations from Action Teams, project staff and Provincial Resource Teams.

Steering Committee membership:

- Two senior government representatives from each province, representing provincial departments of Health and Education respectively. Government members will take the lead for inter-provincial collaboration in championing SEL programming in Atlantic Canada
- One school board/district representative from each Atlantic province to take the lead on inter-provincial collaboration in championing SEL programming in Atlantic Canada’s schools.
- CMHA NS is the legal project sponsor and holds all funding contracts for Phase 3. CMHA NS is represented by the organization’s Executive Director. As the project host, CMHA NS reserves legal and financial authority over

all contracts for Phase 3, including funding agreements, MOU's and all other documents and contracts. The CMHA NS Executive Director will track financial and legal obligations associated with Phase 3.

- Funders, such as PHAC may be granted ex-officio status on the Steering Committee, at the discretion of the Steering Committee. Ex-officio members are non-voting members of the committee.

Interprovincial Action Teams

1. [Research, Evaluation and Knowledge Team](#)
2. [Implementation and Capacity Building Team](#)

The two interprovincial Action Teams will provide leadership and accountability for most of the activities and outputs described in the project's Logic Model for Phase 3. Regular communication between the two teams will maximize the potential for building synergy and collaboration during this three-year project.

Action Teams will produce a three-year work plan, updated annually, and submitted to the Steering Committee for review. Action Teams will develop work plans to reflect the project's contractual deliverables, timelines and budget as described in MOU's and other contractual documents provided by CMHA NS. Work plans will inform decisions regarding membership on the Action Teams.

Action Teams work closely with the Project Manager, convene for monthly meetings and submit quarterly written briefs to the Steering Committee detailing progress, issues and recommendations for consideration.

[Project Management Team](#)

Reporting to the Steering Committee, this team is led by the CMHA NS Executive Director. The Project Management Team is responsible for the operational decisions of the project on a day to day basis. The CMHA NS Executive Director is the Chair of the Project Management Team and also a member of the SEL Steering Committee. The Project Manager reports to the CMHA NS Executive Director and all Provincial Coordinators report to the Project Manager.

[Provincial Resource Teams](#)

Four Provincial Resource Teams, one in each Atlantic province, will be created to identify and leverage provincial resources for the purpose of supporting school and community-based SEL programming. Provincial Coordinators will support the development of provincial resource teams and maximize the potential for collaboration.

Appendix “A”

SEL Atlantic Steering Committee Terms of Reference

Name	SEL Atlantic Steering Committee
Objective	To champion a strong partnership of the four Atlantic Provinces to sustain momentum for SEL scale up implementation and evaluation.
Accountability	The SEL Atlantic Steering Committee is accountable to CMHA NS and all stakeholders for providing rigorous oversight of Phase 3 of the SEAK Project - Inter-provincial Collaboration on Scaling Up Social and Emotional Learning (SEL) Programs in Atlantic Canada
Responsibilities	<ol style="list-style-type: none"> 1. Rigorous monitoring of project outcomes, including review of work plans for project teams and quarterly progress reports. 2. Champion SEL programming to provincial governments of Atlantic Canada with focus on provincial departments of Education and Health. Includes but not limited to regular Phase III SEAK project briefings and presentations to provincial governments and relevant stakeholders. 3. Develop and strengthen interprovincial and multi-sectoral relationships. This will include, but not be limited to government departments and school boards/districts for the promotion of SEL. 4. Support CMHA NS in its responsibility to oversee all project contractual obligations. 5. Develop annual work plans for each year of the project. 6. Host an annual gathering of all stakeholders for the purpose of reflecting and reporting on project successes, strategies and opportunities.
Scope Limitations	<ul style="list-style-type: none"> • Refrain from making financial or resource allocation decisions related to project management and refer these decisions to the CMHA NS Executive Director. • Refrain from initiatives or activities outside of those outlined in the approved annual work plan.
Composition	<ul style="list-style-type: none"> • Provincial Government Reps¹ (Health & Education) from each Atlantic province (Director) • School Board/District Rep from each Atlantic Province • CMHA NS Executive Director (project oversight) • Ex-Officio Funders (PHAC/IS and Carthy Foundation)
Committee Administration	<p>Co-chairs will be selected and/or renewed annually by committee membership</p> <p>Co-chairs will be representing a provincial government department</p> <p>Co-chairs will liaise with the CMHA NS Executive Director</p>
Meetings²	Quarterly meetings, 2 via teleconference and 2 in person
Date of Approval	

¹ As the project moves towards Year 3, it is the intention to recruit Deputy Ministers to the Steering Committee in order to sustain provincial integration of SEL after Phase 3 is complete.

² The Steering Committee may host an annual gathering of all stakeholders for global project updates and celebrate milestones.

Appendix “B”

Research, Evaluation & Knowledge Transfer Action Team Terms of Reference

Name	Research, Evaluation & Knowledge Transfer Action Team
Objectives	<p>To evaluate the collective impact of the Atlantic Collaboration on Scale up of SEL and measure the impact of an evidence based program on school communities in Atlantic Canada.</p> <p>To increase grassroots mobilization for early intervention in mental health promotion through SEL and increase stakeholder support for system change based on a health promotion philosophy.</p>
Accountability	The Research, Evaluation & Knowledge Transfer Action Team is accountable to the CMHA NS Executive Director and the SEL Atlantic Steering Committee
Responsibilities	<ol style="list-style-type: none"> 1. Provide research advice and expertise to Phase 3 of the SEAK project. 2. Develop annual work plans to guide, monitor and evaluate the implementation of research, evaluation and knowledge transfer objectives of the project. 3. Develop a communications/knowledge transfer plan to support Phase 3 of the SEAK project. 4. Develop and strengthen interprovincial and multi-sectoral relationships that can enhance the project’s outcomes. 5. Submit written progress reports quarterly to the Steering Committee. 6. Participate in bi-monthly teleconference with the Implementation and Capacity Building Action Team for the purpose of information sharing.
Scope Limitations	<ul style="list-style-type: none"> • Refrain from making financial or resource allocation decisions related to project management and refer these decisions to the CMHA NS Executive Director. • Refrain from initiatives or activities outside of those outlined in the approved annual work plan.
Composition	<ul style="list-style-type: none"> • Research leads from Atlantic Canada • Knowledge Transfer leads from Atlantic Canada • Joint Consortium on School Health • Project Manager (ex-officio)
Committee Administration	A Chairperson will be selected and/or renewed annually by committee membership Chairperson will liaise with the Project Manager on a regular basis
Meetings	Monthly, via teleconference – in-person annually Bi-monthly teleconference with Implementation & Capacity Building Action Team
Date of Approval	

Appendix “C”

Implementation and Capacity Building Action Team Terms of Reference

Name	Implementation and Capacity Building Action Team
Objective	<p>To implement an evidence-based program that enhances social and emotional learning skills among Atlantic Canadian elementary school students.</p> <p>To increase the capacity of project stakeholders to scale up mental health promotion innovations in schools and other public and community systems.</p>
Accountability	The Implementation and Capacity Building Action Team is accountable to the CMHA NS Executive Director and the SEL Steering Committee
Responsibilities	<ol style="list-style-type: none"> 1. Ensure implementation of SEL programming in selected school districts in Atlantic Canada. 2. Develop a SEL training model for Atlantic Canada. 3. Ensure availability of training and resources required for program delivery. 4. Support school integration of PATHS. 5. Ensure French-language translation of required materials. 6. Develop annual work plans 7. Submit written progress reports quarterly to the Steering Committee. 8. Participate in bi-monthly teleconference with the Research, Evaluation and Knowledge Transfer Action Team for the purpose of information sharing.
Composition	<ul style="list-style-type: none"> • Trainers/coaches from each school site involved in the Phases 2 & 3 project. • Handle with Care • Knowledge Transfer and Research Representation • Project Manager (ex-officio) • Provincial Coordinator (ex-officio)
Committee Administration	<p>A Chairperson will be selected and/or renewed annually by committee membership</p> <p>Chairperson will liaise with the Project Manager on a regular basis</p>
Meetings	<p>Monthly, via teleconference – in-person annually</p> <p>Bi-monthly teleconference with Research, Evaluation & Knowledge Transfer Action Team</p>
Date of Approval	

Appendix "D"

SEL Project Management Team Terms of Reference

Name	SEL Project Management Team
Accountability	The Project Management Committee is comprised of project staff and is ultimately accountable to CMHA NS Executive Director.
Authority	The SEL Project Management Team has the overall authority to manage the day to day operations of Phase 3 of the SEAK project. Project staff reporting to the CMHA NS Executive Director have job descriptions which detail the authority and responsibilities of staff members.
Responsibilities	<ol style="list-style-type: none">1. Rigorous monitoring of project outcomes to ensure successful implementation of the Phase 3 project.2. Facilitate timely communication between stakeholders of Phase 3 project that will support good decision making.3. Provide quarterly briefs to the Steering Committee on financial management of the project.
Composition	CMHA NS Executive Director Project Manager Provincial Coordinators (4)
Meetings	Monthly teleconferences
Date of Approval	

Appendix “E”

SEL Provincial Resource Teams
Terms of Reference

Name	SEL Provincial Resource Teams
Accountability	Provincial Resource Teams are accountable to the SEL Steering Committee via Provincial Coordinator staff members.
Authority	SEL Provincial Resource Teams have the authority to recommend resources and strategies that may support the inclusion of SEL programming in school and community based programs.
Responsibilities	<ol style="list-style-type: none">1. Champion SEL programming provincially.2. Recommend resources and strategies to the SEL Steering Committee via the Provincial Coordinator supporting the team.
Composition	Child Advocates Youth serving agencies Evaluation and Knowledge Transfer representation Govt. departments such as Justice, youth, etc. Provincial Coordinators
Meetings	Quarterly meetings, 2 via teleconference and 2 in person
Date of Approval	

Appendix “F”

Draft Job Description Provincial Coordinator Role

Job Description

Job Title: Provincial PATHS Scale Up Coordinator

Job Purpose: The PPSC will report directly to the provincial partner(s) and the Phase III SEAK Project Manager. The PPSC will work directly in support of the provincial partner(s) and the selected provincial school communities to support the vertical and horizontal scaling up of PATHs within (name province), to support the provinces understanding of the SEAK Phase III project, support provincial and school-community based deliverables and project outcomes, and support the establishment of community, provincial and inter-provincial partnerships. The PPSC is accountable for all provincial process development, PATHs implementation and provincial scale up activity oversight and support, which includes but is not limited to PATHS sustainability, research/evaluation support, and necessary reporting.

Reports To: Provincial partners and SEAK Project Manager

Primary Duties and Responsibilities:

- Review and become intimately familiar with the SEAK Phase III project
- Provincial Scale Up Coordination and leadership
- Manage the oversight of an provincial school community and scale up work plan responsibilities and deliverables
- Ensure implementation of Provincial Scale Up Resource Teams
- PATHS Education/Training coordination
- Meeting facilitation
- Provincial networking, linking and liaising
- Intra and Interprovincial PATHs Scale Up Coordination
- Support research/evaluation, KT and Capacity Building Teams, as required
- Coordination of school-community integration of PATHS
- Regular reporting (oral and verbal)
- Other duties as required

Qualifications:

- BA Degree
- Coordination skills
- Networking skills
- Ability to follow direction
- Above average communication skills both oral and written
- Awareness and knowledge of school-based social and emotional learning programs
- Knowledge of the role and important of research/evaluation
- Knowledge of provincial education system

- Knowledge and/or experience coordinating inter and intra department collaboration
- Experience working within project timelines and deadlines
- Knowledge/or experience coordinating provincial scale up activities
- Ability to participate as a team player and be self-motivated
- Organized and attention to detail
- Organized, attention to detail and able to meet deadlines
- Ability to travel

Working Conditions:

- Work term Duration:
- Hours:
- Hourly rate:
- Work location:

Appendix "I"

SEAK Phase III Project Manager Job Description

CANADIAN MENTAL HEALTH ASSOCIATION NOVA SCOTIA DIVISION

Position Description: SEAK Project Manager

The Canadian Mental Health Association Nova Scotia Division (CMHA NS) is part of a nation-wide charitable organization that promotes the mental health of all and supports the resilience and recovery of people experiencing mental illness. The CMHA NS mission is to promote the mental health of all Nova Scotians.

Job Title: SEAK Project Manager (Inter-provincial Collaboration on Scaling Up Social and Emotional Learning (SEL) Programs in Atlantic Canada: Phase III)

Report to: CMHA NS Executive Director

Work Location: Atlantic Canada

About the SEAK Project

Socially and Emotionally Aware Kids (SEAK) is a 3 phased mental health promotion project of CMHA NS, funded by the Public Health Agency of Canada, Innovative Strategy Division. The SEAK Project Phase 3 will be working with school communities in each of the four Atlantic Provinces to implement PATHS (Promoting Alternative Thinking Strategies), a school based social and emotional learning curriculum and support the inter-provincial scaling up of social and emotional learning in Atlantic Canadian communities.

PATHS' is an evidence-based elementary school curriculum that focuses on five core areas of social and emotional development: self-control, emotional understanding, self-esteem, peer relations, and interpersonal problem solving skills.

Job Description

Reporting and directly accountable to the CMHA NS Executive Director, the Project Manager will be responsible for the overall planning, management and collaborative completion of the SEAK Phase 3 project deliverables. The Project Manager will oversee the project staff and work with partners to develop, implement and evaluate the full scope of project work plan and deliverables. Drawing upon strong project management and community development skills the Project Manager will manage the project staff and partnership roles, responsibilities and accountabilities. Strong leadership and collaborative skills will be used to develop partnership and Atlantic Advisory Committee Memorandums of Understanding and Terms of Reference the committees, working groups and teams supporting the project and manage the timely and effective communications and relationships among and between the project partners and team members in a pro-active and professional manner.

Qualifications

- Master's Degree in Social Sciences (Sociology, Education, Business) or Sciences (Psychology, Health Promotion, Nursing) or equivalent combination of demonstrated multi-sectoral, cross- jurisdictional project management experience (education and skill).
- Project Management Professional (PMP) certification preferable.

Skills and Experience:

- A minimum of 3 years of progressive experience managing a multi-pronged health promotion scale up project.
- Superior interpersonal, organization, methodological, project management and communication skills
- Extensive proposal and report writing skills
- Ability to work under pressure to meet deadlines

- Superior communication skills
- Superior task prioritization and multi-tasking skills
- Strict adherence to timelines
- Ability to work with diversity and conflicting personalities and team skill sets
- Knowledge and experience in project scale up processes
- Knowledge and experience support multiple partner/stakeholder groups
- Superior trouble shooting skills
- Familiarity with government systems and school-based social and emotional learning
- Highly flexible to an ever changing project demands and shifting priorities
- Appreciation and knowledge of program evaluation principles and processes
- Critical thinker
- Advanced knowledge of MS Office Suite (Outlook, Word, Excel, PowerPoint, etc)

Duties and Responsibilities

- Develop project management strategy and approach to support the successful and sustainable scaling up of social and emotional learning in Atlantic Canada
- Leadership and responsibility for the successful execution of day-to-day project management work plan
- Serve as the first contact for project and delegates tasks to appropriate person and/or partner groups
- Leadership and facilitated guidance to ensure project partners, committees, working groups and team adherence to their roles, responsibilities, timelines and accountabilities
- Develop and enhance project relationships
- On-going management of SEAK project communications and linkages and relationships
- Conduct on-going project risk assessments
- Ensure project deliverables are on task and on time
- Provide leadership and liaison support to project provincial staff
- Regular and on-going project progress reporting and accountability to CMHA NS Executive Director
- Organize, lead and facilitate project meetings
- Accurate project record and information keeping and storage
- On-going updating and recording of project processes
- Leadership, support and maintenance of interprovincial communications
- On-going gathering, synthesis and provision of evidence to support project decision making