

# The Leadership Times

**December 2005**



The newsletter of the Council  
on School Administration of the  
Alberta Teachers' Association

## News from the Regionals

### Greater Edmonton Regional

**James Fraser**

Our first regional professional development session of the year was "Gender and Communication at Work," presented by Carol Boothroyd from Vancouver. Thirty-five people attended this buffet luncheon and afternoon session at Barnett House on September 29. The session explored communication issues between the genders. It was an informative, humorous and

thought-provoking presentation in which Carol worked interactively with area administrators' perceptions of gender issues in the school workplace. We attributed the small turnout to the unfortunate end-of-September timing, when many districts offer professional development to their own administrators. We offered to pay for new or renewed annual memberships to CSA as part of the registration to our sessions. We attracted 12 new and renewed CSA memberships at this last session.

We have four goals for our regional executive this year:

- Provide at least three quality professional development opportunities for regional administrators on topics consistent with CSA's provincial professional development goals
- Increase CSA membership in the regional by 10 per cent
- Have each executive member in the regional encourage one newly appointed administrator in their district to become a CSA member
- Have one administrator-of-the-year nominee for each of the two categories

We recently cosponsored a supper meeting and information session for Parkland School Division and Evergreen Catholic Separate Regional Division administrators. Frank Bruseker and Susan Fraser spoke to this group of administrators in Spruce Grove on November 3 at the Stony Plain Golf Course conference facility. The event was cosponsored with two ATA locals,

### Inside ...

There's a Gun in the Locker! .....	4
Principal Quality Standard Being Developed.....	5
When Bad Things Happen—Be Ready! ...	7
Dr Julius S Buski Leadership Grant Recipients.....	7
24th Annual Conference of the Canadian Association of Principals .....	9

and it included news and administrative issues from PEC. This annual meeting has now been held twice, and we look forward to offering more throughout the regional this year if it can be arranged with other locals.

Our next regional session will likely be an informative and interactive evening in January on the principal's leadership standard document, which is under development by Alberta Education. The chair of the committee is Mark Swanson, from Alberta Education's teacher certification branch. He has confirmed his interest to present at this session. Information for provincewide participation at this Edmonton regional event will likely be distributed to all of the CSA regionals by the end of November.

## **Calgary Regional**

### **Joan Gauthier**

The Calgary regional comprises the following seven school jurisdictions:

- Calgary Roman Catholic Separate School District No 1
- Calgary School District No 19
- Canadian Rockies Regional Division No 12
- Christ the Redeemer Catholic Separate Regional Division No 3
- Foothills School Division No 38
- Golden Hills School Division No 75
- Rockyview School Division No 41

### **Executive**

The 2005/06 Calgary regional executive is made up of Joan Gauthier (president); Diane Chomik (treasurer); Paulette Desautels-Berard (secretary); and Bruce Campbell, Shawna Kinzer, Lindy Arndt and Bernie Varem (directors). Any members of the Calgary regional who are interested in serving on the executive are most welcome to contact Joan Gauthier at joan.gauthier@cssd.ab.ca or (403) 275-5600.

## **Distinguished Leadership Awards**

The Calgary regional awarded two Distinguished Leadership Awards during the 2004/05 school year. Congratulations to both Don Summersgill and Frank McClernon on their nominations and subsequent awards.

Don Summersgill is principal of St Helena Junior High School in Calgary and is an educator with the Calgary Roman Catholic Separate School District. He has been an administrator at several district schools and has served on numerous district and ATA committees. Summersgill's leadership style empowers teachers and learners to pursue innovation and to educate the whole child.

Frank McClernon is vice-principal of St Vincent de Paul School in Calgary. McClernon was noted for, among other things, his leadership in professional learning committees.

## **Dr Julius S Buski Leadership Grant**

The Calgary regional recognized two outstanding teachers for their continued leadership and sustained, innovative teaching practice. Lina Rosenberg and Lori Paslawski of St Andrew Elementary School in Calgary received the 2004/05 Dr Julius S Buski Leadership Grant. Rosenberg and Paslawski implemented a schoolwide writing project that has enhanced teaching and learning at St Andrew Elementary School over the past several years. Their accomplishments were officially recognized at the 2005 Western Canadian Educational Administrators' Conference (WCEAC) in Edmonton in October. St Andrew Elementary School will receive a \$500 grant in support of the initiative.

## **Plans for 2006**

The Calgary regional is working toward hosting a presentation by Education Minister Gene Zwozdesky in early 2006. The committee is awaiting word from his office and hopes that he will be available to speak to members about his vision and priorities for Alberta's education. Watch for upcoming information.

## Southwest Regional

### Holly Godson

- November 24—Fireside chat with Ken O'Connor, author of *How to Grade for Learning* (Skylight 1999), at the Lethbridge School District board office, 7–9 pm
- March 28—Fireside chat with Rick Wormeli, who will present on “Assessment and Differentiated Learning” at the Lethbridge School District board office, 7–9 pm
- February 24—Southwest Teachers’ Convention, CSA forum. Session one will be “What Is or Should Be the Role of the Principal?” Session two will be “How Are the Needs of Administrators Being Met?” Each forum will include a panel of representatives from the College of Alberta School Superintendents (CASS), the ATA, Alberta Education, the University of Lethbridge and two principal representatives from the Southwest regional.

## Southeast Regional

### Therese Bullin

We in the Southeast regional are looking forward to a good year.

We have had two committee meetings. We have discussed such items as possible speakers for the upcoming year and the Western Canadian Educational Administrators’ Conference (WCEAC). We have also discussed membership. We are concerned that CSA membership is falling behind, and we are thinking of ways to encourage and support our members.

We are hoping to have Loretta Tetrault from Sacred Heart Community School in Regina do a workshop for us in January. Under Tetrault’s direction, her school went from low achievement to one of the top achieving schools in Regina.

As well, Gordon Elhardt, a retired school administrator, will speak at our preconvention banquet in February.

We will be holding a number of dinner meetings to encourage our administrators to meet, network and share ideas. Each meeting will have a dinner speaker.

We hope to nominate someone for the Distinguished Leadership Award this year.

## Peace Area Regional

### Rodney Lee

The Peace Area regional comprises the following jurisdictions: Peace River School Division No 10, Peace Wapiti Regional Division No 33, High Prairie School Division No 48, Fort Vermilion School Division No 52, Holy Family Catholic Regional Division No 37, Grande Prairie School District No 2357, Grande Prairie Roman Catholic Separate School District No 28, Northwest Francophone Education Region No 1 and the northwest portion of Northern Gateway Regional Division No 10.

Approximately 80 administrators attended our regional’s fall conference in Grande Prairie on September 22–23, 2005. The Thursday evening supper was followed by Carol Boothroyd’s presentation on “Humour, Wellness and Stress.” The Friday morning session was on “Gender and Communication,” again presented by Carol Boothroyd. Both sessions were extremely well received. Afternoon sessions included sessions presented by Alberta Education and the unveiling of the Northwest Regional Learning Consortium (NRLC) professional development plan for the implementation of the new social studies curriculum throughout the northwest.

The Peace Area regional continues to be a strong supporter of the CSA, with 136 active members as of September 30, 2005. Communication is always a problem in the north, and we appreciate the efforts of our jurisdiction contacts who ensure that information reaches all of our current and potential members. PARCSA 2006 will be held at the Trumpeter Inn in Grande Prairie on September 21 and 22, 2006.

# There's a Gun in the Locker!

**Susan Fraser**

"There's a gun in the locker!" "There's a knife in his backpack!" "There's matches in her pocket!" "There's drugs in his socks!" When an administrator hears these words, the question always follows: "Can I search the student or the locker?" The answer is simple—it all depends.

In 1998, the Supreme Court of Canada strengthened the rights of school officials when it came to school safety issues. Working from the assumption that the Charter of Rights and Freedoms applies to schools, the Supreme Court of Canada stated that (a) all students are under a form of detention by their very attendance at school and (b) reasonable limitations are placed on individual student rights to protect the common good. When school personnel are enforcing school discipline for the safety and well-being of all students, they are in a special position of trust. They are granted the flexibility they need to do their jobs.

It is both appropriate and reasonable for a school official to ask a student to come to the school office or another room in the school to deal with a matter of school discipline. The student must do as asked. The right to legal counsel found in the Youth Criminal Justice Act or in the charter are not applicable to detentions (such as keeping the student in the office) for the purpose of school discipline.

However, the situation is different if detention has been given for a criminal matter. Criminal investigations should be left to the police. If the school official is investigating a criminal matter beyond what is necessary for school safety, the official is acting as an agent of the police and the student has a right to counsel. This is always true if the investigation is initiated at the request of the police.

School officials have the right to conduct reasonable searches of school lockers and desks, but there must be an immediate reason to search; a random "fishing expedition" is not reasonable. The school should make it clear to all students and parents through such means as the school handbook and newsletters that lockers, desks and so on are accessible for searches when cause exists. Students should not expect privacy when using school-owned property. Administrators should still exercise caution when choosing to search and, if the matter appears to be criminal, should hand over the search to the police.

Of course, the safety and welfare of students must be the determining factor. For example, if there was reason to believe that a gun or other weapon was being held in a locker or desk, safety issues would take precedence over waiting for the police.

Can school officials conduct a search of a student? Yes. The Supreme Court of Canada decision allows limited, sensitive and minimally intrusive individual searches when such a search is reasonable under the circumstances. This means that a school official must have reasonable grounds to believe that the search will provide evidence of a breach of school rules or safety. Only a person whose authority is based in law should conduct such a search. A warrant isn't needed.

To determine if sufficient grounds exist to necessitate a search, school officials need to consider teachers' or the principal's own observations, information received from other staff or students who are considered credible, or a combination of these sources. A random, arbitrary search cannot be considered reasonable. The credible and compelling nature of the information and an assessment of the circumstances of the school will determine if the need for a search is reasonable.

If you have questions about a search or the detention of a student, contact Member Services at 1-800-232-7208 (Edmonton) or 1-800-332-1280 (Calgary) for advice.

# Principal Quality Standard Being Developed

**Jacqueline Skytt**

Alberta Education is developing a Principal Quality Standard with advice from a committee of stakeholder representatives. The purpose of the Stakeholder Advisory Committee is to oversee the development of a draft Principal Quality Standard, including descriptors for the knowledge, skills and attributes that principals are expected to know and apply in their day-to-day work as school leaders.

A provincial standard for principals was proposed by the Alberta Commission on Learning in its final report *Every Child Learns, Every Child Succeeds*. The standard was subsequently approved by former Minister of Education Lyle Oberg. Recommendation #76 states:

Develop a quality practice standard and identify the knowledge, skills and attributes required for principals (Alberta's Commission on Learning 2003, 122).

In his opening remarks to the Stakeholder Advisory Committee, Mark Swanson, director of the teacher certification branch, stated that the Principal Quality Standard will be a framework for the preparation, recruitment, evaluation and ongoing professional development of school principals. The committee was told that the final document should mirror the existing Teaching Quality Standard, which has proven to be an excellent framework for Alberta.

The process used to develop the Principal Quality Standard is collaborative and allows for input from stakeholder organizations, as well as individuals. The process is as follows:

1. The Stakeholder Advisory Committee will draft the Principal Quality Standard.
2. The draft document will be sent to all school principals, superintendents, school council chairpersons and presidents of key stakeholder groups for review and comment.

3. Stakeholders, including teachers and school trustees, will be invited to attend regional focus groups.
4. A summary document of the feedback will be prepared, and the Stakeholder Advisory Committee will use this to revise the draft Principal Quality Standard.
5. The draft document will be forwarded to the Minister of Education for approval.
6. Any amendments to legislation, regulations or policy will be developed by Alberta Education with input from the Stakeholder Advisory Committee.

The Stakeholder Advisory Committee began by reviewing the *Leadership Quality Standard* (ATA 2004) developed by the Association, the Quality Standards of Practice for School Principals (Gannon and Thronson 2004) developed by the College of Alberta School Superintendents (CASS) and the *Interstate School Leaders Licensure Consortium (ISLLC) Standards for School Leaders* (CCSSO 1996) developed by the Council of Chief State School Officers (CCSSO). The Stakeholder Advisory Committee has drafted a document that mirrors the Teaching Quality Standard, with one overarching standard statement and seven leadership dimensions. The document includes supporting descriptors that comprise a repertoire of selected knowledge, skills and attributes from which principals can draw. The Stakeholder Advisory Committee believes that the standard and leadership dimensions must reflect the Alberta context and should be a framework for school districts, universities and professional development providers to develop policy and programs that support school principals.

The Stakeholder Advisory Committee has completed the draft document, which will be distributed for review and comments. The focus group meetings throughout the province and the collection of formal feedback are expected to begin in January or February 2006. More information about the review process will be provided in upcoming issues of the *Leadership Times* and on the Association website, [www.teachers.ab.ca](http://www.teachers.ab.ca).

## References

Alberta's Commission on Learning. 2003. *Every Child Learns, Every Child Succeeds*. Edmonton, Alta: ATA. Available online at [www.education.gov.ab.ca/commission](http://www.education.gov.ab.ca/commission).

Alberta Teachers' Association (ATA). 2004. *Leadership Quality Standard*. Edmonton, Alta: ATA.

Council of Chief State School Officers (CCSSO). 1996. *Interstate School Leaders Licensure Consortium (ISLLC) Standards for School Leaders*. Washington, DC: CCSSO. Available online at [www.ccsso.org/content/pdfs/isllcstd.pdf](http://www.ccsso.org/content/pdfs/isllcstd.pdf).

Gannon, N, and L Thronson. 2004 "Quality Standards of Practice for School Principals." *The CASS Connection* (Spring).

## Principal Quality Standard Stakeholder Advisory Committee

### Stakeholders

Stakeholders	Representative
College of Alberta School Superintendents	Dr James Brandon
Alberta School Boards Association	Sig Schmold
Alberta Teachers' Association	Jacqueline Skytt
Association of Independent Schools and Colleges in Alberta	Duane Plantinga
Council on School Administration	Dr Mark Yurich Dr Brian Boese
Association of Public Charter Schools	Diane Gibson
Alberta Home and School Councils' Association	Elizabeth Dobrovolsky
La Fédération des conseil scolaires francophones de l'Alberta	Gerard Bissonnette
Council on Alberta Teaching Standards	James Gibbons

### Universities

Universities	Representative
University of Alberta	Janice Wallace
University of Calgary	Dr Jacqueline Ottmann
University of Lethbridge	Dr George Bedard
Faculté Saint-Jean	Dr Florence Gobeil-Dwyer
The King's University College	Dr Glenn Rideout
Concordia University College	Dick Baker

### Alberta Education

Name	Title
Dr Mark Swanson	Director
Gail Sarkany-Coles	Education Manager

### Meeting Facilitator: Dr Garry McKinnon

# When Bad Things Happen—Be Ready!

Susan Fraser

There is no way to predict when you and your school could find yourselves in a crisis. In the last two weeks, one school has been faced with the sudden and brutal death of a student while another school has been faced with the news that a well-respected teacher was arrested and charged with sexual improprieties involving students. How can you prepare for dealing with the media onslaught while letting parents and students know what is happening and how it is being dealt with?

*The First 120 Minutes: A Guide to Crisis Management in Education* (Canadian Education Association 1994) suggests that the best way to deal with a crisis is to prepare a crisis plan before any problem has occurred—while the school is operating normally and cool heads prevail. Authors Dick Dodds and Donna Swiniarski provide practical, user-friendly advice to schools on how to develop a plan and how to act if a crisis hits.

You can access this book through the ATA Library. As well, Swiniarski has provided for principals a brief synopsis of the steps to follow on page 64 of *A Reference Guide for School Administrators*.

## Reference

Dodds, D, and D Swiniarski. 1994. *The First 120 Minutes: A Guide to Crisis Management in Education*. Toronto, Ont: Canadian Education Association.

# Dr Julius S Buski Leadership Grant Recipients

Gina Filippetto

As a member of CSA and principal of St Andrew School, I was excited about nominating Lina Rosenberg and Lori Paslawski for the Dr Julius S Buski Leadership Grant, which recognizes projects and practices that contribute to the enhancement of teaching and learning in a school. These two teachers are truly St Andrew School leaders. Their project uses school-based data as a diagnostic tool for enhancing the teaching of writing. It is a schoolwide project, with all of the teachers working together to determine where growth is needed in student writing at each grade level. This enables the teachers to plan for the integration of specific writing skills across the grades. The project also includes organizing in-class books and novels into varied levels of difficulty. In this way, the availability of appropriate reading materials supports the writing goals.

The project has continued to take shape and is now in its fifth year. Last year, another member of our staff, Kathleen Charles, joined the team and helped lead professional development sessions on professional development days and at our professional learning community meetings. At these gatherings, the team introduced teachers to two resources that would help create a research-based framework for working systematically across the grades with students on their writing. Last year, teachers based their professional growth plan on improving student writing. This year, teachers began with a review of what worked last year and what needed to be reconsidered for this year. It is rewarding to see how teachers are inspired by the passionate leadership of a few of their colleagues and come together as a team to enhance teaching and learning. We are grateful for the grant and look forward to it extending our professional development.

# Application for the Dr Julius S Buski Leadership Grant

## Sponsored by CSA

Please print or type the following information:

### Part 1

School name: \_\_\_\_\_

School mailing address: \_\_\_\_\_

School phone number: \_\_\_\_\_

School board, district or jurisdiction: \_\_\_\_\_

Principal's name: \_\_\_\_\_

### Part 2

Attach a one-page description of the school, and the project and/or practice, and specific examples of how teaching and learning have been enhanced because of the project. Dates when the project and/or practice was implemented and reasons for implementation should also be included. (Applications submitted without this description will not be considered.)

### Part 3

I am a current member of the ATA

\_\_\_\_\_  
(Signature of the teacher who has worked directly with the project)

I am a current member of the CSA

\_\_\_\_\_  
[Signature of the principal/assistant principal(s)]

Deadline: Application must be postmarked no later than February 15, 2006.  
Send completed forms to Johanna Juergensen at 5020 44 Avenue, Taber AB, T1G 2H6;  
fax: (403) 223-1091; or e-mail: johanna.juergensen@horizon.ab.ca.

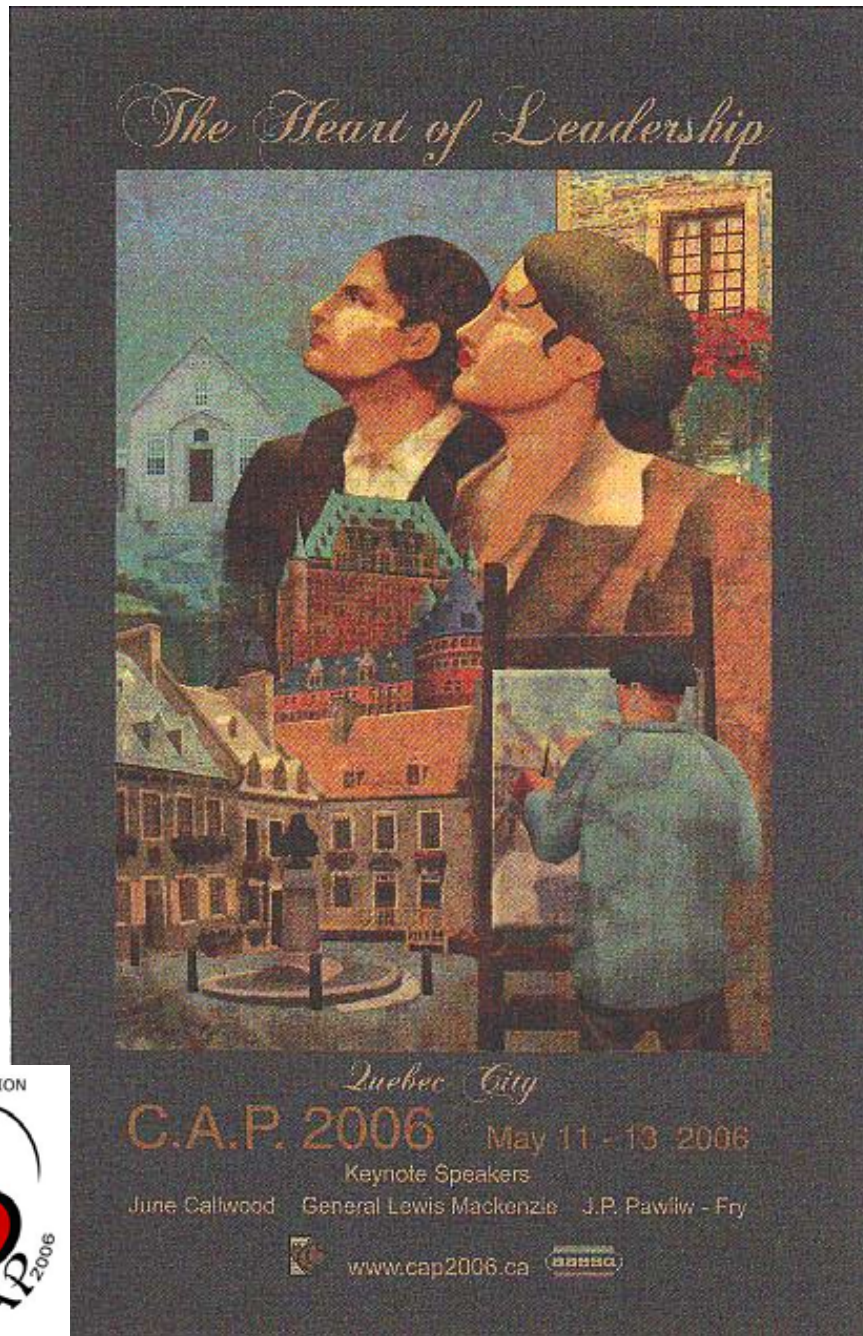


# 24th Annual Conference of the Canadian Association of Principals

Quebec City

May 11-13, 2006

Register online at [www.cap2006.ca](http://www.cap2006.ca)





**Courage**

**Artistry**

**Passion**

**May 11-13, 2006**



**June Callwood**  
The Power of One:  
How we can always  
make a difference  
Author, journalist and  
human rights activist  
June Callwood will  
discuss her belief that one act can pro-  
foundly affect the life of another and will  
take you through the steps to becoming  
an effectual leader in your community.



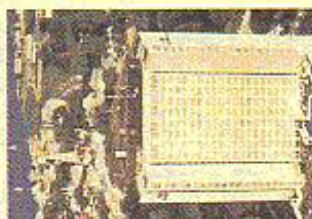
**Major-General  
Lewis  
MacKenzie**  
Lessons in  
Leadership  
Major-General  
MacKenzie shares  
the lessons he  
gleaned on how to be an effective  
leader from his experience com-  
manding troops in areas of conflict,  
including Bosnia and the Gaza strip.



**Dr. J.P.  
Pawliw-Fry**  
Emotional  
Intelligence and  
Leadership  
Dr. Pawliw-Fry, a  
co-director of the  
Institute for Health  
and Human Potential (IHHP) will  
discuss the power of emotional  
intelligence and its importance in  
leadership situations.



**Dr. Brian Little**  
Personalities at  
Work: Toward a  
Free Trait  
Agree-ment  
Renowned psycho-  
logist and Harvard  
professor, Dr. Little will  
speak on his clinical research into  
personality traits and whether they are  
fixed. He provides insight on how best to  
handle all personality types.



*A warm  
welcome  
awaits you at  
the luxurious  
Hilton Quebec  
City*

*Dinner Cruise Aboard the MSV Louis Joliet*



*On the majestic Flamingo St. Laurent  
with live music by Giovanni and dancing.*

*Quebec City  
A taste of  
Europe*



Château Fronte-  
nac • Plains of  
Abraham • Ile  
D'Orleans •  
Montmorency  
Falls • The Citadel  
• Fine dining

*Pre-Conference Session  
Creating a Professional Learning Community  
Thursday, May 11, 2006*

**Pre-Conference Plenary**  
June Callwood  
The Power of One:  
How we can all make a difference in  
our lives and the lives of others.

**Pre-Conference Workshop**  
Joanna Quinn  
Director of Education, University of Toronto  
Workshop 1: Unleashing Capacity  
Workshop 2: Powerful Conversations or school visits

*Breakout Sessions*

**Eva de Gosztonyi:** Understanding challenging students - A paradigm that leads to effective practice/applying theory to practice in real schools  
**Peggy McCourt:** Redesigning Resources: Reaching the whole child in improving behaviour and academic success  
**Paula Pedrosa:** Enhancing professional practice: A framework for teaching  
**Chuck Poirier:** All right! Another staff meeting!  
**PROCEED:** The impact of Quebec's policy on lifelong learning and educational opportunities  
**Lee Rother:** Media education - Whole school, whole child  
**Lauren Small & Dr. Catherine LeMaistre:** Learning from each other - How adminis-  
trators can support beginning teachers  
**Sue Stephenson & Paul Thibault:** Professional learning & learning communities  
**Karen Torgerson & Claudine Turnbull:** A guide to integrating technology in adult education



# Conference at a Glance

## Thursday, May 11, 2006

- 8:00 Pre-conference registration  
8:30 - 10:00 Pre-conference - opening session keynote - June Callwood  
10:00 - 10:30 Break  
10:30 - 11:30 Pre-conference - session 1 - Joanna Quinn  
11:30 Lunch (provided)  
1:00 - 3:00 Pre-conference - afternoon session 2 or school visits  
2:30 - 5:00 Trade show  
Noon - 6:30 Conference registration  
5:00 Opening ceremonies - Parade of flags  
6:00 - 7:00 Keynote speaker - Major-General Lewis MacKenzie  
7:00 Cocktails  
7:00 Dinner on your own in Quebec City  
10:30 - 1:00 Ballroom dance with "Pogey"

## Friday, May 12, 2006

- 7:30 Conference registration - Trade show  
8:00 - 5:00 Trade show  
8:45 - 10:00 Keynote speaker - J. P. Pawliw-Fry  
10:30 - 11:30 Breakout session 1  
11:45 - 12:45 Breakout session 2  
1:15 - 3:00 CAP awards luncheon  
4:30 CAP President's reception  
5:30 - 6:00 Buses to cruise ship  
6:00 - 7:00 Cocktails (cash bar) on cruise ship  
6:45 - 1:00 Dinner cruise and dancing with Gioventu

## Saturday, May 13, 2006

- 8:00 - Noon Trade show  
9:00 - 10:00 Round table discussions  
10:00 - 10:30 Health break  
10:30 - 11:30 Brunch  
11:30 - 1:00 Keynote speaker - Dr. Brian Little  
1:00 Closing ceremonies

## Cost & Registration

Pre-Conference \$130 ~ Conference \$475

Register for CAP 2006 online at [www.cap2006.ca](http://www.cap2006.ca)

The Heart of Leadership

# CSA Executive 2005/06

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