



LEADERSHIP TIMES

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

June 2006

President's Message

Johanna Juergensen

It is June and another school year is quickly coming to an end. Every year (and the years are adding up) it amazes me more and more just how fast the year rolls by. I hope you all had a great year. Thank goodness for summer holidays—enjoy! I also wish you an excellent start to the next school year.

The Council on School Administration (CSA) has had another busy year. Each of our CSA regionals hosted professional development and networking opportunities in its area. On a provincial level, we hosted

our two annual conferences, the Western Canadian Educational Administrators' Conference (WCEAC) and the Banff Leadership Seminar, and have prepared for the annual summer Educational Leadership Academy in Lily Lake on July 23–28. I hope that you were able to take advantage of a CSA event, either at a local or provincial level, and that you felt that your time was well invested.

The CSA continues to be the only voice for school administrators in Alberta. In order to best represent you, we need your membership. With your CSA membership, you contribute to the mandate and services offered by the CSA. We want to actively respond to our members' needs and can do so only if we know what those needs are. A CSA membership not only indicates a commitment to a unified provincial voice for school administrators in Alberta but also provides an opportune avenue to influence the continued growth and development of the CSA. We are not a static entity and we continue to evolve and reflect provincial realities.

Please allow me to extend a huge thank you to our regional and provincial executive members. Volunteer time is always a tremendously generous gift. CSA is a viable council because of the time and dedication that so many educational leaders contribute to something we can believe in—a voice and home for Alberta school administrators.

Have a great summer, and take care.

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New ATA Staff Advisor



Konni DeGoeij

Many of you will remember Konni DeGoeij from her work with our council. She served as president of the Central East Regional, communication officers, editor of this newsletter and president-elect. She was also responsible for the highly successful Western Canadian Educational Administrators' Conference (WCEAC) in Kananaskis in 2004 and the Banff Leadership Seminar the same year. Konni began working as a staff officer in the Member Services program area of the ATA in December of 2004. So you can appreciate how pleased we were when it was announced that she has been appointed to the role of associate coordinator, Member Services, Administrator Assistance. Konni succeeds Susan Fraser, our staff advisor, who is retiring. She will commence her duties this summer.

Konni, a veteran school principal, will act as the Association's expert on issues and concerns affecting administrators. She

will have direct contact with administrator groups throughout the province, leading the continuing education program for administrators, and helping administrators and school staffs resolve disputes. She will also provide advice to individual school administrators, make presentations and workshops for Association groups and edit the *Leadership Update*. With her more than 20 years of experience as a teacher and administrator with several school districts, we know she will be a great success.

This also means that we must say goodbye to Susan Fraser, who has been the CSA staff advisor for eight years. Susan was the first person to hold the title of associate coordinator, Member Services, Administrator Assistance. She has worked with CSA and with the Association through the tumultuous times of the 2002 strikes and the Learning Commission report. Both her advice to individual administrators and her work with administrator groups were always appreciated.

Notice of Motion

The CSA executive gives notice of the following change to the constitution, to be presented for the approval of the membership at the 2006 Annual General Meeting:

1. The council will create the position of past president to the Table Officers Committee. The past president's term of office would be one year immediately following the two-year term as president.
2. The council will change the term of president-elect to be one year, the year immediately preceding the year in which the president-elect would become president of the council.

Canadian Association of Principals: CSA Report for 2005/06

Johanna Juergensen

It quickly becomes apparent to anyone attending the Canadian Association of Principals (CAP) board meetings just how much we have in common across our country in terms of education. The concerns and realities of schools and school administrators from coast to coast have familiar and similar core issues and share the bottom line of focusing on kids and learning.

CAP offers an exceptional opportunity to provide cohesion and collaboration among educational leaders from across our vast country. I have attended two CAP meetings on behalf of the CSA and representing Alberta school administrators, and I now admire the talent and dedication of school administrators throughout our country and know that, regardless of location, we do very similar work and have the students' interests in mind as we lead schools.

Briefly, here are some of the programs and initiatives that CAP has been involved with for the 2005/06 year:

1. CAP has been communicating its positions and policies to the Council of Ministers of Education in Canada (CMEC) and the provincial and territorial education ministers.
2. CAP is continuing the partnership with the Royal Canadian Mounted Police (RCMP) National Youth Strategy and Community Policing Branch in its efforts to create safe and healthy schools (check out www.rcmp-grc.gc.ca).
3. CAP issued the release of the CAP Belief Statement on Aboriginal Education, which is based on the principle that all students are equally entitled to a quality education.
4. CAP partnered with Health Canada in creating the Be Drug Wise website (www.drugwise.gc.ca), which targets 12- to 15-year-olds with a drug-awareness message.
5. CAP has a new partnership with the Promoting Relationships and Eliminating Violence Network (PREVNet) to link nongovernmental organizations (NGOs) and researchers together to provide empirically based education, assessment, intervention and policy to address bullying problems in Canada.
6. CAP provided the impetus for the founding of the Atlantic Association of School Administrators (AASA) to foster equity of service and representation available to school administrators in Atlantic Canadian teachers' associations.
7. CAP is strengthening its partnerships with national sponsors Premier, Jostens and McDonald's, and has seen the welcome addition of Herff-Jones as the new national sponsor of the CAP Distinguished Vice Principal Award.
8. CAP introduced the new and improved *CAP Journal* in a win-win partnership with Premier.
9. CAP continues to partner with the Learning Partnership (www.thelearningpartnership.ca) in support of Canada's Outstanding Principals. This initiative has finished its second year and is growing strong.
10. CAP has provided quality professional development opportunities to principals, such as the CAP National Conference.
11. CAP has provided representation on the Council for Early Child Development (CECD)
12. CAP has provided representation on the Canadian Association of Chiefs of Police (CACCP).
13. CAP has provided representation on the Canadian Initiative for the Prevention of Bullying (CIPB).

Thank you to the Quebec affiliate for hosting CAP 2006: "The Heart of Leadership: Courage, Artistry and Passion." The conference was excellent and Quebec City was an amazing host city. British Columbia is hosting CAP 2007: "Connecting Leaders" at the Fairmont Hotel in Vancouver on April 11-13, 2007. This CAP conference promises to be an excellent professional development opportunity as well.

It is an honour and certainly humbling to represent our province at the CAP table. Education is a tremendous social responsibility and one that is not taken lightly across our country.

Across Canada

The following are brief notes taken from provincial reports prepared for the May 2006 Canadian Association of Principals (CAP) meeting.

Yukon

- The Association of Yukon School Administrators has ratified a tentative three-year collective agreement. There is ongoing concern about the inability to predict changes in the cost of living in the north.
- The Yukon has adopted the Collaborative School Planning model.
- There is an ongoing need to strengthen relationships with First Nations communities to work together to improve student success rates.
- The focus of the Education Reform Project continues to be First Nations educational change.

Saskatchewan

- The Saskatchewan Teachers' Federation (STF) hosted a principals' forum to discuss the role of principals in bargaining, amalgamation and staff conflicts.

Nunavut

- A big issue for education in Nunavut is the recently released Berger Report. The report deals with the state of education in the territory.
- Plans for the trades school in Nunavut are coming along, and a pilot project for a high school trades graduation option is under way.
- A lot of effort is going into developing models for the language of instruction in Nunavut schools. The emphasis is on keeping the Inuktitut language strong and reviving it where it has eroded. The goal is to have courses in all subject areas able to be delivered in either Inuktitut or English.

- All schools in Nunavut are twinned with Toronto schools, which should provide for exciting exchanges.

Manitoba

- The Council of School Leaders (COSL) will be hiring a full-time seconded chairperson for the leadership team for 2006/07 to act as the political figurehead and chair of the organization.
- Manitoba has new budget protocols based on government initiatives.
- School leaders in Manitoba have been discussing how to increase the amount of physical education for students in all grades.
- Manitoba is implementing the Healthy Living, Healthy Child recommendations.

Ontario

- Ministry initiatives continue to roll out at a frenetic pace: literacy, daily physical activity, new teacher induction and Education Quality and Accountability Office (EQAO) testing.
- The review of the *Safe Schools Act* in Ontario is well under way, with the consultation phase complete.
- Lack of educational funding is a crisis for some boards in Ontario.

Quebec

- Quebec hosted CAP 2006 in Quebec City—thank you!
- A new administrative salary scale has been implemented. In most cases, in-school administrators have seen a modest increase in salary. The government has removed from the provincial agreement the requirement that a specific number of administrators be assigned to schools. Instead, only guidelines are being offered.
- Government and teachers have signed a collective agreement that covers all areas other than salary.

- A number of changes will be taking place, including changes to the delivery of services to special needs students. Ninety million dollars will be injected into schools over the next three years to increase the number of resource teachers available in elementary and secondary schools. New obligations in the form of consultative groups, staff involvement and accountability form part of the agreement.

New Brunswick

- The Mackay Report on inclusion was released, with 90 recommendations for improvement.
- Class sizes will be reduced over the next four years.
- Laptops are now offered for free to all teachers.
- Leadership issues include the long workweek for administrators and lack of secretarial time.

Nova Scotia

- The 10,000 members of the Nova Scotia Teachers Union have signed a new three-year contract. Some of the gains for administrators that were achieved in the new contract include a minimum of supervisory time free from teaching for principals, minimum requirements for the appointment of vice-principals and salary increases, including administrative allowances.

- Every principal in Nova Scotia attended two days of meetings in Halifax with the Department of Education and the Minister and Deputy Ministers in April of 2006.

Prince Edward Island

- Under review is the role of the teachers' federation when there is a complaint by a teacher concerning an administrative decision. On Prince Edward Island, administrators are members of the teachers' federation. Protocol has been written to treat all involved teacher federation members fairly.

Newfoundland and Labrador

- Workload continues to be a major issue for teachers and administrators.
- Professional development money is being allocated to deliver classroom walk-through training to administrators.

British Columbia

- British Columbia is hosting CAP 2007 on April 11–13, 2007, at the Fairmont Hotel in Vancouver (www.bcpvpa.b.ca).
- British Columbia is developing projects on Internet casting and secondary school initiatives.
- The Minister of Education will host the first Principals' Summit in May of 2006.
- A recent issues forum looked at the moral imperative and the long lever of leadership.
- Discussion topics include Bill 33 and leadership development.

News from the Regionals

Greater Edmonton Regional

James Fraser

Our winter regional session on January 26 was an informative and interactive evening regarding the Principal Quality Practice Standard document being developed by Alberta Education. The chair of the committee, Mark Swanson of Alberta Education's Teacher Certification Branch, presented the session. He said there would be a consultation process in the coming weeks to get feedback on the draft standard from the field. Ninety-seven people attended this supper presentation at Barnett House, and it attracted 25 new or renewed CSA memberships. We are still awaiting the arrival of the draft Principal Quality Practice Standard at the provincial administrator's desk. It is in review at the ministerial level.

We are pleased to announce our two regional Administrator of the Year awards for 2004/05. We will honour nominees for both a site-based administrator award and a division-based administrator award at our spring professional development on May 11 at the Royal Glenora Club in Edmonton. This year we have a worthy recipient for each award:

- Division-Based Administrator of the Year—Larry Hlushak, deputy superintendent of schools, Evergreen Catholic Separate Regional Division No 2
- Site-Based Administrator of the Year—Dan Cavanaugh, principal of Anne Fitzgerald School, Edmonton Catholic Schools

Frank Bruseker, ATA president, will also be at the Royal Glenora Club to update us on the work of the School Administrative Issues and Concerns Committee (SAICC).

We had four goals for our regional executive for this year:

1. To provide at least three quality professional development opportunities for regional administrators with topics consistent with the professional development goals of the CSA—We achieved this, with Carol Boothroyd's "Gender and Communication at Work" on September 29, Mark Swanson's "The Principal Quality Standard" on January 26 and the Administrator of the Year Awards Banquet on May 16, with Frank Bruseker.
2. To increase CSA membership in the regional by 10 per cent—To date we have increased membership by 15 per cent.
3. To ask each executive member in the regional to encourage one newly appointed administrator in their district to become a CSA member.
4. To have one Administrator of the Year nominee for each of the two categories. This was achieved, and two administrator winners were honoured in May.

Calgary Regional

Shawna Kinzer

Although the Calgary Regional continues to work at getting more members and a variety of presenters, it is a bit of an uphill battle! However, we will not be swayed! This year saw a change of presidency a quarter of the way through the year—we had to do a little shuffling, then worked to move on. This year we got in touch with a variety of speakers, all of whom had full schedules and were not able to come. Some of our great ideas included dinner with our education minister (we will try for this again next year), a meeting with police representatives to talk about gang violence and a speaker from the ATA. But, as I stated at the beginning, we will not be deterred! Plans are already being talked about for speakers and events for the 2006/07 school year. We hope to have more to report then!

Southwest Regional

Holly Godson

The Southwest Regional has continued to meet the following goals:

- Providing administrators with a wider variety of professional development opportunities
- Increasing administration attendance at professional development activities
- Working cooperatively with the Southern Alberta Professional Development Consortium (SAPDC)
- Increasing awareness of the CSA within the Southwest Regional

Administrators are extremely busy people and are out of their schools a lot, so we work with Gary Heck of SAPDC to organize meaningful professional development activities that coincide with teacher workshops during the day, as well as evening activities. The following Fireside Chats were organized and well attended:

- Ken O’Conner, “Leading Assessment for Student Learning,” on November 24, 2005
- Warren Woytuck from Alberta Education and David George, principal of Crestwood School in Medicine Hat, “Overview of the New Social Studies Curriculum,” on February 2, 2006
- Mark Swanson, “Principal Quality Practice Standards,” on February 8, 2006
- Rick Wormeli, “Motivating and Leading Change,” on March 28, 2006

While waiting for the Minister of Education to respond to Alberta Commission on Learning recommendation #78, or the White Paper, and following the discussion with Mark Swanson regarding the Principal Quality Practice Standards, two sessions were organized for the South Western Alberta Teachers Convention February 24 at the Lethbridge Community College:

- Session One (8:30–10:00 AM)—“What Is the Role of the Principal? Or, What Should Be the Role of the Principal?”
- Session Two (10:30 AM–noon)—“How Are the Needs of Administrators Being Met?”

A well-rounded panel consisting of seven members: Cheryl Gilmore (zone 6 CASS president), George Bedard (University of Lethbridge, Graduate Studies), Wayne Street (CSA past president), Dave Jeary (ATA associate coordinator, Southern Alberta Regional Office), Randy Broadhead (principal of Raymond Elementary School), Carmen Mombourquette (principal of Catholic Central High School) and Darlene Beres (school council representative). The panel responded to the session questions. Overall, both sessions were well attended, and administrators appreciated hearing the different perspectives. More importantly, they also appreciated the opportunity to share and discuss.

With the end of the school year just around the corner, the Southwest Regional organized two final activities: the Distinguished Leaders Awards Night (April 25, 2006, at Paradise Canyon) and the Annual General Meeting (May 2006 at the Lethbridge Lodge). We were extremely pleased to announce two of Southern Alberta’s finest: Cal O’Brien (from Catholic Central High School, Holy Spirit School Division) and Dave Fender (Coalhurst Elementary School, Palliser School Division).

Southeast Regional

Therese Bullin

It was a quiet year in the Southeast Regional. We have been trying to encourage membership within the organization, but it has been a difficult task. We need to encourage our administrators to become part of this organization, as well as those who may be interested in becoming administrators. As well, we will gladly receive department heads, consultants and directors.

Fall Workshop

We were unable to acquire a guest speaker for our fall workshop (they had to cancel) but decided to hold a workshop at the end of March. We retained the services of

Jeanette Kaspar, who is a great speaker. She was to speak on “Resolving Conflict with Tact and Finesse” and “Parents, You Can’t Live with Them, You Can’t Give Them Detentions.” Unfortunately, only 15 people registered and we had to cancel. We lost our deposit and felt saddened that we could not get enough people from three districts to attend.

Convention

Our teacher’s convention was great! We held a preconvention banquet on Wednesday evening. Our speaker was Gordon Elhard. He is a retired superintendent from Calgary Public Schools and he spoke on “School Leadership That Makes a Difference.” Frank Bruseker, president of the ATA, said a few introductory words. It proved to be a great evening.

Membership

Membership is still an issue. We plan to undertake a membership drive to attract more members to our group and to the CSA in general. We welcome all new administrators to our Southeast Regional and hope that they will become members.

We plan to revamp our speaker evenings. We will attempt to hold dessert evenings, where a speaker will present for a short time on such issues as gang violence, drugs, bully proofing and ATA issues. Attendance would involve a small cost of about \$5. We hope that these events will attract more people to hear more general information. We will invite our administrators from across all three districts to hear information that may appeal to them. We are looking forward to the future and hope that we can once again attract nonmembers to join and learn some important information.

Leadership Principles from the Monk

Brent Galloway

A recent *Maclean’s* magazine boldly displayed the caption “The Worst President in 100 Years?” above a picture of George W Bush. Earlier this year, the headlines in our own newspapers commented on the decline of support for Ralph Klein’s leadership. What causes these once extremely popular leaders to suddenly lose support? Perhaps it has something to do with the principles that guide their leadership practice.

I was recently on a medical leave following back surgery and had the privilege of having time to catch up on my reading. The first book I reached for was *Leadership Wisdom from the Monk Who Sold His Ferrari: The 8 Rituals of Visionary Leaders*, by Robin Sharma, a fable about an aggressive leader whose company is starting to go downhill, when he has a visit from his friend Julian Mantle. Julian is a former lawyer who, after suffering a major heart attack, gave up the practice and turned to the sages of India to discover the value of self-leadership and empowerment. Julian became a monk and returns the favour by passing on his wisdom to others in need, teaching them the principles of value-centred leadership.

Leadership is always front and centre with the Central Alberta Regional, and this year we were fortunate to have a recognizable leader speak at our fall event. Minister of Education Gene Zwozdesky spoke about current initiatives in education in Alberta, thereby modelling his leadership principles. But how does he compare with the great monk Julian? Let’s examine some quotes from Sharma’s book to help clarify things.

In his book, Sharma states that “leadership is not about position or title, but about action.” Our minister has moved forward in regards to Grade Level of Achievement and Daily Physical Activity, and he has shown that “small actions can have big consequences”

by explaining why and how he has slowed down the Second Language Initiative.

Sharma comments that “the best leaders are open and honest, and share information,” and I was pleased to hear Zwozdesky speak candidly about matters of infrastructure funding, unfunded liability and declining enrolments in rural settings. Zwozdesky was open to comments and difficult questions, supporting Sharma’s notion that “a leader must provide the ideal culture in which people can respond positively to change and grow in the process.” Likewise, “leaders capture the hearts of their people by deeply listening to them,” and it was most welcome to have a minister of education who seemed concerned about the issues that administrators were raising.

This is not to say that all is well for teachers and administrators in Alberta, and Zwozdesky spoke of some of the challenges. He is concerned with the number of teachers leaving the profession for private business. As Sharma writes, “Brains, like hearts, go where they are appreciated.” But there are still some unanswered questions, such as the removal of administrators from the ATA. This brings to mind Sharma’s words about vision: “There is no point in strategic planning if you never carry out the plans.” But perhaps Zwozdesky is using Sharma’s guiding principle that “it is better to defer those things that are easy to do in favour of doing things that are honourable and right.” I guess time will tell.

Another matter that Zwozdesky highlighted at our fall session was school fees. He would like

to see clearer definitions on what basic education is and what the essentials are for schools, as well as how schools are to go about collecting fees. School administrators know that “a good leader takes care of little issues and skirmishes that come up every day before they escalate into full-blown wars.” It appears that such issues as collecting school fees and school fundraising are becoming large issues in schools as provincial funding continues to be inadequate.

Despite the ever-present difficulties of running a government department, I think what impressed me the most about our new Minister of Education was his ability to connect with people. Education is a service industry and it is therefore important that we have a leader who values people. Sharma summarizes these leadership principles in the following quotes: “Putting your people first is the wisest leadership lesson you will ever learn,” “When you enrich the relationship, you enhance the leadership” and “What people want most is a leader who values and cherishes them as people.”

I believe that the monk from the story would be pleased with the leadership of Gene Zwozdesky. Hopefully, as Sharma stated in his magnificent book, he will “create a successful present while building a brilliant future” for the students in our schools.

Reference

Sharma, R S. 1998. *Leadership Wisdom from the Monk Who Sold His Ferrari: The 8 Rituals of Visionary Leaders*. Toronto: HarperCollins.



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EDUCATIONAL LEADERSHIP ACADEMY

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Leaders Help the People Write Their Songs . . . The Synergistic Leader

with keynote presenter

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Lily Lake Village Resort, Legal, AB July 23–28, 2006

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