



LEADERSHIP TIMES

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

March 2008

President's Message

Kathleen Murphy-House

Dear CSA Members

I have good news. When Alberta's Commission on Learning recommended that principals be removed from the ATA, school principals were left wondering—are we in or out of the Association? The good news is that, at the end of February, the Minister of Education officially removed this recommendation from the books.

Administrators can now breathe a sigh of relief and continue to enjoy the benefits of remaining in the Association. We can now focus our attention and energy on our schools and continue to build a collegial atmosphere and relationships with teachers. I would like to extend thanks from the Council on School

Administration to Frank Bruseker and the ATA staff for their support and tireless efforts to keep administrators in the Association.

In other news, Alberta Education will host a symposium on school leadership, in Edmonton, on April 7. The purpose of the symposium is to discuss school leadership trends and issues, maintaining Alberta's excellent education system and preparing students for the challenges of the 21st century. Alberta Education has invited stakeholders from all school districts, as well as the business sector, to discuss the future of school leadership. I hope that your district will send representatives who will contribute strong opinions about the preparation, recruitment and retention requirements for school leaders as well as the challenges of the job.

I recently attended a Canadian Association of Principals (CAP) meeting. The CAP directors (principals' representatives from all provinces and territories) have identified the role of the principal as the top issue for CAP to focus on this year. Within this topic, the complexity of the principal's workload will be examined, as well as relationships with parents in schools, and student engagement and attendance. Expectations of principals across Canada are immense, with demands emanating from ministers of education, school districts and school communities. In Alberta, many principals stated that the special education audit put an inordinate amount of work and stress on the school staff as well as the administration. CSA regional presidents

Inside ...

Leadership Reflection	2
Cross-Country Checkup	4
Automatic Specialist Council Memberships Are Here!	8
News from the Regionals.....	8
Distinguished Leadership Award	11
Julius Buski Leadership Grant.....	12

report other areas of concern such as GLA, accountability pillars, substitute teacher shortages, 3 per cent funding implications, cyberbullying and administrator turnover, to name just a few. Despite the many demands on school administrators, we also have to look into the future. Did you know that 49.1 per cent of school leaders in Alberta are 50 years old or older? A significant number of school administrators will be retiring over the next five years, and statistics tell us that fewer than 5 per cent of teachers are interested in becoming administrators. Our job, ladies and gentlemen, is to start encouraging those aspiring administrators and natural leaders to step up and consider a career move towards school administration. Look around your staff, start planting the seeds, talk to teachers, talk positively about your job and start building the numbers of future administrators. Although school administration is challenging, it also allows you the opportunity to have a lasting and positive impact on children and school staff.

I hope that you can find some well-deserved time for professional development. CSA will be hosting the annual Banff Leadership Seminar on April 10–12. The speaker is Barry Bennett, an expert in the fields of teacher learning, instructional intelligence and pedagogy. He works with school boards around the world and focuses on helping teachers integrate instructional strategies, tactics and skills to create more meaningful learning experiences and environments for all students. On May 14–16, the Canadian Association of Principals is hosting the 26th annual CAP conference, in St John's, Newfoundland. Speakers include Alfie Kohn, Barry MacDonald, Avis Glaze and Gwynne Dyer. The conference committee promises to present a wonderful professional development opportunity alive with local entertainment and local flavour. In July, the Educational Leadership Academy will host Todd Whittaker as the presenter, in Banff. This promises to be a wonderful experience for all who attend.

Enjoy the spring weather.

Leadership Reflection

Brian Holland

This article was presented to City University, in Seattle, Washington, USA, as part of the author's work towards a master's in educational leadership.

Standardized testing—a divisive phrase if I ever heard one. Tell people you are working on the next generation of diploma exams to coincide with the new curriculum, and watch their reactions. Some people think it is like space travel—cutting-edge, very exciting and key work. Others think that you are part of the dark side, working on a project as fraught with implications of evil as the development of the Manhattan Project.

When you decide to spend multiple years on a project of this magnitude, you must make some agreements with yourself. I know that standardized exams are incomplete, flawed snapshots of an organic process. However, in the contemporary Alberta political landscape, these tools will not go away. So why not get your hands on the wheel and do everything in your power to ensure that the tools being used on the students are the best possible? “From atop Mount Olympus, where no children live, it may seem reasonable to demand ‘tougher standards’ and to recite slogans such as ‘accountability.’ But in real schools, things look quite different. We need to think carefully about the tradeoffs the current school-reform movement entails” (Kohn 2001).

Standardized tests are not inherently evil if they are well designed and based on the key curricular outcomes and if they test higher-level thinking skills as opposed to rote memorization of content. Also, there is nothing inherently wrong with the concept of an exit exam for Grade 12 students. The usefulness of examining all students on all subjects every year in Grade 9, however, just

makes no scientific sense. If it is not scientific, then why does it exist? The answer is political. The buzzword *accountability* creates political will for all kinds of measures of student achievement. Once again, that is not of itself evil; however, whenever data is created it can be used and manipulated for a variety of purposes. The Fraser Institute, for example, manipulates these narrow measures to rank school programs to create a competitive atmosphere in which the practitioners who are seen to be the best keep their effective practices, thus becoming the curators of the “sacred stuff.” This does not evolve to sharing best practices. As Alfie Kohn wrote in 1986, “Noncooperative approaches, by contrast, almost always involve duplication of effort, since someone working independently must spend time and skills on problems that already have been encountered and overcome by someone else. A technical hitch, for example, is more likely to be solved quickly and imaginatively if scientists (including scientists from different countries) pool their talents rather than compete against one another” (pp 61–62).

I know that there are people who hope that they can click their heels and make standardized testing just go away. That is idealistic and unlikely. Those of us with a wealth of experience with the current tools must play an integral role in the development of the next tools, to ensure that they are of the highest quality and always serve the interests of our students. I can tell you that the meeting held March 24 and 25 [2007] saw bloodletting between the curriculum staff and evaluation staff. Both want to ensure that the next exams deal effectively with tomorrow’s students and the new curriculum.

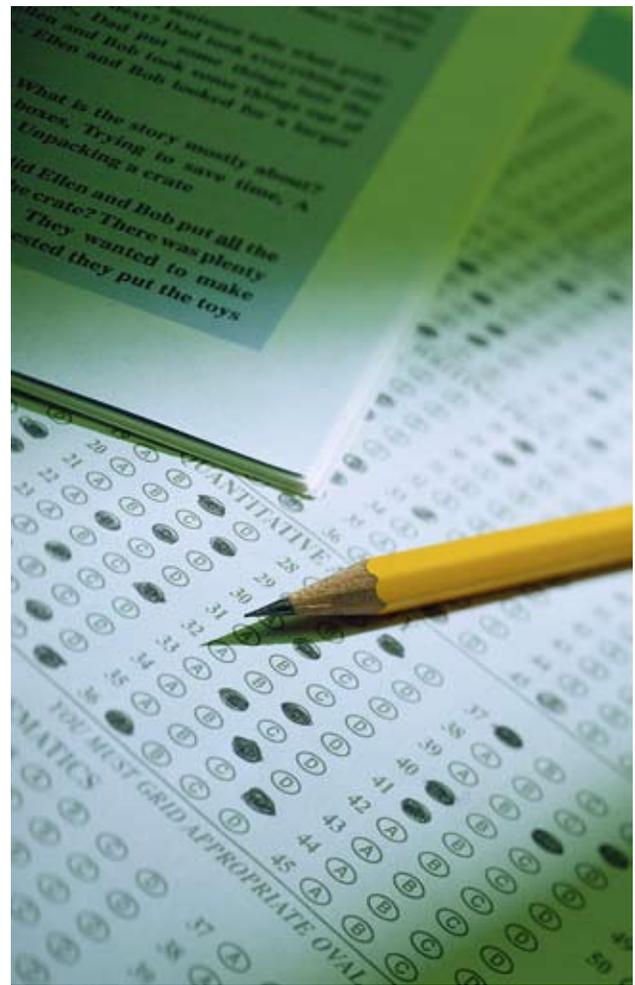
We all need to remember that only when the students have field tested the materials we have created will we be able to evaluate whether our new tools truly serve the needs of the students and the evaluation branch. But, as one of the people inside the room rolling up his sleeves and debating each letter and punctuation mark, I know that the team

is committed to doing the best job we can to create a high-quality, fair tool. I look forward to the process of arriving at our first draft, putting it out into the field and seeing where the next great debate will take us.

Editor’s note: Since this article was written, rubrics for the new exams have been prepared and draft beta versions of the written questions are ready for field testing.

References

- Kohn, A. 1986. *No Contest: The Case Against Competition*. Boston: Houghton Mifflin.
- . 2001. “Emphasis on Testing Leads to Sacrifices in Other Areas.” *USA Today*, August 21. Also available at www.alfiekohn.org/teaching/sacrifices.htm (accessed March 17, 2008).



Cross-Country Checkup

Here are reports from Canadian Association of Principals directors.

Yukon—Jan Wallace, CAP Director

- We are continuing to meet regularly with the Department of Education to discuss current issues such as school growth plans, teacher growth plans, leadership development and so on.
- Experienced principals and vice-principals have the opportunity to mentor new administrators in the area of building positive relationships.
- Many administrators are considering retirement. New numbers show that approximately 40 per cent of the administrators will retire within the next two to three years. Current teachers who are interested in administration have been identified and will have access to a series of workshops and inservices that will give them insight and background on administration.
- The Department of Education has been holding many meetings with the Association of Yukon School Administrators (AYSA), and others in education, on topics such as school supports, succession, leadership, catchment areas, First Nations education, curriculum and so on. We hope that these meetings will result in decisions being made in some or all of these areas.

Northwest Territories—Janette Vlanich, CAP Director

- Third-party funding and funding proposal writing add a tremendous amount of work to already overworked principals.
- Special education is considered undersupported and underfunded. All funding is determined by a formula, and special circumstances or extra need outside the formula can lead to catastrophic underfunding.

- Another important issue is the downloading onto the principal of many noneducation issues, such as many of the recordkeeping functions of human resources. Because schools serve as an entry-level training position for local employees such as secretaries, janitors and school community counsellors, the school principal takes on a training and support role for many staff members. The resulting workload is crushing and leads to a high turnover rate.

British Columbia—Marilyn Merler, CAP Director

- Compensation—We are still dealing with issues of labour market adjustment funds distribution, compensation, and compression and inversion of salaries. The BCPVPA is continuing to offer advice and support to all members as contract talks continue in districts.
- Health Agenda—The Ministry of Education continues to promote a healthy lifestyle through its schools. BC is the first province in Canada to ban, as of January 1, 2008, the sale of junk food in all elementary schools. The ban includes food sold in cafeterias, vending machines, and in-school fundraising sales. It will come into effect in all schools in BC by September 2008. The BCPVPA is taking a lead role in the ministry's daily physical activity initiative. Across the province, 13 early leader schools are implementing 30 minutes of daily physical activity with their students. We have hired a retired principal to help coordinate this project. The ministry plans to make daily physical activity mandatory for every student in the province by September 2008.

Saskatchewan—Shawn Larson, CAP Director

Issues reported were

- administrator renewal—attracting mature candidates into administration,
- school closures and community renewal,
- provincial amalgamation—an issue in rural Saskatchewan,

- education moving more towards the business model,
- funding of public education and accountability, and
- administrator workload—management vs instructional leadership.

Nunavut—David Serkoak, CAP Director

- The Nunavut Teachers' Association is joining hands with Northwest Territories Teachers' Association and Yukon Teachers' Association in relaunching "Make Learning Safe," a campaign to improve the safety of students and teachers in the classroom.
- The 2008 Educational Leadership Program will be in Rankin Inlet again, where administrators will meet for 10 days in mid-July. As usual at ELP events we expect a lot of elder and community involvement.
- Many teachers in Nunavut have been hit with rent hikes. This will undoubtedly have some negative effect on teachers who might want to work in and explore the Arctic.

Manitoba—Joycelyn Fournier-Gawryluk, CAP Director

Topics that are on the radar screen for our organization are

- lunch hours free of supervision duty;
- education assistants—training, assessment, roles and responsibilities, union affiliations, and so on;
- member welfare issues;
- electronic devices in schools—a policy is being developed in conjunction with the Manitoba Teachers' Society, and we are seeking examples of policies in other jurisdictions;
- rollout of our professional standards;
- rural education challenges; and
- pensions.

Catholic Principals' Council of Ontario—Dan Tighe, CAP Director

- Collective bargaining—The collective agreements of teacher unions and support staff unions, as well as principal and vice-principal terms and conditions, all expire

in Ontario in August 2008. The provincial government may facilitate discussion tables for teachers and support workers in an attempt to broker a four-year agreement.

- The future of Catholic education in Ontario—Those who would see an end to publicly funded Catholic education in Ontario are hard at work lobbying all political parties for support.
- Alignment of ministry initiatives—Clearly, workload is the biggest issue facing school administrators in Ontario. We have challenged the politicians and bureaucrats to meet and align the many initiatives in an effort to reduce workload and bring flexibility to timelines and reporting templates.
- Funding—Many budget allocations earmarked for school administrators (such as vice-principal allocation) are rerouted to solve other budget shortfalls at the local board level. Grants need to be regulated to ensure that they reach their intended target.

Ontario Principals' Council—Lisa Vincent, CAP Director

Safety and financial issues of note are

- supervision and safe schools—School Community Safety Panel, "The Road To Health—A Final Report On School Safety";
- provincial teacher collective bargaining—collective agreement language and template; supervision and on-calls; loss of instructional time; collective agreement language and implementation—significant for role of principals;
- good faith bargaining (Supreme Court decision regarding BC Health Services)—principal contracts and principals' right to fair process;
- funding formula—allocation of vice-principals; principal in every school; additional support workers in schools; maintenance of schools and IT;
- implementation of Bill 212—safe schools—implemented on February 1, 2008; and
- College of Teachers—peer review.

Educational and leadership issues are

- principal performance appraisal pilot—quantitative, (school) results-based;
- leadership succession—shortage of school leaders;
- declining enrolment provincially;
- the impact of new collective agreements; and
- the role of the principal—complexity of the role, workload.

Quebec—Jim Jordan, CAP Director

Quebec's administrators provided feedback to the minister of education on the democratic process and governance of school boards in Quebec, with specific reference to four themes:

- The educational, social, cultural and economic role of a school board in its region
- School board democracy and the level of participation in school board elections
- Transparency and the rigour applied in school board management of funds designed to support programs to enhance the chance of success for particular groups of students
- School board financing and policy

Administrators continue to grapple with the minister's imposition of percentage grades and class averages on a competency-based curriculum. All school boards have new report cards in use, and administrators are working diligently to support their teachers and work with parents to help them understand the new report cards.

New Brunswick—Eric B Estabrooks, CAP Director

- Collective bargaining—Negotiations to secure a new collective agreement will begin with the exchange of packages between the New Brunswick Teachers' Federation and the employer.
- French second language review—A complete review of French second language programs in New Brunswick was undertaken in the fall by two commissioners appointed by the minister of education. Their report is due to be submitted to the minister by the end of the month.

- Development of effective leadership initiatives—The Department of Education, in the most recent throne speech, identified the development of effective school leadership as a key goal. The throne speech specifically states that the government will establish a New Brunswick Leadership Academy to be a centre of excellence for teachers and principals focused on leadership in public education. Other education-related initiatives announced in the throne speech include

- a new "I'm Ready for School" initiative, designed to ease the transition into kindergarten, especially for children at risk;
- the establishment of 22 community schools in 2007/08, with support from local communities and the private sector. There will be a new framework for investing in small rural schools, providing new learning opportunities for students;
- a Diversity in Learning initiative to support trades and vocational education in schools; career counselling services will be improved;
- a provincewide learning disabilities strategy with a focus on early detection and intervention; piloting of a new integrated service delivery model to improve services for students in the public school system. Many of these policies bear the influence of the government-commissioned McKay Report;
- the In-School Administrators Committee of the NBTA continues to be a venue through which issues and concerns of in-school administrators can be addressed directly to the profession, the union and the Department of Education.

Nova Scotia—Michael Knowles, CAP Director

- The provincial agreement now in place expires July 31, 2008. The provincial School Administrators' Association

continues to work toward increased benefits for all administrators in the province.

- Principals in Focus, a meeting of all principals in Nova Scotia and officials from the Department of Education, will be held on April 10 and 11, 2008. Each year this workshop, sponsored by the department, proves to be a great venue for networking and voicing concerns.
- The school accreditation process is proceeding in Nova Scotia and many administrators are participating on external review teams. This is a great form of PD and also gives participants a chance to visit other schools to gain ideas for their own schools.

Prince Edward Island—Marian Grant,
CAP Director

Regional affiliate issues:

- Provincial assessments
- Declining enrolments
- Development of a provincial voice through a newsletter
- Atlantic Association of School Administrators
- Admin time for teaching principals

Educational and leadership issues:

- Attracting new people into administration
- Developing leadership standards for principals and vice-principals

Newfoundland and Labrador—Jim Hibbs,
CAP Director

Focusing on Students—The ISSP and Pathways Commission Report, recently released by the provincial government, considers the challenges of special education programming using the current model and looks at workload, the volume of paperwork and the roles of parents, teachers and administrators. It provides a wide range of recommendations to streamline the administrative requirements and improve the delivery of special education programming.

Key actions stemming from the report include simplifying the process for Pathways Two, eliminating the requirement for child youth profiles, developing online alternate courses and curriculum, reviewing the roles and responsibilities of guidance counsellors and educational psychologists, increasing training and professional development in the ISSP and Pathways models, and providing resources for alternate courses and assessments.

According to government, teachers will immediately notice a reduction in the amount of administrative work required as part of the ISSP and Pathways model, and students with special needs and their families will ultimately be better served. (*Author's note: Reprinted from NL Department of Education news release.*)

Automatic Specialist Council Memberships Are Here!

Specialist councils are an integral part of the Association's activities. Granting members automatic membership in a specialist council is an innovative step toward increasing professional development opportunities for educators throughout Alberta and a way of promoting the professional expertise of teachers in curriculum and specialty areas.

The online system for selecting your nocharge membership is now available. In order to begin accessing your specialist council membership, please follow these steps:

1. Access the Provincial ATA site, www.teachers.ab.ca, or a local ATA website (if available).
2. Select the login link in the upper righthand corner of the screen (in the blue bar).
3. Enter your TNET login (username@teachers.ab.ca). If you do not have a TNET login, you may request an account from the login page.
4. Once you have logged in to TNET, review your choices from the menu that will appear towards the right-hand side of your screen.
5. From the Tools option in your right-hand menu, select the Specialist Council Membership link.
6. Read late-breaking news about the automatic specialist council memberships, and then click on the specialist council membership link under Activate your membership.

This article is excerpted from "About This Issue," from the ATA Magazine, Volume 88, Number 3.

News from the Regionals

Calgary

Lindy Arndt

The Council of School Administrators for Calgary has not been very active this past term. We are looking at ways to increase attendance at events and to increase memberships, especially now that memberships are free. We are considering a welcome social in April—watch for further information.

Fort McMurray

Trudy Dwyer

The Council of School Administrators in Fort McMurray continues to bring quality professional development opportunities to our region. We were very fortunate to have had Marv Hackman present on cyberbullying at Institute Day, on October 31, 2007. On January 22, 2008, Dr Mark Yurick, a staff officer from the Professional Development area of the Alberta Teachers' Association, reviewed the Principal Quality Practice Standards document with administrators from the Catholic and public school districts. Twenty-one principals and district office staff members attended the presentation.

Greater Edmonton

Garnet Goertzen

GERCSA hosted an evening dinner meeting, on January 29, with guest speaker the Honourable Ron Liepert, Minister of Education. There were 75 members in attendance on a very cold (−35 degrees) evening. The minister delivered a warm message, which included an update of the labour issues and a very frank discussion about issues of the day facing educators and

the department. Mr Liepert answered a number of questions in a manner that instilled confidence that he was very knowledgeable about the education landscape in Alberta. He clarified the rationale for some of the initiatives from the department and spoke of the political realities the government was addressing. Those in attendance were pleasantly surprised to get advance notice of some of the announcements to come from the minister's office in the following days. When questioned about the accountability focus of the government, his response showed an understanding of our concerns; he commented on both the intended and unintended consequences of some government decisions. The GERCOSA executive and members in attendance were very pleased with the evening.

CSA members should watch for the information and registration package for our April 22, 2008, Dialogue Day for Administrators. The full-day session will feature Konni DeGoeij in the morning; she will lead us through strategies to handle the legal pitfalls and ethical dilemmas we face as school-based administrators. Konni deals daily with questions and concerns from principals who call the Alberta Teachers' Association for support and advice. Her experience and expertise are invaluable to us—she knows what could get us into trouble.

The afternoon of April 22 will be devoted to discussion of topics we have solicited from our GERCOSA members. Administrators in attendance will be able to share ideas and current practices on the common issues we face. There will be a choice of several round-table conversations based on member interests and needs. Our members have asked for this type of sharing, and we recognize how valuable it is to hear what's happening in other schools and jurisdictions with the same issues you face in your school.

Our Dialogue Days have been very popular, and we look forward to another great turnout on April 22.

Southwest

Holly Godson

The Southwest Council on School Administration has continued to work towards its goals of

- providing administrators with a wider variety of professional development opportunities,
- increasing administrator attendance at professional development activities,
- advocating for administrators in the Southwest region,
- working cooperatively with the South Alberta Professional Development Consortium and
- increasing awareness of CSA within the Southwest region.

In an effort to meet the professional development needs of administrators, Southwest CSA has been working cooperatively with the Southern Alberta Professional Development Consortium and its director, Gary Heck, to co-organize and facilitate professional development activities that are meaningful and that coincide with teacher workshops that occur during the day-to-evening activities for administrators. Anne Davies, Ian Jukes, Michael Fullan and Rick Wormeli are just a few of the keynote speakers that we have cosponsored. We have offered workshops both onsite and by video feed. We would like to encourage all administrators to keep checking the SAPDC website for upcoming workshops.

This year at the South Western Alberta Teachers' Convention, on February 21–22, 2008, we were very fortunate to bring in one of our own, Barry Litun, to speak to us about the importance of effective communication—not only as administrators but as teams. *Public relations* and *marketing* should not be foreign words to education. As a matter of fact, that's the best way of celebrating kids, teachers, schools, and communities. Relationships, relationships, relationships—

that was the key to the conversation. Barry shared a wide variety of communication practices that could be implemented with little time commitment but big rewards.

With the end of the school year just around the corner, the Southwest CSA is in the process of organizing Celebrating Excellence in Leadership, to be held on April 17, 2008, at Paradise Canyon, in Lethbridge. We are extremely pleased to announce two of southern Alberta's finest as our Distinguished Leadership Award winners for this year:

- Todd Ojala, of Vauxhall Junior/Senior High School, Horizon School Division No 67
- Robert (Shane) Cranston, of Arrowwood Community School, Palliser Regional Schools

The Southwest Council on School Administration is a small group of dedicated and committed people; though dedicated, we are few in number and as a team we are trying to build leadership capacity within our own specialist council. The executive is looking for administrators who are interested in being part of our team and willing to be an advocate for administrators. CSA provides administrators the opportunity to network with principals from across the province and across Canada. If you are interested in being part of our executive, please e-mail us and leave your e-mail address and/or phone number:

- Holly Godson, President—
holly.godson@horizon.ab.ca
- Wayne Tate, Treasurer—
wtate@pallisersd.ab.ca
- Marie Wilfong, Secretary—
marie.wilfong@lethsd.ab.ca

Peace Area

Rodney Lee

Each year, the major event for the Peace Area Regional is the PARCSA fall conference, held in Grande Prairie. PARCSA 2007 was held on September 20–21, with 70 members in attendance. Thursday evening supper was followed by a session on cyberbullying, presented by SAFFRON (the Strathcona Sexual Assault Centre). The Friday session featured Charlie Coleman, an award-winning school administrator from British Columbia; he has been named as an ASCD Outstanding Young Educator and as one of Canada's outstanding principals. His session, "Essential Elements for Student Success," focused on building a results-oriented learning community, with particular emphasis on the issues and challenges in schools with extremely diverse (ethnic, linguistic, socioeconomic) populations. Participants rated his presentation as outstanding.

PARCSA continues to award a \$500 scholarship each year on behalf of our members to a deserving education student.

PARCSA has also entered into an agreement with the Mighty Peace Teachers' Convention to help sponsor John Izzo at the 2008 convention.

The executive meeting of March 6, 2008, focused on planning for PARCSA 2008, which will be held at the Stonebridge Hotel, in Grande Prairie, on September 18–19.

The Peace Region continues to be a strong supporter of the CSA. Distances always make communication a problem in the north, and we appreciate the efforts of our jurisdiction contacts to ensure that information reaches all current and potential members.

Distinguished Leadership Award

The Distinguished Leadership Award recognizes administrators for the outstanding work they are doing in their schools. Each regional will select one nominee and forward the nomination to the CSA secretary. A committee comprising the CSA secretary, the CSA president and the ATA staff advisor will review the nominees and, based on the information given, select the winner of the Distinguished Leadership Award.

The winner will receive a beautifully framed certificate at a CSA function. CSA will cover any expenses related to the presentation of this award.

Outstanding work is being done in our schools every day. Take the time to recognize those doing that work by nominating them for this award.



Council on School Administration (CSA)



The CSA advocates for school administrators and speaks on behalf of children through the Alberta Teachers' Association.

The CSA supports the professional development of its members through the creation and delivery of a variety of events and activities. A special program acknowledging contributions to the field of educational administration recognizes and rewards excellence among members at both the local and provincial levels. CSA develops and maintains national and international links with other school administrator organizations. In addition, the CSA promotes lifelong learning and strives to maintain and foster close relationships with the colleges and universities of Alberta. To foster knowledge and professionalism in the field of educational administration, the CSA encourages and supports both theoretical and practical research.

The annual WCEAC conference provides an excellent opportunity for networking and communication among members.

Julius Buski Leadership Grant

The Julius Buski Leadership Grant recognizes projects and practices that have contributed to the enhancement of teaching and learning within a school. An individual teacher or a group of teachers may be nominated for this leadership grant. Nominated initiatives must have been in place for a minimum of one calendar year and must show evidence of benefiting teaching and learning.

The Julius Buski Leadership Grant will be awarded annually, unless there is no suitable applicant. The school that receives this grant will be awarded a \$500 grant in support of the initiative and will be formally recognized during the Western Canada Educational Administrators' Conference (WCEAC).

Applications must include the names and signatures of the school's principal or assistant principal(s) and one teacher on staff who has worked directly with or has knowledge of the project.

Criteria

Applicants are required to

- be current members of the ATA. The principal or assistant principal(s) must be current member(s) of the CSA;
- provide a one-page write-up describing the school and the project and/or practice, including 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;
- be available for a brief interview (in person or by telephone), during which a member of the selection committee will ask questions concerning the innovation. An interview schedule will be developed; and
- be willing to make a one-hour presentation on the initiative to colleagues at the WCEAC following the awarding of the grant. Any reasonable costs associated with this presentation (including transportation to and from the conference and one night's hotel accommodation if necessary) will be covered by the WCEAC program planning committee.

CSA Executive 2007/08

President & CAP Representative

Kathleen Murphy-House
Bus (780) 799-5752
kmurphy@fmcsd.ab.ca

Past President

Neil Fenske
Bus (780) 955-6028
neil.fenske@blackgold.ca

President-Elect

TBA

Secretary

Maureen Ference
Bus (780) 826-3323
maureen.ference@nlsd.ab.ca

Treasurer

Eileen McClean
emcclean@telus.net

WCEAC 2008 Director

Lorianne Tenove
Bus (403) 253-1881
lorianne.tenove@cssd.ab.ca

WCEAC 2009 Director

Jennifer Lawley
Bus (780) 448-5000
jennifer.lawley@epsb.ca

Communications Officer

Linda Dudar
Bus (403) 270-4142
linda.dudar@cssd.ab.ca

PEC Liaison

H Jim Black
Bus (403) 793-2025
jim.black@teachers.ab.ca

ATA Staff Advisor

Konni A DeGoeij
Bus (780) 447-9472
or 1-800-232-7208
konni.degoeij@ata.ab.ca

REGIONAL PRESIDENTS

Calgary

Lindy Arndt
Bus (403) 274-6243
lindy.arndt@cssd.ab.ca

Central Alberta

Dave Khatib
Bus (403) 341-3777
dkhatib@rdcrd.ab.ca

Central East

Patrick Rivard
Bus (780) 645-3537
patrickrivard@sperd.ca

Fort McMurray

Trudy Dwyer
Bus (780) 799-5720
tdwyer@fmcsd.ab.ca

Greater Edmonton

Garnet Goertzen
Bus (780) 459-3990
garnet.goertzen@sturgeon.ab.ca

Peace Area

Rodney Lee
Bus (780) 831-3061
rodneylee@pwsd76.ab.ca

Southeast

Therese Bullin
Bus (403) 527-3730
tbullin@sd76.ab.ca

Southwest

Holly Godson
Bus (403) 223-8971
holly.godson@horizon.ab.ca

Copyright © 2008 by The Alberta Teachers' Association (ATA), 11010 142 Street NW, Edmonton T5N 2R1. Unless otherwise indicated in the text, reproduction of material in *The Leadership Times* is authorized for classroom and professional development use, provided that each copy contain full acknowledgement of the source and that no charge be made beyond the cost of reprinting. Any other reproduction in whole or in part without prior written consent of the ATA is prohibited. *The Leadership Times* is published by the ATA for the Council on School Administration (CSA). Address all correspondence and submissions to the communications officer, Linda Dudar, 64 Wood Crescent SW, Calgary T2W 4B6. Opinions of writers are not necessarily those of the CSA or the ATA. ISSN 1481-6962

Individual copies of this newsletter are available at a cost of \$2 per copy plus 5 per cent shipping and handling and 5 per cent GST. Please contact Distribution at Barnett House to place your order. In Edmonton, dial (780) 447-9400, ext 321; toll free in Alberta, dial 1-800-232-7208, ext 321.

Personal information regarding any person named in this document is for the sole purpose of professional consultation between members of the ATA.

THE INSTRUCTIONALLY INTELLIGENT LEADER... NO OPTIONS



BANFF LEADERSHIP SEMINAR

April 10- 12, 2008
at the Banff Park Lodge, Banff Alberta

WITH KEYNOTE SPEAKER – **Barrie Bennett**

Dr. Barrie Bennett is an associate professor at the Ontario Institute for Studies in Education at the University of Toronto (OISE/UT). He is an expert in the fields of teacher learning, instructional intelligence, and pedagogy. He works with school boards around the world, focusing on ways teachers can integrate instructional strategies, tactics, and skills to create more meaningful learning experiences and environments for all students.

Dr. Bennett has taught at the university, high school, middle school, and elementary levels. He combines his classroom experience with a vast amount of research on educational topics. Dr. Bennett is the co-author of *Cooperative Learning: Where Heart Meets Mind*, *Classroom Management: A Thinking and Caring Approach*, and *Beyond Monet: The Artful Science of Instructional Integration*.

CONFERENCE SCHEDULE 2008

Thursday, April 10, 2008

4:00–7:00 p.m.

Registration

◆ In the Banff Park Lodge lobby

◆ Pick-up registration package and get ID

7:00 p.m.

Opening comments

7:15–8:30 p.m.

Keynote ◆ **Barrie Bennet** ◆ In the Summit and Assiniboine rooms

This session illustrates the critical role school and system leadership plays in enhancing the instructional expertise of teachers. The information is based on Barrie Bennett's work over the last 26 years in 15 districts who have worked systemically to impact teachers' instructional repertoires. That information will be juxtaposed with what the current research is reporting that parallels our efforts. Note that the focus of these projects is on how to intersect provincial curriculum, assessment, instruction, how students learn, change and systemic change in order to impact the life chances and learning chances of all students. Currently, Barrie is working in 11 districts in three countries, Canada, Australia, and Ireland ... and, although we have a lot to learn, Barrie says that one thing is clear -- what the principal does or does not do, makes most of the difference.

Thursday, April 10, 2008 (continued)

8:30–11:00 p.m. President's Reception ♦ Wine and Cheese (included in your registration fee) In the Castle and Alpine Meadows rooms

Friday, April 11, 2008

7:00–8:45 a.m. Breakfast in the Alpine Meadows, Castle and Glacier
(Included in your registration fee)

9:00–10:15 a.m. Speaker ♦ **Barrie Bennett** ♦ In the Summit and Assiniboine rooms

10:15–10:45 a.m. Nutrition Break in Alpine Meadows room

10:45–12:00 noon Speaker ♦ **Barrie Bennett** ♦ In the Summit and Assiniboine rooms

12:00–1:00 p.m. Buffet Lunch in Alpine Meadows, Castle and Glacier
(Included in your registration fee)

1:00–3:00 p.m. Speaker ♦ **Barrie Bennett** ♦ In the summit and Assiniboine rooms

Saturday, April 12, 2008

7:00–8:45 a.m. Breakfast in Alpine Meadows, Castle and Glacier
(Included in your registration fee)

9:00–10:15 Speaker ♦ **Barrie Bennett**

10:15–10:45 Nutrition Break in Alpine Meadows room

10:45–12:00 Speaker ♦ **Barrie Bennett**

♦ Closing comments and evaluations

For Accommodations information
please visit our website at:

<http://members.shaw.ca/bvarem/CalgaryCSA/bls.html>





BLS '08 REGISTRATION FORM

Council on School Administration &
The Alberta Teachers' Association
Banff Leadership Seminar 2008

THE INSTRUCTIONALLY INTELLIGENT LEADER... NO OPTIONS

April 10 - 12, 2008 with Keynote: Barrie Bennett

Banff Park Lodge, Banff, AB
1-800-661-9266

Register with **Margaret Patterson** at:

Mail	Phone	Fax	E-Mail
BLS '08	403-269-6872	403-237-6459	margaret.patterson@cssd.ab.ca
St. Angela School 231-6 Street NE Calgary, AB T2E 3Y1			

Please complete the following form in full as it is needed for nametags and registration.

In registering for this specialist council conference, you are voluntarily providing your personal information and consenting to its collection, use and disclosure for all purposes connected with your attendance at this conference.

Name _____ School/Department _____

Address _____ Postal Code _____

Phone _____ Fax _____

E-mail _____ @ _____

Jurisdiction _____ Alberta Teaching Certificate Number _____

Registration Fee

Category of ATA Membership* Active Associate Life Nonmember

CSA Annual Membership New Renewal

Regular \$50, Affiliate (not eligible for any ATA membership) \$50, Student \$25 \$ _____

Conference Registration for members

(Includes: President's Reception, 2 breakfasts, 2 nutrition breaks and 1 lunch) \$300.00 \$ _____

Not eligible for Specialist Council membership* \$600.00 \$ _____

Please make cheques payable only to BLS '08 TOTAL \$ _____

*Central office staff who did not elect active ATA membership cannot be members of specialist councils. The superintendent and deputy superintendent of school jurisdictions and teachers in direct charter, federal or private schools must be ATA Associate members in order to qualify for specialist council membership. If you have questions about eligibility, please call the ATA, 780-447-9400 or 1-800-232-7208.

NO REFUNDS on Cancellations after March 25th, 2008.

There is a \$50.00 fee on all cancellations prior to March 25th, 2008. Confirmation will be sent to you by e-mail

CSA GST Registration #R127492791

Member is defined as the Council on School Administration, the BC Principals and Vice-Principals Association, The Saskatchewan Council on School Administration, the Manitoba Principals and Vice-Principals Association, the Manitoba Association of School Superintendents, or the equivalent organization in other provinces or states.



Canadian Association of Principals
Association canadienne des directeurs d'école

"An Association of School Leaders"

CAP News

February 2008

CAP Executive

- Maria Di Perna, President
- Ted Whiteland, Past-President
- Terry Young, President-Elect
- Les Dukowski, Western VP
- Joycelyn Fournier-Gawryluk, Central VP
- Connie Pottie, Eastern VP
- Marie Schutt, Executive Assistant

CAP Board of Directors

Janette Vlanich, Northwest Territories
Jan Wallace, Yukon
Dave Serkoak, Nunavut
Marilyn Merler, British Columbia
Kathleen Murphy-House, Alberta
Shawn Larson, Saskatchewan
Joycelyn Fournier-Gawryluk, Manitoba
Lisa Vincent, OPC Ontario
Dan Tighe, CPCO Ontario
Jim Jordan, Quebec
Eric Estabrooks, New Brunswick
Michael Knowles, Nova Scotia
Marian Grant, Prince Edward Island
James Hibbs, Newfoundland Labrador

The Canadian Association of Principals held its winter executive and board of directors meeting in Montreal, Quebec from February 7-9, 2008.

Items of interest for our members include:

- A Conflict of Interest policy being adopted for the CAP Board of Directors
- The continued development of a Student Leadership Day to be held in St. John's, NL in May 2008 between local students and students from BC.
- A presentation to the CAP board of directors by Anne Wade from the Centre for the Study of Learning & Performance, Concordia University in Montreal. Anne highlighted three projects developed the CSLP (Abracadabra, ePearl and ISIS-21). These resources are available to schools at no cost. Abracadabra is evidence-based, modular early literacy software accessible via the web. Please visit <http://doe.concordia.ca/cslep/ICT-ABRACADABRA.php> for more information. ePearl is an Electronic Portfolio encouraging active reflective learning and can be accessed at <http://doe.concordia.ca/cslep/ICT-ePortfolio.php>. ISIS-21 is Information Skills for the Information Society in the 21st Century and although not currently on-line more information can be obtained by contacting Anne Wade, Manager at 514-848-2424 ext. 2885 or wada@education.concordia.ca.
- A mid-year election for the CAP position of President-Elect. This position became available when Tom Hierck accepted a promotion to assistant superintendent in BC. **Terry Young**, from Iqaluit, Nunavut was the successful candidate and will assume his responsibilities as CAP President July 1, 2008. As well, Joycelyn Fournier-Gawryluk, CAP Director from Manitoba replaced Terry on the CAP executive as Central Vice-President for the remainder of this year. Congratulations Terry and Joycelyn! Annual elections for vice-president and president-elect positions will be held in May in St. John's.
- CAP's partnership with the Media Awareness Network and we encourage you to explore <http://www.media-awareness.ca/> where resources and support for everyone interested in media education and information literacy for young people are found.
- CAP continues to partner with the National Association of Secondary Principals in the United States to offer our members reduced membership fees in NASSP. As an International Alliance member of NASSP, you'll be connected to a vast network of high school administrators through the Annual NASSP Convention, state affiliate conferences, online forums, and more. You'll stay informed through their award-winning publications and newly enhanced Web site, www.principals.org. And you'll be better prepared by improving your leadership skills through their assessment and development programs.
- A new partnership with the National Association of Elementary School Principals in the United States has been formalized to offer our members reduced membership fees in NAESP similar to the partnership with NASSP. As an International Alliance member of NAESP, you'll be connected to a vast network of elementary administrators through the Annual NAESP Convention, NAESP's Leadership Academy programs; and NAESP's Online Academy. You'll also receive NAESP's award-winning *Principal* magazine (5 issues/annually), the *Communicator* (9 issues/annually), and *Report to Parents* (9 issues/annually).
- CAP continues to partner with The Learning Partnership to provide the Canada's Outstanding Principals Awards. Maria Di Perna, CAP President was pleased to attend the Gala dinner in Toronto, ON on February 26th to congratulate this year's winners. The Canadian Association of Principals extends our warmest congratulations to this year's worthy recipients.



THE LEARNING PARTNERSHIP
Champions of Public Education Across Canada

CANADA'S OUTSTANDING PRINCIPALS™

2008

Contact Us

CAP National Office
Attention: Marie Schutt
300 Earl Grey Drive, Suite 220
Kanata, ON K2T 1C1
Tel: 613-622-0346
Fax: 613-622-0258
Email: cap@bellnet.ca
Website:
www.cdnprincipals.org

Maria Di Perna, CAP President
c/o East Hill School
10350 Perras
Montreal, QC H1C 2H1
Tel: 514-494-3202
Fax: 514-494-3153
Email: mdiperna@emsb.qc.ca

Name	Surname	School	Board	City	Province
George	Aiken	Kensington Intermediate-Senior High School	Western School Board	Kensington	PE
Jim	Aitken	Macdonald High School	Lester B. Pearson School Board	St. Anne de Bellevue	QC
Victoria	Barlow	Edgemont School	Calgary Board of Education	Calgary	AB
Patrice	Barré	Whitehorse Elementary School	Education Department Yukon	Whitehorse	YT
David	Betts	Sooke School District #2	Sooke School District #2	Victoria	BC
Tony	Cawlin	St. Andrew Catholic School	Halton Catholic District School Board	Oakville	ON
Yvonne	Coltrano	Wilmington School	English Montreal School Board	Montréal	QC
Heather	Conlin	Halton District School Board	Halton District School Board	Burlington	ON
Caroline	Corn Smith	Aldershot School	Halton District School Board	Burlington	ON
Terry	Craig	Lakeview Elementary School	North West School Division	Meadow Lake	SK
Gordon	Crook	Technical-Vocational High School	Winnipeg School Division	Winnipeg	MB
Dore	Dela	St. John's College	Brent Intermediate Norfolk Catholic District School Board	Brantford	ON
Sandra	Enke-Kish	Genetel High Community School	Prairie Valley School Division	Genetel	SK
Scott	Ennis	F.J. Rutland Public School	District School Board of Niagara	Niagara Falls	ON
Joan	Green	Ridgeway Park School	Calgary Board of Education	Calgary	AB
Susan	Gustafson	Stony Mountain School	Interlake School Division	Stony Mountain	MB
Mym	Hood	Ridgeway Park School	Calgary Board of Education	Calgary	AB
Allanid	Jahangir	Lord Roberts Junior Public School	Toronto District School Board	Toronto	ON
Darlene	Kennedy	Catholic Central High School	Windsor-Essex Catholic District School Board	Windsor	ON
James	Lynch	Mobile Central High School	Eastern School District	Mobile	NL
Gail	Lyon	Adult High School	Ottawa-Carleton District School Board	Ottawa	ON
Card	MacWilliams	H/O Middle School	Central Okanagan School District #3	Kelowna	BC
Tajjar	Mann	Brimford Elementary School	Greater Victoria School District #1	Victoria	BC
Allison	McNeil	Trinton Middle School	Chignecto-Central Regional School Board	Trinton	NS
Gerald	Merrin	Vander Elementary School	Eastern School District	St. John's	NL
Greg	Moffitt	Garden Creek Elementary School	School District #18	Fredericton	NB
Laila	Moody	Queen Victoria Public School	Toronto District School Board	Toronto	ON
Robert	Morrilee	Ridgeway Elementary School	Hamilton-Wentworth District School Board	Hamilton	ON
Mohammed	Odeen	Darvna School	South Slave Divisional Education Council	Fort Resolution	NT
Curtis	Schreiber	Rutland Middle School	Central Okanagan School District #3	Kelowna	BC
David	Tarkin	Eddie John English Junior Middle School	Toronto District School Board	Toronto	ON
Dan	Tranor	St. James Catholic Elementary School	Niagara Catholic District School Board	St. Catharines	ON
Terry	Young	Inukuk High School	Greater School Operations	Iqaluit	NU

The Canadian Association of Principals wishes to congratulate Canada's Outstanding Principals for 2008!

- Diana Wickham from the Canadian Millennium Scholarship joined the CAP board of directors in Montreal to discuss the new Canadian Post Secondary Access Partnership with YMCA. This post-secondary access partnership will provide information and one-on-one advice to students and their families from groups that traditionally do not pursue education beyond high school. Pilot programming has begun in the Greater Toronto Area, Montreal and Edmonton. Members are also encouraged to visit www.Youcango.ca for more information regarding the National Access Program Directory. This directory is designed as a free online resource for educators, counsellors and other practitioners, education institutions at the secondary and post-secondary level, community groups and policy-makers, who share the objective of broadening access to post-secondary programs for Canadian who currently face barriers to further study.

The Canadian Millennium Scholarship Foundation's mandate ends in 2009 and CAP will be forwarding a letter to government agencies in support of extending the mandate of the CMSF.

Thank you to our
National Sponsors



- CAP Directors have identified the Role of the Principal as the top issue to focus on for this year. Within this topic, the complexity of the principal's workload will be examined, as well as relationships with parents in schools and student engagement and attendance. A statement regarding the Role of the Principal encompassing each of these elements will be developed during the year.
- Themes for our national publication "The CAP Journal" have been set for next year and include: Building Relationships (fall 2008); Complexity of School Leadership (winter 2009); and Diversity/Inclusion (spring 2009). If you would like to submit an article for publication please contact Marie Schutt at cap@bellnet.ca. We would be pleased to hear from you!
- The following CAP Code of Ethics has been adopted by the CAP board of directors.

The Code of Ethics of the Canadian Association of Principals defines the guiding moral principles and values of principals and vice-principals in Canada.

As Principals and Vice-Principals, we:

1. *consider first the well-being and success of every student in our care*
2. *treat each individual with fairness, dignity, and respect and honour their rights*
3. *are honest and conduct ourselves with integrity*
4. *maintain confidentiality except when this conflicts with our responsibility to the law*
5. *work cooperatively with other educators and associated professionals in education*
6. *faithfully carry out all duties as specified by governing bodies*
7. *engage in lifelong learning to maintain and improve our professional knowledge, skills and attitudes*
8. *promote practice that is based on research and the generally held standards of the profession*
9. *support student learning in partnership with the family and the wider community*
10. *collaborate with other principals and vice-principals in the education of students and advocating for the success of public education.*

CAP Meeting Dates

Spring 2008 – Executive & Board Meeting
Sun. May 11 - Executive
Mon. & Tues. May 12 & 13 – Board
St. John's, NL

CAP 2008 - May 14-16, 2008

Meeting Dates for 2008-2009 to be determined in May

CAP Annual Conference



The 26th Annual Conference of the Canadian Association of Principals

CAP 2008 - May 14-16, 2008

St. John's, Newfoundland

www.cap2008.ca



"This is the place where sky, land and water embrace like old friends"

CAP 2008 – Charting New Waters promises to be a wonderful professional development opportunity alive with local entertainment and local flavour. Speakers include Alfie Kohn, Barry MacDonald, Avis Glaze and Gwynne Dyer.

In Closing,

I extend my best wishes for a restful and relaxing spring break and leave you with this favourite quote.

*"Leadership is not a title or a position. It is a way of life and an attitude."
Kevin M. Burns*

Sincerely,

Marie Schutt, CAP Executive Assistant

COUNCIL ON SCHOOL ADMINISTRATION
The Alberta Teachers' Association

NOMINATION FORM
COMMUNICATIONS OFFICER 2008/09

Nominees must be regular members of the Council on School Administration.

We, the undersigned, wish to nominate

Name	
Home Address	Home Phone
Office Address	Bus Phone
Present Position	Employer

In support of this nomination, we wish to bring to the attention of all CSA members the following information, which will be distributed to members with the election ballots.

Nominators must be members of the Council on School Administration (three required).

We certify that our nominee has given consent to this nomination:

Name	Address	Telephone	Signature

Completed forms must be postmarked no later than April 25, 2008, and returned to Kathleen Murphy-House, 328 Ermine Crescent, Fort McMurray, AB T9H 4M6.

COUNCIL ON SCHOOL ADMINISTRATION
The Alberta Teachers' Association

NOMINATION FORM
PRESIDENT-ELECT 2008/09

Nominees must be regular members of the Council on School Administration.

We, the undersigned, wish to nominate

Name	
Home Address	Home Phone
Office Address	Bus Phone
Present Position	Employer

In support of this nomination, we wish to bring to the attention of all CSA members the following information, which will be distributed to members with the election ballots.

Nominators must be members of the Council on School Administration (three required).

We certify that our nominee has given consent to this nomination:

Name	Address	Telephone	Signature

Completed forms must be postmarked no later than April 25, 2008, and returned to Kathleen Murphy-House, 328 Ermine Crescent, Fort McMurray, AB T9H 4M6.