

Supporting Leaders. Putting Students First!



2011-2012

Annual Report



Canadian Association
of Principals
association canadienne des directeurs d'école



OUR MISSION

The mission of the Canadian Association of Principals is to represent the professional perspectives of principals and vice-principals at the national level and to provide the leadership necessary to ensure quality educational opportunities for Canadian students.

Fundamental to the CAP mission is the effective representation of students' interests at all tables where educational policy is being discussed.

2011-2012 EXECUTIVE

Joycelyn Fournier-Gawryluk, President

Michael Knowles, Past-President

Bill Tucker, President-Elect

Lois Adams, Eastern Vice-President

Alan Schroeder, Central Vice-President

Jameel Aziz, Western Vice-President

BOARD OF DIRECTORS

David Reid, Northwest Territories Teachers' Association—
School Administrators' Council, NWTTA-SAC

Gloria Coxford, Association of Yukon School Administrators,
AYSA

Terry Young, Nunavut Administrators' Council, Nunavut
Teachers' Association, NTA

Jameel Aziz, British Columbia Principals' and Vice-Principals'
Association, BCPVPA

Holly Godson, Alberta Teachers' Association Council of School
Administration, ATACSA

Anita Romanoff, Saskatchewan School Based Leaders, SSBL

Ken Hogle, Council of School Leaders—Manitoba Teachers'
Society, COSL of MTS

Jim Jordon, Association of Administrators of English Schools in
Quebec, AAESQ

Tina Estabrooks, New Brunswick Teachers' Association— In
School Administrators' Committee, NBTASAC

Derek Carter, Nova Scotia School Administrators' Association,
NSSAA

Lois Adams, Prince Edward Island Association of School
Administrators, PEIASA

Robert Matthews, Newfoundland Labrador Teachers'
Association School Administrators' Council, NLTASAC



A MESSAGE FROM THE PRESIDENT

The Right Honourable David Johnson, Governor General of Canada
with Joycelyn Fournier-Gawryluk, CAP President

A Year in Review

I have served on the CAP Board since 2006 and can truly say that my involvement has been both professionally and personally rewarding. As one considers a move to serve at the national level, it can be a little intimidating. However, as I reflected on my experiences at the provincial level, I had found school leaders to be warm, caring and committed individuals and decided that was probably the case in other jurisdictions. This has truly been the case as I have met colleagues from across Canada. The principals that serve on the CAP board exemplify traits that set them apart from others and I am very fortunate to have been able to get to know these colleagues and am honoured to have served as President for the 2011-12 school year. Involvement on this board offers many opportunities for professional growth and professional affirmation.

As those who have served as President in years prior to me know, there is ongoing work that is required of the person who serves as CAP's leader. There are many requests for perspectives on education and to attend events at the national and provincial levels. When serving in a volunteer position, it is difficult to fulfill all of the requests made by others but it is my hope that I have represented our organization well with the limited time that is allowed.

A Year of Change

The 2011-12 school year will be remembered as one of change for the Canadian Association of Principals. Our Executive Assistant, Marie Schutt who had served our organization for

more than 12 years decided to make a career change. Marie had been the thread that tied one year to the next and served as the keeper of the history of the organization. As a result, there was a great loss in her departure and it will take some time to assure that all that she had in memory will be written down for upcoming boards. We were fortunate to be able to hire Jill Sooley-Perley shortly after Marie's departure and Jill has been working behind the scenes putting the many puzzle pieces together. We are appreciative of her work in support of CAP.

Another huge change that was necessitated with Marie's departure was to find a publisher for our CAP Journal. Marie had been the publisher for a number of years. After some searching, we were finally able to bring on Market Zone Publishing. Their President, Trevor Shirtliff, is establishing a good working relationship with us and with our printing company, Friesens. Our first edition by Market Zone was released in early June. CAP continues to maintain editorial rights but Market Zone is responsible for finding advertisers and for compiling the editorials, articles and advertisements. Our major sponsors: Friesens, Lifetouch and Jostens will continue to receive advertisement space in the Journal as part of their sponsorship agreement.

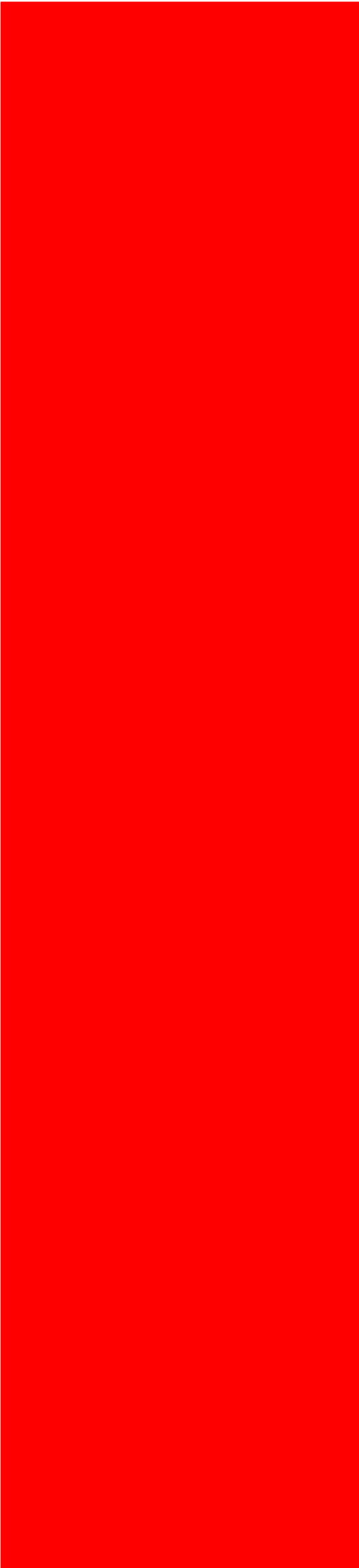
Our Sponsors have been so supportive of our organization and with the recent changes, it must be said that their financial and in-kind support is vital to our organization. Friesens under the leadership of their President Mr. Fred Perrin, do an excellent job of printing our journal with a commitment to three times a year. Mr. Dan Boudreau, Area Supervisor for Lifetouch, establishes a great relationship with us by always being present at our annual conferences and having a team ready to photograph and provide name badges for conference delegates. We appreciate their huge commitment to our Student Leadership awards honouring students in each of our affiliates with scholarships. Lastly, we are thrilled with the new development in our relationship with Jostens in that they are providing

transportation and hotel costs for the Principal of the Year Award winner. We thank Ms. Judy Webster for her presence at our conferences and for supporting the work of school leaders in Canada. In addition Jostens are very supportive of our President's reception inclusive of a gift of recognition as well as gifts of rings for our Vice-Presidents. They also assist in acknowledging our Directors who are leaving the board. We want to continue to build on a strong relationship that we have with these three sponsors.

Our website has undergone a total revamping this past year under the able direction of Brian Cameron, a principal in the Louis Riel School Division. Brian has developed a more modern look to our site and is making updates on a regular basis. He is very open to suggestions for change and acts on them immediately. His only compensation for these many hours of work is registration at our annual conference. In partnership with a student, he developed our new logo which was launched at the 2011-12 conference in Montreal. We thank him for this work in designing the logo for CAP. We look forward to it being the symbol of our organization for years to come.

Education Partners

During the summer of 2011, as CAP President, I attended three conferences which were held by our educational partners. I attended the CASA conference in Niagara Falls, Ontario where I had an opportunity to speak about CAP and our initiatives. This conference focused on 21st Century Learning. This was immediately followed by the CTF Conference in Ottawa, Ontario where they addressed the various political pressures that play into decisions made in education. Dr. Andy Hargreaves and Dr. Dennis Shirley were keynote speakers during this conference. Lastly, I was very fortunate to attend the International Confederation of Principals' Conference which was held in Toronto, Ontario. This conference provided an opportunity to connect with colleagues from Africa, Australia, New Zealand and Europe. It was truly an honour to be there as the CAP President



and to have several CAP colleagues in attendance who helped with our CAP Booth. I have also maintained connections throughout the school year with a variety of our partners, such as the Media Awareness Network.

Acknowledgements

I would be remiss if I didn't acknowledge and thank the CAP Executive for their work this year. We have worked as a team in support of the strategic plan for CAP and I believe that we have had a very challenging year but also one that sets our organization in a good place for future growth. It has been very supportive to know that I had the support of our Past President, Michael Knowles and our President Elect, Bill Tucker. I would also like to thank the Directors for the very key role they play in acting as liaison between the Affiliate and the National Board.

In closing, it is my hope that through my leadership as President that the Canadian Association of Principals I have acted as both an advocate and a role model for colleagues in our Affiliates. I am truly honoured to have served in this capacity in the organization and hope that my leadership has made a difference for colleagues and the students in our schools. Although it has been a year of great change, it has also been a year of new beginnings which I do hope will be there for the years to come.

Joycelyn Fournier-Gawryluk

CAP President, 2011-12

Major Initiative – Research Study

The CAP Board's decision to move to a research study will be a resource for the organization for a number of years to come. The title of the project is: **The Future of the Principalship in Canada, A Pan-Canadian Research Study**. The literature review has been done and it is demonstrating that there is not a great deal of research in this area. As a result, a research study on this topic is very timely.

The purpose of the study is to examine the current conditions of practice that both limit and enable the inspirational leadership roles of principals in the context of the future forces that will shape public education in Canada over the next five to ten years. In particular, we hope to identify the trends and influences that will shape the work of the principal as school leaders in the future. The results of this study will have profound impact on the work of school principals. In this context, a particular focus of the study will be to examine the conflicting demands placed on administrators that currently limit their capacity to be instructional leaders in their schools. The influences of globalization and the impacts of emerging technologies will be a particular focus.

Dr. Ben Levin, Professor and Canada Research Chair in Education Leadership and Policy at the Ontario Institute for Studies in Education, has agreed to act as a critical friend to The Future of the Principalship research study. Ben is a respected educator and researcher both in Canada and internationally. In partnership with the Alberta Teachers' Association, the CAP National Board is responsible for conducting this study.

On behalf of the executive, I would like to thank our Affiliates for their financial support of this study which is absolutely essential for us to be able to move forward. I would also like to thank the Directors for assisting in the facilitation of Focus Group conversations which will provide the qualitative data for the study. Mr. JC Couture, the Alberta Teachers' Association, has been the contact person to CAP and he has done an admirable

job in coordinating this project. I would like to thank Garnett Goertzen, former Director from Alberta for making the original contact with JC Couture who is providing a great service to our organization. I think I can speak on behalf of all Board members that we await the results of this research study with great anticipation. As we move forward as an organization, the results of the study will be able to be shared with political leaders within our provinces/territories and with educational partners.

ADVOCATING FOR CAP MEMBERS

CAP continues to support its affiliates as they deal with advocacy at their affiliate and school district/board level.

* On a regular basis, Directors have brought affiliate issues and concerns, asking for support, requesting information of a national nature and searching for knowledge from colleagues in other provinces, e.g. The Role of the Principal was an ongoing discussion during CAP meetings. It is CAP's intention to release the results of the research project at our CAP 2013 Annual Meeting and Conference in Banff, Alberta.

* Affiliates have requested to have CAP President, the Executive and Directors speak at provincial and territorial conferences.

* CAP Directors who attended national and international events used the opportunities to promote the CAP mission and goals, e.g. NASSP convention, International Confederation of Principals Conference (Toronto, 2011), CMEC Annual Meeting, CTF Conference.

CAP Distinguished Principal and Distinguished Vice-Principal Awards

Among the numerous annual events held during the CAP conference, excellence in our profession was recognized with the CAP Distinguished Principal's Award and the CAP Distinguished Vice-Principal's Award. The title of CAP

Distinguished Principal of the Year was awarded to Gina Pizzo of Netsiliklihakvik School in Taloyoak, Nunavut. The Vice-Principal Distinguished award recipient was Marilyn MacLean of Glen Stewart Primary School in Stratford, Prince Edward Island. Recipients are advocates for our members and our profession through their dedication and passion for the education of their students and their exemplary leadership with staff.

The CAP membership was honoured with the presence of the The Right Honourable David Johnson, Governor General of Canada at our Annual Conference which was held in Montreal, Quebec. We thank our Quebec Affiliate, the Association of Administrators of English School in Quebec, for hosting an excellent professional development opportunity for our members.

EDUCATION PARTNERS

CAP maintains a relationship with many organizations and continues to explore new relationships with others. The purpose of the CAP's connection with partners is a dual one:

- * to provide information and knowledge to the partner so as to better focus its work and address the needs of principals, vice-principals, schools and students

- * to receive information and knowledge from the partner that will support the work of principals, vice-principals and students

CAP explores the benefits these partners offer to our members and how best to communicate these benefits to our members. A complete list of CAP's partners may be found in the Appendix of this annual report. Below are this year's highlights of CAP's activities with the various groups.

Centre for the Study of Learning and Performance (Concordia University): CAP supports and is partnering with the Centre in its work to receive funding for its Yes We Can! project. The initiative aims to combine several of the Centre's educational software projects into one learning toolkit, a tool that will facilitate students' acquisition of communication competencies through technology.

Joint Consortium for School Health: CAP endorsed support of the Consortium and its collaborative approach in the areas of health and education. Its goals for student health and well-being parallel those of CAP. Student health initiatives are a major area of focus by the Association at this time.

Canadian Federation of Home & School: CAP remains in contact and the organizations continue to support each other in our common goals. Ideas have been shared as to how to partner together in support of the students in public schools in Canada.

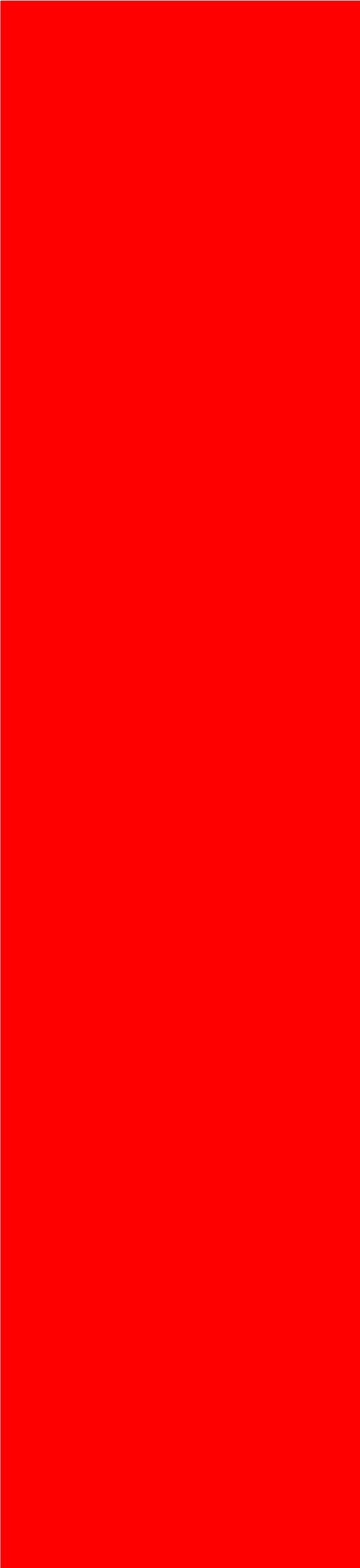
Council of Ministers of Education, Canada: CAP maintains a liaison relationship with this influential education partner. Opportunities to attend the meetings of this organization have been very beneficial for our Association.

Early Childhood Development Knowledge Centre (a Centre of Excellence of the Canadian Council on Learning): CAP endorsed and promoted the Centre's Encyclopedia on Early Childhood Development, bringing together research from international authors on topics related to children from 0 to 5 years of age; a most valuable tool for parents and educators alike.

Media Awareness Network: CAP was an official collaborator of the National Media Education Week. The purpose of the week is to promote media education and encourage media literacy activities throughout Canada's schools. We receive weekly updates from this organization which are shared through our website.

National Association of Elementary School Principals: our agreement with NAESP is similar to our agreement with NASSP.

National Association of Secondary School Principals: CAP's agreement with NASSP continued again this year, providing CAP members with reduced membership fees to NASSP and reciprocal sharing of information and attendance at each other's national conference.



PREVNet Promoting Relationships and Eliminating Violence: CAP renewed has a Memorandum of Understanding with PREVNet, affirming the joint collaboration in the interest of eradicating bullying of all types in Canada. PREVNet seeks input from CAP regarding school leader perspectives on safety in schools.

Prime Minister's Awards for Teaching Excellence: CAP assisted in the review of applicants from across the country before final selections were made.

Royal Canadian Mounted Police: CAP continued its support of the National Youth Officer Program. The program provides training for officers who are school community liaisons. The RCMP continues to develop its SAFE plan and seeks input from CAP on this initiative.

INCREASING AND IMPROVING COMMUNICATION WITH AFFILIATES AND WITH INDIVIDUAL MEMBERS

The CAP Journal serves as a source of professional information and knowledge for principals and vice-principals in Canada. The Journal is printed and is usually issued three times each year. The topic for each issue was determined by the CAP Public Relations/ Communications and Journal Committee, after receiving input from the affiliates regarding local topics and needs. The Editorial Board ensured that content for each issue was relevant and meaningful to the work of principals and vice-principals. Due to the many changes that took place this year only two issues were published and they were based on the topics of *The Global Threat to Education* and *Putting Imagination in Education*.

CAP continued to support the work of the Atlantic Association of School Administrators (AASA), a group that was begun around the CAP table with the purpose of furthering the issues and agendas of the Atlantic affiliates. While CAP continued to be supportive of AASA, a decision was made to disband and to leave funds to support the involvement of the CAP Eastern Vice-President and Affiliates to participate in CAP's meetings.

CAP 2012, the 30th Annual CAP Conference was held in Montreal, Quebec from May 24-26 with the theme being Leadership Under Construction. It was hosted by the Association of Administrators of English School in Quebec bringing together almost 450 principals and vice-principals from across the country for exceptional professional development and valuable collegial exchanges.

The upcoming CAP conferences:

CAP 2013 in Banff, Alberta, hosted by the Alberta Teachers' Association Council of School Administration, ATACSA

CAP 2014 in Halifax, Nova Scotia, hosted by Nova Scotia School Administrators' Association, NSSAA

INCREASING CAP MEMBERSHIP

CAP understands that growth in membership is contingent on provincial and territorial affiliates', principals' and vice-principals' awareness of CAP's endeavours and the relevance and value they have to their work in schools. CAP has undertaken several new initiatives, such as:

- * the fifth publication of an Annual Report provides the membership with a summary of CAP's activities and successes throughout the year
- * the Role of the Principal Research Study
- * a partnership with CLASP

CAP's profile at the national level has grown significantly in the past several years. On a regular basis, CAP receives invitations from national groups requesting presence at their tables, input on their projects and support for their initiatives. As CAP continues to grow in prominence, its voice will be heard and will have a considerable impact in advocating for members. The significance and relevance of CAP's work to potential members will be evidenced in its successes to facilitate and improve the status of principals and vice-principals. It is hoped that the research study findings will greatly assist in this advocacy role.

SUSTAINING FINANCIAL STABILITY

CAP's great challenge has been securing financial stability in the face of very low membership fees. CAP fees have been maintained at \$10 per member for the past 14 years.

* The professional content of the CAP Journal has greatly improved. That, along with the Journal's more attractive presentation has made it an appealing venue for advertisers wishing to promote their products or services to educators and eventually we hope that it will be cost neutral.

* CAP benefits from the financial support of its national sponsors, who support the costs of many of our initiatives.

* While the profits of the CAP national conference are not incorporated into the Association's operating budget, they nonetheless contribute to the financial wellbeing of the Association. CAP has a profit sharing agreement with the host affiliate, 40%60% partnership with the host affiliate retaining the greater portion. Successful conferences have been held in:

CAP 2005	Halifax, Nova Scotia
CAP 2006	Quebec City, Quebec
CAP 2007	Vancouver, British Columbia
CAP 2008	St. John's, Newfoundland and Labrador
CAP 2009	Winnipeg, Manitoba
CAP 2010	Regina, Saskatchewan
CAP 2011	Charlottetown, Prince Edward Island
CAP 2012	Montreal, Quebec

CAP NATIONAL SPONSORS

CAP values its national sponsors and their support of CAP's work and initiatives.

Friesens is a Platinum Sponsor providing all the services required to print our CAP Journal three times per year.



Jostens is a Gold Sponsor through the following initiatives: President's Reception at the CAP Annual Conference, CAP rings for CAP executive members, CAP watch for CAP President, and Certificates for retiring CAP Directors As of this year. Jostens is supporting the cost of transportation and hotel for the Principal of the Year Award recipient; rings for the Principal and Vice-Principal of the Year.



Lifetouch Gold Sponsor

CAP Student Leadership Scholarship (\$750.00 per Affiliate);
Annual Conference Name Badges and Official Photographer.



CONCLUSION

CAP continued during the 2011-12 year to further the mission and goals of the Association. With the leadership and dedication of its Directors, CAP has been involved in important, relevant work that has benefitted the provincial and territorial affiliates, principals and vice-principals, their students, teachers and schools.

FUTURE OF CAP

CAP Executive – 2012 - 13

Bill Tucker, President

Joycelyn Fournier-Gawryluk, Past President

Jameel Aziz, President-Elect

Tina Estabrooks, Eastern Vice-President

Jim Jordon, Central Vice-President

Holly Godson, Western Vice-President

CAP has evolved and the future is promising. New Directors will continue to grow the vision of CAP. After the annual, critical review of CAP's Strategic Plan, an action plan will be developed that will continue

- * to provide a strong, national voice for Canada's principals and vice-principals,


- * to develop and maintain professional growth and leadership for members,

- * to promote the national status of principals and vice-principals,

- * to foster and support national objectives of Canadian education,

- * to provide information and service to affiliate Associations.

The strength of CAP is its members, their faith in Canadian public education and their commitment to provide the best education possible for their students.



Appendix A

The Canadian Association of Principals Student Leadership
Award Winners 2011-2012

Appendix B

Canadian Association of Principals Partner Organizations

Canadian Association of Principals
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Website: www.cdnprincipals.org



The Canadian Association of Principals and Lifetouch Canada, sponsors of the CAP Student Leadership Award are pleased to announce the winners from across Canada for 2011-2012 as follows:

Adam Keating from *O'Donel High School, Mount Pearl, NL. Principal: Michelle Clemens*

Kendra Belding from *St. Malachy's Memorial High School, Saint John, NB. Principal: Elizabeth Horgan*

Chad Sutherland from *Northumberland Regional High School, Westville, NS. Principal: Robert Ballantyne*

Emily Ross from *Bluefield High School, North Wiltshire, PE. Principal: Gerry Coady*

Victoria Caplan-Wagner from *Beaconsfield High School, Beaconsfield, QC. Principal: Rosemary Patterson*

Terri Kusugak from *Inuksuk High School in Iqaluit, NU. Principal: Terry Young*

Cynthia Bhourji from *Tamanawis Secondary in Surrey, British Columbia. Principal: Margaux Molson*

Tony Ding from *Old Scona Academic in Edmonton, AB*

Tenille Kirtzinger from *Kindersley Composite School in Kindersley, SK. Principal: Murray Ferguson*

Emily Neufeld from *Portage Collegiate Institute in Portage la Prairie, MB. Principal: Gregg Waldvogel*

Each successful candidate receives a *Seven Hundred and Fifty Dollar Scholarship* provided by our proud sponsors, **Lifetouch Canada**.

Congratulations to all successful candidates.

Canadian Association of Principals Partner Organizations

**Canadian Association for Chiefs of Police
Canadian Association of Fire Marshalls
Canadian Association for School Libraries
Canadian Association of School Administrators
Canadian Centre on Substance Abuse
Canadian Council of Learning
Canadian Council of Ministers of Education, Canada
Canadian Education Association
Canadian Federation of Home & School
Canadian Initiative for the Prevention of Bullying
Canadian Millennium Scholarship
Canadian Olympic Committee
Canadian Safe School Network
Canadian School Board of Canada
Canadian Teachers' Federation
Centre for the Study of Learning and Performance (Concordia University)
Concerned Children's Advertisers
Council of Ministers of Education Canada
Curriculum Services Canada/Health Canada
Early Childhood Development Knowledge Centre (a Centre of Excellence of the Canadian
Council on Learning)
Education Canada Network
Family Services Canada
Health Canada
International Alliance for Child and Adolescent Mental Health in Schools
International Confederation of Principals
Invest in Kids
Joint Consortium for School Health
Media Awareness Network
National Association of Elementary School Principals
National Association of Secondary School Principals
National Coalition for Music Education
PREVNet Promoting Relationships and Eliminating Violence
Prime Minister's Awards for Teaching Excellence
Promoting Relationship and Eliminating Violence Network (PREVNet)
Public Health Agency of Canada
Royal Canadian Mounted Police
Student & Youth Travel Association
Schizophrenia Society of Canada
UNESCO**