

# CAP



## 2013-2014 Annual Report



## **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.

## 2013-2014 EXECUTIVE

**Jameel Aziz**, President  
**William Tucker**, Past-President  
**Tina Estabrooks**, President-Elect  
**K.J. White**, Eastern Vice-President  
**Jim Jordan**, Central Vice-President  
**Holly Godson**, Western Vice-President

## BOARD OF DIRECTORS

**Janette Vlanich**, Northwest Territories Teachers' Association—  
School Administrators' Council, NTTA-SAC  
**Gary Morgan**, Association of Yukon School Administrators, AYSA  
**Terry Young**, Nunavut Administrators' Council, Nunavut  
Teachers' Association, NTA  
**Shelley Green**, British Columbia Principals' and Vice-Principals'  
Association, BCPVPA  
**Holly Godson**, Alberta Teachers' Association Council for School  
Leadership, ATACSL  
**Carol Sarich**, Saskatchewan School Based Administrators, SSBA  
**Spencer Clements**, Council of School Leaders—Manitoba  
Teachers' Society, COSL of MTS  
**Jim Jordan**, Association of Administrators of English Schools in  
Quebec, AAESQ  
**Gilbert Cyr**, New Brunswick Teachers' Association— In School  
Administrators' Committee, NBTASAC  
**Michael Landry**, Nova Scotia School Administrators'  
Association, NSSAA  
**K.J. White**, Prince Edward Island Association of School  
Administrators, PEIASA  
**Kevin Giles**, Newfoundland Labrador Teachers' Association  
School Administrators' Council, NLTASAC

## **A YEAR IN REVIEW: A MESSAGE FROM THE PRESIDENT**

It has been an honor serving as CAP President over this past year. I first came to the Board as President of the B.C. Principals' and Vice Principals' Association in 2010. I have always been impressed by the energy, thoughtfulness and engagement of your representatives from the various provinces and territories. It has been a privilege working with all of these dedicated individuals to better the engagement of our members nationwide.

CAP continues to be a voice that is sought after in many discussions. I have been surprised at the number of meetings and discussions I have been asked to be involved in. As I work for a very supportive Board, I have been able to participate in almost all of the requests that came my way. It would appear that these occurrences come in cycles, either related to budget, strategic planning or national agenda as I do not believe that my predecessors were involved in as many meetings out of school.

The Role of the Principal study is completed and has been distributed under the watchful eye and leadership of our current president, Ms. Tina Estabrooks. She and JC Couture have put together an effective plan for distribution and discussion of the study and its implications and I suspect it will serve as a foundational of national principal research for some time to come.

### **The Only Constant is Change**

As a Board of elected or selected representatives we have new faces at the table each year and many consistent faces. One of our challenges is that when we meet each November we have to spend significant time bringing new Board members up to speed before we can get to the business of the association. We have made some changes over this past year to ensure that we can do this effectively and efficiently and still complete the myriad of tasks we face in the short two days we spend together in November.

We face some tough decisions and careful planning moving ahead. Lifetouch is no longer providing funds for sponsorship but only "in kind" services. This new reality as well as the fact that large conferences are losing their accessibility for many means that we need to carefully examine the way we do things. Even more reason why our strategic plan will be an important foundation document for next year and moving forward.

Our biggest challenge at the moment is member and Board engagement. None of the ideas we discuss for moving forward and modernizing the

organization can occur without the input our members. I know how busy everyone is and that keeping up with the communication and demands of our immediate superiors can be challenging enough. That was clearly indicated in the feedback provided in the Role of the Principal study and yet without your input it is beyond challenging to effectively advocate for you and your critical education role.

### **Communication**

One of the key areas we continue working to address is our communication with you our members. We are very fortunate to have Brian Cameron out of Manitoba as our webmaster and also managing our Twitter feed. Brian provides a lot of current information and topical news items to members. Our twitter handle is @CDNprincipals

We have also sought to provide more regular communication via newsletters sent to you between the Journal's publications. These are intended to inform you of the current initiatives and their progress as well as to share activities of the organization. We are hopeful that your provincial forward affiliates ensure that these reach you in a timely way.

### **Educational Partners**

My tenure began quickly in July, 2013 with then Past President Bill Tucker and then President Elect Tina Estabrooks meeting in St. John's, Newfoundland for some strategic planning meetings. We were in discussions with Apple Canada, Lifetouch Canada and completing the process of the Role of the Principal Study at that time. As the Canadian Association of School Administrator's was holding their annual conference there, which I was attending, it was an effective use of resources to meet with my two east coast partners at that time.

From there I left St. John's to attend the Canadian Teacher's Federation meetings in Ottawa and meet with some of our national organization partners. The meetings focussed on Aboriginal education and were eye opening in both content and scope. It was a valuable forum to be a part of and to ensure that the voice of principal's across Canada was heard.

The rest of the summer was quiet but meeting invitations kept coming and in November, President Elect Estabrooks and I travelled to Toronto to meet with staff from the Canadian Ministers of Education Council (CMEC) to talk about national initiatives, and sharing of information and resources. It was an effective meeting.

From there we attended an International Principal's Forum hosted by the Ontario Principal's Council. The focus of this meeting was to look at education trends and changes occurring globally. The conversations were

rich and OPC has produced a discussion paper based on the findings of those discussions. I would anticipate they are available on their website.

Following those meeting we left immediately to meet with our Board in Ottawa for our usual November meetings. It was great to meet with new and experiences board members and engage in the discussions around rapid changes occurring in each jurisdiction. Your representatives spend a lot of time and energy to share their thinking at our table and should be commended by you for their efforts.

2014 brought further conversation and engagements. In February, I attended the National Association of Secondary School Principals (NASSP) Conference in Dallas, Texas along with our President Elect. We were well received and our American counterparts were more than interested in chatting with us about our philosophies, operations and programs as they often look at Canada as an educational model to emulate. I heard the phrase “our Canadian friends” used often when referring to better practices and ideas about educational improvement. Unfortunately our reciprocal arrangement with NASSP has ended as financial considerations on both sides have determined that we can no longer sponsor each other to attend each other’s conferences. That being said, the goal is to find other ways to work together and share ideas in a productive fashion.

Shortly thereafter the Canadian Association on Substance Abuse invited me to a forum looking at drug legalization and focussing on the effects of drugs on the adolescent brain. Most of those in the room were doctors and mental health practitioners but the conversation was rich and very informative. The perspective of educational leaders was very welcomed and I felt it was a worthwhile event to provide our thoughts and opinions to.

CAP has had a representative to UNESCO as a standing role. This seems to follow a two year cycle as I took the place of Jocelyn Fournier Gawryluk at the table and I anticipate that K.J. White will be taking my place at the table next year. UNESCO engages in work around education, environment and philanthropy. They also provide support to underdeveloped nations to improve educational models, outcomes and capacities. I attended meetings in March in Ottawa and June, in Victoria, BC in this role.

Finally, our national conference was held in Halifax, Nova Scotia this year. The organizing committee did a fantastic job and the conference was well attended, informative and well-rounded in the scope and depth of its presenters. The balance of social activities and learning was well received and CAP was very proud of the efforts made by the Nova Scotia Association and its conference leaders.

In July, I met with then President Tina Estabrooks and President Elect K.J.White for a strategic planning meeting for the 2014-2015 year in Charlottetown, PEI. As our current executive resides mainly on the east coast it is far more cost effective for me to travel east than to meet centrally. Our main focus was preparation of the release of the Role of the Principal Study which occurred in September with a successful launch. We also discussed sponsorship challenges and how to engage more effectively with current and new partners moving forward. I have no doubt that Ms. Estabrooks will lead us to successful ventures.

### **Broadening our Scope**

One of the items I am most pleased about is establishing a new relationship with the Jiangsu Education Department in China. With this relationship, a cross section of principals from across Canada will be travelling to Shanghai and Jiangxou in late October for an International Principal's Conference hosted by the Chinese government. We are hopeful that this relationship will benefit understanding of educational practices in both countries and that it will be an annual opportunity for interested and selected members to attend.

### **Final Thoughts/Acknowledgements**

My work over the past year was built upon a foundation carefully crafted by those in the President's role before me. I would be remiss if I did not acknowledge the work and dedication of Michael Knowles, Jocelyn Fournier Gawryluk and Bill Tucker before me and Tina Estabrooks and K.J. White who will follow me. The dedicate individuals who serve on the Board and in these leadership roles deserve your praise and gratitude, they certainly have mine.

I also want to provide a huge thank you to Jill Sooley-Perley who has helped keep me organized and is our main contact to affiliates hosting our national conference. We would be hard pressed to move forward without her dedication and efforts.

I am confident that CAP will continue to build its presence and voice as the organization representing school leadership and principals and vice principals nationally. I am proud of the work that was done this past year and look forward to staying apprised of the growing role of CAP as the voice of principals and vice principals nationally moving forward.

## **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 Principals in Canada, A Pan-Canadian Research Study**. The study is completed and had a successful launch in September.

The purpose of the study was 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 were able identify the trends and influences that 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 was 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 was a particular focus.

In partnership with the Alberta Teachers' Association, the CAP National Board was 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. J.C. 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 CAP Director from Alberta for making the original contact with J.C. Couture who is providing a great service to our organization. Finally, I would to acknowledge the leadership that Ms. Joycelyn Fournier-Gawryluk Past President



2012-2013 provided in ensuring that this piece of ground breaking and vital work was moving forward. I think I can speak on behalf of all Board members that we look forward to the results of this research study with great anticipation and sharing its conclusion with or membership this coming year. As we move forward as an organization, the results of the study will be able to be shared with political leaders within our provinces and territories as well as 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 2014 Annual Meeting and Conference in Halifax, N.S.

\* Affiliates have requested to have CAP President, 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, 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 Fernaud Runco, Principal, Katherine Therrien Catholic Elementary, Edmonton, AB. The Vice-Principal Distinguished award recipient was Suzanne Gallant, Vice-Principal, Garden Creek Elementary School, Fredericton, NB.

These recipients represent the professional dedication and passion that our members demonstrate on a daily basis through their exemplary leadership with staff for the education of their students.

## **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; in that the agreement decreases membership costs to NAESP for CAP members and allows for a greater sharing of resources between the two Associations.

**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. Three issues were published.

CAP Western Vice-President and Jill Sooley-Perley have taken the initiative to produce 2 CAP News Letters to improve communication with our membership. We hope to offer 3 of these per year.

CAP 2014, the 32<sup>nd</sup> Annual CAP Conference was held in Halifax, Nova Scotia from May 6-9, 2014 with the theme being Times are Changing: Leadership for the Future. It was hosted by the Nova Scotia Teachers Union, School Administrators Association (NSSAA).

The upcoming CAP conferences:

**CAP 2015** in Whistler, B.C. hosted by the British Columbia Principals' and Vice Principals' Association (BCPVPA).

**CAP 2016** in Saint John, N.B. hosted by the New Brunswick Teachers' Association (NBTA).

## **INCREASING CAP MEMBERSHIP**

CAP understands that growth in membership is contingent on provincial and territorial affiliates', principals' and vice-principals' awareness of CAP's endeavors' and the relevance and value they have to their work in schools. Along with the communication venues listed in the section Increasing and improving communication with affiliates and with individual members; CAP has undertaken several new initiatives, such as:

- \* the sixth publication of an Annual Report provides the membership with a summary of CAP's activities and successes throughout the year

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 15 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 recent conferences have been held in:

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 2013 Banff, Alberta

CAP 2014 Halifax, Nova Scotia

#### **Future Conference Locations**

CAP 2015 Whistler, British Columbia

CAP 2016 Saint John, New Brunswick

#### **CONCLUSION**

CAP continued during the 2013-2014 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.

## 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.



## **FUTURE CAP EXECUTIVE**

### **CAP Executive – 2014 - 2015**

**Tina Estabrooks**, President

**Jameel Aziz**, Past President

**K.J. White**, President-Elect

**Michael Landry**, Eastern Vice-President

**Jim Jordan**, 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 2013-2014

## Appendix B

Canadian Association of Principals Partner Organizations

Canadian Association of Principals  
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Telephone: 613.839-0768  
Email: [info@cdnprincipals.org](mailto:info@cdnprincipals.org)  
Website: [www.cdnprincipals.org](http://www.cdnprincipals.org)



The Canadian Association of Principals are pleased to announce the winners of the Student Leadership Award from across Canada for 2013-2014 as follows:

**Amy Chatman** from *Hertiage Collegiate, Lethbridge, NL*. Principal: Mr. Terrance Maloney

**Ashna Asim** from *Sydney Avademy, Sydney, NS*. Principal: Mr. Kevin Deveaux

**Ryan Brown** from *Harbour View High School, Saint John, NB*. Principal: Mr. David Morgan

**Ashton Muttart** from *Kinkora Regional High School, Kinkora, PE*. Principal: Mrs. Jaime Cole

**Isabell Houle** from *Beaconsfield High School, Beaconsfield, QC*. Principal: Ms. Rosemary Patterson

**Taylor Nimchonok** from *College Jeanne-Sauve, Winnipeg, MB*. Principal: M. Alain Michalik

**Teagan Holt** from *Bishop James Mahoney High School, Saskatoon, SK*. Principal: Ms. Lisa Hodson

**Jennifer Switzer** from *Parkland Composite High School, Edson, AB*. Principal: Ewen Murray

**Shivani Mysuria** from *Cariboo High Secondary School, Burnaby, BC*. Principal: Ms. Susan Montabello

**Anika Bychok** from *Inuksuk High School, Iqaluit, NU*. Principal: Mr. Jay Thomas

**Sruthee Govindaraj** from *Vanier Catholic Secondary School, Whitehorse, YK*. Principal: Mr. Ryan Sikkes

Each successful candidate receives a *Seven Hundred and Fifty Dollar Scholarship* provided by the **Canadian Association of Principals**.

**Congratulations to all successful candidates and best wishes for the future.**

## **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**