

CAP



2014-2015 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.

2014-2015 EXECUTIVE

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

BOARD OF DIRECTORS

Adrien Amirault, 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
Gordon Li, 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
Maxine Geller, 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, NBTAISAC
Michael Landry, Nova Scotia School Administrators'
Association, NSSAA
K.J. White, Prince Edward Island Association of School
Administrators, PEIASA
Kyran Dwyer, Newfoundland Labrador Teachers' Association
School Administrators' Council, NLTASAC

A YEAR IN REVIEW: A MESSAGE FROM THE PRESIDENT

It was an honor serving as CAP President this past year. I joined the Board in 2011 as a Director representing the In-School Administrator's Committee for the New Brunswick Teachers' Association. The voice of the Canadian Association of Principals is sought by many organizations connected to children and learning. Representing a national perspective on something as important as educational leadership is an exhilarating yet intimidating experience. My tenure presented the opportunity to engage in conversations with National and International colleagues and served to broaden my understanding of global trends influencing our work. The dedication of those serving our profession is inspirational and, universally; Canadian Administrators are held in high regard. I am very fortunate to have sat amongst the dedicated members of the CAP Board. By ensuring regional perspectives are shared and understood, these Principals strengthen CAPs ability to support the national objectives of Canadian education and promote the status of our Principals and Vice-Principals.

Working with our leaders across Canada ascertained my long-held belief that Canadian educational leaders are pioneers, proactive and willing to confront the challenge of social change and create systems of responsive education. Throughout my tenure I observed Principals and Vice-Principals balancing the global trends while remaining committed to the authentic, cultural climates that define our country. They are adept at providing the skills, resources and motivation that enables teachers to prepare students for their futures. I am grateful for the wisdom they shared and acknowledge that my time with the Canadian Association of Principals supported my professional growth and fortified my pride in our profession.

It is difficult to fulfill the important role of the Presidency from the side of your desk. I am forever grateful for the support received from our most recent Past-Presidents, Joycelyn Fournier-Gawryluk, Bill Tucker and Jameel Aziz. Although many great Presidents served before them, these three leaders surrounded me and, by exemplifying quality leadership, guided my tenure. I am humbled to associate myself with them and their accomplishments.

A Year of New Beginnings

2014-2015 will be remember as the year the Canadian Association of Principals solidified its position as a lead facilitator in the area of national research. *The Future of the Principalship in Canada: A Pan-Canadian Research Study*, launched September 2015, was well received nationally and internationally. Once again we thank our Affiliates for their support in financing and facilitating the research and the Alberta Teachers' Association (ATA) for their partnership. With the guidance, direction and

leadership of Dr. J-C Couture, ATA Research Coordinator, CAP Directors successfully disseminated the findings across the country. As predicted, the information sparked new and meaningful dialogue within our educational community. In addition to regional distributions and local presentations, the report was published and mobilized as follows:

- A. Over 10 national and international conference presentations in 2014-15 including:
 - 1. The Future of the Principalship in Canada: Phil McRae, Dennis Shirley at “Visionary Leadership for Today’s Learner Ulead Conference,” Banff, Alberta, March 15-18, 2015
 - 2. The Future of the Principalship in Canada, American Educational association, Chicago, April 16 – Monday, April 20, 2015, J-C Couture
 - 3. Panel Presentation: The Future of the Principalship in Canada: A Pan-Canadian Study 2015 CSSE conference at the University of Ottawa. May 28 – June 1
 - 4. 12th Convention of the International Confederation of Principals. 3-6 August 2015 - Helsinki, Finland

- B. Active twitter activity by national and international speakers:
<https://twitter.com/philmcrae/status/577484984706957312>
<http://dcmooc.ca/hub/category/simon-breakspear/>

- C. Published as an online resource through libraries throughout Canada
<https://www.library.yorku.ca/find/Record/3359394> and has an iTunes Course.

- D. Publication and distribution of 1,000 copies requested through Alberta Teachers’ Association.

Strategic Planning

Anticipating that the release of the study would engender great interest and awareness, it was imperative to develop a strategic plan that capitalized on newly established networks and reinforced the momentum this work afforded. Jameel Aziz, KJ White and I met in July knowing that the release of the study would strengthen CAP’s national and international identity and warranted a strategic plan conceptualizing this new direction. The desire to strengthen an awareness of CAP’s vision led to the development of an acronym that, if well promoted, would serve to solidify member understanding of CAPs purpose and intent.

Communication - CAP will strive to increase and improve communication with affiliates and individual members.

- To continue our leadership in pan – Canadian research focused on the role of the principal and vice-principal.
- To enhance our online presence and become a primary source in the distribution of current and topical educational information.

Advocacy - CAP will strive to be a present and relevant voice for educational leaders across Canada.

- To continue to engage with organizations and foster meaningful educational partnerships.
- To establish new and relevant relationships with partners prominent to the changing educational landscape.

Presence - CAP will strive to participate in national and international conversations where leadership can and will make a difference in the educational landscape.

- To continue to promote the high standards and reputation of Canadian education.
- To promote the focus and changing agendas of our partners that serve our membership and the overall quality of student education.

It was also felt that we needed to improve our ability to recognize regional concerns and to promote provincial accomplishments. The executive decided a refurbished template for affiliate reporting and a restructuring of the AGM committee meetings would allow relevant topics to emerge and improve our ability to be responsive to our members. Also, acknowledging that the infrequent gathering of Board members impedes our ability to be aware and connected, the Presidents agreed to re-establish the practice of teleconferencing prior to and between national meetings. Unfortunately, we still struggle to produce a tri-annual newsletter and, in turn, continue to discuss ways to improve our ability to provide information and national perspectives to our leaders.

Partnerships

In early November, Jameel Aziz and I attended the 10th annual *Jiangsu International Forum for School Principals* in Jiangsu, China. The theme of this forum was the *Common Progress of Schools: International Perspectives and Local Actions*. Jameel and I had opportunity to share a cross-cultural experience through keynote speeches, guest speeches, parallel discussions, and cultural trips. On behalf of CAP I signed a memorandum of understanding indicating our willingness to explore ways to facilitate partnerships between Canadian and Chinese schools that create opportunities for international exchanges and learning. As CAP forges new

ground in the area of educational research and strengthens its national identity, international partnerships and acquaintances will become increasing imperative. Similarly, knowing that we serve an ever growing global community, it is logical to establish ourselves as an entity striving to collaborate with other nations.

CAP's involvement in this pan-Canadian work deepened our relations with our affiliate associations, post-secondary institutions, researchers and the Canadian Teachers Federation. Inherently CAP is a logical conduit to collect and share information between educational leaders and academic scholars. A strong, collaborative network will help to streamline processes that ensure research is conducted in areas affected by current trends and provide a pathway to disseminate finding to intended audience in a timely manner.

CAP continues to enhance its relationships with historic partners such as the Canadian Wildlife Federation and Pfizer. This past year we signed memorandums of understanding to solidify our commitment of supporting and promoting one another when and where relevant. Unfortunately we have yet to find a partner to fiscally support our student leadership award. Understanding the value of this recognition the Board decided to continue offering a financial accolade, however; the award amount was reduced from \$750 to \$500. This lesser amount is more feasible for the Association and we remain hopeful that a financial partner will soon be secured. We are always grateful for our partnership with Jostens. In addition to sponsoring the President's reception during the annual CAP conference, Jostens provide the means to recognize our executive board members for their service. These times of recognition and acknowledgement are symbolic of the quality and importance of the Association

Communication

We are very fortunate to have assistance from Brian Cameron, Principal of the Louis Riel School Division-Arts and Technology Centre, who voluntarily continues to act as our webmaster. Brian is committed to maintaining and improving our web presence. His responsive and collaborative nature ensures we promote our partners in timely and supportive manner.

This year we signed a two year contract with MultiView. MultiView is a creative provider of inspired marketing solutions for partners and clients in the B2B space. As of August 2015, our contract with MultiView yielded approximately \$6000 in advertising royalties. Moving forward the Board must strategically plan how to utilize this new source of revenue. To ensure we maintain superior standards and only promote likeminded organizations, CAP must create a formal process for approving advertisements.

We are exploring the possibility of using MultiView services to produce an electronic newsletter. MultiView would aggregate educational news, solicit appropriate advertising and electronically circulate frequent newsletters to our members. In addition to generating additional funds, success of this initiative serves to meet one of our strategic objectives namely to be a primary source in the distribution of current and topical educational information. Our lack of an active distribution system impedes our ability to enter into contract. A concrete mechanism for distributing the communiqués must be established in order to move forward. Considering the challenge of solidifying financial partners to support such things as our student leadership award and research projects, I strongly recommend CAP exercise a concerted effort to develop an electronic avenue to reach members efficiently.

The successful launch of the research study provided momentum to strengthen relationships with our post-secondary community and academic scholars. Acknowledging that we have much to learn and that Canada has many well respected researchers, I have worked to develop a core group of academics that will guide our future initiatives and build our network. With enhanced relationships we expect an increase in the number of scholars seeking to publish in the CAP journal and believe this new network provides the ability to move towards a higher quality, peer-reviewed magazine. To ensure we reach our potential as a primary vehicle for research, I strongly recommend we explore the possibility of instituting a CAP working committee comprised of scholars and a consistent CAP member.

Acknowledgements

I wish to once again express my gratitude for the support provided from the CAP Directors and the Executive. With dedicated leadership, the Canadian Association of Principals continues to gain momentum and is becoming an ever-growing presence in the field of education and leadership. I would also like to thank Jill Sooley-Perley who plays a vital role in organizing CAP events and business itineraries. Her knowledge of our operation ensures Directors are apprised of responsibilities and that, despite the infrequent face-to-face meetings, we are a well-informed, connected group.

I am proud of the our accomplishments this year and I am confident that, under the direction of incoming Presidents KJ White and Maxine Geller, the Association will continue to expand its influence. I will always maintain a connection and I look forward to witnessing and promoting the future ventures of the Association.

Tina Estabrooks

CAP President. 2014-2015

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.

* 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 Marie Whelan from Monsignor Fee Otterson Catholic Elementary/Junior High School in Edmonton, AB.

The Vice-Principal Distinguished award recipient was Kirk Linton, Vice-Principal, Holy Spirit School in Cochran, AB.

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.

CAP 2015, the 33rd Annual CAP Conference was held in Whistler, British Columbia from May 11-14, 2015 with the theme being Connecting Leaders: Inspiring Learners. It was hosted by the British Columbia Principals' and Vice-Principals' Association (BCPVPA).

The upcoming CAP conferences:

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

CAP 2017 in Saskatoon, S.K. hosted by the Saskatchewan School Based Administrators (SSBA).

CAP 2018 in St. John's, N.L. hosted by the Newfoundland Labrador Teachers' Association School Administrators' Council (NLTASAC).

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 seventh 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
CAP 2015	Whistler, British Columbia

Future Conference Locations

CAP 2016	Saint John, New Brunswick
CAP 2017	Saskatoon, Saskatchewan
CAP 2018	St. John's, Newfoundland

CONCLUSION

CAP continued during the 2014-2015 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 – 2015 - 2016

K.J. White, President

Tina Estabrooks, Past President

Maxine Geller, President-Elect

Kyran Dwyer, Eastern Vice-President

Terry Young, Central Vice-President

Carol Sarich, 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 2014-2015

Appendix B

Canadian Association of Principals Partner Organizations

Canadian Association of Principals
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Telephone: 613.839-0768
Email: info@cdnprincipals.org
Website: www.cdnprincipals.org



The Canadian Association of Principals are pleased to announce the winners of the Student Leadership Award from across Canada for 2014-2015 as follows:

Simal Qureshi from *Stephenville High School, Stephenville, NL*

Principal: Michael Murrin

Victoria Somerton from *Glace Bay Senior High, Glace Bay, NS*

Principal: Theresa MacKenzie

Konning F. Claire from *Harris Trimble High School, Moncton, NB*

Principal: Tami VanWart

Sarah Butler from *Bluefield High School, Hampshire, PE*

Principal: Jerry Coady

Frija-Gruman, Nissim from *Beaconsfield High School, Beaconsfield, QC*

Principal: Rosemary Patterson

Kelsey Capiendo from *Sisler High School, Winnipeg, MB*

Principal: George Heshka

Cameron Choquette from *Kelvington High School, Kelvington, SK*

Principal: Dale Hrytak

Nimra Dar from *Jasper Place High School, Edmonton, AB*

Principal: Jean Stiles

Nicole Welsh from *Robert McMath Secondary School, Richmond, BC*

Principal: Neil Kamide

Alexia Galloway-Alainga from *Inuksuk High School, Iqaluit, NU*

Principal: Jay Thomas

Solstice Sarin – Toves from *FH Collin Secondary School, Whitehorse, YK*

Principal: Mr. Darren Hayes

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

**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**