

CAP



2015-2016 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.



2015-2016 EXECUTIVE

K.J. White, President
Tina Estabrooks, Past-President
Maxine Geller President-Elect
Kyran Dwyer, Eastern Vice-President
Jim Jordan, Central Vice-President
Carol Sarich, Western Vice-President

BOARD OF DIRECTORS

Coleen McDonald, 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
Kevin Reimer, British Columbia Principals' and Vice-Principals' Association, BCPVPA
Thomas Midbo, Alberta Teachers' Association Council for School Leadership, ATACSL
Carol Sarich, Saskatchewan School Based Leaders, SSBL
Sandy Turcotte, Council of School Leaders—Manitoba Teachers' Society, COSL of MTS
Jim Jordan, Association of Administrators of English Schools in Quebec, AAESQ
Kynda Bryant, New Brunswick Teachers' Association— In School Administrators' Committee, NBTAISAC
Michael Landry, Nova Scotia School Administrators' Association, NSSAA
Terry MacIsaac, Prince Edward Island Association of School Administrators, PEIASA
Kyran Dwyer, Newfoundland Labrador Teachers' Association School Administrators' Council, NLTASAC

CAP President Message: 2015-2016 Year in Review

It was an honour and a privilege to be CAP President for the 2015 – 2016 school year. CAP will follow our strategic plan by continuing to grow and increase our communication, advocate for all principals across our great country, and maintain our valued presence in leadership conversations to ensure we are the national voice of principals across Canada.

CAP is committed to enhancing our research by establishing working partnerships and agreements with schools, professors, researchers, writers, presenters, universities, and post-secondary institutions. We will focus our pan-Canadian research on the role of principals and vice-principals, establishing CAP as a national research leader.

Let's connect and share our leadership ideas to ignite the nation as educational leaders from coast to coast to coast. We have the opportunity to shape the educational landscape with our commitment to research, a shared vision of professional leadership collaboration, and continuing our conversations now and in to the future.

As CAP President, it has been a terrific professional learning opportunity to support and build leadership capacity along with our CAP Executive and Board affiliate members. At the CAP table, we have dedicated leaders representing all provinces, territories, and regions from across our great nation. With such great representation and commitment from our executive and affiliates, CAP is in great hands as we continue to shape the leadership landscape together.

I would like to thank former CAP Presidents, Bill Tucker, Jameel Aziz, and Tina Estabrooks for their professional guidance, exemplary leadership, and forward thinking over the past five years, which has solidified CAP as the true Canadian voice of educational leaders. Together, we are CAP strong!



CAP Strategic Plan and Action Map

In July 2015, Maxine Geller, CAP President Elect, Tina Estabrooks, CAP Past President, and I met in Charlottetown, Prince Edward Island to continue to focus on and develop our CAP strategic plan. Our strategic plan is in year two of its inception and it was time to look over the feedback and action map that was discussed with our CAP Board during our CAP Annual General Meetings held in Ottawa, Ontario in November 2015 and our CAP National Conference held in Saint John, New Brunswick in May 2016.

The feedback and direction given by our CAP board was to continue to follow our goals and implement our CAP Strategic Plan for a second year:

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 and 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.

Over the last 2 years, the executive and board have updated the affiliate reporting template and restructured national committee meetings to allow current topics to emerge and improve our ability to be responsive to our members. Our national board members meet together twice a year. We will continue to teleconference prior to and between national meetings and we developed a 12-month guideline calendar to support our national affiliates to keep the lines of communication and timelines fluid all year.

Partnerships

CAP strives to build professional partnerships with many educational associations across Canada and outside our country. See more Appendix A

CMEC – Council of Ministers of Education Canada

416.962.8100 Email: INFORMATION@CMEC.ca www.cmec.ca

CTF – Canadian Teachers Federation

866.283.1505 613.232.1505 www.ctf-fce.ca President: Heather Smith

CASSA - Canadian Association of School System Administrators

866.803.9549 Email: info@cea-ace.ca

International Partnerships

President initiates and maintains a relationship with International Partners

Jiangsu Education Services for International Exchange

Rob Cochrane: rob@jesie.org

NASSP – National Association of Secondary School Principals

Front Desk: 703.860.0200 President: G. A. Buie
Executive Director: JoAnn D. Bartoletti

NAESP – National Association of Elementary School Principals

President: Robyn Hansen Email: naesp@naesp.org Toll free #: 800.3862377

UNESCO – United Nations Education and Sustainability

Email: esddecade@unesco.org

SEPN – Sustainability and Education Policy Network

Email: alysa.k.loring@gmail.com

Mobile: 306.280.5876

Research

Alberta Teacher's Association

Contact : JC Coutoure jc.coutoure@ata.ab.ca

Western University/KNAER

Contact : Katina Pollock kpolloc7@uwo.ca

University of New Brunswick

Contact: Ken Brien kbrien1@unb.ca

12 Month Calendar of Events

We have established a 12-month calendar to support our CAP Executive and affiliate members to ensure all provinces, territories, and regions have a yearly plan to follow together.

Communication

Our CAP Journal is our flagship publication which has been a tremendous success over the years in offering our CAP members and readers, from inside and outside our borders, the most innovative and grassroots stories about current, cutting edge, and need to know research topics in Canadian Education. Our authors have a solid and well established medium within our journal to publish real world in your school happening now articles that really hit home and a relevant to each classroom and school, across our great nation. On behalf of our CAP executive, we would like to offer our sincere thanks to Mr. Kyran Dwyer, our Eastern Vice President, for his dedication, leadership, and vision in making each and every CAP Journal under his watch a true success story.

We would like to extend a big thank you to Market Zone and owner Trevor Shirtliff for our continued partnership together in designing and producing each CAP Journal. Market Zone has a terrific production company and has created each CAP journal with vivid colours, original and trend setting designs, and tremendous visual content.

We are in our second year of 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 September 2016, our contract with MultiView yielded approximately \$10 000 in advertising royalties.

The next step with our partnership with Multiview will be to look at the potential that exists to move CAP forward in creating an online presence beyond our banner advertising. Opportunities available could include an electronic newsletter, working with Multiview to create and upgrade our CAP web page, offer CAP membership online sign up, and look at more ways to advertise with Multiview.

CAP Research Focus 2015-2016

The successful launch of our 2014-2015 research study, *The Future of the Principalship in Canada*, in collaboration with ATA, provided momentum to strengthen relationships with our post-secondary community and academic scholars. During this year, Tina Estabrooks, our CAP Past President, went to many research meetings, forums, and presentations to develop a core group of academics that will explore the possibility of creating a national working committee comprised of educational scholars to work alongside CAP. Maxine Geller, our President Elect will be our CAP research contact for this year and next.

Our current CAP Research study is outlined in Appendix B.

Acknowledgements

I would like to thank our current and past CAP Executive and affiliate members for their tremendous contributions and commitments to CAP over the years. It is your excellent leadership skills, advocacy and voice representing CAP, and your friendship and conversations that I will miss the most after my time is complete. I wish you all the best.

The heartbeat of CAP is our Executive Assistant, Jill Sooley-Perley. Jill always finds a way and the time to make it happen for all of us with a smile on her face, tons of laughter and joking, and a terrific and relentless work ethic. Jill ensures our timelines are on point, our CAP National Meetings and National Conferences are of the highest standards, and enables us to work together all across the country. I want to thank you Jill for taking care of all our CAP needs and making us a strong and successful association.

In 2016-2017, CAP will be in great hands with our incoming President, Maxine Geller and President Elect, Kyran Dwyer. Our experienced Executive and affiliate members will continue to promote CAP and follow the virtues of our historic association. Together, we are CAP strong!

Sincerely,



K.J. White

CAP President - 2015-2016

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 Cheryl Chuckry from Ecole St. Avila in Winnipeg, MB.

The Vice-Principal Distinguished award recipient was Robyn Allaby, Vice-Principal, Fredericton High School in 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.

CAP 2016, the 34th Annual CAP Conference was held in Saint John, New Brunswick from May 16-19, 2016 with the theme being Tides of Change: Oceans of Opportunity. It was hosted by the New Brunswick Teachers Association.

The upcoming CAP conferences:

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 16 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
CAP 2016	Saint John, New Brunswick

Future Conference Locations

CAP 2017	Saskatoon, Saskatchewan
CAP 2018	St. John's, Newfoundland

CONCLUSION

CAP continued during the 2015-2016 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 – 2016 - 2017

Maxine Geller, President

K.J. White, Past President

Kyran Dwyer, President-Elect

Terry MacIsaac, 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.



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Appendix A

The Canadian Association of Principals Student Leadership
Award Winners 2015-2016

Appendix B

The Aspirations and Work life of the Canadian School Principal:
A National Study

Appendix C

Canadian Association of Principals Partner Organizations

Canadian Association of Principals

300 Earl Grey Drive, Suite 220 Kanata, ON K2T 1C1

Telephone: 613.839-0768

Email: info@cdnprincipals.org

Website: www.cdnprincipals.org



**Canadian Association
of Principals**
association canadienne des directeurs d'école

APPENDIX A

The Canadian Association of Principals are pleased to announce the winners of the Student Leadership Award from across Canada for 2015-2016 as follows:

Luke Fowlow from <i>Bay d'Espoir Academy Milltown, NL</i>	Principal: Ms. Connie Wilcott
MacKenzie Dahlgren from <i>Charles P. Allen High School, Bedford , NS</i>	Principal: Ms. Bird
Lucas S Emery from <i>Fredericton High School, Fredericton, NB</i>	Principal: Mr. Shane M. Thomas
Hannah Taylor from <i>Three Oaks Senior High, Summerside, PE</i>	Principal: Mr. Jeff Clow
Victoria Dunlop from <i>Beaconsfield High School, Beaconsfield, QC</i>	Principal: Ms. Michelle Harper
Sarah Holtmann from <i>Warren Collegiate Institute, Warren, MB</i>	Principal: Ms. Laura Perrella
Isabel Gagne from <i>Harvest City Christian Academy, Regina, SK</i>	Principal: Mr. Todd Harrison
Ines Rosito from <i>Springbank Community High School, Calgary , AB</i>	Principal: Ms. Pam Davidson
Thao Atkinson from <i>Boundary Central Secondary, Midway , BC</i>	Principal: Mr. Robert Macfarlane
Rosalie Suclan from <i>Inuksuk High School, Iqaluit, NU</i>	Principal: Mr. Jay Thomas
Eric Muir-Cressman from <i>FH Collin Secondary School, Whitehorse, YK</i>	Principal: Mr. Darren Hayes
Jada Hawkins from <i>Ecole St. Patrick High School, Yellowknife, NT</i>	Principal: Ms. Coleen McDonald

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

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



APPENDIX B

The Aspirations and Work life of the Canadian School Principal: A National Study

Rationale

This research project will continue the work of advancing the Canadian Association of Principals (CAP) as the authoritative voice of school leaders across the country. As highlighted in the 2014 research study *The Future of the Principalship in Canada*, the growing diversity and complexity of Canada's school-communities calls upon CAP to support its network of school leaders in becoming significant players in educational research development and mobilization across the country.

Study Overview

The overall purpose of the research study will be to contribute to a comprehensive environmental scan of the current conditions of practice and aspirations of Canadian school leaders in the following three thematic areas:

- i. **Equity and inclusive school-communities:** *newcomer families; immigration (Syrian refugees); commitment to Truth and Reconciliation; mental health issues; increasing complexity of medical and developmental challenges of children and youth; growing disparity and readiness to learn.*
- ii. **Technology and the digital saturation of the milieu for learning and living:** psycho-social impacts on children and youth; the growing datafication and commercialization of public education; impacts on pedagogy and professional development.
- iii. **Aspirations and Efficacy:** principals' workload, organizational health, addressing the complexity of parental demands, efforts to enhance instructional leadership; misplaced accountabilities; impacts of district and provincial policies and governance.

The research project will include two key components:

1. An online survey of school leaders will assess their self-reported aspirations, levels of professional capital, drivers of stress and other psycho-social circumstances impacting their work. To facilitate analysis and comparisons with emerging research in other jurisdictions, the survey will include items adapted from a number of sources: national

work life balance instruments; professional capital indicators (developed by Hargreaves and Fullan); school leader efficacy surveys and research; a parallel Australian survey focussed on the impacts of commercialization and privatization; and items adapted from a recent study Alberta-Harvard Medical School study, *Growing Up Digital*.

2. The survey would be promoted and distributed thorough CAP and its affiliates with the data collected and analysed by the research team at Alberta Teachers' Association in collaboration with a high-level research team. The sample size both nationally and from each CAP affiliate have yet to be confirmed.

Budget and Timelines (CAP's contribution)

- \$2 000 Research review, consultations with national advisory panel, survey design October 2015-April 1, 2016
- \$2 000 Survey administration, hosting of survey, networking with affiliates, promotion April 1-June 1, 2016
- \$6 000 Analysis and report June 1 – August 1, 2016

Total: \$10 000

Guiding Principles

As with all CAP research initiatives, a series of foundational principles will guide the study. The formation of the National Research Advisory Panel, approved by the CAP executive last year, will help CAP and its affiliates to support, share and mobilize this study:

1. Educational leadership research is fundamental to high-performing and equity-focused education systems that support the best possible learning environments for all students.
2. Educational leadership research informs policy, decision making and practice, and contributes to a forward-thinking and adaptive education system.
3. Educational leadership research is collaborative, and involves multiple local, provincial, national and international educational partnerships and stakeholders.
4. Educational leadership research, where research informs practice and practice informs research, supports the development of exemplary school leaders.
5. Educational leadership research adheres to ethical principles and practices to promote and facilitate conduct of research that respects the dignity and preserves the well-being of all people involved.

APPENDIX C

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

