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LEADERS & LEARNERS

THE VOICE OF THE CANADIAN ASSOCIATION OF
SCHOOL ADMINISTRATORS/L'ASSOCIATION
CANADIENNE DES ADMINISTRATEURS ET DES
ADMINISTRATRICES SCOLAIRES

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Upcoming Events

- The 2010 CASA Annual Summer Conference will take place from July 8 to 11 at the Loews Le Concorde in Quebec City.

Complete details start on page 3 of this issue.

Registration information and forms are on the CASA website at www.casa-acas.ca.

Message From The President: Planning For Leadership Succession

In our chosen profession, each of us is keenly aware of the myriad leadership demands placed upon us by the varied publics we serve. Further, almost everything that confronts us on a day-to-day basis needs a quick fix. Thus, long-term planning time can often be highly elusive!

However, an ever-increasing body of literature in both corporate and educational circles is now telling us that planning for an orderly and effective leadership succession at the school and district level is imperative.

We recognize that a mentoring arrangement within the organization can also yield enormous dividends to the organization and to the participating individuals. To this end, an increasing number of jurisdictions have legislated for prospective administrators a period of compulsory mentoring prior to certification. The variety of programs undertaken at universities and in school systems is now providing some consistent aspects of which we should be aware when considering implementation. Any such program must

- permit choice to both mentor and mentee
- have a mentorship with a long enough duration so that a meaningful relationship can be formed



Carol Gray
CASA president

- allow for flexibility in the choice of goals and activities
- be private and confidential (most important of all)

We must remember that both mentors and their charges are most interested in encouraging one another to become better in their chosen careers through a path of ongoing learning.

We know also that, without doubt, effective administrators can have incredible impact on school-level challenges and that an orderly, well-planned succession will provide a solid foundation for ongoing success.

What we must ensure is that, within our responsibility, whether that is at the school or district level, there is a systematic and open process for identifying and encouraging outstanding individuals who are educational leaders. Such a system implies a summative evaluation instrument that has little room for the subjectivity that is so often required to deal with the variables inherent in a particular assignment.

Therein lies the challenge—the continuing development of effective mentoring practices that remain formative only and the implementation of a corporate culture that sees succession planning as essential to its vision and growth.

Message From The Executive Director: Models Of Mentoring For New Superintendents

The rapid turnover of senior leaders in education over the past few years has created a need for training and sharing of experience at a high level. In Ontario, the retirement of superintendents has been a constant 10 to 15 per cent each year for the past 10 years. This year alone, more than 50 per cent of the public directors of education (those who are the CEOs of district school boards) have retired. The result is a considerable change in the leadership of large systems as experience is replaced with enthusiasm.

The good news is that strong candidates continue to step forward to accept the challenge of leadership. We all know that these positions have become more demanding with more responsibilities each year. Discussions with colleagues in other provinces indicate that there is a similar change across the country.

Professional organizations, and more recently the Ontario Ministry of Education, have recognized the need in this area and have developed different models of mentoring to offer help, advice and guidance to new superintendents and directors of education.

OPSOA began a mentoring program for new superintendents seven years ago. It was based on matching a mentor, a retired superintendent, with the new person. The program involved an introductory meeting of the two, a review of a number of procedures through the year and a final meeting to summarize performance. The mentor was established as a confidante, a person who could be called with any question and one who would offer a non-threatening ear and then experienced guidance with difficult issues. Program costs were shared between the association and the board. There have been about 30 members in the program each year.

A similar program for directors of education was organized three years ago. New members and mentors are matched by a

coordinator, taking into account the portfolio of the member and the expectations of the board. As well as the face-to-face meetings, mentors provide on-demand telephone contact throughout the year. Training sessions are held for mentors each year to emphasize skills and expectations for success.

Another feature of the new supervisory officer program with OPSOA is the chance to spend a full day with **Michael Fullan** and **Andy Hargreaves** in April. This has proven very successful as a chance to exchange ideas and build concepts for leading learning.

The Ontario Catholic Supervisory Officers operate a similar mentoring program with active superintendents and directors as coordinators. They have had very good results from their efforts as well and have a similar proportion of enrollment.

The Ontario Ministry of Education has supported mentoring for the past three years and has provided funding to enhance the original programs from the associations. The Ministry involvement has included an outside evaluation of the programs and significant recommendations for strengthening the content.

Mentoring is a much-needed component of succession planning today in education and will continue to be so as change is so rapid.



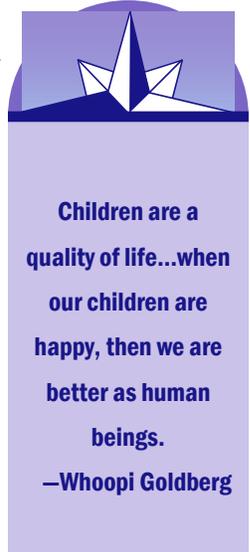
Frank Kelly
CASA executive director

Recognize A Colleague With The EXL Award

CASA members who show exemplary leadership ability and who enhance school administration are eligible for the EXL Award. The award, jointly sponsored by Xerox Canada Limited and CASA, has been presented since 2002. If you work with an outstanding CASA member or know a leader in our field who deserves to be recognized, why not nominate them for the 2010 award?

Nominations for 2010 will be accepted until June 30.

The award will be announced during opening ceremonies at CASA's annual conference. Official nomination forms are on the CASA website at www.casa-acas.ca.



Children's Mental Health And Historical Quebec City: Annual Summer Conference 2010 Preview

How would you like to visit a four-centuries-old city without even leaving Canada? Ready to explore where Canada was born? Want to bring your family to a city with a UNESCO world heritage site, fantastic cuisine and architecture, and a lively summer festival? Join us this July as CASA members gather for our annual summer conference and pre-conference activities in the cradle of French civilization in North America, beautiful and historic Quebec City.

Beaupré, you'll see beauty in both the rustic landscapes and the old ancestral homes (watch for the traditional outdoor bread ovens). The tour will stop at the Shrine in Sainte-Anne-de-Baupré and the Montmorency Falls (one-and-a-half times higher than Niagara Falls). The day ends on Île d'Orléans (discovered by **Jacques Cartier** in 1535) in the historical village of Sainte-Pétronille. We leave the hotel at 9am. This tour costs \$60 for adults or \$30 for children under 16, and includes all transportation fees. You are respon-



The ramparts, or city walls, of Old Quebec; one of many *crêperies*; European-style streetscape. *Photos by Tara Lee Wittchen*

Pre-conference activities get underway on Wednesday, July 7. This day offers your choice of three distinct options.

St-Jean-Port-Joli is best known for its tradition of wood-carving. Located about an hour east of Quebec City on the south shore of the majestic St. Lawrence River, this picturesque village has many opportunities for viewing works of art, shopping for unique handicrafts and sampling Quebec delicacies. We leave the hotel at 8am. This tour costs \$60 for adults or \$30 for children under 16, and includes all transportation fees. You are responsible for your own meal costs and other incidentals.

Your second option is the Quebec City/Beaupré Coast tour. Really step back in time as you view your host city's many historical sites, such as the Latin Quarter, Plains of Abraham, Old Quebec (*Vieux-Québec*, surrounded by the only remaining fortified city walls north of Mexico), the Château Frontenac, the National Assembly, the Basilica, City Hall, Place Royale, the Citadelle and the many distinctly European-feeling streets. Keep your eye out for the charming horse-drawn carriages, or *calèches*. On the *Côte-de-*

sible for your own meal costs and other incidentals.

And back by popular demand, there's the option of spending the day showing your colleagues who owns the links. Yes, a full day of golf at the Club de Golf de St-Laurent. This is a great golfing destination featuring a backdrop of mountains and a course that follows the banks of the St. Lawrence River. We leave the hotel at 9am and tee time is 11am. Cost is \$90 and includes transportation, green fees and shared cart fees. You are responsible for your own club rentals if needed (but do feel free to bring your own) and meal costs.

The conference itself starts on Thursday, July 8, at the Loews Hôtel Le Concorde in Quebec City. The theme of this year's gathering is children's mental health.

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**You must work – we
must all work to
make the world
worthy of its
children.
—Pablo Casals**

Annual Summer Conference 2010 Preview, continued

(Continued from page 3)

The CASA executive and affiliate council meeting begins on Thursday, July 8, at 1pm in the Board Room.

The opening ceremonies for the 2010 annual summer conference start at 6pm in the Borduas/Krieghoff Rooms. Tickets are included with your registration package, and your family is welcome to attend. Our 2009-10 president **Carol Gray** will MC the event and welcome everyone at 6:30pm. Representatives from the Quebec Ministère de l'Éducation, the Canadian Education Association, the American Association of School Administrators, Canadian Association of Principals and the conference's major sponsors will speak, as will the president of the Association of Administrators of English Schools of Quebec and the president of the Association of Directors General of English School Boards of Quebec.

At 7pm, the 9th annual CASA Xerox EXL Awards will get underway. Xerox's **Randy Brydges** will once again be on hand to present awards to each of the CASA affiliate nominees, one of whom will be named the 2010 national EXL Award winner. See page 2 for more details. The national winner will also be named the AASA Canadian Superintendent of the Year at next year's AASA annual conference. The CASA Distinguished Service and Life Membership awards will also be presented at this time.

Dr. Paula Barrett, an internationally recognized scholar and groundbreaking researcher in the field of child psychology, will deliver this year's keynote address at 7:30pm. Dr. Barrett is the director of the innovative research-based clinic Pathways Health and Research Centre. She is the patron of the Pathways to Resilience Trust, which is working to implement the FRIENDS for



Quebec City has a distinctive architectural heritage.

Photo by Tara Lee Wittchen

Life program in underprivileged Australian schools. She is working to prevent anxiety, depression and youth suicide, and to promote resilience in families and communities in areas of need. To learn more about this program, visit friendsinfo.net.

Following this informative address, join us in the foyer at 9pm for a friendly reception hosted by ADGESBQ/AAESQ.

Friday, July 9, kicks off at 8:50am in the Borduas/Krieghoff Rooms with opening remarks by CASA president Carol Gray. Dr. Barrett will return to present a half-day workshop on the FRIENDS for Life program with two of her Canadian colleagues, **Kelly Angelius** and **Catherine Austin**. Kelly is the policy maker overseeing the provincial implementation of the FRIENDS program in BC and Catherine is the director of Austin Resilience Development Inc. and the FRIENDS for Life training partner for Ontario, Quebec, the Maritimes, the Northwest Territories, the Yukon and Nunavut. The session will be divided into two segments by a coffee break in the foyer from 10:15 to 10:45am.

From noon to 1:30pm, you can either join your colleagues for a ticketed lunch buffet (\$25) or make your own arrangements.

In the first segment of the afternoon, from 1:30 to 2:45pm, you have your choice of five breakout sessions. These include Giving Teens Hope: Brandon's Off-Campus High School (with **Dr. Donna Michaels** and **Dr. Linda Ross**), School-based Behaviour Coaches (with **Brenda Sautner** and **Karen Bain**), Transition to Work Program (with **Karen Branscombe**), A School Board and Community Agency Threat Assessment Team (with **Jo Anne Payne**) and School-based Crisis Response: Help or Hindrance? (with **Marcia Powers-Dunlop** and **David Johnston**).

Our second coffee break takes place from 2:45 to 3pm.

The second segment of sessions runs from 3 to 4:15pm. Choose from Right from the Start (with **Laura Wellmann** and **Allyson Van Impe**), Intervention Teams: Integrating Our Strengths, Practices and Skills to Build Resiliency in Communities, Schools, Children and Their Families (with **Dr. Sue Ball**, **Jackie Young** and **Michelle Cassidy**), Providing Supports for All Students (with **Jim Berry**), Moving School/Mental Health Collaboration Forward...Without a Carrot OR a Stick!

(Continued on page 5)



Receive the children
in reverence,
educate them in
love and send them
forth in freedom.

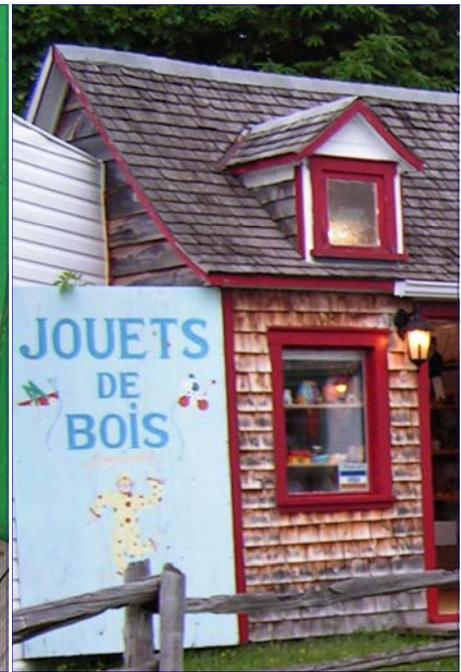
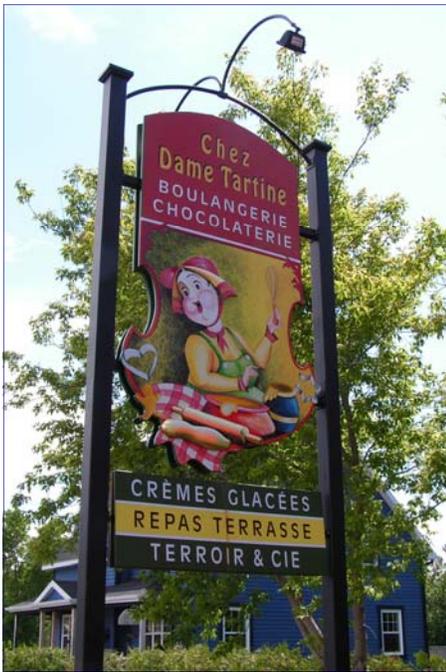
—Rudolf Steiner

Annual Summer Conference 2010 Preview, continued

(Continued from page 4)

(with **John Stadnyk**, **Lynn Ryan MacKenzie** and **Mario Turco**), and Using Data and Evidence to Support Innovations in School-based Mental Health (with **Vicki Corcoran**, **David Hoy** and **Dr. Kathy Short**).

Well-being: The Student Wellness Project (with **Kathryn Kirby**, **Stephanie Brenton**, **Carolyn Reid**, **Debbie Arnold**, **Jacqueline Hodgson** and **Anne Roberts**), The School Referral Council: An Effective Mechanism for Enhancing Success of At-risk Elementary Students (with **Patti Christensen** and



St-Jean-Port Joli is a charming village just east of Quebec City. It is home to many traditional wood carvers, folk artists and food artisans. You'll delight at the colourful and quaint homes and shops scattered along the shores of the St. Lawrence River in this centuries-old community.

Photos by Tara Lee Wittchen

Friday evening is yours to explore the activities of the Quebec Summer Festival (infofestival.com) or to tour the walled city of Old Quebec. Perhaps this is your chance to sample delicious *crêpes* for supper.

Saturday's breakout sessions begin at 9am and include The Role of the School Leader in School Mental Health (with **Gloria Wells**), Developing a Strategic Plan for School Mental Health (with **Dr. Barrie Evans**, **Dr. Michelle Gilpin** and **Melanie Ferdinand**), A School Community Resiliency Project: Changing the Narrative for Student Success (with **Tamara Nugent**, **Greg Nash** and **Susan Ralyea**) and Meeting the Mental Health Needs of Youth: The Changing Role of Schools (with **Dr. Cindy Finn**).

Coffee is on from 10:15 to 10:45am.

The second set of sessions, from 10:45am to noon, include Working Together to Improve Children's Mental

Margaret MacDonald), A History of Mental Health and Education (with **Dr. David Walters**), Durham Talking About Mental Illness Coalition (TAMI): "Stomping Out Stigma" (with **Diane Mullan**, **John Dick** and **Bob Heeney**) and School-based Mental Health Promotion Initiative: Enhancing Social and Emotional Learning (with **Denis Granger** and **Marion Cooper**).

Once again, you can choose to join your colleagues for a ticketed lunch buffet (\$25) or try other nearby options.

Afternoon sessions start at 1:30pm and include Taking STEPPS to Creating a Classroom for Students Challenged by Mental Health Concerns (with **Brenda Willis** and **Gina Daus**), Making a Dif-

(Continued on page 6)



It's up to each of us
to help create a
better world for our
children.
—Dr. Benjamin
Spock

Annual Summer Conference 2010 Preview, continued

(Continued from page 5)

ference (with **James Trodden** — see *Leaders & Learners*, Volume 5, Issue 31, for his story), Loss Grief and Growth (with **Katherine Murray**), The Halton YODA (Youth Overcoming Depression and Anxiety) Program (with **Brook Gardner, Jennifer Brown, Teresa Brown, Theresa Wilson, Jo-Anne Trigg, Caroline Koekkoek** and **Jo-Anne Kershaw**) and When Eating Disorders Come to School (with **Dr. Ian Brown**). The final breakout sessions on Saturday include Adolescent Social Society-Collaborative Service Delivery Model for Students with Autism Spectrum Disorder (with **Lori Bryden, Andrew Slaughter** and **Carolyn Krug**), I Matter: A Look into Mental Wellness (with **Marisa Mariella**), Vitamins of Mental Health: Fostering Resiliency (with **Jim Van Buskirk** and **Dr. Jack Kamrad**), Team for SUCCESS: A School-based Mental Health Capacity Building Project in Rural Alberta (with **Melanie Tait**) and Making Connections (with **Lisa McMullin**).

You're free on Saturday night to choose your own supper options, and to explore the activities of the Quebec Summer Festival or the walled city of Old Quebec. Consider taking a lovely *calèche* ride with your spouse or riding the funicular down into the Lower Town.

On Sunday morning, CASA president Carol Gray will once again present opening remarks at 8:40. From 8:45 to 9:30am, the president of the AASA will discuss the issues from the American perspective, as well as their relationship with CASA. As well, representatives from the Canadian Education Association and the Canadian Association of Principals will highlight their associations' perspectives on children's mental health.

The final session will be The School-based Mental Health and Substance Use Consortium with **Michelle Forge, Ian Manion** and **Kathy Short**. The Consortium has been created to support a three-year project funded through the Mental Health Commission of Canada. It will produce a synthesis of information on school-based mental health and substance use in Canada. This interactive session will give an update on information gathered by the Consortium, and to let participants describe

- problems/issues related to student mental health that they are experiencing in their daily work
- current practices, policies, protocols and partnerships in place in their districts to respond to this issue

- enablers and barriers to carrying out mental health programming in schools
- specific content areas that they wish to learn more about to support their work in schools, and/or to include in training/support materials for teachers and school-based mental health staff
- ways in which information about school-based mental health is currently shared in districts
- optimal ways to share information about school-based mental health in the future

The findings from this conversation will be framed as a series of recommendations for developing school-based mental health and substance use programs and services from an education system perspective. The recommendations will inform the work of the Consortium and will ultimately be shared with the Mental Health Commission of Canada.

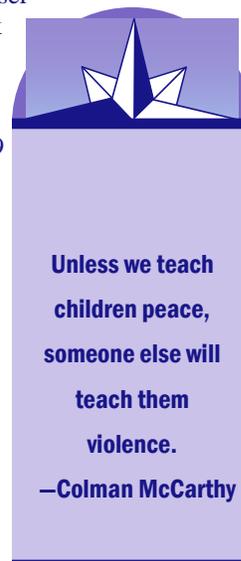
Lee Ann Forsyth-Sells, superintendent of Niagara Catholic District School Board, will take over as 2010-2011 CASA president at this time and will offer the conference's closing remarks at 12:30pm.

For more information or to register for events, contact **Marion Holmes** from PD Pros by phone at (403) 386-3860, by fax at (403) 386-3861, by email at holmes3@telusplanet.net or by mail at PD Pros, 496 Brookmere Cres. SW, Calgary, AB, T2W 2R4.

A room block is held at the Loews Hôtel Le Concorde in Quebec City until June 7. You can call for reservations toll-free at 1 (800) 463-5256; ask for the Canadian Association of School Administrators conference rate or the Canadian Association of School Administrators/PD Pros conference rate of \$199 plus applicable taxes. Keep in mind that hotels in Quebec sell out regularly during the Quebec City Summer Festival so take care to book early.

The deadline to register for pre-conference activities is June 1. Be sure to get your name in as soon as possible to avoid missing out on what will surely be a memorable experience.

À bientôt, *tout le monde!* See you in *la Ville de Québec!*



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Our Mission:

CASA will advance quality public education and excellence in system level leadership through advocacy and national collaboration.



Our Beliefs:

CASA believes that:

- Cultural diversity is a unique strength that enriches our nation.
- Communication and collaboration with parents and other partners is integral to successful student learning.
- Quality public education provides the best opportunity for a nation to enhance the lives of all its citizens.
- Effective system, provincial and national level leadership enables and supports excellence in teaching and learning.
- A comprehensive education, equitable and accessible to all, is the key to meeting the diverse needs and securing a successful future for our youth.

Specific strategies to advance the mission:

- Establish position papers on specific topics as they relate to the beliefs and interests of the association.
- Recruit new people.
- Establish a national representation.
- Establish a three-tier public relations and publications strategy.
- Establish a funding team to create an operating budget.

How To Put Your School Division In The Spotlight: Contribute To *Leaders & Learners*

Just as the front page of this newsletter states, *Leaders & Learners* is the voice of the Canadian Association of School Administrators. We want to hear your voice. Consider putting forth your ideas, articles and photos for future editions.

Maybe there is a success story happening in your neck of the woods and you want to share it. Perhaps there is an issue in education you would like to see discussed by a cross-country panel. You may want to share your reaction to what a panelist said at a recent CASA conference, at your provincial affiliate's meeting or at other education events. *Leaders & Learners* would like to hear about your ideas.

You don't have to worry about being a professional wordsmith to contribute. Your newsletter editor can help you. Your rough ideas can be written into full-length articles for you, and your submitted articles and photographs can be professionally edited.

Regular readers of *Leaders & Learners* know that in most issues we run a feature called "Faces In The Crowd."

It is a section in the newsletter set aside to allow our members to get to know one another a little better. This isn't always easy when CASA members are spread out across such a huge but sparsely populated country with only a few opportunities each year to meet in person. We hope that this feature helps to bridge the distances between us.

Do you know a CASA member who deserves to be in the spotlight? Is there a colleague that you would like everyone to meet? Maybe you'd even like to share your own story in a future "Faces In The Crowd." Don't be bashful! Please get in touch and share the news about your colleagues or yourself.

Regular editions of the newsletter come out six times a year, with a special double issue following the annual summer leadership academy. Give yourself at least six to eight weeks lead time if your idea is at all time sensitive.

If you have story ideas, questions, concerns or comments, please contact the editor, **Tara Lee Wittchen**, via email at tarawittchen@eastlink.ca.