

# **Supporting Leaders. Putting Students First!**



## **2007 - 2008 Annual Report**



**Canadian Association  
of Principals**

**Association canadienne  
des directeurs d'école**

# OUR MISSION

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

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

## 2007-2008 Executive

*Maria Di Perna, President*  
*Ted Whiteland, Past President*  
*Tom Hierck/Terry Young, President-Elect*  
*Connie Pottie, Eastern Vice President*  
*Terry Young/Joycelyn Fournier-Gawryluk, Central Vice President*  
*Les Dukowski, Western Vice President*

## Board of Directors

*Janette Vlanich, Northwest Territories Teachers' Association—School Administrators' Council, NWTTA-SAC*  
*Jan Wallace, Association of Yukon School Administrators, AYSA*  
*David Serkoak, Nunavut Administrators' Council, Nunavut Teachers' Association, NTA*  
*Marilyn Merler, British Columbia Principals' and Vice-Principals' Association, BCPVPA*  
*Kathleen Murphy-House, Alberta Teachers' Association Council of School Administration, ATACSA*  
*Shawn Larson, Saskatchewan School Based Administrators, SSBA*  
*Joycelyn Fournier-Gawryluk/Ken Pearce, Council of School Leaders—Manitoba Teachers' Society, COSL MTS*  
*Lisa Vincent, Ontario Principals' Council, OPC*  
*Dan Tighe, Catholic Principals' Council of Ontario, CPCO*  
*Jim Jordan, Association of Administrators of English Schools in Quebec, AAESQ*  
*Eric Estabrooks, New Brunswick Teachers' Association—In School Administrators' Committee, NBTA-ISAC*  
*Michael Knowles, Nova Scotia School Administrators' Association, NSSAA*  
*Marian Grant, Prince Edward Island Association of School Administrators, PEIASA*  
*James Hibbs, Newfoundland Labrador Teachers' Association School Administrators' Council, NLTASAC*



## **A MESSAGE FROM THE PRESIDENT**

In my time as a Director with CAP, I have evidenced the evolution of our association into a prominent, national entity. The support of our provincial and territorial affiliates has contributed greatly to this development. The Directors who have come to the CAP table have worked steadfastly to pursue and further the mission of CAP. They have provided leadership and brought direction to the endeavours taken on by CAP.

This year has been one of considerable growth for CAP. A number of new initiatives have been undertaken as well as developing others already in progress. CAP's association with our many partners has brought forth an abundance of resources that have benefitted our members, our students and our school communities.

CAP has experienced financial security this year and the future looks promising for continued financial stability. The CAP Journal is our signature success story, providing valuable knowledge to our members and contributing to CAP's financial well-being. More and more, the Journal is being recognized as a source of information in the field of education and other matters that affect our students and schools. With its growth in prominence, the Journal has become appealing to advertisers wishing to promote their services and products to educators.

It has been a very good year for CAP and the future promises to be better. Much work has been accomplished this year and yet there is much more to do. CAP will continue to explore those issues preoccupying our members - student health, school safety, closing the Aboriginal gap, among others. CAP will continue to voice the interests of our members at national tables. CAP will continue to be an association of leaders.

Best regards,

A handwritten signature in black ink, appearing to read "Maria Di Perna". The signature is written in a cursive, flowing style.

Maria Di Perna  
CAP President 2007-2008

The Canadian Association of Principals (CAP), the national organization and voice for principals and vice-principals, holds the following as its primary goals:

- \* advocating for CAP members
- \* increasing and improving communication with affiliates and with individual members
- \* increasing CAP membership
- \* sustaining financial stability

## 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 to the CAP table 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 on-going discussion during this year's CAP meetings. It is CAP's intention to culminate the discussions with a position paper addressing the volume and complexity of the work of principals and vice-principals.

\* Affiliates have requested to have CAP President, executive members and Directors speak at provincial and territorial conferences, e.g. our President-Elect was a presenter in the Northwest Territories on current issues of relevance to principals and vice-principals.

\* CAP Directors who attended national and international events used the opportunities to promote the CAP mission and goals, e.g. NASSP convention in San Antonio, NAESP convention in Nashville, CMEC's Literacy Forum in Edmonton and Vancouver, Early Childhood conference in Banff, PREVNet conference in Toronto.

\* CAP facilitated the work of the British Columbia Principals and Vice-Principals Association and the Newfoundland Labrador Teachers' Association School Administrators' Council in organizing the Student Leadership Day that was held during the CAP national conference in St. John's, Newfoundland and Labrador. The aim of the day was to promote and develop student leadership through knowledge sharing and cultivating relationships amongst the students.

During the year, CAP developed and adopted a *Code of Ethics* for its members, providing the guiding principles and values of principals and vice-principals. The text of the code may be found in *Appendix A*.

As well this year, CAP developed and adopted a *Conflict of Interest Policy* for the members of the Board of Directors. The policy outlines the expectations governing the conduct of Directors in the performance of their duties to the association. The text of the policy is found in *Appendix B*.

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 Allison McNeil, the principal of Trenton Middle School in Trenton, Nova Scotia. Ryan Sikkes, vice-principal of Vanier Catholic Secondary School in the Yukon was named the CAP Distinguished Vice-Principal of the Year. Allison and Ryan are model advocates for our members and our profession through their dedication and passion for the education of their students and their exemplary leadership with staff.

As well, at the conference, the Newfoundland and Labrador CAP Student Leadership Award recipient, **Victoria Ralph**, from Carbonear Collegiate in Carbonear NL, was invited to represent all recipients of the award from across Canada. Victoria exemplifies the leadership traits we aspire to have all our students develop. A complete list of the recipients of this award can be found in *Appendix C*. In the appendix, you will also find the recipients of the CAP Elementary School Recognition Awards.

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 *Appendix D* of this annual report. Below are this year's highlights of CAP's activities with the various groups.

**Canadian Association of Chiefs of Police:** CAP supported the development of a comprehensive, national strategy for community safety, health and well-being. The strategy calls for an approach focusing on the root causes of crime and victimization through social development rather than responding with an enhanced law enforcement and punitive sentencing.

**Canadian Federation of Home & School:** CAP connected with our parent partner in November, agreeing to remain in contact and support each other in our common goals.

**Canadian Millennium Scholarship Foundation:** CAP endorsed and supported the Foundation's *Canadian Post-Secondary Access Partnership*, a project aimed at removing social, cultural and financial barriers that are preventing significant groups of Canadian youths from continuing their education.

**Canadian Olympic Committee:** The Canadian Olympic School Program was launched in March, with CAP as one of its educational partners. The program provides classroom resources with leadership and the Olympics as its two dominant themes. The Committee was a great supporter of the Student Leadership Day held in conjunction with CAP 2008 in Newfoundland and Labrador.

**Council of Ministers of Education, Canada:** CAP was invited to participate, as a partner, in the Pan-Canadian Interactive Literacy Forum held in Edmonton on April 14-15. The event connected 3500 participants from the 13 provinces and territories to engage in a dialogue on literacy.

**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.

**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 0-5 years of age; a most valuable tool for parents and educators alike.

**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.

**Media Awareness Network:** CAP supported this year's National Media Education Week and will be an official collaborator of next year's event. The purpose of the week is to promote media education and encourage media literacy activities throughout Canada's schools.

**National Association of Elementary School Principals:** a new agreement was signed, similar to our agreement with NASSP; 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 was signed 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 its Memorandum of Understanding with PREVNet, reaffirming the joint collaboration to eradicate bullying of all types in Canada.

**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 partners with educational associations and school districts across the country.

**The Learning Partnership:** CAP co-hosted the *Canadian Outstanding Principal's Award* gala dinner in Toronto on February 26. The awards continue to bring exceptional professional development and recognition of excellence in our profession and colleagues. This year, 33 recipients from across the country were honoured. The list of recipients can be found in *Appendix E*.

# 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 issued three times each year. The topic for each issue was determined by the CAP Public Relations/ Communications and Journal Committee, this 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. The issues this year were based on the topics of *School-Centred Leadership, Succession and Sustainability* and *School Improvement*. The planned topics for next year's issues are *Complexity of School Leadership, Building Relationships* and *School Health*.

The *CAP News* was published subsequent to each of the three Executive/Board of Directors meetings that took place in November, February and May. The News summarized and captured, for members, the significant issues that were discussed during the meetings and the decisions that were rendered.

This year, the *President's Message* was created as an additional communication between CAP and its principals and vice-principals. Five messages were issued during the year. They were distributed via e-mail and were timed to reach members in the interval between CAP Journal issues.

CAP continued to support the work of the Atlantic Association of School Administrators (AASA), a group that was begun around the CAP table with the purpose of furthering the issues and agendas of the Atlantic affiliates. While an entity independent of CAP, the AASA uses CAP structures to facilitate its work. AASA meets at each CAP national conference. As well, CAP Directors from the Atlantic provinces come together for discussion at each CAP Board of Directors meeting. The AASA also holds an executive meeting in the summer with each affiliate funding two Directors to attend the meeting. CAP 2008, the 26th Annual CAP Conference was held in St. John's, Newfoundland and Labrador on May 14-16 with the theme, *Charting New Waters*. It was hosted by the Newfoundland and Labrador Teachers' Association School Administrators' Council and brought together 500 principals and vice-principals from across the country for exceptional professional development and valuable collegial exchanges. The next CAP conferences:

**CAP 2009** in Winnipeg, Manitoba, hosted by Council of School Leaders—Manitoba Teachers' Society

**CAP 2010** in Regina, Saskatchewan hosted by Saskatchewan School Based Administrators

**CAP 2011** in Prince Edward Island, hosted by Prince Edward Island Association of School Administrators

## INCREASING CAP MEMBERSHIP

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

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.

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

- \* CAP's Affiliate Services Committee has begun development of a document entitled "The Benefits of Membership in CAP". To be published in the coming year, the document will list the various benefits available to members as well providing details about specific success stories benefitting members.

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 jobs of principals and vice-principals.

## 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 10 years. However, with the determination and devoted work of many, CAP finances have steadily improved since Winter 2006. A number of circumstances have contributed to this development.

- \* The CAP Subsidy Program involving seven affiliates was reviewed in 2004 and a plan was instituted whereby the subsidy to the affiliates was decreased each year until it was terminated in June 2007. CAP retained approximately \$22,000 in its annual budget as a result.

- \* The professional content of the CAP Journal has greatly improved in the last three years. 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.

- \* Advertisement in the Journal has steadily shown profits for CAP since the Winter 2006 issue. This year, the profits from the Journal stand at approximately \$20,000.

- \* CAP benefits from the financial support of its Platinum national sponsor, Premier Agendas who subsidizes 66% of the printing costs for the CAP Journal.

\* While the profits of the CAP national conference are not incorporated into the association's operating budget, they nonetheless contribute to the financial well-being of the association. The past three national conferences have brought the following surpluses to CAP. (CAP has a profit-sharing agreement with the host affiliate, 40%-60% partnership with the host affiliate retaining the greater portion.)

CAP 2005	Halifax, Nova Scotia	\$11,200
CAP 2006	Quebec City, Quebec	\$16,366
CAP 2007	Vancouver, British Columbia	\$26,879

The financial records are not yet complete for CAP 2008 in St. John's, Newfoundland and Labrador

For the first time this year, CAP has placed funds into a reserve. The amount of \$26,879 placed into savings allows CAP to begin planning for longer-termed financial goals. It is with confidence that the association looks to the future, foreseeing the continuing trend to greater financial stability with each coming year.

## CAP NATIONAL SPONSORS

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

Premier Agendas - **Platinum** Sponsor

Subsidy - printing of the CAP Journal



Jostens - **Gold** Sponsor

President's Reception at the CAP Annual Conference  
 CAP rings for CAP executive members  
 CAP watch for CAP President  
 Certificates for retiring CAP Directors



Lifetouch - **Gold** Sponsor

CAP Student Leadership Awards  
 CAP Elementary School Recognition Awards



Herff Jones - **Bronze** Sponsor

Distinguished Vice-Principal of the Year Award  
 Annual donation to the CAP Foundation  
 Commitment of advertisement in CAP Journal



McDonalds - **Bronze** Sponsor

Distinguished Principal of the Year Award



## CONCLUSION

CAP has had a most successful year in 2007-2008 in furthering the mission and goals of the association. With the leadership and dedication of its Directors and staff, 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.

2008

### CAP Executive

2009

**Terry Young**, President  
**Maria Di Perna** Past President  
**Les Dukowski**, President-Elect  
**Michael Knowles**, Eastern Vice-President  
**Joycelyn Fournier-Gawryluk**, Central Vice-President  
**Shawn Larson**, Western Vice-President

The future is most promising for CAP. 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.

## The Canadian Association of Principals

# Code of Ethics

The *Code of Ethics* of the Canadian Association of Principals defines the guiding moral principles and values of principals and vice-principals in Canada.

As principals and vice-principals, we:

1. consider first the well-being and success of every student in our care
2. treat all individuals with fairness, dignity and respect and honour their rights
3. are honest and conduct ourselves with integrity
4. maintain confidentiality except when this conflicts with our responsibility to the law
5. work cooperatively with other educators and associated professionals in education
6. faithfully carry out all duties as specified by governing bodies
7. engage in lifelong learning to maintain and improve our professional knowledge, skills and attitudes
8. promote practice that is based on research and the generally held standards of the profession
9. support student learning in partnership with the family and the wider community
10. collaborate with other principals and vice-principals in the education of students and advocate for the success of public education.

***An Association of School Leaders***

**CAP BOARD OF DIRECTORS**

**CONFLICT OF INTEREST POLICY**

Conflict of interest means any real, potential or apparent conflict either direct or indirect, between the personal, professional or vocational interest of a member of the Board and the interest of the Association in respect of any matter upon which the member of the board may be permitted or required to debate or decide.

All members of the Board of Directors must:

1. conduct themselves in such a manner as to avoid real, potential or apparent conflict of interest as defined above;
2. declare any real, potential or apparent conflicts at any meeting of the Board and when standing for election at the Annual General Meeting; and refrain from discussing, voting on, or in any way attempting to exert influence on the matter in which he or she is in a conflict of interest.

**DISCIPLINE OF BOARD MEMBERS**

Directors of the Canadian Association of Principals, as educational leaders, as representatives of their respective affiliates and as representative generally of principals and vice-principals across Canada, are expected to conduct themselves in a manner that is regarded by their colleagues as ethical and consistent with the mission, goals, and policies of CAP.

In the unlikely event of an allegation of misconduct by one of the Directors of CAP, the President, or immediate Past-president in the case of an allegation made against the President, shall review that allegation and may, at his or her discretion, bring a resolution to the next meeting of the full Board of Directors to remove that Director from the Board and request that the affiliate name an alternate. A two-thirds majority is required to remove a Director.

## CAP Student Leadership Award Recipients 2007 - 2008

**Victoria Ralph**, Carbonear Collegiate in Carbonear, NL. Principal: Raymond Noel

**Laura Peill**, Horton High School in Wolfville, NS. Principal: David Reid

**Alicia Bruce**, Souris Regional High School in Souris, PE. Principal: Seanna Evans-Renaud

**Angela Cung**, Kildonan East Collegiate in Winnipeg, MB. Principal: Diana Posthumus

**Gladys Yeung**, Vincent Massey Collegiate in Winnipeg, MB. Principal: Rick Martin

**Stephanie Kwolek**, St. Basil Secondary School in Sault Ste. Marie, ON. Principal: Marsha Ribic

**James King**, St. Mary Catholic High School in Brockville, ON. Principal: Tom Whelan

**Kevin Drennan**, Port Perry High School in Port Perry, ON. Principal: Jan Bate

**Amelia Cooke**, Rockland District High School in Rockland, ON. Principal: Steve McLean

**Adam Wheeler**, Oakwood Collegiate Institute in Toronto, ON. Principal: Renata Gonsalves

**Kiranpal Dhillon**, Enver Creek Secondary in Surrey, BC. Principal: Michael Jellema

**Nicole Karn**, Rossland Secondary School in Rossland, BC. Principal: Terry McDonnell

**Michelle Chiu**, West Vancouver Secondary School in West Vancouver, BC. Principal: Tom Longridge

**Jessica Brown**, Beaconsfield High School in Beaconsfield, Quebec. Principal: Rosemary Patterson

**Cynthia Rocha**, Macdonald High School in Ste. Anne-de-Bellevue, Quebec. Principal: Mr. Aitken

**Lydia Frost**, Sir James Dunn Academy in St. Andrews, NB. Principal: David O'Leary

**Amy Gryba**, St. Joseph High School in Saskatoon, SK. Principal: Rick Rowley

**Callie Lytle**, Dinsmore Composite School in Dinsmore, SK. Principal: Michael Hoult

**Deanna Astill**, Hilltop High School in Whitecourt, AB. Principal: Elizabeth Shen

**Emily Wale**, Vanier Catholic Secondary School in Whitehorse, Yk. Principal: Trevor Ratcliff

**Seane d.Argencourt-Printup**, Inuksuk High School in Iqaluit, NU. Principal: Terry Young

## CAP Elementary School Recognition Award Recipients 2007 - 2008

**Flora MacDonald School** of Timmins, ON with their project "**Egyptian Fair**" facilitated by Doris Parent. Principal: Doug Turcotte

**St. Mary Catholic School** of Carleton Place, ON with their project "**St. Mary School Goes Green**" facilitated by Marilyn Vollebregt. Principal: Alex Bujacz

## **Canadian Association of Principals Partner Organizations**

**Canadian Association for School Libraries**  
**Canadian Association of Chiefs of Police**  
**Canadian Association of Fire Marshalls**  
**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 and School**  
**Canadian Initiative for the Prevention of Bullying**  
**Canadian Millennium Scholarship**  
**Canadian Olympic Committee**  
**Canadian Safe School Network**  
**Canadian School Board Association**  
**Canadian Teachers' Federation**  
**Centre for the Study of Learning and Performance/Education,**  
**Concerned Children's Advertisers**  
**Council of Ministers of Education Canada**  
**Curriculum Services Canada/Health Canada**  
**Early Childhood Learning Knowledge Centre**  
**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**  
**Millennium Scholarship Foundation**  
**National Association of Elementary School Principals**  
**National Association of Secondary School Principals**  
**Promoting Relationships and Eliminating Violence Network (PREVNet)**  
**Royal Canadian Mounted Police Youth Strategy**  
**Student & Youth Travel Association**  
**Schizophrenia Society of Canada**  
**The Learning Partnership**  
**UNESCO**

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