



Canadian Association of Independent Schools

The CAIS Diploma in Independent School Leadership

The CAIS Diploma in Independent School Leadership is designed to prepare participants for management roles in independent schools, particularly for Headships, by providing courses in aspects of independent schools rarely experienced by teachers.

The Award of the Diploma

The Diploma is awarded to those candidates who complete ten modules within a five-year period.

How to Access the Modules

Modules are offered by CAIS at its annual summer Leadership Institute and individual modules may be scheduled at other times during the year. You may register for the Diploma modules by completing the registration form found on the CAIS website at: www.cais.ca in the conferences section. There are no prerequisites. CAIS will give recognition for modules completed through other institutions (e.g. Universities, OISE, NAIS, etc.) provided equivalency is established.

Keeping the Diploma Current

Once awarded, the Diploma is valid for five years. It may be revalidated by the successful completion of a CAIS revalidation course during a summer Leadership Institute.

CAIS continues to explore new possibilities for the Institute, including distance learning and online course options, additional modules in areas such as risk management and marketing, and increased flexibility in timing, with modules offered mid-year and in the summer at locations across the nation.

The Structure of the Diploma

The Diploma Course consists of ten modules:

- Accreditation and School Improvement
- Communication
- Education Law
- Governance
- Leadership
- Management – Overview
- Plant and Property Management
- Admissions
- Development/Advancement
- Finance
- Human Resource Management
- Learning and Teaching
- Planning

Where Can I Learn More?

All current information is available from:

Canadian Association of Independent Schools
202-12 Bannockburn Avenue
Toronto, ON M5M 2M8
Tel: (416) 780-1779
Fax: (416) 780-9301
Email: admin@cais.ca Web: www.cais.ca

1. Academic Administration

- Building and managing an effective learning resource program in a CAIS school
- Performance appraisal protocol
- Effective classroom instruction
- AP / I B programs
- Integrating technology into the classroom
- Single gender / co-educational instruction (how boys and girls learning differently)
- Managing academic leaders (department members / department heads) Mentorship
- Working with difficult parents
- University admission (includes CAIS National Tracking Project)
- Assessment and Evaluation
- Staffing
- Making academics the priority in a school
- Legal issues
- Creative timetabling
- Professional development/growth of faculty
- Differentiated learning and instruction
- Transition from lower to middle to upper school
- Marketing an academic program
- CESI inspections (academic component)
- Managing faculty professional development

2. Accreditation and School Improvement

Overview

- Sustainable schools and the need for school improvement
- History and current trends in accreditation

School Improvement

- Introduction to school improvement
- The school improvement process
- Putting it all together
- Reporting and communication
- Sustainability

Managing Change

- First and second order change
- Leading Innovation

The Accreditation Process

- Indicators of Effective Practice
- Gathering data
- Reflective practice
- Visiting team skills

3. Admissions

Overview

- CESI inspections (academic component)
- Managing faculty professional development
- Designed to introduce non-admission faculty and staff to the challenging, creative, high-pressure, and exciting world of the Admission Office.

Course of Study

- Provide an overview of important topics facing CAIS admission and marketing offices today. Participants will be involved in group work, case studies, and role-playing exercises.

Topics

- CESI inspections (academic component)
- Managing faculty professional development
- CAIS — An Introduction to our schools as co-operative competitors
- Demystifying admission – The Admission Funnel
- Families of the 21st century: Wooing the millennium generation
- Marketing
- Market research
- Branding/Positioning
- Marketing mix: publications, print advertising, electronic media
- Student Assessment
- Brain research
- Interviewing
- Standardized testing
- Internal Marketing
- Campus visits
- Ambassador programs
- Open houses
- Consensus building with our faculty
- The application process and record keeping
- Financial assistance: A crucial variable
- Retention

4. Communications

- Communication, Leadership and School Success
- Identifying School Constituents
- “Selling” Education
- Institutional Image - School Reputation, Mission and Identity
- Research
- Internal Communication
- External Communication
- The Communication Toolbox
- Media Relations
- Crisis Communications

- Budgeting for Communication
- Building the Communications Team

5. Development/Advancement

- Fund Raising
- Friend Raising
- Alumni/ae Nurturing
- Major Gift Solicitation
- Annual Giving
- Planned Giving
- Donor Recognition
- Foundations

6. Education Law

- Terms and Concepts
- Legal issues in discipline
 - power and duties
 - suspensions, expulsions, searches, and arrests
 - controlling access and using force
- Legal issues in negligence
 - general principles, standard of care
 - duties of affirmative action
- Recordkeeping, confidentiality and disclosures
 - rules for recordkeeping
 - confidentiality and privilege
 - disclosure with express and implied consent
- Reporting obligations and the duty to warn
 - the federal and provincial reporting obligations of educators
 - the duty to warn
- Independent schools and the new privacy legislations

7. Finance

- Accounting – The Generally Accepted Principles
- Reading and Interpreting Financial Statements
- The Management Statements
- How to Determine Financial Health
- Danger Signs to Look For
- Budgeting
- Controlling
- Qualities of the Ideal Finance Director, Bursar, etc.
- Borrowing
- Cash Flow Management
- Investments
- Canada Customs and Revenue Agency

8. Governance

- The Duties of Governors
- Directors' Liability
- The Management/Governance Divide
- The Reasons Turf Wars Develop
- Reporting to the Board
- The Chair/Head Relationship
- The Management/Governance Interface
- Who Leads, Who Follows
- The Duty of the Board to the Head
- The Duty of the Head to the Board
- Board Membership Planning
- Succession Planning

9. Human Resource Management

- Employing People
- Salaries Systems
- Benefits
- Evaluation
- Employee Discipline
- Employee Termination
- Contracts
- Career Development and Mentoring
- Employee Recognition
- The Head's Contract

10. Leadership

Topics to be covered in this module:

- Introduction and outline of the module
- "Are we a school, a business, or a not for profit. Are we a marketing and communications organization, law firm or a political advocacy group?"
- Leadership and Management: From general principles to effective action
- From Charismatic, Lone-Wolf and "Great Man" theories...to Transformative and Distributed Leadership
- Emotional Intelligence and its place in Leadership and Management – Overview to action. Myers-Briggs and Daniel Goleman
- The Importance of Communication
- The importance of Ethics and Trust in effective working relationships
- Creating Faculty culture and improving school climate
- Systems Thinking
- Examining organizational structures and leadership models in Independent Schools
- Examine "real life situations"

11. Learning and Teaching

- Latest research in neuro-science and how it relates to teaching and learning
- An overview of the research into teaching and learning

12. Management

- The Different Styles of Management
- The Functions of Management
- Organization of Time and Activity
- Delegation
- Leadership and Management
-how are they similar? how do they differ?
- Goal Setting
- Measuring and Monitoring Performance
- Politics
- Change Management
- Stress Management
- Managing Technology
- Creating a Learning Organization

13. Planning

- Daily, Weekly, Monthly, Annual Planning
- Strategic Planning: short & long term
- Event Planning
- Curriculum Planning
- Organizational Planning

14. Plant and Property Management

Plant and Property

What you need to know for oversight of the administration of the:

- Facilities department
- Facilities maintenance
- Operations
- Housekeeping operations
- Food Service operations

Risk management

- What to look for in a plant tour
- Facility master planning
- Dealing with contractors
- Presenting a capital project
- The five year facilities plan

15. Sustainable Leadership

Everyone knows the horror stories about being a head. The reality is, from the people who are in the position, it is one of the greatest jobs that anyone could have.

This module will focus on the key issues in Canadian Independent School Leadership including:

- Facility master planning
- Dealing with contractors
- Keeping your head above water: financial sustainability and school stability;
- Leadership team building;
- Empowerment and hands-on leadership;
- Succession planning and developing a sustainable leadership model at the school level; and,
- What's worth fighting for in the headship