

Innovate or Die?

Just when we thought we were on track – CAIS school enrolment is trending upwards; National Tracking Data concludes that CAIS students outperform the class averages at university; and all CAIS schools not only have strategic plans, but they seem to have found that tricky balance between attainable and inspirational goals.

But then along comes The 2051 Project, a summer incubator involving 50 CAIS schools, and two key takeaways tell a different story:

- There is a burning platform with declining demographics, above inflationary tuition increases, and greater global competition to teach Canadian children. Will there be an Uber equivalent to independent education?
- There is a compelling vision – we found 22 schools that are implementing both academic and business innovation in a way that does not yet exist in our CAIS membership.

In short, to quote one of our speakers, Dan Sheehan, Vice-Chair at [St. Michaels University School](#): we must innovate or die.

This year, we will focus our PD and research efforts on continuing the conversations on innovation, but for now, I want to start with the definition we explored.

Innovation Initiative: Any project that is new to your organization and has an uncertain outcome. Execution focuses on enabling learning quickly and cheaply. David Hadden, retired Head and current CAIS Advisor, examined the differences this way:

Strategic Planning

Analytic
Focused on performance indicators
Internally focused (inside out)
Logical, linear
Strategy for today, forecasted to tomorrow
Expands existing model
Assumes future looks like today
Follows rules and traditions

Innovation Planning

Creative
Focused on new insights
Externally focused (outside-in)
Iterative, heuristic (discover by doing)
Strategy for tomorrow, back-casted for today
Creates alternative business model
Assumes future is dynamic
Breaks rules

Given the level of inherent risk in strategic innovation initiatives, and given the understandable, relatively low risk appetite that exists within CAIS schools, the 2051 group rallied around the idea that a collaborative approach for CAIS schools should be part of the conversation.

But this poses another challenge – I already hear Boards and leadership teams asking how they are supposed to make time for strategy development, when they are pressed for time in running an excellent school's day-to-day operations. So the bigger question is this – how will they find the required motivation and capacity to innovate?

No one said that it would be easy to lead schools that are dedicated to the highest of international standards AND shaping the future of education. But this kind of collaborative challenge sets a new bar for CAIS, and I for one, cannot wait to continue the conversations with our leaders across the country.

[Anne-Marie Kee](#)
Executive Director

The 2051 Project

Today, Canadian independent schools face a dual challenge: how will the perceived quality of the learning experience we create, at the cost we create, increase demand and enhance strength and permanence for the next generation of students?

This past July, 50 CAIS school leaders embraced the ambiguity of this challenge and spent three days immersed in the five phases of the design-thinking process: ideate, collaborate, create, communicate, and take back. Questions of 'innovation' drove much of our conversations. How will our CAIS schools ensure their strength and permanence through not only academic innovation, but also through business innovation? Can we be our own disruptive innovation to our industry?

Our research included a search for schools that are actually innovating. Our findings are significant because schools are not easily able to execute innovation; they are built for ongoing operations, often striving for the repeatable and predictable. But innovation is, by nature, non-routine and uncertain. So how will CAIS schools embrace innovation initiatives?

This week, we shared a 2051 presentation with all participants so they can provide an overview of key findings with their Heads, Boards, and staff. I encourage you to reach out to your colleagues that attended [The 2051 Project](#) and continue the conversations about innovation in your school. I also hope you will check out our [2051 Resource Page](#) and [Student Focus Group Page](#) to use as resources in your personal and professional development over the coming school year.

It is not without the hard work of many that this event was a success. I would like to take this opportunity to thank our facilitators, [Justin Medved](#) and [Garth Nichols](#), for their months of preparation and their continued work on this initiative, as we position CAIS schools as global leaders in both academic and business innovation.

Secondly, thank you to our Advisors:

[Jeff Chisholm](#), former Board Chair at St. Andrew's College
[Rob Cruickshank](#), Chair of the CAIS Board and former Board Chair at St. George's School

[David Hadden](#), retired Head of School at Lakefield College School and current CAIS Advisor

[Patricia McDermott](#), former Chair at Halifax Grammar School
[Jennifer Riel](#), Associate Director, Desautels Centre for Integrative Thinking at Rotman School of Management, U of T
[Meena Roberts](#), Board Chair at Ashbury College
[Dan Sheehan](#), Vice Board Chair at SMUS

Without their feedback and critical questions, The 2051 Project would not have pushed participants to think differently, engage in thought provoking research, and walk away with a toolkit for bringing innovation back to their schools.

Finally thank you to all our participants. This group of 44 participants began working with their 2051 colleagues three months prior to meeting face-to-face, researching and analyzing global schools meeting the dual challenge. Thank you for your hard work and continuing the conversation within your respective schools.

"Why 2051?" This was my favourite question from coordinating this project. Why wait to evoke change in CAIS schools? As a graduate of a CAIS school, I know there are no better institutions better equipped to be leaders in providing the next generation of students with a one of a kind learning experience.

If you have any questions about The 2051 Project and how you can become involved in the ongoing conversations, please contact me. This project has only just begun. This October, our Heads and Chairs will dive into the dual challenge at the annual Heads and Chairs Conference and in April, all CAIS leaders are invited to join this catalytic conversation at our first annual National Conference.

I can't wait to see what our schools will do next.



As I begin my second year in the position of Research and Communications Coordinator, I am committed to exploring and conducting research that will drive the conversation of academic and business innovation in CAIS schools, as well as in areas identified by you, our members, of strategic relevance to your schools. I will continue to work to ensure that the outcome of each research project will create lasting impact, with short-term and long-term relevance to all CAIS schools.

It is with great excitement and pleasure that we kick off the 2015/16 school year with the announcement of the new [CAIS Innovation and Collaborations Grants](#).

The National Research Advisory Committee is calling for research proposals from members of CAIS schools interested in or currently conducting research in strategic areas of national relevance that will ensure all CAIS schools' strength and permanence.

What type of research is the Committee looking for? I have spent the last year collaborating with many of you on current independent school trends and educational associations' initiatives from around the world for the weekly [CAIS Top 12](#) and in the coordination of [The 2051 Project](#). Here is my list of suggested research topics:

- Innovation
- Growing internationalism and its impact on programs and operations
- New assessment models
- Alternate schedules and experiential learning
- Partnerships
- Homestay strategies
- Financial aid – new approaches and its impact
- Online and blended learning
- LGBT policy at the leadership and Board level

I know there are far more areas to explore through research this year, and I look forward to discussing your ideas.

Here is what you need to know about CAIS Grants:

Innovation Grants – CAIS will award nine \$1000 Innovation Grants to individuals from CAIS schools proposing research projects or currently conducting research. Projects should involve a new initiative that aspires to meet the dual challenge of academic and business innovation in CAIS schools.

Collaboration Grants – CAIS will award two \$3000 Collaboration Grants to individuals from two to four CAIS schools proposing research projects or currently conducting research. Projects should involve a new collaborative initiative that aspires to meet the dual challenge of academic and business innovation in CAIS schools.

With the support of your Head of School, apply today for a CAIS Innovation or Collaboration Grant. Applications will be accepted until **September 25, 2015**.

The CAIS National Research Advisory Committee will make all Grant selection decisions based on the National Research Advisory Committee Guiding Principles by early October.

Opportunities will be available to all grant recipients to lead a workshop on their research project at the CAIS National Conference in April.

If you have any questions about our grants or our other 2015/2016 research projects, please contact me.

Finally, I am pleased to share with you two new CAIS research reports:

CAIS Fundraising Performance Analysis Report - This is our first attempt at benchmarking for advancement in our schools, and we are pleased to present you with [this report](#) from Innovative Research. We have received feedback that this report was incomplete because there was no inclusion of Foundations. Please contact [Jason Lockhart](#) if you would like your Foundation to be added to the research.

Homestay Strategies in CAIS Schools – Liz Falco surveyed and analyzed the nature and scope of Homestay programs in CAIS schools in [this report](#). We will have a chance to review this topic as one of our Catalytic Conversations at April National Conference in April.

It is with the support and guidance of the National Research Advisory Committee that CAIS continues to provide members with compelling and relevant research reports. Thank you,

[Marc Ayotte](#), Head of School, Hillfield Strathallan College
[Tam Matthews](#), Head of School, West Point Grey Academy
[Margaret Dorrance](#), Head of School, Calgary French and International School
[Maureen Baron](#), Head of School, JPPS Bialik
[Michel Lafrance](#), Head of School, West Island College
[Leanne Foster](#), Head of School, Trafalgar Castle School
[Rebecca Powell](#), Student Leadership Development Coordinator, St. John's-Ravenscourt School
[Jaime McMillian](#), Director of Advancement, Selwyn House School

If there is an area of research you believe CAIS should be investigating, please give me a call. I look forward to hearing from you.

[Fiona Parke](#)
Research and Communications Coordinator

Accreditation

With the new school year comes a new CAIS accreditation season. This year, 11 CAIS schools will undergo a four-day review by a Visiting Committee made up of some of the best and brightest leaders from comparable CAIS schools.

While the independent school community is a competitive one, with each school boasting its own unique value proposition to stand out among the rest; there is great value in connecting and collaborating within this community. CAIS creates an opportunity for this national collaboration through the accreditation process.

What we hear from leaders is that having a Visiting Committee of your peers come into your school opens the door for positive change and growth. It welcomes the experience and skills of those beyond your school's walls to be utilized, allowing innovation to bloom, fresh ideas to be shared, new angles to be seen, and concepts for improvement to be devised.

We believe that working together is key to making good schools better and to keeping the independent school community thriving.

We look forward to having our Visiting Committees on-site at the following schools this year:

[Greenwood College School](#), October 4-7, 2015
[West Point Grey Academy](#), October 25-28, 2015
[Americas Bicultural School](#), November 15-18, 2015
[Shawnigan Lake School](#), November 15-18, 2015
[The York School](#), November 22-25, 2015
[Ecole Maimonide](#), April 10-13, 2016
[Saltus Grammar School](#), April 17-20, 2016
[Crescent School](#), April 24-27, 2016
[TMS School](#), April 24-27, 2016
[Leo Baeck Day School](#), May 8-11, 2016
[The Sterling Hall School](#), May 15-18, 2016

I am also happy to report on the official rollout of the new 2015 CAIS Accreditation Guidelines. Both [Crescent School](#) and [The Sterling Hall School](#) have chosen to pilot these Guidelines in the spring and all of the 16 schools scheduled for review in the 2016-17 school year will be using them as well. We are very excited that these Guidelines are being so well received!

But as with any change, I am sure that the new guidelines will bring questions and scenarios that may be difficult to predict. Please know that I am committed to continuous improvement and thoroughly reviewing your feedback and suggestions. With these, I work to revise processes and provide new training resources for host schools and Visiting Committees to ensure that CAIS Accreditation is efficient and effective for all of our schools and volunteers.

This year, we will be launching new resources for Internal Evaluation Coordinators, a Report Writing Webinar to assist our Visiting Committees, and two new sessions on accreditation at the Heads and Chairs Conference in Halifax. One session, hosted by Peter Sturup, Head of [Pickering College](#), CAIS Board member, and Chair of the CAIS Standards Council, will focus on the roles and responsibilities of the Visiting Committee Chair. The second, hosted by Anne-Marie Kee, will be a focused discussion on how we can engage students more in the accreditation process. These are both open invitation breakfast sessions, so please join us.

I appreciate your continued support of our Accreditation program and look forward to working with you this year.

All the best,

[Val Pighin](#)
Accreditation Coordinator

CAIS Awards

At the end of May, a group of Heads met to discuss a topic that has been raised multiple times over the years: Can we do more to honour our colleagues, especially those who have contributed greatly to CAIS? The CAIS Board reviewed the proposals presented by this group, and we are excited to present them:

1. CAIS Lifetime Service Award

Awarded to a Head who has served 25 years as a Head of School, with a minimum of 20 years in a CAIS school. In October 2015, we will honour all past Heads from our schools retroactively and post-humously, with a certificate. We will honour current Heads with a framed certificate.

2. CAIS Outstanding Leadership Award

To honour leaders in CAIS schools who have had significant impact on his/her school, and demonstrated outstanding leadership to our national association as well as leadership in international associations and education in general. In October 2015, we will announce this award and ask for volunteers to join a selection committee, which will confirm criteria and make nominations for decisions by the CAIS Board.

3. Recognition Awards

CAIS will honour Heads who are completing their 10th and 20th years of service as Heads in a CAIS school. In October 2015, we will honour all current Heads who have completed 10 or 20 years of service.

Each year CAIS commits to improving our PD programs always keeping at the forefront that all opportunities should have a demonstrable impact on our schools and provide ways for colleagues to collaborate and learn from one another as well as develop and enhance their own skill sets. The 2015/16 school year brings several changes as CAIS transitions to our National PD Model. CAIS will hold three signature events:

1. [Heads and Chairs Conference](#) – October 15-17, 2015
2. [National Conference](#) – April 10-12, 2016
3. [Summer Leadership Institute](#) – July 2-6, 2016

In addition to these three events, CAIS will offer year-round online PD and two additional Leadership Institutes in the Fall 2015 and Spring 2016. Here is the breakdown of this year's PD.

1. Heads and Chairs Conference

Our first conference of the year is the annual Heads and Chairs conference. In partnership with our co-host schools: [Armbrae Academy](#), [Halifax Grammar School](#) and [Sacred Heart School of Halifax](#) the program offers participants opportunities to hear from renowned speakers: Heather Staker, Howard Gardner and Katie Davis, to learn of the latest trends in enrolment, universities, governance and diversity issues as well as having collaborative meeting time with colleagues to investigate the dual challenge of academic and business innovation and the research being conducted with respect to Leadership Teams.

This year will also celebrate and honour the many long serving heads within the CAIS network and of course, there is time to enjoy the east coast hospitality of Halifax, Nova Scotia!

You are welcome to bring your spouses and partners. Thanks to Armbrae Parent, Jennifer O'Connor and Head, Gary O'Meara for organizing this part of the conference program. Please click [here](#) to view the program and to register.

A friendly reminder to all Heads you must register yourself and Board Chair for the conference. We look forward to seeing you in October.

2. National Conference - Catalytic Conversations on the Future of Education

The planning for our April 2016 National Conference is well underway and the Program Committee is committed to offering a program that will be a catalyst for conversations on both academic and business innovation, as well as an opportunity for focused presentations and workshops on topics of relevance to all our National Networks.

We are excited to welcome the author of *Blended*, Heather Staker, Executive Director of the Online School for Girls, Brad Rathgeber, Executive Director of the Global Online Academy, Michael Nachbar, founders of Cohort21 and lead facilitators of [The 2051 Project](#), Justin Medved and Garth Nichols, and CEO of Winplus and Vice-Chair of [St. Michaels University School](#), Dan Sheehan. The list of speakers, workshops, and catalytic conversations continues to grow in thanks to the continuous hard work of the Program Committee. Thank you to this group of dedicated CAIS school leaders, the CAIS 2016 National Conference Program Committee:

Tam Matthews, Chair, [West Point Grey Academy](#)
Janis Clark, [Collingwood School](#)
James McMillan, [Selwyn House School](#)
Adrienne Davidson, [St. George's School](#)
David Burton, [Brentwood College School](#)
Ron Clark, [Rundle College](#)
Heather MacDonald, [Holy Trinity School](#)
Jim LaPlante, [Upper Canada College](#)
Mary Anne Van Acker, [The Bishop Strachan School](#)
Denise Lamarche, [St. Michaels University School](#)
Bryan Auld, [Bayview Glen School](#)
Dr. Michael Simmonds, [Havergal College](#)

Not only will our National Networks have devoted time to network and learn from their peers but also all attendees will have the opportunity to engage in workshops and catalytic conversations in a cross-pollination environment. Workshop and conversation will cover a range of topics from:

- Timetable innovation and experiential learning
- The 2051 Project
- Enrolment Management
- Social innovation
- Global leadership
- Technology in education
- School identity & culture
- Leadership in education
- Engaging parents and community stakeholders

The CAIS National Conference is open to all school leaders and we are excited to welcome our CAIS colleagues to the Westin Bayshore in Vancouver, British Columbia on April 10 to 12, 2016.

More information on the program and registration will be available soon. For now, please watch [Anne-Marie Kee's video](#) on our transition to one National Conference.

3. Summer Leadership Institute

Next summer the LI travels back to Ontario and will be hosted by [St. Andrew's College](#) in the quaint town of Aurora, ON. We are excited for next year's LI as it will likely be one of the largest ones yet and for that reason registration will open by the end of the month.

We have confirmed the following modules will be offered:

- Academic Administration
 - Accreditation and School Improvement
 - Advancement
 - Coaching
 - Finance
 - Human Resources
 - Women and Leadership
-
- Pending – Governance and Change Management
-
- Athletic Directors Forum

3a. Fall Leadership Institute

This fall [Hillfield Strathallan College](#) will welcome LI participants to its campus on November 6th. Thank you to Marc Ayotte, Head of School, Brenda Zwolak, Director of Academics and their staff for agreeing to host us.

From November 6 – 8 participants may select one of the two modules being offered:

[Faculty Culture](#) – led by Hal Hannaford
[Leadership for Learning](#) – led by Ian Kennedy

Registration is now open. All details can be found on the [fall LI webpage](#). We look forward to seeing you in Hamilton, ON!

3b. Spring Leadership Institute

CAIS is test piloting the spring LI as a pre-event to the National Leadership Conference in April. Thank you to Chantal Gionet and her staff at the [York House School](#) for agreeing to host us from April 8 – 10, 2016.

Committed to researching areas of challenges in our schools we are introducing a new module that will focus on the design strategy to meet the dual challenge of academic and business innovation.

After a successful incubator at the 2015 summer LI, Project 2051 facilitators: Justin Medved and Garth Nichols have taken the project findings and will provide participants of this module with a new online toolkit from which to collaborate and learn, build a list of “lighthouse schools” and dual challenge innovations to share with their own school leadership teams and given the tools and CAIS Professional Learning Networks (PLN) to continue meaningful connections made during the module. To read more about the Design Thinking for School Innovation module click [here](#).

The ever popular Aspiring Leaders and Leadership 101 modules led by Ian Chisholm are being revamped and introduced in Vancouver. This new version of the Leadership 101 module will be open to all participants who have not yet experienced the module. This module will focus on developing a deeper and enhanced understanding of your leadership style. Participants will also continue to work closely with colleagues on how to manage difficult conversations, run effective meetings, handle crisis situations, and make persuasive presentations.

Registering for one of these modules is an excellent way to bring new learning into your planning process for the following year! To view additional details and to register click [here](#).

Wishing you all a great school year, and looking forward to connecting with you at one of our future events.

[Sheri Little](#)
PD Coordinator

Next Step Program

The Next Step program facilitators are hard at work building on the programs of the previous two cohorts. This enhanced program will offer participants opportunities for mentorship by an external coach and their own Head of School, job shadowing, personal leadership development/strategies as well as collaborative learning opportunities with like-minded peers from across the country. Additional details will follow shortly.

The 2015 Summer Leadership Institute

This July, the Summer LI reached new heights with the highest number of participants in LI history. With 200 leaders from 50 CAIS schools gathered in Victoria, we spent three days, listening, learning, and collaborating with aspiring school leaders.

Our host was St. Margaret's School, and thanks to the leadership of Cathy Thornicroft, everyone felt at home on the beautiful campus on Vancouver Island. From the facilities to the food, the hospitality and hard work of the staff at St. Margaret's ensured each participant was well taken care of. Thank you St. Margaret's for hosting the 2015 Summer LI.

CAIS would like to congratulate the 2015 LI graduates. It takes serious commitment to graduate from the CAIS LI – three summers of intense four-day sessions plus attendance at either a fall or spring module session. Well done and all the best in your future endeavors.

Tracy Armitage, [West Island College](#)

Jill Azis, [Havergal College](#)

Ryan Baker, [Hillfield Strathallan College](#)

Andrew Bendl, [West Point Grey Academy](#)

Bruce Buchanan, [Rundle College](#)

Dave Bullock, [Upper Canada College](#)

Nicola Camirand, [Calgary French & International School](#)

Stephanie Coull, [The Sacred Heart School of Montreal](#)

Tanya de Hoog, [St. Michaels University School](#)

Jeany Ellis, [Havergal College](#)

Sarah Fast, [West Point Grey Academy](#)

Marc Fowler

Ann Halupka, [The Bishop Strachan School](#)

Jacquelyn Johnson, [Collingwood School](#)

Brenda Montgomery, [Selwyn House School](#)

Tim Nahachewsky, [The Sterling Hall School](#)

Sarah Neeff, [Miss Edgar's & Miss Cramp's School](#)

Sandra Nelson, [Havergal College](#)

Keith Ramon, [St. Andrew's College](#)

Mark Watson, [Selwyn House School](#)

Daryl Weaver, [Southridge School](#)

“The CAIS Summer Leadership Institute has been an integral part of the past three years of my career. Connecting with colleagues from across Canada who all share the same passion for our schools, mission and students has been instrumental in helping me form my own definition of educational leadership. The passion of Anne-Marie and her team is palpable and makes the experience a fantastic way to cap off a school year!”
Stephanie Coull, [The Sacred Heart School of Montreal](#)

“Throughout my time in the Leadership Institute, not only did I develop concrete professional skills and understandings that directly improved my practice, I did it alongside people that I will always remember. Having the opportunity to connect and learn from participants and faculty over three years deepened my LI experience; making it an even more meaningful (and fun!) one, personally and professionally.”

Ann Halupka, [The Bishop Strachan School](#)

“I would like to take the opportunity to thank everyone involved in the LI experience. Over the past few summers, I have met many great people; it has been rewarding to have rich discussions with peers from similar settings, and to be inspired by their passion and wisdom. I have learned so much about the private school context and about the power of collaboration in ensuring that our schools and students thrive.”

Nicola Abrioux-Camirand, [Calgary French and International School](#)

“I've loved the LI as a way to connect with people from all across the country who face similar challenges to mine in their roles. The LI has also helped me understand more deeply all the 'other' aspects of a successful independent school besides teaching and learning. Finally, many of the faculty have inspired me with their wisdom, experience, humour, and humanity.”

Daryl Weaver, [Southridge School](#)

Collaborative Boarding Project

In today's education landscape, our independent schools are increasingly competing with each other for prospective families, while also competing with public board homestay programs, for-profit boarding schools, online schools, and international schools. We are proud that our 26 CAIS Boarding schools have been collaborating for 6 years and have seen a combined 7.4% increase, since 2010, in the number of boarding school students. We are living proof that collaboration is innovation and is not only possible, but worthy of our efforts. In my first year with CAIS, I have seen examples of our belief that we are greater than the sum of our parts, and I appreciate the time that all of our schools give to enhance our collaboration.

Starting this fall, CAIS Boarding Schools will embark on the following projects together:

Marketing

- New CAIS boarding video "[Dear Pre-Boarding School Me](#)" created from footage from the CAIS Road Trip
- Parent facing and Student facing videos to be launched with the digital marketing campaign at the end of September
- First ever CAIS Canadian digital marketing micro-campaigns based on the outcomes of our DM Squared domestic research, targeting 6 communities in Canada
- International digital marketing campaigns in Kazakhstan, UAE and Japan (coming mid-September) including translated directories and websites
- New [boardingschools.ca](#) website (coming mid September)
- Webinars with Canadian Embassy Regional Trade Commissioners

Recruitment

- Collaborative fairs in Bermuda, Barbados, UAE and Japan
- CAIS Representation at ICEF and Alphe agent fairs
- CAIS Representation at Edu-Canada Kazakhstan, UAE and Japan

Research and Strategy

- CAIS Boarding Schools 2015-2016 Enrolment Data
- New CBP strategic plan for 2016-2019 (to be presented at the CAIS Heads and Chairs conference), including strategies towards possible alignment with NABI (TABS)
- Canadian School Age Children Trending, giving a better understanding of the number of school aged children between 2010-2025 and how it could affect enrolment
- Application for GOA grant supplemental round

I look forward to connecting with CBP Heads and Chairs at our Boarding Meeting in Halifax in October, to speaking and strategizing with many of our stakeholders on our committee calls this month, and to seeing your admissions teams on the road throughout the fall.

[Janice Greenshields](#)

Director of Outreach, CAIS Boarding Schools

New CAIS Website

You have told us that you value our CAIS content, but have also told us that it is time to update our website – our members ask and they shall receive!

As you know, redesigning a website is a huge undertaking. We want you to know that we are focusing on ensuring:

- A user friendly and attractive interface
- Relevant, up-to-date and easy to find content
- Easy to use CAIS Connect for members
- Engaging content for current and prospective families

Our team has been working hard to create a design to make these improvements. Your time is valuable and we want to make it easy for you to find accreditation resources, research and PD opportunities. We also want prospective families to be able to easily find reasons why CAIS accreditation should matter to them when choosing a school for their child.

The redesigned website will be launched in the new year, with a new look, improved functionality and convenient resources. New features to look for include a custom-built school directory and redesigned careers portal.

Many of our schools have also expressed the need to keep up-to-date on social media trends and best practices. For that reason, we are developing a 2015 CAIS Social Media Guide with user demographic breakdowns, overall platform trends and industry best practices for using Facebook, Twitter and Instagram. We can't wait to share this new online presence with you in the very near future.

Anne-Marie Kee's Parent Letter

Each Fall Anne-Marie Kee writes a letter to be shared with your parent and alumni communities explaining the value of your schools membership in our national organization.

Last year, many schools shared Anne-Marie's letter and reported that it was well received by parent and alumni communities. It is our way of telling your parents why your school is so good (we know you must be humble).

Please personalize and share with your community Anne-Marie's [Parent Letter](#).

CAIS Student Athletics

This year there are eight CAIS Student Athletic Tournaments being hosted by CAIS schools across Canada.

U15 Girls Soccer, September 30 - October 3, 2015
Hosts: [Montreal Schools](#), Montreal, QC

Senior Girls Soccer, October 14-17, 2015
Hosts: [Holy Trinity School](#) and [St. Mildred's-Lightbourn School](#), ON

Senior Boys Soccer, October 14-17, 2015
Hosts: [Lower Canada College](#) and [Selwyn House School](#), Montreal, QC

U13 Boys Soccer, October 14-17, 2015
Host: [Hillfield Strathallan College](#), Hamilton, ON

Senior Boys Basketball, November 18-21, 2015
Host: [Gray Academy of Jewish Education](#), Winnipeg, MB

U13 Boys Basketball, January 27-30, 2016
Host: [Collingwood School](#), Vancouver, BC

Senior Girls and Senior Boys Rugby, April 14-17, 2016
Host: [Brentwood College School](#), Mill Bay, BC

Thank you to the CAIS Athletic Executive for their hard work in coordinating this year's athletic tournaments.

Fraser Bertram, Chair, [Crescent School](#)
Susan Beazley, [Armbræ Academy](#)
Christian Viau, [Lower Canada College](#)
Kirby Gallant, [Southridge School](#)
Beth Will, [St. Clement's School](#)
Ken Zelez, [Strathcona Tweedsmuir School](#)
Rick Demarinis, [The York School](#)
Jeff Bray, [Bishop's College School](#)

Best of luck to all schools competing and be sure to look out for our CAIS photographers! Play hard and smile big!

CAIS Student Website

We are proud to feature our many tournaments and our two national student leadership conferences on our website: www.caisstudents.ca. Check out what thousands of students are tagging!

Middle School Student Leadership Conference

We are once again looking forward to the annual CAIS Middle School Leadership Camp (MSLC) taking place from September 25-28 at Onondaga Camp. We hope your school will engage in this valuable experience where your students will return having stepped out of their comfort zone to collaborate and innovate with other student leaders.

Our MSLC is an opportunity for emerging leaders to speak and workshop with experts in leadership development, and this year, we are adding programming on teen mental health, social innovation and technology. The schedule blends hands-on workshops and keynote speakers with incredible camp activities like a two-tiered high ropes course and 70-foot Giant Swing.

This year, we have seen greater interest than ever before, with over 130 students and faculty advisors from 20 CAIS schools already registered. There is limited availability remaining – more information and the registration portal for this one-of-a-kind conference can be found at [here](#).



Want to get a jumpstart on your PD this year? All 2014/15 CAIS webinars are available on demand through [CAIS Connect](#). Click [here](#) to view all recordings.

Standard 1 – Vision, Mission, Values and Strategy

[Strategic and Implementation Planning](#)

Susan Wright, Wright Management Consulting

Standard 2 – Co-Curriculum and Learning Environment

[Co-curricular/Student Life Strategic Plan](#)

Dave Fitzpatrick, Royal St. George's College

Standard 3 – Academic Program

[Strategic Academic Planning](#)

Garth Nichols, Bayview Glen School and Justin Medved, The York School

Standard 4 – School Leadership

[Retention and Re-recruitment Strategies](#)

Ed Kidd and Julie Cameron, Ridley College

Standard 5 – Human Resources

[Human Resources Strategy](#)

Val Cambre, Appleby College

Standard 6 – School and Community

[Strategic Communication Planning](#)

Dawn Levy, Lower Canada College

[Strategic Planning for Alumni Relations/Development](#)

John Lynch, Kathryn Rutherford, and Jill Cannon, Crescent School

Standard 7 – Admissions Procedures

[Strategic Enrolment Management](#)

Maggie Houston-White, Havergal College

Standard 8 – Governance

[Aspiring towards a Culture of Great Governance at Independent Schools](#)

Chris Bart, Not-For-Profit Governance Institute

Standard 9 – Finance

[Strategic Financial Planning](#)

Terry Moore, Independent School Management

Standard 10 – Physical Plant, Health and Safety

[Implementing an Organization Wide Approach to Risk Management](#)

Neil Piller, St. George's School

Standard 11 – Commitment to School Improvement

[Online Learning for Independent School Educators: Blended, Flipped, Course!](#)

Lesley Monette, eLearning Consortium Canada

[Health and Wellness of the 21st century student](#)

Stacey Moore, Balance Living Specialist

Standard 12 – Residential Program Standard

[A strategic approach to improving your boarding culture](#)

Marius Felix, Brentwood College School

Interested in leading a 2015/16 CAIS webinar or a NEF? Have a topic you would like to see this year? Let me know! I look forward to another stellar year of online PD.

[Jeremy Barr](#)

Online PD and Events Coordinator

A Little Bird Told Me...



A lot is happening this year for CAIS and our member schools. Be sure to follow us on Twitter for continuous updates on PD, Research, Accreditation, Boarding, and CAIS Students!

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