

In this issue, there is important information about our National Market Research Project - including a deadline! - and our Spring Webinar Series. In addition to our updates on PD, accreditation, research, and student programs, we have also included special reports from the EDs of two regional organizations.

We love to hear from our members and, as always, please feel free to contact us at any time.

CAIS National Parent Motivation Survey

As you know, we are in the thick of preparing CAIS' first National Parent Motivation Survey. You can find full information on the [survey and the process here](#).

You must confirm your participation in the survey by May 10. Please confirm by emailing admin@cais.ca with the name and contact information of your primary contact.

A Survey Q+A conference call was held last week, with about 30 schools on the line asking excellent questions and providing helpful insight into moving this project forward. From that meeting and individual calls and emails, we want to address the most common questions:

Q: What is the value of asking our parents to do this survey when we survey them ourselves?

A: Our member schools identify market research as the most important service that we as a national organization can offer you. You've told us it's your number one priority, and that you need an understanding of the broader market to build sustainable and thriving schools. The CAIS parent motivation survey is meant specifically to develop insight that individual schools want – analysis of the potential market, the independent school market overall, and what our key audiences believe, how they act and they behave – but cannot do on their own.

Q: Why do you need our schools to participate?

A: Because we need the richest, most comprehensive data possible. Of particular interest to many is the ability to analyse results on a number of criteria such as regional catchment, type of school, and boarding vs. day. To get to that level, we need participation.

Q: Why do you need our parents' contact information? Why can't we use one generic link that each school can forward?

A: As a national standards organization, we are committed to developing the highest quality research with unquestionable data integrity. For that reason, we have hired an independent national research firm with the experience to conduct the survey in accordance with privacy rules and laws. With INNOVATIVE coordinating the survey, we will not only get the rich data everyone is looking for, we can guarantee that we are acting in the best interests of our schools, their parents, and privacy concerns. For a full explanation of the benefits, please read the response to the [privacy letter](#) from Jason Lockhart.

Q: What is the benefit to our school?

A: You will get national market data for free, and your school's community will be a part of that assessment. You will have access to custom school data if you so choose, at a significantly reduced cost.

Q: How do I participate?

A: Please confirm your participation and your school's key coordinating contact by **May 10** at admin@cais.ca. Once you confirm your participation, CAIS will send you:

- A project timeline
- A Parent Advisory Email that you can customize to alert your parent community about the survey and offer them an opt-out if they choose.
- A data template for the easy transfer of information to INNOVATIVE.

Q: When will the survey go out? When do we see the results?

A: Because we want to have results for your planning cycle in the Fall, it will be executed the first few weeks of June. Results and analysis will be presented at the Heads conference in October and available to all CAIS schools after that.

Q: Can I see the questionnaire before I commit?

A: A market research project of this breadth requires one consistent questionnaire, so we cannot open up the editing of it to all participating schools. However, we have struck an advisory committee – open to anyone who wants to join – to work on the development of the questionnaire. We are using the questions you have told us you want answered and have asked the INNOVATIVE team to craft the best market research questions to get these answers. We are drawing on the NAIS Parent Survey and their market research team for advice as well. Our intention is to combine INNOVATIVE's market research expertise with the advisory committee's understanding of school culture to arrive at the best questionnaire to meet our goals. We will keep everyone informed as the questionnaire takes shape.

To confirm participation please email admin@cais.ca

If you have questions about CAIS strategic goals contact [Anne-Marie Kee](#) ; the Parent Motivation survey contact [Alison Holt](#); or Methodology, data transfer contact [Jason Lockhart](#)

Research

CAIS Joins Efforts to Establish an Independent School Research Consortium

A group of educational leaders of national and international organizations met in Ashville last month for an Independent School Research Summit. It seems that all schools are hungry for research and some schools are in trouble, so there is a sense of urgency for associations to increase the efficiency and effectiveness of collaborative research. At this time, all of our associations – even the big ones! – recognize this challenge: we have big questions and small shops. I really believe that we can do things better together, so I was grateful to be invited to participate.

The first goal was to deepen our familiarity and understanding of existing data collection and research projects. I was able to report on our work on Inspiring Excellence and our first ever Canadian Parent Market Research Study. Both projects will be stronger with the support of my colleagues from these prestigious organizations, as there was a commitment to sharing at the national and international level.

Additionally, I learned a lot about their important work, and I am happy to share some of their findings here:

- **NBOA Financial Sustainability Planning**
- **NAIS Parent Motivation Survey 2012**
- CASE Report on Trends and Best Practices in Social Media will be available in May
- **CASE Survey on Technology for Development and Alumni Relations**

One particularly important update came from NAIS. Next fall will be the last year for their benchmarking tool, Stats On Line. They are investing heavily in a sophisticated new program that will be extremely user friendly, efficient and customer-driven, which means that schools will be able to access data and national associations can access – and analyze! – association data.

CAIS is excited to be invited to engage in this development process. The new system will be called Data Analysis for School Leadership. For those of you who like acronyms, you will note that NAIS' renaming is clever – from SOL to DASL (pronounced Dazzle!). Clever indeed.

As with all opportunities to come together for conversation, the really exciting part of our day was time spent exploring possible opportunities for larger-scale research about the future of independent schools. We focused on three areas:

1. The Independent School Experience – Is what happens on our campuses different? Which of these differences are meaningful and valuable?
2. The Independent School Effect – In college and in life, are there enduring effects as a result of attending an independent school?
3. The Independent School Environment – What structural forces are at work in the competitive marketplace for students, for talent, and for philanthropic support? In the overall operating environments and business models of our schools?

CAIS will contribute to the Committee that will further develop these possible areas of future research focus. If you have a passion for research and would like to participate in the development of a White Paper on CAIS' Research Priorities, please let us know at admin@cais.ca.

Ahead of the Game

In the past three years, we have seen an average of 12 new Heads take the helm annually. As the organization committed to learning and leadership, we are proud to support the Heads each year with our mentorship program and our one day program at the Heads and Chairs Conference. But we have been asked to do more.

We are nearing the completion of a two year project that will result in a handbook for new Heads, aptly called Ahead of the Game. We are looking for your input. Do you have advice to give to a Head in his or her first year? We are looking for one to three sentences from a variety of stakeholders. What is the most important piece of advice you can give? All entries will be included in our new CAIS handbook.

We are proud to bring our members access to leaders in North America – for free!

May 21 (1 - 2 p.m. EDT)

Web Strategies for Leading Schools

Today's websites are immersive, personalized, and multichannel experiences that have to be engaging, responsive and accessible from any device for a satisfactory web experience. Join **Vincent Jansen** from **Finalsite** as he covers a range of topics from admissions, advancement, athletics, mobile, social, LMS, and integration. This webinar will prepare you with web strategies for leading your school.

May 22 (2 - 3 p.m. EDT)

High School Survey of Student Engagement (HSSSE)

The goal of the High School Survey of Student Engagement (HSSSE) is to document, describe, and strengthen student engagement in educationally purposeful activities in secondary schools. HSSSE provides information that can be used to generate discussions on teaching and learning and guide student improvement activities.

Starting in Spring 2013, HSSSE is conducting a longitudinal study with the National Association of Independent Schools in the U.S. to explore the value of HSSSE in providing evidence of a thoughtful process of collecting and using student learning data. HSSSE is a powerful tool in the assessment arena that can complement existing performance tests. While the results from standardized performance tests are used to evaluate student and school success, that data cannot pinpoint the specific educational processes that are linked to the outcomes the tests measure. HSSSE data can identify student engagement and school features that affect outcomes.

The HSSSE webinar on May 22, 2013, will examine the possible use of the survey in Canadian independent schools as a reflective tool for school improvement to help meet accreditation requirements. CAIS and HSSSE have a goal to include 10 or more CAIS schools in a three-year pilot study. Presenter: **Terry Spradlin**, Indiana University, **Center for Evaluation & Education Policy**

May 22 (3 - 4 p.m. EDT)

Character/Moral Education: What's New in 2013?

Few schools in 2013 would put up with using science books written 20 years ago, let alone use computers - or even math or health texts from 1993. Yet most schools with character education programs are still using methods from the 1990s. Times have changed. Today's practices do two things: they help foster internal motivation and they tend to help students feel like acting with the good of others in mind. In this workshop, we'll look closely at these practices, and understand how they can be used by every teacher, in every classroom, every day. Join **David Streight**, Executive Director, **Center for Spiritual and Ethical Education** for this informative webinar.

May 23 (1 - 4 p.m. EDT)

CAIS Boarding Schools Virtual Summit

On May 23, Admission Directors from boarding schools across Canada will have the opportunity to come together for the **CAIS Boarding Schools Virtual Summit**. The Webinar will give Admission Directors the opportunity to connect with colleagues, receive updates on the Boarding Project, hear from some of our partners, and share ideas and questions – without having to get on another plane! There is no fee to participate.

Presenters include:

- Pete Upham, Executive Director of TABS
- Genevieve Gougeon, Edu-Canada
- John Williamson, Linden Boarding School Tours
- Anne-Marie Kee and Sarah Milligan, CAIS
- A number of CAIS colleagues offering Speed Innovation sessions

May 24 (1 - 2 p.m. EDT)

"Practical Guidance for Independent School Operations"

The National Business Officers Association (NBOA)

Practical Guidance for Independent School Operations webinar provides you not only with the specific standards, but also with the minimal, effective and best practice benchmarks in four key areas: Legal Entity and Tax Status, Accounting and Audit, Strategic Finance (includes Long Range Planning, Annual Budgets, Cash Management, Debt, Endowment, Financial Aid), Operations, and Human Resources.

One of the Best Practices in the Strategic Finance area is the creation of a Long Term Financial Model. We will review NBOA's newest resource, the Long Term Financial Model. This easy-to-use, customized ten-year budget model creates charts and graphs which can easily be dropped into dashboards or other presentations. It also creates real-time forecasts for tuition, enrollment, FTEs, plant replacement and more. Watch demonstrations of this powerful tool and learn how to implement it with your school. Join speaker **Genevieve Madigan** in this informative webinar.

May 24 (3 - 4 p.m. EDT)

"Small School Admissions Strategies "

The Association of Independent Schools Admission

Professionals (AISAP) will provide a webinar titled: "Small School Admissions Strategies". Presenter: Janice Crampton, The Association of Independent Schools Admission Professionals (**AISAP**)

Professional Development Update

CAIS 2013 Summer Leadership Institute

Have you registered for the 2013 Summer Leadership Institute (LI) at **Rothsay Netherwood School** in Rothsay, New Brunswick? Be sure to do so soon, modules are filling up fast.

The Next Step Program – We are looking for twelve talented administrators who are looking to advance their careers. This two year program involves a change project, mentor and national cohort. A few spots remain, click **here** for program details and registration.

Excellence in Learning Forum – Join us this summer for two and a half days of engagement and meaningful conversations focused on effective practices in the three major areas of innovation in learning, changing cultures, and being an inspirational leader of learning. Learn from Tony Wagner, Chris Jackson, Michael Robertson and others. Each school is invited to send two of their leaders and only a few spots remain. Click **here** for more information and to register.

Leadership Diploma – Each year we deliver modules that are current and meet the needs of our schools. Along with the standard compulsory courses so that you can earn your LI Diploma, this summer the following modules will be offered at RNS:

- **Accreditation & School Improvement**
- **Admissions**
- **Change Management**
- **Coaching**
- **Encouraging Dialogue: Mental Health and our Schools (New!)**
- **Human Resources**
- **Plant & Property Management**
- **Women & Leadership**

View the master schedule **here** to see when courses are being taught. **Register** early to avoid disappointment, modules are filling up fast.

Heads Program – After a number of requests from Heads to bring some of their senior staff and administrative people to our Leadership Institute, we have decided to broaden our list of invitees. In discussion with Bruce Carlson (current Board Chair, Brentwood College), who will be leading the session, he strongly endorsed the idea for a number of reasons:

- Building a committed, collaborative, and resourceful top team is essential to running a successful independent school
- Understanding that the success of our schools is directly tied to the quality of the relationships that exist inside them is a critical second step.
- Experiencing the role of honesty, openness, candor, and consensus, plays in building trust and respect,
- Creating a common language based on common values.

These will be the areas covered in an intense three day experiential learning session, and we hope you can attend. Registration is required by the end of May.

CAIS Professional Development Steering Committee Update

CAIS has developed policies for successful and sustainable Professional Development partner conferences. Reminder: Any CAIS Partner Conference groups wishing to apply for an **exemption** to the **PD policies** must do so prior to May 15, 2013. Similarly any new groups wishing to host a conference under the CAIS brand must submit a proposal for a **new conference**. All applications will be reviewed by the Steering Committee in early June and decisions will be communicated by the CAIS Executive Director shortly thereafter.

CAIS 2013 Heads and Chairs Conference – Save the Date

October 16 - 17 – New Heads and New Chairs Dinner and full day workshop

October 17 -19 – Conference for all Heads and Chairs in Vancouver, B.C.

The 2013 Planning Committee has created an outstanding program for this year's conference. Highlights include:

- Heads visit to **Quest University**, Canada's only private university.
- Chairs program that will focus on governance, leadership and finances.
- Outstanding speakers such as: **Andy Hargreaves, Yong Zhao** and **Ken Steele**

Registration will open next week!

Junior and Middle School Heads Conference

Last month, CAIS Junior and Middle School Heads met in Ottawa for four days of learning and networking focused on Global Citizenship: Preparing Schools for 21st Century Teaching and Learning. The conference was a great success and we wish to thank our host schools **Ashbury College** and **Elmwood School**, in particular the tremendous effort of the conference chairs: Brian Storosko, Head of Junior School at Ashbury and Christine Blackadar, Acting Deputy Head at Elmwood School.

CAIS 2013 Middle School Student Leadership Camp

The Power of Positive Leadership camp for grade 7 and 8 students is gearing up to be an action packed program with return visits from speakers such as Stu Saunders, Alex Robertson and Dr. Robert Munn. New to the program this year are Ian Tyson and Dana Chapman. The committee has also built in more time for students to enjoy the Camp's offerings. Camp will run from Tuesday, September 24 – Friday, September 27, 2013. Click **here** to view the entire program and speaker bios. **Register** early to avoid disappointment.

Accreditation Update

The Value of Accreditation

In the past year, CAIS has reviewed over 20 schools. The process is thorough and when properly done, involves the commitment and reflection of the full community. We asked Heads of Schools about the value of the process.

We are currently recruiting Visiting Committee Members for the 2013-14 CAIS Accreditation Visits. This is a wonderful professional growth experience and a great way to contribute to CAIS and learn from colleagues across the country. Interested candidates are encouraged to apply – connect with your Head and complete the application form [here](#).

"The CAIS Accreditation Team arrived at The Study three months after I began my tenure as the new Head of School. The accreditation process proved to be an excellent opportunity for me to learn about my school, both previously and presently. The Internal Coordinator, Wanda Swiderski, completed both a thorough and historical perspective of our school. Pat Dawson, the Head of Crofton House and the Chair of the Committee, was the quintessential participant in mentoring me through my first experience in the accreditation process. I am exceedingly grateful to Pat, the Visiting Committee, and Wanda, for giving me a complete picture of our school, past and present, and for guiding me toward my future vision of the school."

Nancy Sweer
Head of School
The Study, QC

"The insightful and comprehensive report of the Visiting Committee has already galvanized the faculty, staff and Board to address the strategic issues facing the school. No single thing does more to improve our schools than the accreditation process. Our thanks go to the Visiting Committee and especially its Chair, Peter Sturup. As well, we wish to commend Mrs. Suzy Hall, our internal co-ordinator, for the excellence and thoroughness of our report."

William Mitchell
Head of School
Bishop's College School, QC

"The CAIS Accreditation process is an important one. The necessity to reflect and measure progress relative to current effective practices is invaluable to any School and the internal evaluation supports this opportunity. Additionally, for St. Clement's, keeping the visiting committee's presence as low key as possible was important in order that the committee have as authentic an experience as possible. This allows for objective and constructive feedback that contributes to our School's ongoing improvement."

Martha Perry
Head of School
St. Clement's School, ON

"The CAIS review process served as a catalyst for change in our school. It provided the necessary framework for our faculty and staff to think critically about our practices with respect to the identified standards. We know the feedback provided will ensure that we continue to improve and we are in the process of crafting our implementation plan. I wish to thank Steven Laffoley, our head of middle school and the internal coordinator, and Tam Matthews, the chair of the visiting committee, for jobs well done!"

Blayne Addley
Headmaster
Halifax Grammar School, NS

"Our CAIS accreditation was an excellent opportunity to reflect on the school's practice. Throughout the process, the members of the Visiting Committee were impressive in their commitment to our school's improvement and made valuable recommendations. The Hawthorn community extends its sincere thanks to Maureen Steltman, the Head of Fraser Academy, who chaired the Visiting Committee and to Kristina Humphreys, our internal coordinator. We anticipate many benefits following the accreditation and we look to the future with enthusiasm."

Eliza A. Trotter
School Head
Hawthorn School for Girls, ON

"The accreditation process was an incredible professional development opportunity for our entire staff and faculty. As everyone was involved in the internal review, it afforded us the time and energy to dig down into the essence of who we are, what we want to be and how we operate. Additionally, because this was a joint venture, a very positive side effect was the unification of all staff and faculty on a personal level. We are stronger as a school because of the CAIS accreditation."

Rory Paul
Head of School
Gray Academy of Jewish Education, MB

The CAIS accreditation review process was a positive and affirming experience for Elmwood School. It gave us a chance as a learning community to reflect on our strengths as well as identify areas of development. Our visiting committee was an outstanding group of professionals. We enjoyed the experience immensely. I would like to thank our two internal evaluation coordinators: Andrea Kelly and James Whitehouse for their hard work and professionalism.

Cheryl Boughton
Head of School
Elmwood School, ON

West Island College completed its CAIS accreditation review and visit in November 2012. Our community felt the process was invaluable and inspiring. The professional team helped us celebrate the many positive things in our school while helping to articulate areas of growth and improvement. Absolutely transformative and beneficial. Our sincere gratitude to the visiting team and CAIS for their support and insight.

Carol Grant-Watt
Head of School
West Island College, AB

National Regional Updates

At the annual Heads and Chairs Conference, we have started a tradition of hearing provincial updates, particularly on issues that could have national impact. Thank you to John Godfrey for the suggestion to include various provincial updates as part of our newsletter.

British Columbia

From Elizabeth Moore, Executive Director of ISABC:

The ISABC is thriving as an Association. It has recently undergone a branding review to refine and define its purpose and audience and now boasts a new contemporary and vibrant logo to reflect its new brand. The letters, ISABC, emerge out of the colours which are symbolic of the individual schools; the association thus emerges from the coming together and collaboration of its member schools.

In February our 22 schools joined together for a joint Pro-D day held at 2 venues – Brentwood on Vancouver Island, and St George's on the mainland. David Helfand, president of Quest University, provided a rousing address which then led on to the main focus of the day: 'Teachers Teaching Teachers, Connecting and Sharing'. Over 1000 teachers participated in the 110 workshops delivered by almost 150 teachers who were prepared to share their best practice with others on subjects ranging from Risk Management, The Head's PA; Digital Learning; Leadership and topics in all subject areas.

The Leadership Groups continue to expand as leaders from every aspect of the school life meet to share, collaborate and discuss. Newly formed groups include Admissions, Marketing and Communications, and Learning Resource Teachers. Two-day conferences provide excellent professional development opportunities while also allowing colleagues to connect and network.

Student leadership conferences and regular Athletic events ensure that our students are also connecting and learning from each other across our member schools.

Ontario

From Jan Campbell, Executive Director of CIS Ontario:

The Conference of Independent Schools of Ontario (CIS Ontario) has been dealing with an Ontario Ministry of Labour issue of late that has suggested that because "private" school teachers are not members of Boards, they do not have a collective agreement and therefore are not exempt from the Employment Standards Act (ESA), which limits the number of hours an employee can work without receiving "overtime" pay.

In our school environments which offer extensive extra-curricular activities, service trips abroad, and boarding opportunities, addressing what are "overtime hours" becomes a significant issue.

CIS Ontario formed a Task Force to look into the issue and as well, requested a legal opinion. The conclusions were that as the definition currently stands in the Ontario Teaching Profession Act, "teachers" must be employed by a board to be exempt from the act. (On a practical side, only three member schools were visited by the Ministry, and each inspection resulted in very different discussions, some not addressing the teacher issue at all.) The Task Force identified the need for all member schools to be cognizant of the requirements of the ESA and that they have fair and effective HR policies in place. The CIS Ontario organization will continue to monitor the issue and if and when appropriate, advocate for regulatory change.

CAIS Staff Announcement

New CAIS Director of Programs: Jo-Anne Kingstone

Jo-Anne Kingstone started her career in independent schools at Ridley College as an English teacher. In the years between that first year at Ridley and today, she has experienced a wide variety of teaching and learning environments, assuming all the traditional roles of a boarding school "triple-threat" teacher, with responsibilities in the classroom, on the playing field and in the dormitories. Throughout her career she has dedicated herself to education and, further, to the ideals and practicalities of living and working in communities such as those created by independent schools.

Jo-Anne's two most recent posts speak specifically to her professional development journey. After spending eight years at The Webb Schools in California where she was first the Director of Student Life and then Associate Dean, she returned to Canada to assume the role of Deputy Head at Shawnigan Lake School on Vancouver Island.

When asked what attracts her to the role of Director of Programs for CAIS, she answered, "It would be a privilege to be involved with CAIS schools across the country, to engage in conversation with those students and those teachers, with their leadership and their governing bodies, to share best practices and to work collaboratively to create pathways to excellence for Canadian independent schools."

Jo-Anne is married with two grown children. When not running the trails of Vancouver Island, she can be found sitting reading a good book and enjoying a cup of good strong coffee.

Jo-Anne will be working from her home in British Columbia.

Welcome to the CAIS team!

Student Programs Update

CAIS Athletics Update

Last summer, the Athletic Directors met and determined priorities for the upcoming year, building on the work of the National Athletics Steering Committee, chaired by Rodger Wright. This year, as part of the CAIS strategic planning process, the Steering Committee proposed that we maintain the current tournament offerings for the time being. For the 2012-2013 year, the fee structure will remain unchanged, and schools can expect to be invoiced in June for all tournaments.

We are pleased to announce that Linda Gendron, retired Assistant Head of Lower Canada College, has agreed to review the research completed to date as well as the current landscape, and provide the Board with some strategic recommendations, including a fee model and business plan effective September 2013.

Linda has 36 years experience as a Physical Education teacher, coach, Athletic Director and Assistant Head in both public and independent schools. She has participated in CAIS National Tournaments as both a coach and organizing committee member, and she has experience with the greater Montreal Athletic Association as committee chair and Board Member. Most importantly, Linda is passionate about the tremendous lifelong benefits of interscholastic athletics. She wrote that, "Opportunities in both team and individual sports are key to the student experience in our CAIS schools."

CAIS Athletic Tournaments

On behalf of the Athletic Directors' Executive Committee I would like to thank the schools that hosted the Senior Boys' and Senior Girls' Soccer Tournaments, U-13 Boys' Soccer and U-15 Girls' Soccer Tournaments, the U-13 boys' basketball tournament, the Senior Boys' and Girls' Rugby Tournaments. As you know, it is a massive undertaking of which you should all be very proud! The athletes and coaches develop at these tournaments are very special and your tournaments are a great experience for everyone involved. Schools from across Canada participated in these annual events and were greeted by your warmth and generous spirit.

The tournaments proceeded seamlessly. The games were scheduled flawlessly. Lunches and snacks were provided for the athletes and the coaches were treated specially. Obviously, this could not have happened without the incredible generosity of the people in your school community who helped out. Students and staff helped out in countless ways. This was a team effort in the truest sense of the word. We would like to thank everyone who donated their time to make the tournament such a huge success.

Tournament Results:

U-15 Girls' soccer: Host schools: St. Michaels University School and Glenlyon-Norfolk School

Winners:

Championship Round: Glenlyon-Norfolk School won over Sacred Heart School of Montreal

Consolation Round: Holy Trinity School won over The Bishop Strachan School

U-13 Boys' Soccer: Host schools: West Point Grey Academy

Winners:

Championship Round: Upper Canada College won over West Point Grey.

Consolation Round: Royal St. George's College and Glenlyon – Norfolk School

Sr. Girls' Soccer: Host Schools: Bishop Strachan School, Branksome Hall and St. Clement's School (Played at The Country Day School Fields)

Winners:

Champions Round: The Country Day School won over Lower Canada College

Consolation Round: The Sacred Heart School of Montreal won over Branksome Hall

Sr. Boys' Soccer: Host School: Ridley College

Champion Round: Hillfield-Strathallan College won over Ridley

Consolation Round: Ashbury won over Saltus Grammar.

U-13 Boys' Basketball: Host School: Crescent School

Championship: St. George's Vancouver won over Holy Trinity School

Consolation Round: St. Andrew's College won over Collingwood School

Girls' and Boys' Rugby: Host School: Shawnigan Lake School

Plate Final Girls: Brentwood College School

Plate Final Boys: Shawnigan Lake "B"

Bowl Final Girls: Stanstead College

Bowl Final Boys: St. George's Vancouver

Cup Final Girls: Bishop's College School

Cup Final Boys: Shawnigan Lake "A"

CAIS 2013 Student Leadership Conference

On April 24 – 27, Appleby College in Oakville, Ontario held the CAIS Student Leadership Conference. Through a series of workshops, speakers, interactive pod sessions, think tanks, service learning, team-building and reflection, it's hoped that these student leaders are closer to answering the question "Who Are You?" The event was a great success!

Marg Hagey, the Assistant Head of School: Co-Curricular Programs at Appleby College believed, "Running this conference is an amazing professional and personal growth experience. Thanks again to CAIS for creating these opportunities – I am not sure I could have asked for better PD! Thank you!"

Courtenay Shrimpton, Assistant Headmaster at St. Andrew's College, had this to say: "I just wanted to communicate to you how thoroughly impressed all of us were at the organization and execution of this year's National Student Leadership hosted by Appleby College last week.... Appleby, and specifically Marg Hagey and Andrea Kelly should be congratulated and thanked for all their efforts. "

Joanie Sheps the Student Activity Advisor at Balmoral Hall School said, "I also would like to echo everyone's positive feedback and to thank ALL of you for making this such a great learning experience and for the opportunity for me to spend time with such outstanding and wonderful people!" Brian Foote from St. George's School of Montreal shared similar sentiments: "I want to thank you again for an excellent conference that was meaningful to both my students and me."

Jennifer Thoss of Fraser Academy had this to say: "It was a great conference, in every respect." Lastly, Santhe LeBlanc from St. George's B.C. echoed the positive feedback, "It is such great professional development to spend time with such thoughtful, caring and intelligent people."

Thank you to Appleby College for hosting and to the student directors Emma Hawkes, Alex Torrie, Jordan Murray, Stephanie Paitich, Alex D'Aguiar, and Preanka Dhanoa for their hard work.

Why Did You Become a Head of School?

In our last newsletter, we featured CAIS Heads who are LI graduates. We asked the Heads who inspired them to broaden their reach so they can influence everyone across the country. We asked them two important questions:

Drew Stephens



Southridge School, BC

What is the most enjoyable aspect of your job? What should people who are considering a Headship think about?

I enjoy putting together frameworks and support systems that enable teachers to teach to the best of their abilities and to reach their highest professional aspirations. I enjoy being part of a team that is focused on helping students achieve their fullest potential. I enjoy encouraging, working towards and bringing about educational change. I enjoy collaborating with school leaders and teachers to identify and develop our school's unique and defining attributes. I also enjoy contributing to and working within a school culture that embraces the energy of youth and focuses on the future with hope and optimism.

People considering a headship should think about how they would most like to affect educational change in their schools. I would also recommend they think about their "relationship" with leadership stereotypes, and that they think about their natural personal and professional attributes to retain authenticity in their leadership style. People considering a headship should also think about their readiness to let go of school operation responsibilities that have brought them comfort (and, very likely, success) in past or current leadership roles.

Chris Shannon



Lower Canada College, QC

What is the most enjoyable aspect of your job? What should people who are considering a Headship think about?

Schools are intentional communities – and the leading and commitment to the ongoing shaping and direction of a learning community is a distinct privilege. The satisfaction comes in seeing joy, satisfaction and confidence emerge in genuine ways in young people. Remember, in the end it's all about the kids.

Headship is a marathon – so be patient and expect to grow and evolve along the way. Expect the unexpected. Be ready to laugh and everyone will be better off – a sense of humour is key to success in schools. More than ever, headship is about developing potential in people. Consider what you can do to attract, train and retain the best in all corners of your school. Remember also that those who are not meeting expectations need to be told and clear expectations are required to keep them accountable. Trust the capacity of leaders and innovators in your school to build interest and capacity in various programs. Trust, encouragement and well-timed direction and guidance can take the school to special places. The headship is a constant balancing act of people, programs, priorities, plant and philanthropy. Budgets are organic and reflect the changing needs of the whole community – it's not just about adding up numbers.

Bill Jones



Strathcona-Tweedsmuir School, AB

What is the most enjoyable aspect of your job? What should people who are considering a Headship think about?

The role of Head of School is multi-faceted and complex. Even experienced CEOs who have served as school governors on my boards have expressed their amazement at the diverse expectations of the role. It requires ongoing learning and skill development. There seems to be an endless supply of issues, projects and challenges that will place you outside of your comfort zone; that place where real growth occurs. I enjoy that challenge, the opportunities for ongoing professional growth, and the fact that it is never boring. Never.

I interpret a big part of the job to be setting others up for success. That includes students, teachers, support staff, administrators and sometimes even parents or governors. The chance to have a positive influence on the future of others is definitely a pleasure and a privilege.

In view of the great challenges and demands that this job presents, one needs to consider whether or not you have the physical and emotional stamina and whether you will be able to somehow detach yourself from your work at times in order to be fully present for the other important people in your life. Will you be able to strike some balance that enables a happy and healthy existence?

Does the chance to solve problems and address challenges excite you? Would you love the opportunity to shape the future of something precious? Do you like to empower others and make things happen? Are you willing to accept failure and the need to continuously learn alongside the joy of successful execution and demonstrated expertise? If so, this could be the job for you. And like I said earlier, I promise you will never be bored.

Rodger Wright



Collingwood School, B.C.

What is the most enjoyable aspect of your job? What should people who are considering a Headship think about?

I feel Heads need to go one better than the Hippocratic Oath (do no harm) and take a Head Oath (do only good). It begins by understanding the power of the Head's office. The office itself can magnify the virtues of the mortals who occupy it and lead to extraordinary influence, far beyond the abilities of the incumbent. This is a heavy responsibility whereby whatever the Head decides to reinforce will eventually become the norm: wherever the Head decides to spend his or her time will eventually become valued. In my opinion, this is just something to keep in mind when you, as Head, plan out your day. You can probably hire better people than you to run all your programmes and communicate with all your stakeholders, but only you have the power of the Head's office. Use it wisely for good.

Glenn Zederayko



TMS School, ON

What is the most enjoyable aspect of your job? What should people who are considering a Headship think about?

I am very fortunate to be inspired by the earnest pursuit of human potential by many others around me each and every day. The nearly 800 students who pass through the doors of TMS School are enormously inspiring. They see so much potential in their lives and the world, and they enthusiastically embrace the opportunities they are given to live the three TMS ideals of respect, striving, and making good choices. Second, inspiration also comes from over 125 faculty and staff who embrace our promise to go beyond for each and every student and their family. TMS School parents are also prepared to do their best, not just for their child, but for the school community in order to help ensure that each student has the best possible opportunity to reach his or her full potential as a person and a contributor to the collective good. This is another enormous source of inspiration.

Another key place where inspiration resides is in graduates. It is truly inspiring to meet or hear from former students who are taking the lessons they learned and constructing their own version of a wonderful and meaningful life where they have a positive effect on others.

Inspiration in an independent school setting is also accompanied by many opportunities to grow and develop. Some of the crucial areas that require ongoing attention include: hearing and really listening to what Jim Collins calls the "brutal facts"; Planning well ahead; Having a plan B and C, because you will need them at times; Being patient with ambiguity despite having best laid plans; Developing and supporting others; Recognizing your strengths and weaknesses and surrounding yourself with great people who are smart, caring, and committed; Making hard decisions for the right reasons and then standing behind them; Taking small risks; Taking responsibility for mistakes you will make; Learning in an ongoing fashion to allow you to think and move forward for your school community.

Ted Staunton



Saltus Grammar School, BM

What is the most enjoyable aspect of your job? What should people who are considering a Headship think about?

The most enjoyable aspect of my job, without a doubt, is interacting with the students. [At the time of this writing] I just came back from lunch with our Prefects – if I could do this every week, I would have a better 'feel' on school life.

If someone is interested in becoming a Head, they should consider that life on faculty is much different than life in the 'c suite'. Do they have broad enough shoulders to take on the criticism that will inevitably come their way during challenging times? They should also think about ways that they can develop their communication skills, as their survival will depend on keeping their school's constituents well informed.

Hal Hannaford



Selwyn House, QC

What is the most enjoyable aspect of your job? What should people who are considering a Headship think about?

The best part of my job is the fact that every now and then, you can realize that in some small way, you have actually made a difference. What could be better than that?

If you are thinking about becoming a Head, one of the primary challenges you will face is creating a vibrant, dynamic, exciting, effective, innovative, inclusive, faculty culture.



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CAIS Index

Top 10 Issues Facing CAIS Schools

1. Developing Financial Plans for Long-Term Sustainability
2. Marketing to Attract New Students
3. Strengthening Philanthropy
4. Succession Planning and Leadership Development
5. Developing and Maintaining Facilities
6. Managing Human Resources
7. Developing Staff Skills and Competencies
8. Developing and Strengthening Academic Programs
9. Managing and Implementing Technology
10. Evolving Models of Education

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This commitment to building "partnerships" has enabled ARAMARK Education to build enduring relationships with the schools we have the privilege of serving. We understand the importance of school traditions while seeking new and innovative solutions that best meet the needs of your students, faculty and administration and the school community. We take pride in providing the highest quality in services, professionally delivered in a fiscally responsible manner.

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At Sodexo, we believe our solutions improve and maintain the quality, safety and productivity of the work environment thereby contributing to the progress of individuals and performance of organizations. Sodexo Canada is proud to have created the Sodexo Foundation, an independent charitable organization that has donated more than 600,000 meals to at risk youth in Canada since it was founded in 2001.

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As our many independent school clients will attest - our focus on customer service, quality products and creative solutions make us an ideal partner! With over 130 client locations in operation, 1400+ employees and decades of experience in dining services - Brown's is exactly the right size to make your school's dining services a success!

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"The things we really like about the company are that it is Canadian; you can speak to the person who owns the company and all the key members of management team really cares about your level of satisfaction; the transparency and responsiveness is excellent and above all, the fit of the local manager into our organization was perfect. We are pleased and confident to recommend Brown's to other independent schools".

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Ecclesiastical Insurance Office

This year, Ecclesiastical marks two very special milestones – the 125th anniversary of Ecclesiastical Insurance Group, and 40 years in Canada. As a distinctive celebration of our history and Ecclesiastical's milestone year, we are sponsoring the Governor General's 'History Alive!' Award, administered by the Canadian Museums Association.

We were established in the U.K. in 1887 - by customers, for customers – and, In fact, we still have our very first customer! Ecclesiastical is an independent insurance company owned by a charitable trust and our profits are re-distributed to philanthropic causes. We are unique in our industry and we approach business from a completely different perspective. Our philosophy is grounded in an unwavering commitment to protect those who enrich the lives of others and to build long-term relationships based on trust, integrity and good faith.

Given our organization's long history of public service, "giving back" is part of our DNA. Our employees participate in local causes and our Business Interns are placed in not-for-profit organizations to gain understanding, build social consciousness and contribute their skills. We support diverse Canadian cultural groups and local and global organizations that educate women and children and eradicate poverty around the world.

Ecclesiastical is proud to be Canada's specialist insurer of choice, providing customized insurance solutions and value-added services to independent schools, retirement homes and care facilities, registered charities and non-profits, arts and culture organizations... in addition to serving the majority of Canada's faith communities. We are a business partner working with like-minded, independent brokers who share our values and absolute commitment to customers. With five regional centres across the country, we meet the needs of our broker partners and customers wherever they are located.

Our Specialist Services include:

- Educating customers on ways to identify and mitigate risk to their communities
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- Our claims expertise, reputation and experience in handling complex and/or challenging claims, situations or events, including liability and abuse allegations
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 - LegalConnex - an included benefit providing unlimited telephone access to licensed lawyers and information on legal matters

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Ecclesiastical is regularly audited by independent rating agencies and our 2011 ratings - 'A' by A.M. Best, and 'A -' by Standard & Poor's - reflect our financial strength and stability.

We are proud to provide customized insurance solutions and services to CAIS members across Canada. We are equally proud to support CAIS by attending national conferences and, as a Platinum Sponsor of special events. Most importantly, we subscribe wholeheartedly to CAIS' values which in many ways reflect our own.

Gold

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A trusted name in the Canadian insurance industry since 1946, Ingle International specializes in travel health insurance for Canadian students going abroad and international students coming to Canada.

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