

**Thank you for taking the time to read our November 2012 Quarterly Newsletter. In this edition you will find updates on: The Value of Accreditation, a new appointment to the CAIS team, the Learning Steering Committee, Partner Conferences, Professional Development updates and Social Media.**

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

### The Value of Accreditation

When I listened to Roger Martin speak at last month's Annual Conference on 'Sustainability and Strategy', and he was just one of many excellent speakers, I thought he could have been describing the value of accreditation.

When people talk about accreditation, there is often debate about which is more important – the internal evaluation process or the on-site review. I think of it this way – when you clean your home, you often do a better job when company is coming. The fact of the matter is that both aspects are critical to a thorough school improvement process.

Why does the CAIS accreditation process make good schools better? Why do our members tell us that accreditation changed their school? Why do they often mark their school's history according to the accreditation cycle every seven years?

Martin described the "success trap." If we start to believe our own myths, then we are at risk of remaining stagnant. The best businesses have to keep on asking good questions because "only the paranoid survive."

The first value of accreditation lies in the internal evaluation process, when schools work through a set of questions that have been intentionally designed to be reflective. Schools look at all areas of program and operations and ask, "What are our strengths and how can we improve?" I always say we owe it to the students in our care, who spend years of their lives with us, to intentionally consider how to do a better job at challenging and supporting them every year.



Roger Martin presents at the 2012 CAIS Conference

Martin also commented on "culture eats strategy for lunch," the famous line by Dick Clark the former CEO of Merck (who was paraphrasing Peter Drucker). Martin made the point that if you want to change culture you have to change how the conversations take place. An effective accreditation process changes the conversations. When you have every person in the school engaged in thinking about how to improve the school, as is the case with the internal evaluation process, you have a culture of continuous improvement. What is notable is that the CAIS process is integrated; in other words, schools are looking at the entire school with all of its complexity. You can bring in an outside expert for advice or you can review one aspect of your school, but to really effect long-term change, you need to take a deep and broad look at the complex culture of today's independent schools and choose a strategy.

Jack Welch, the famous CEO who took over GE in 1980 when the company was valued at 14 billion dollars and developed it into a 490 billion dollar company twenty years later, was recognized as a leader who was devoted to growth. "Immediately, he opened up dialogue and the channels for honest feedback. He quickly set to work asking executives what they liked and disliked about the company and what they thought needed changing" (Carol Dweck, *Mindset*). A CAIS accreditation process contributes to a culture of development. Schools first ask themselves tough questions and then take that mindset further by asking colleagues from similar schools to spend four days challenging their findings. They invite their peers to look at every aspect of program and operation and then tell them how they can become even better.

When everyone is thinking - and talking! - about getting better, you have a true learning environment. That is the kind of continuous improvement culture that parents expect when they enroll their kids in a CAIS school.

After the conference, I was reminded of an additional benefit to a national accreditation process. CAIS brings together the top professionals from across the country for four days. But the impact extends beyond the review school and into the professional lives of the Visiting Committee members and into their respective schools. Rather than tell you about the national network, let me show you. Below is the email exchange – shared with permission – between the members on the Ashbury Visiting Committee after the visit:

*Just a brief note to let you know how much I have enjoyed working with you all over the last few days at Ashbury College. It was a privilege to be part of such a professional team working under the excellent leadership of Tom and Guy. It has been such a good humoured group, and I have learned a great deal from you all. I know some of you are still travelling so do have a safe journey. I have just arrived home and have immediately adopted the "recovery position" - beer in hand.*

**Barry Hughes**  
Head of School  
Holy Trinity School

*It was an incredible experience, especially for those of us that were new to this process. I was impressed by the professionalism and wide diversity of experiences and knowledge around the table. For somebody who was on their first accreditation visit, it was definitely an engaging and worthwhile experience. Thank you all for being so welcoming, supportive and open to sharing ideas and experiences. I enjoyed meeting all of you and look forward to seeing you again in the near future.*

**Chantal Gionet**  
Assistant Head of School, Academics  
Pickering College

*Greetings from snowy Okotoks where we have a foot of snow on the ground with more in the forecast. Temperatures are expected to stay below zero until Monday so the white stuff isn't going anywhere for a while. We are hosting the International Independent Schools Public Speaking Competition from today until Sunday with 180 visitors from all over including India and Australia and the snow is a bit of surprise for them. On a positive note, Mt. Norquay in Banff opened for skiing today which is their earliest opening ever! I truly enjoyed and appreciate the time that I got to spend with all of you over the past days. Professionally it was engaging and inspiring and personally it was great getting to know each of you. I look forward to connecting again in the future.*

**Trevor Julian**  
Middle School Principal  
Strathcona-Tweedsmuir School

*I am on the train and headed back to Toronto. Ashbury was practically home for us for these past few intense days, and it will almost feel strange not to see you at 7 AM to start the day! Thank you for your time, feedback, and thoughtful sense of perspective on the accreditation process. I feel fortunate to have entered this exercise in your company.*

**Kate Balsara-Pardoe**  
Director, Finance & Administration  
Havergal College

*Thank you accreditation team! It was great working with educators from across the country during this powerful reflective process focused on school improvement. It was fabulous working with everybody and I learned a great deal!*

**Ian Kennedy**  
Head of Wentworth Campus  
Collingwood School

*After many hours of travel, (I arrived home around 10 pm BC Time, 1 pm Ontario time) I too was able to put my feet up and reflect on my experience with a glass of wine and a cat curled around my feet. To all of you, thank you for the conversation and great professionalism. I was encouraged to think outside of the box and look at processes and strategies from a different perspective, something that is hard to do when caught in the day to day operations of my own school. Wishing you all of the best as you immerse yourself back to the realities to your day to day life.*

**Wilma Jamieson, M.Ed.**  
Head of School  
Queen Margaret's School

*Thank you, Barry. Happy to learn that you made it home safely. The BC and Alberta boys are at the Ottawa airport about to board their return flights. I concur with your view of the Visiting Committee--what a committed and good spirited group of professionals! I also thank Guy for his wisdom and for keeping us on track. He and I had a very positive and constructive final meeting with Tam. Safe travels everyone.*

**Tom Matthews**  
Head of School  
St George's School

*I, too, very much enjoyed being part of the team. It was an amazing experience and I feel very fortunate to have been asked to serve. On Sunday afternoon it seemed like we had a daunting task ahead of us (so many people to see, so little time) but when I awoke this morning I felt incredibly energized by what we had accomplished together. Hopefully, our paths will cross again some day.*

**Judy Hopps**  
Executive Director of Advancement  
Bishops College School

*It is wonderful to read these notes. I too wish to express how much I enjoyed meeting and working with all of you. This was a very unique experience and I am so pleased to have had the chance to participate on this committee. I was not expecting to learn so much professionally not only from Ashbury College, but also from all of you. Special thanks to Guy and Tom for their brilliant leadership. Hope to meet you all again,*

**Mary Anne Ballantyne**  
Assistant Head, Technology and Innovation  
The Bishop Strachan School

## **Interim Director of Accreditation Announcement**

Please note that Tim Putt has left CAIS to pursue other opportunities. To take on the accreditation role on a part-time, interim basis, we are excited to welcome Liz Falco, who is no stranger to our CAIS independent school world. Liz, who will work from her home office in Montreal, is an alumna of Hillfield Strathallan College and has over 20 years in education and at a full range of CAIS schools (K-12, day, boarding, coed and all girls) across three provinces – Ontario (TCS), British Columbia (SMUS) and as Head of School at The Study in Quebec. She holds a MBA from the Ivey School of Business and a M.Ed. in Private School Leadership from the Klingenstein Center at Columbia University.

Liz will oversee the accreditation reviews this year and prepare schools who are gearing up for reviews in the coming year. She will work closely with our Accreditation Officers, Elaine Danson, David Hadden, and Guy McLean, to ensure that every review contributes to a positive school improvement process.

Please join me in welcoming Liz Falco to CAIS. She can be reached at [liz@lizfalco.ca](mailto:liz@lizfalco.ca).

## **Learning Steering Committee**

In the CAIS Strategic Plan, research and professional development are two of the ten priorities. Last year, the process to establish our Governance Guide and Online Resources established a strong model for how to achieve both priorities in one project.

What is the next project that can engage our members and provide them with value that can only be achieved by our national organization?

In the fall of 2010, CAIS Heads and Chairs identified Human Resources as the number one challenge facing independent schools. As part of our Governance Research last year, we asked Heads and Chairs: What does this mean to you? They identified the two most significant challenges:

1. Attracting, training, and retaining exceptional teachers.
2. Managing and/or implementing change.

In the changing landscape of independent school education, inspiring excellence in our teachers is a priority for every CAIS school. Increasingly, schools are dedicating more resources to teaching and using a variety of approaches to ensure improvements and increase accountability, including teacher performance evaluation, incentive programs to research best

CAIS schools have made significant progress in implementing 21<sup>st</sup> century pedagogy, but the excellence is often more driven by high performing individuals than by common practices, policies, or performance measures. There is no more critical an issue facing our schools than inspiring excellence in the classroom. It is a vision that we share nationally.

We are looking for your leadership. At the October meeting, the CAIS Board approved the establishment of a Learning Steering Committee comprised of the following:

### **Mandate**

- To advise on the process to create Resources that ensures engagement of the CAIS Board and Leaders (Heads, Human Resource Professionals, and Academic Leaders), sound research and quality resources for schools.

### **Membership**

- (a.) The Steering Committee will have regional representation and include representatives from different kinds of CAIS-member schools.
- (b.) The National Learning Steering Committee is comprised of individuals who have expertise in and/or passion for academic change and performance management:
  - a. Two CAIS Board Members (Michael Robertson (Chair) and Andy Hargreaves (Advisor))
  - b. Two CAIS Heads
  - c. Two independents
  - d. Two HR Directors
  - e. Two Academic Leaders

Please contact Val Pighin at [vpighin@cais.ca](mailto:vpighin@cais.ca) if you wish to support this initiative.



CAIS 2012 Annual Heads Conference, Toronto, Ontario

## Call for Help – B.C. Heads and Chairs needed

The next Heads and Chairs conference is scheduled for October 17 – 19, 2013 in Vancouver. Rodger Wright will chair the Program Committee, and we are looking for Heads and Chairs from British Columbia to join us to create another outstanding program. The first meeting will be Monday, January 16, 2013. Please contact [Anne-Marie Kee](#) if you wish to get involved.

## CAIS Partner Conferences

### Senior Student Leadership Conference

Registration is now [open](#) for this year's CAIS Senior Student Leadership Conference. This year's team has based the conference on the theme of "**Who are You?**" The conference will be hosted by [Appleby College's](#) student directors and faculty advisors and they have been hard at work developing a program that will offer students a chance to explore leadership through the following different areas of interest: Arts, Athletics, Character, Entrepreneurial, Environmental, Experiential, Intercultural and Service Leadership. They are also hosting professional development opportunities for the faculty advisors in attendance. [Register](#) soon as space is limited.

Conference details will be updated on both the CAIS [website](#) and Appleby's [webpage](#) as they become available.

### Assistant Heads Conference

The 2013 Assistant Heads Conference will be held April 24-26, 2013 in Halifax, NS and hosted by [Armbrae Academy](#) and [Halifax Grammar School](#). This year's theme is Mental Health in the 21<sup>st</sup> Century. Conference details will be updated on the [website](#) as they become available.

Stay tuned: more details will be posted online next month.

### Advancement Professionals

Registration is now open for the Advancement Professionals conference taking place in Victoria, BC on Thursday, January 24, 2013. More information can be found [here](#).

## CAIS 2013 Summer Leadership Institute

The 2013 Summer Leadership Institute is being held from July 2-6 at [Rothesay Netherwood School](#) in Rothesay, New Brunswick.

We are pleased to confirm the following programs are being offered:

1. Heads Program
2. Excellence in Learning Forum for Human Resource Directors and Academic Change Leaders - two representatives per school.
3. The Next Step Program - Part One
4. A strong line-up of LI modules.

Stay tuned: more details will be posted online next month.

### Junior and Middle School Heads Conference

Be sure to mark your calendars for your trip to Ottawa in April 2013 when Ashbury College and Elmwood School are hosting the Junior and Middle School Heads conference, Global Citizenship: Preparing Schools for 21<sup>st</sup> Century Teaching and Learning.

We hope to greet a record number of delegates while taking advantage of the resources of the national capital region with presentations by Garfield-Ginny Newan, Oxfam Canada and more! The conference location is the lovely and historic [Chateau Laurier](#) in the heart of downtown and market area.

**Save the date:** April 17-20, 2013

Conference Co-Chairs

[Christine Blackadar](#), Elmwood School; and  
[Brian Storosko](#), Ashbury College

Conference details will be updated on the [website](#) as they become available.

## **CAIS Professional Development**

### **CAIS 2013 Spring Leadership Institute**

The 2013 Spring Leadership Institute will be held at **Havergal College**, Toronto, Ontario from Saturday, March 2 to Sunday, March 3, 2013. Choose one of the two courses offered this spring:

1) Brain Research

Taught by **Dr. Karen Gazith**, Director of Education at the Bronfman Jewish Education Centre and an adjunct professor in the department of Educational and Counseling Psychology at McGill University.

2) Finance

Co-taught by the Chief Financial Officer of St. Andrew's College, **Beth McKay** and Head of Operations and Chief Financial Officer at Holy Trinity School, **Chris Stafleu**.

Whether this is your first time attending the Leadership Institute or if you are a graduate of the program you are encouraged to join your CAIS colleagues. The **agenda** is also available for your planning purposes.

Spaces are filling fast - **Register** soon to secure your spot!

## **Marketing Update**

### **Career Board**

Did you know the CAIS Career Board receives more than 40,000 page views a month? Make sure to visit the **CAIS Career Board**. One of the benefits of membership is this excellent tool for finding the right people to fulfill the staffing needs of your school.

### **Boarding Myths Busted!**

In October, the CAIS Boarding Project, along with its marketing partner LiQuid, launched a brand new infographic video that helps dispel myths about the boarding experience and offers insights into a 21<sup>st</sup> century boarding school education in Canada. The video was first revealed during the Annual Heads, Chairs and Business Officers Conference. If you have not had a chance to view the video, we have posted it on our **YouTube channel**.

You can also:

- **Subscribe** to our **YouTube channel**
- **Follow us** on Twitter **@caisboarding**
- **Like Us** on Facebook at **facebook.com/caisboardingschools**

### **CAIS on Twitter**

CAIS recently launched its own Twitter page **@CAIS\_Schools**. By following us you will receive short, timely updates and links to interesting articles, website updates and CAIS news items. You can **follow us** at **@CAIS\_Schools**.

And don't forget to read Anne-Marie's **KeeNote Blog**.

### **Contact Us**

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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.

### Ecclesiastical Insurance



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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- Property and casualty products specifically designed to meet the needs of each of our customer segments on a stand-alone, program, and large risk-managed basis.
- Our claims expertise, reputation and experience in handling complex and/or challenging claims, situations or events, including liability and abuse allegations
- Innovative, value-added services to assist our customers:
  - LegalConnex - an included benefit providing unlimited telephone access to licensed lawyers and information on legal matters
  - ProfessionalAssist - an included benefit for organizational leaders. Provides confidential telephone access to experienced and qualified counsellors and information on sensitive workplace issues.

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.

## Sodexo



Sodexo Canada has been delivering On-Site Service Solutions to clients in the Education, Healthcare, Business & Industry, and Remote Sites sectors for over 40 years. Today, we provide services at nearly 750 sites for more than 230 clients across Canada. Day after day, our 10,000 employees work together to improve the Quality of Life for the customers we serve by designing, managing, and delivering a wide range of On-Site Service Solutions- from project management to energy planning, from technical building maintenance to concierge services, from housekeeping to fitness centre management, and from catering and foodservices to clinical technology management.

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.

## Silver Ingle



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.

International students and expatriates located around the world, worldwide travellers, overseas volunteers, and those who travel to dangerous places are just some of the groups we cover. In Canada, we offer our services to public, private, and independent schools, as well as to universities, colleges, and language schools. Among our many clients, we are proud to work with the following independent schools: Ridley College, Pickering College, Balmoral Hall, and King's Edgehill School.

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