

2018 – 2019

CAIS | **NEXT STEP**
PROGRAM

**Developing leaders today
for Canada's best
schools of the future**

This package includes the following components:

- Program Vision, Mission, Values
- Background
- Program Overview
- Program Requirements
- Application Eligibility and Cost

Our Vision

To be the standard of excellence in learning and leadership, shaping the future of education.

Our Mission

To pursue continuous whole school improvement through accreditation, exemplary leadership development, research, and national collaborative initiatives.

Professional Development Mission:

CAIS' professional development program is national, based on current and global effective practice and prepares, and connects and supports leaders in independent schools; ultimately, it has a demonstrable impact on educational excellence, leadership development and continuous whole school improvement.

Our Values

Student-Centred

The students of our schools are the reason we exist. Strong schools can inspire students, who can, in turn, change the world. Everything we do must ultimately support the learning and development of students.

Leadership

Exemplary leadership is the essential ingredient to continuous improvement and innovation. Our role is to shepherd, steward, and serve school leaders.

Excellence

Excellence is a constant and deliberate quest. Our schools share a passion for continuous improvement and innovation to support their commitment to educational excellence and long-term sustainability. Our commitment is to deliver excellence to our members in everything we do.

Collaboration

Collaboration fuels creativity and leverages resources. By working together within our community and with others on common issues, we bring greater value to all of our schools and to our students.

Relevance

We best serve our schools by focusing on issues and programs that are relevant to our standards and support school improvement and innovation.

National & Global Perspective

We address national issues that affect our members within the context of a rapidly changing globalized world.

Inquiry and Understanding

We are committed to and promote life-long education, inquiry and independent thinking, the protection of human rights, and understanding and respect for differing perspectives and diversities among people.

Background: Developing leaders who will shape the future of education.

In 2000, a group of CAIS Heads had a vision that the national organization should develop talent, and they created a Leadership Institute. The program includes a variety of modules that are specific to the unique nature of independent schools, and the facilitators are leaders in our community who ensure content is relevant and practical to school improvement. Over the years, this program has grown to include a variety of modules, and we are honoured to engage with over 100 participants each summer. The evidence of success is twofold:

- Many of our grads have gone on to assume leadership positions in our schools, including Headships.
- Our grads report that our program has had significant impact on their growth both personally and professionally; additionally, they can demonstrate the impact of our program on our schools.

In 2010, we heard from our graduates that they wanted to experience more CAIS leadership development. We also heard from our schools that there was a need for a targeted program for those administrators who were looking to take the next step in their careers. There had to be an application process and there had to be more experiential learning with impact on our schools. Thus, we launched the Next Step Program. We developed a two-year curriculum, hired three facilitators and five mentors, and limited the program to 12 participants. Our program included two summers and a one-year change project that was supported by mentors.

In 2015, we commissioned Susan Wright to conduct research to better understand the changing leadership landscape. *“Leadership in our schools: A Research Project”* highlights the following:

- 6 out of 10 of Heads in CAIS schools (That’s 58 people!) anticipate they will retire or leave their schools in the next 6 years
- 1 in 5 of the Heads (22%) say they anticipate retiring or leaving their schools fewer than 3 years from now
- 66% of current Heads were not selected from within their school – they were at another school within Canada (50%) or came from a school outside Canada (16%)
- 18% of Heads are not developing any potential successors for potential future headship at their schools

Clearly, there is going to be incredible turnover, and all members of the leadership team are going to need to be more conversant with all aspects of school change.

In 2016, after two rounds of the program, we surveyed participants; we researched leadership models and competencies; we listened to the advice of Heads, Boards, Leaders, and Search Consultants; and we met as a team to really understand how to best prepare future leaders. A new enhanced opportunity was produced. In 2018 we are pleased to be running this successful program once again.

Program Overview

We identified four main areas of leadership growth worthy of focus:

1. Ensure emerging leaders participate with seasoned professionals at the Leadership Institute, as well as in job shadowing, accreditation, and mentoring experiences;
2. Strengthen leadership capacity through new self and peer assessments, that develop self-awareness and support growth as a leader and learner;
3. Encourage peer support and collaboration through a National Cohort experience; and
4. Guide leaders in actively identifying an organizational need and designing an initiative through the development of a Change Project.

CAIS prepares leaders today to lead schools of the future. This requires a new set of knowledge, skills, networks, and experiences.

The leader of the future will understand:

- Vision, Mission, Values and Strategy
- The business of independent schools, including finance, governance, human resources, enrolment management, communications, risk management, and advancement
- Local, national and international challenges facing schools and the future of education
- His/her leadership style
- How to motivate others
- How to lead effective change

The leader of the future will be able to demonstrate:

- Strategic visioning and planning
- Adaptability and understanding of the change process
- Alignment between talent and organizational needs
- Collaboration with a diverse group
- Communication in writing and presenting
- Coaching conversation skills
- Self-awareness
- Deep understanding of school culture
- Life-long learning and humility
- Hard-work, time-management, and perseverance
- Problem-solving some of the most complex school challenges
- Use of emerging technology

Program Requirements

The Next Steps Program is a limited enrolment leadership development experience that involves two in-person summer programs at the CAIS Leadership Institute (July of 2018 and July of 2019). In addition, participants who have not yet completed the Human Resources module of the Leadership Institute will do so in year 1 immediately following the conclusion of the Next Steps Program.

In addition to being on-site for two summers, participants will take one year to experience the following:

1. Readings assigned at the start of the program including Top 12 articles and up to two books.
2. Meet regularly with your Head of School
3. Meet monthly with your mentor
4. Complete job shadowing by December 2018
5. Complete a two part Leadership Assessment (Part One: Self-Awareness in May 2018; Part Two: 360 Feedback in May 2019)
6. Participate in an accreditation review and receive feedback from the CAIS On-site Coordinator
7. Engage in all cohort meetings and seminars
8. Practice coaching conversation techniques
9. Present at a staff/board/parent meeting and/or conference
10. Design and complete your pre-approved Change Project

An **Advanced Leadership Institute Diploma** will be presented to participants upon successful completion of the Next Step Program in July 2019.

Application Eligibility and Cost - Application deadline Monday, April 23, 2018

Eligibility

The Next Step Program is designed for leaders who have at least three years in a leadership role, have the support of their Head of school, and have demonstrated a commitment to professional development. Preference will be given to candidates who have completed several modules at the Leadership Institute and have been on an accreditation review.

The Change Project

Applicants must provide a summary of their proposed project that addresses a need in their school and is supported by their Head of School.

Head of School Endorsement

The Head of School must nominate the Candidate for the program and support his/her attendance at the Next Step Program at the Summer Leadership Institute. Additionally, the Head must support the following:

- The Change Project – what need can the Candidate address within the school?
- Monthly meetings with the Candidate:
 - Ongoing review and support of the Change Project
 - De-briefing and discussing Mentoring and Job-Shadowing process
- Provide an opportunity for presentation and accreditation experiences (if necessary)
- Job shadowing experience
 - Support in the arrangement of a two-day job shadow experience in another CAIS School that suits the unique learning opportunity for the Candidate. (i.e. Head, Professional in Business, Fundraising, Enrolment Management, and/or Human Resources, etc)
- Board meeting experience
 - Ensure there is an opportunity to attend and possibly contribute to a Board meeting

Upon acceptance of the applicant into the program, the applicant will ask The Head of School to sign the Head of School Endorsement Agreement. The applicant will also sign and return the Confidentiality and Conflict of Interest and Participant Agreement forms.

Cost

The cost of this two-year program is as follows:

- Part One - \$2250 (due prior to the start of the 2018 Summer LI)
- Human Resources Module \$150 (to be taken by those that have not completed
 - the module in the past)
- Part Two - To be confirmed dependent upon the cost of leadership assessment tools (due prior to the start of the 2019 Summer LI)

Confirmation of participation will be sent out the week of April 23, 2018.



Appendices

Head Authorization and Consent Form
Confidentiality and Conflict of Interest Form
Participant Agreement

**Next Step Program
Head of School Authorization & Commitment Form**

The Head of School must nominate the candidate for the program and be committed to providing the following, in addition to supporting their attendance at the Next Step Summer Programs:

- Ongoing review and support of the Change Project
- Monthly meetings with the Candidate:
 - o De-briefing and discussing the Change Project, mentoring, job-shadowing, presentation and meeting experiences
- Job shadowing:
 - o Support in the arrangement of a maximum two day job shadow of a Leadership Team member of a CAIS School that suits the learning opportunity for the candidate.
- Board meeting Experience – optional
 - o Offer an opportunity to attend and experience a School Board meeting

Name of Candidate:

School:

Name of Head:

I <name> nominate the above candidate and agree to develop the candidate through his/her learning process by ensuring opportunities for leadership development as outlined in the program requirements.

Signature

Date

**Next Step Program
Confidentiality and Conflict of Interest**

Confidential Information: Next Step participants will be privy to sensitive, proprietary and confidential information and shall regard all information as confidential unless specifically advised or instructed otherwise. Such information must not be revealed or discussed with third parties without specific approval. The duty to maintain confidentiality shall continue indefinitely. Persons to whom this Policy applies who have committed an unintended breach of confidentiality will contact the Executive Director of CAIS to identify the issue so that any necessary remedial action can be planned or implemented.

Duties: Each person to whom this Policy applies shall act honestly and in good faith; have the best interests of the Corporation(s) in mind, and exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.

Conflict of Interest: Each person to whom this Policy applies should avoid engaging in any personal business which would conflict with either the business of the Corporation or his or her duties and responsibilities to the Corporation(s). A person to whom this Policy applies who has a material interest in any company or organization which has material dealings with the Corporation must disclose in writing such interest to the Executive Director of CAIS and must exempt himself or herself from participating in any discussion involving such interest.

Violations of this Policy: Each person to whom this Policy applies is responsible for being aware of, understanding and complying with this Policy and shall promptly report any problems or concerns and any actual or potential violation of this Policy to the Executive Director of CAIS.

Certificate

I certify that I have read and fully understand the Confidentiality and Conflict of Interest Policy and will comply with its provisions.

Participant:

Signature

Print Name

Date

Witness:

Signature

Print Name

Date



**Next Step Program
Participant Agreement**

Participants will be required to sign a confidentiality agreement and participate in all Program Requirements:

1. Complete readings as assigned, including Top 12 Articles and up to 2 books
2. Meet monthly with your mentor
3. Meet regularly with your Head of School
4. Complete two days of job shadowing by December 2018
5. Complete a two part Leadership Assessment (Part One: Self-Awareness in May 2018; Part Two: 360 Feedback in May 2019)
6. Participate in an accreditation review and be evaluated by the CAIS On-site Coordinator (unless you have completed one in the past three years)
7. Engage in all cohort meetings and seminars
8. Practice coaching conversation techniques
9. Present at a staff/board/parent meeting and/or conference
10. Design and complete your pre-approved Change Project

As a Next Step participant, I agree to the Program requirements as outlined above:

Name of Participant

Date

Signature of Participant

Signature of Head of School