

## **CAIS Next Step Program**

**July 2022 - July 2023**

**This package includes the following components:**

Overview

Requirements

Application Eligibility and fees

Forms to complete and return to CAIS

Lifelong learning is at the core of the CAIS Professional Learning Pathway with programs that support leaders from the point of aspiring to a leadership journey through to annual retreats for Heads of School.

The **Next Step** program is designed for current leaders who aspire to be senior leaders or Heads of School.

## CAIS Leadership Pathway

<p style="text-align: center;"><b>Starting the Journey - Knowing Oneself in Order to Lead</b></p> <p style="text-align: center;"><b>CAIS Foundations for School Leadership Program: Designing a Practice</b></p>	<p style="text-align: center;"><b>Learning the Landscape for Leading in CAIS Independent Schools</b></p> <p style="text-align: center;"><b>CAIS Independent School Leadership Diploma Program</b></p>	<p style="text-align: center;"><b>Knowing Self and Leading Strategy, Change, and People</b></p> <p style="text-align: center;"><b>The Next Step Program</b></p>	<p style="text-align: center;"><b>Transitioning into a CAIS Head or Chair role</b></p> <p style="text-align: center;"><b>New Heads of School &amp; Board Chair Orientation Programs</b></p>	<p style="text-align: center;"><b>Lifelong Learning for Leadership</b></p> <p style="text-align: center;"><b>Heads' Retreat</b></p>
<p>Independent Schools leaders begin their leadership journey in a variety of different portfolios. The <i>CAIS Foundations for School Leadership Program</i> invites emerging leaders to explore leadership from multiple levels- conceptual and personal. They will explore leadership in their current area of function and across the three CAIS pillars including Strategic Direction, Education Program and School Operation.</p> <p>For some emerging leaders, the Strategic Direction pillar and their place within it is not always evident. Participants will explore how they fit within School strategy, how to explore leadership within their current portfolio and to contribute beyond it.</p> <p>This five-day program is for people who are at the beginning of an exploration of their aspirations for leadership or who have been recognized as potential school leaders.</p> <p>Completion of the Foundations for School Leadership Program is required to pursue the CAIS Diploma in Independent School Leadership Program Diploma.</p>	<p>Independent Schools are complex organizations. School leaders need to have a breadth of knowledge and competency across all areas in order to provide support and oversight for the entire School.</p> <p>The <i>CAIS Leadership Diploma Program</i> offers opportunities to explore what it means to effectively lead within both the Education Program and School Operations as well as better understand effective Leadership Strategies &amp; Structures.</p> <p>The CAIS Diploma in Independent School Leadership is granted to those who complete 10 modules.</p> <p>For leaders who wish to extend their learning further, the Advanced Diploma in Independent School Leaders is granted to those who complete 15 modules.</p>	<p>Senior leadership positions in independent schools require a deep understanding of oneself and what it means to lead others. Effectiveness in positions like Deputy Head and Head of School also requires a strategic lense to effectively lead in the present as well as looking outward to the future.</p> <p>The <i>CAIS Next Step Program</i> builds upon the self-knowledge exploration in the Foundations for School Leadership program - this time as an aspiring senior leader. The program explores what it means to understand risk, lead strategy, lead change and lead people.</p> <p>The <i>CAIS Next Step Program</i> is designed for current School Leaders who aspire to be senior leaders. Successful applicants to the program will have completed at least three years in a school leadership role, have the support of their Head of School and who have demonstrated a continuing commitment to professional learning.</p> <p>Participants will attend two summer sessions, and throughout the school year in between, engage in a supported change project and further explore their growth in personal leadership dispositions and competencies.</p>	<p>Leadership learning does not end with the acceptance of leadership roles. Education trends are continuously emerging. Similarly, School contexts and priorities change as they evolve to meet the needs of their students in a changing world. Effective leaders need to continue reflecting, learning and building areas of knowledge and competency.</p> <p>The first year for new Heads of School is supported through interactive resources including the CAIS Ahead of the Game, the New Heads' orientation and mentorship programs.</p> <p>The CAIS Governance Guide provides Board Chairs with best practices in independent School governance and on-going webinars provide a concentrated look into key issues facing Boards. <i>The New Chairs' Orientation Program</i> supports the development of a cohort of supportive peers across the CAIS network of Schools.</p>	<p>The annual <i>CAIS Head's Retreat</i> brings Heads of School together to reflect upon the School year and share experiences as leaders of risk, strategy, change and people.</p> <p>The Head's Retreat provides an opportunity for collaboration, support and professional learning directly related to current opportunities and challenges.</p> <p>This is also a time to reflect, recharge, and reconsider how to maintain well-being for the year ahead.</p>

**Key Dates:**

- Acceptance into the program requires support of the Head of School and the submission of an application package due **April 30, 2022**.
- Applicants will be informed of acceptance into the Next Step Program the week of **May 16th, 2022**
- Participants commit to attend two CAIS Leadership Institutes (July 4-6, 2022 and July 4-6, 2023) **and** on-going engagement from September 2022 to June 2023 including a school-based change project.

**Next Step Participants will:**

- deepen awareness of themselves as leaders (including self-assessment of strengths and areas for growth), competencies and dispositions
- understand how to anticipate, identify and strategically manage risk
- explore why strategy is vital for schools and methods for setting strategic priorities and translating them into tactics
- learn approaches for leading change (identify organizational needs within their school and strategically lead a school-based change project)
- understand strategies for leading people and building an engaging school climate and culture
- understand how to lead whole school improvement

**Application Process:**

- Acceptance into the Next Step program requires confirmation of at least three years in a school leadership role, support from the current Head of School, a demonstrated commitment to professional learning (i.e., completion of the CAIS Diploma in Independent School Leadership) and completion of the CAIS Human Resources LI module (this module can be completed during the program)
- Applicants must provide a summary for a proposed change project that addresses a need in their school that is also supported by their Head of School
- Priority is given to applications from CAIS member and candidate Schools
- Participants commit to participating and paying fees for both summer 2022 and 2023
- Space is limited. Deadline for application submission is **April 30, 2022**.
- Applicants will be notified of acceptance into the Next Step program during the week of **May 16, 2022**

## **Next Step Program Requirements**

In addition to being on-site at the CAIS Leadership Institute for two summers (2022 and 2023), participants will engage in the following preparation before the summer sessions and during the 2022-23 school year:

In preparation for the July 4-6, 2022 session, Next Step participants:

- Read selected articles and two books
- Complete a self-awareness Leadership Assessment

Between September, 2022 and June 2023, participants:

- Meet regularly with their Head of School
- Complete two-day job shadowing experience
- Attend Next Step cohort meetings
- Implement a school-based change project

If appropriate and time permits, participants:

- Participate in the CAIS Accreditation process as a Peer Review Team member or a part of a School's Accreditation Self Study Review preparation
- Present at school staff/faculty meetings, parent meetings and, if appropriate, at a Board meeting

In preparation for July 2023, participants:

- Complete part-two of the Leadership Assessment: 360 feedback
- Read selected articles

The **Next Step Program Graduation Diploma** will be presented to participants upon successful completion of the Next Step Program at the CAIS Leadership Institute in July, 2023.

## **The Change Project**

Applicants must provide a summary for a proposed change project that addresses a need in their school that is also supported by their Head of School

The project proposal summary must include:

- Rationale and school context (what is the need and how will it add value?)
- Project goals (what do you hope to achieve)
- Timeline/action plan for implementation strategy
- Supports needed for successful implementation (people, time and resources)

## **Head of School Endorsement and Support:**

In order to be accepted into the Next Step Program, the Head of School must endorse the applicant and support their attendance at both CAIS Leadership Institutes (July 2022 and July 2023).

Additionally, the Head agrees to support the following:

- The school-based Change Project
- Regular meetings with the Next Step participant for:
  - Ongoing review and support of the Change Project
  - De-briefing and discussing Mentoring and Job-Shadow process
- 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 Next Step participant (i.e. Head, Financial Offer, Advancement Director, Human Resources Director)
  
- Optional:
  - Support the participation in the CAIS Accreditation process as a Peer Review Team member or a part of a School's Accreditation Self Study Review preparation
  - Provide opportunities to present at school staff/faculty meetings, parent meetings and, if appropriate, at a Board meeting

Upon acceptance of the applicant into the Next Step 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 to CAIS.

**Dates and Fees:**

- **July 4-6, 2022 - \$2350 including program, accommodation and meals** (transportation not included) Non-member fees \$3055
- CAIS Human Resources Leadership Institute module \$375 (if not already completed prior to July 2022, must be completed between July 2022 and June 2023)
- **July 4-6, 2023 - fees to be confirmed**

Include following forms with application and email to [Catherine McCauley](#), Director of Professional Learning

- Head Authorization and Commitment Form
- Change Project Proposal
- Confidentiality and Conflict of Interest Form
- Participant Agreement

Confirmation of acceptance into the Next Step program will be sent out the week of May 16th, 2022.

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

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

- The school-based Change Project
- Regular meetings with the Next Step participant for:
  - Ongoing review and support of the Change Project
  - De-briefing and discussing Mentoring and Job-Shadow process
- 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 Next Step participant (i.e. Head, Professional in Business, Fundraising, Enrolment Management, and/or Human Resources, etc.)

**Name of Applicant:** \_\_\_\_\_

**School:** \_\_\_\_\_

**Name of Head:** \_\_\_\_\_

I \_\_\_\_\_ nominate the above applicant and agree to develop his/her learning process by ensuring opportunities for leadership development as outlined in the program requirements.

Signature \_\_\_\_\_ Date \_\_\_\_\_

## Change Project Proposal

### Please provide the following:

(Note: Please provide separate pages or hyperlinks, if more space is required)

- Rationale and school context (what is the need and how will it add value?)

- Project goals (what do you hope to achieve)

- Timeline/action plan for implementation strategy

- Supports needed for successful implementation (people, time and resources)

## Confidentiality and Conflict of Interest

Purpose: To promote confidence in the integrity, objectivity and impartiality of CAIS and the deliberations of the Board and its Councils and Committees.

Application: All CAIS Personnel. The Board of Directors is responsible for monitoring compliance with this Policy.

Capitalized terms in this Policy are defined in the CAIS Glossary found [here](#).

Definitions: For the purposes of this Policy:

“CAIS Personnel” means a person who performs work or services for monetary compensation at CAIS (including all full-time and part-time employees, casual workers and individual contractors), employees or staff of any contractor or service provider carrying out business for CAIS, members of the CAIS Board of Directors, Regional Advisors and all CAIS volunteers (including those on Councils, Committees, Task Forces and Visiting Committees).

A reference to the “Board”, the “Board of Directors” or the “CAIS Board of Directors” means the board of directors of CAIS.

Policy Statement:

### Confidential Information

All information regarding the business of CAIS, the Board and its Councils, Committees and Task Forces and all information regarding Candidate and Member schools, including compliance with standards by, or the review for accreditation of, any Candidate or Member school, shall be regarded as confidential unless specifically determined otherwise by the Board of Directors. Such information must not be revealed or discussed with third parties without the specific approval of the Board of Directors. This duty to maintain confidentiality shall continue indefinitely. Persons to whom this Policy applies who have committed an unintentional breach of confidentiality will contact the Chair of the Board or the Executive Director to identify the issue so that any necessary remedial action can be planned or implemented.

### 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 CAIS or their duties and responsibilities to CAIS. A person to whom this Policy applies who has a material interest in any company or organization which has material dealings with CAIS must disclose in writing such interest to the Chair of the Board and must exempt themselves from participating in any discussion involving such interest.

## **Remuneration**

Members of the CAIS Board of Directors, Regional Advisors and all CAIS volunteers (including those on Councils, Committees, Task Forces and Visiting Committees) shall not receive any remuneration for their duties as such and may not engage in any other service to CAIS for which they might expect remuneration without the approval of the Board of Directors.

## **Prohibited Use of Position**

No person to whom this Policy applies shall use, or seek to use, their position with CAIS in a manner that would conflict with their duties and responsibilities to CAIS. No person to whom this Policy applies shall attempt to influence the admission of any school to CAIS nor shall they in any way influence the evaluation of any Candidate or Member school.

## **Public Pronouncements**

No person to whom this Policy applies, other than the Chair of the Board and the Executive Director, shall speak to, or interact with, the public, media, or other organizations on matters pertaining to CAIS's operations or policies without having been explicitly authorized to do so by the Chair of the Board or the Board of Directors.

## **Violation 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 either the Chair of the Board or the Executive Director.

## **Annual Certification**

Each person to whom this Policy applies will annually review the policy and sign and deliver to the Secretary of CAIS, the following certificate:

### **CERTIFICATE**

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

**Per:** \_\_\_\_\_ **(signature)**

\_\_\_\_\_ **(position)**

\_\_\_\_\_ **(date)**

## Next Step Program Participant Agreement

Participants agree to complete all Program Requirements:

1. Honour the CAIS Confidentiality and Conflict of Interest agreement
2. Complete readings as assigned, including Top 12 Articles and up to 2 books
3. Meet monthly with your mentor
4. Meet regularly with your Head of School
5. Complete two days of job shadowing by December 2022
6. Complete a two part Leadership Assessment (Part One: Self-Awareness in May-June 2022; Part Two: 360 Feedback in May-June 2023)
7. Option- Participate in an accreditation review and be evaluated by the CAIS On-site Coordinator (unless you have completed one in the past three years)
8. Engage in all cohort meetings and seminars
9. Practice coaching conversation techniques
10. Present at a staff/board/parent meeting and/or conference
11. 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: \_\_\_\_\_