Two words that drive CAIS

Thanks to research out of Stanford University, we know the importance of working as a team. In fact, just using one word could change how employees feel about their jobs and motivate them to perform their best. Halvorsen writes: The word “together” is a powerful social cue to the brain. In and of itself, it seems to serve as a kind of relatedness reward, signaling that you belong, that you are connected, and that there are people you can trust working with you toward the same goal.

I witnessed the power of together at our Summer LI. The St. Andrew’s team, the CAIS team, and the LI faculty worked together to deliver an outstanding experience. Our 138 participants from 50 schools quickly connected, and in the classrooms, I observed how they formed teams to focus on some of the biggest challenges facing our schools. Groups wrestled with wellness, timetables, meaningful PD, improving learning outcomes, marketing schools, governing schools, managing change, raising money, coaching, and much more. The power of our national team focusing on school improvement – in July! – is very motivational. I want to highlight a new national team that met this summer and will continue to work together all year – our Next Step program participants are a dynamic group and their change projects will have tremendous impact on our schools this year. (Read Why the LI is Powerful, meet our Next Step participants, and watch our Summer LI Slideshow).

The other word that drives CAIS is gratitude. A recent Harvard Business Review article distinguished between two types of gratitude expressions: other-praising, which acknowledges and validates the actions of the giver, and self-benefit, which describes how the receiver is better off for having been helped. I am so motivated by the work of the CAIS team and volunteers, but this research tells me that I should not explain how I feel.

So rather than focus on how we feel when we see our volunteers in action, we want to express our gratitude to the CAIS leaders who go out of their way to make all schools better and shape the future of education through volunteering for accreditation teams, research projects, events, and committee work.

This CAIS Summer Newsletter is dedicated to our 200+ volunteers – mentioned by name! – who go above and beyond. They do their best for their own students, but they are also really generous about thinking of others and applying their learning for the benefit of all.

P.S. As part of your summer reading, look at this article by the NAIS Interim President, Donna Orem: Honing in on a Whole New World of Leadership

Anne-Marie Kee
Executive Director
It’s no secret that continuous improvement is at the core of CAIS accreditation. We not only believe in this for our schools, but we also believe in this for our own national organization. To ensure that we are consistently providing value through our accreditation program, we rely on CAIS community members who volunteer their time to be involved in our reviews, committees, councils, and task forces.

Thank you to our members who worked collaboratively on the following new initiatives:

• Added a Governance Visiting Committee member to the Sunday of the on-site review to ensure that the “peer-to-peer process” applies to all Standards, including Governance (CAIS is the only organization in the world that makes peer review of governance a priority);
• Included School Culture focus groups in the schedule to further engage all faculty and staff more intentionally on this important aspect of our schools (again, CAIS is a leader);
• Increased Visiting Committee training, including a Writing Webinar for more cohesive reports;
• Enhanced On-Site Coordinator training to strengthen CAIS leadership within our Visiting Committees; and,
• Piloted the new CAIS Accreditation Guidelines in two schools, Crescent School and The Sterling Hall School, generating interesting feedback to drive an action plan for tweaks and improvement for the fall.

We would also like to express gratitude to the 78 Visiting Committee members from across the country who carried out these initiatives in our nine host schools this year:

Greenwood College School
CHAIR: Drew Stephens, Southridge School
Kim MaGee, CAIS
Rosemary Langel, St. John’s-Kilmarnock School
Myke Healy, Trinity College School
Erin Kline, Fraser Academy
Gary Sylvan, Rundle College
Charmaigne Cyr, Centennial Academy
Jeff Chisholm, Independent

West Point Grey Academy
CHAIR: Rodger Wright, Collingwood School
Marc Ayotte, Hillfield Strathallan College
Patti MacNicol, Upper Canada College
Liz Gilbert, The York School
Sam Johnston, St. George’s School
Denise Lamarche, St. Michaels University School
Michael Fellin, Crescent School
Erica Sprules, The Sterling Hall School
Theresa Butler-Porter, Lakefield College School
Susan Cruikshank, Queen Margaret School
Darlene DeMerchant, St. Margaret’s School
Gord Goodwin, West Island College

Peter Jewett (Chair of the Board, Chair of the Governance Committee), Senior Partner, Torys LLP
David Arditi, President and CEO, MIP Inc. (retired)
Donna Bridgeman, Vice President, Investments for Growthworks Capital (retired)
Angela Burgos, Head of School, Centennial Academy
Lu Cacioppo (Chair of the Finance Committee), National SME Managing Partner, Deloitte Private and Regional Leader, Deloitte Private practice (Ontario)
Dominic Giroux, President, Laurentian University
Jonathan Goldbloom, President, Jonathan Goldbloom and Associates
Dr. Bill Jones, Head, Strathcona-Tweedsmuir School
George Kitching (Chair of the Evaluation Council), Chairman and Chief Executive Officer, Idelia Advisers Inc.
Patricia McDermott, Halifax Port Authority (retired)
Gary O’Meara, Headmaster, Armbrae Academy
Kim MaGee, Head, The Bishop Strachan School (retired)
Kathleen Ritchie, Partner, Gowling Lafleur Henderson LLP
David Robertson, Headmaster, Shawnigan Lake School
Michaele Robertson, Educational Consultant
Drew Stephens, Head of School, Southridge School
Peter Sturrup (Chair of the Standards Council), Headmaster, Pickering College
Fiona Webster Mourant, President and Co-Owner, Manrex Ltd.
Advisors:
Jim Nelles, Chair, Conference of Independent Schools: CIS
Jeff Paikin, President, New Horizon Homes
Shawn O’Donnel, Chair, Quebec Association of Independent School (QAIS)
Thank you for your support of our national whole school improvement process. I look forward to working with and learning more from our CAIS community next year.

Val Pighin
Accreditation Coordinator

Summer Leadership Institute Grads 2016

The Next Step Program Class of 2017
Leadership Institute

CAIS is fortunate to have member schools that are willing to open their doors to colleagues from across the country, helping us keep PD costs low and at the same time inspiring leaders to grow. We would like to thank the following 2015/16 LI hosts:

Fall LI - November 6 – 8, 2015
Hillfield Strathallan College, Hamilton, ON
Thank you to Marc Ayotte, Head of School, Brenda Zwolak, Director of College Initiatives and their team of staff and faculty.

Spring LI – April 8 – 10, 2016
York House School, Vancouver, BC
Thank you to Chantel Gionet, Head of School, Nita Rodrigues and their team of staff and faculty.

Summer LI – July 2 – 6, 2016
St. Andrew’s College, Aurora, ON
Thank you to Kevin McHenry, Headmaster, Greg Reid, Assistant Headmaster-School Life and Operations, Jane Bedard, Facility Coordinator and their team of staff and faculty.

Our gratitude doesn’t end here. Our Leadership Institutes are successful because of the countless hours our faculty dedicate to designing and delivering their modules so participants are receiving professional development that will have a demonstrable impact both personally and within their schools.

CAIS would like to thank the following individuals for their leadership, inspiration and commitment to developing our future leaders:

Fall LI Faculty
Hal Hannaford, Selwyn House School
Ian Kennedy, Collingwood School

Spring LI Faculty
Ian Chisholm, Roy Group
Anne Lisa Bond, Roy Group
Justin Medved, The York School
Garth Nichols, Bayview Glen School

Summer LI Faculty
Marc Ayotte, Hillfield Strathallan College
Heather Bordo, Bordo & Associates
Val Cambre, Appleby College
David Hadden, CAIS
Alison Holt, The Offord Group
John Lynch, Crescent School
Kevin McHenry, St. Andrew’s College

Justin Medved, The York School
Garth Nichols, Bayview Glen School
Martha Perry, St. Clement’s School
David Robertson, Shawgnigan Lake School
Peter Sturrup, Pickering College
Cathy Thornicroft, St. Margaret’s School
Barry Wright, Brock University
Susan Wright, Wright Management Consulting

Watch your inboxes and check the CAIS website in the fall for the 2016/17 LI line-up.

Sheri Little
PD Coordinator

Congratulations to the 2016 Summer Leadership Institute Graduates:

Carrie Annable, Hillfield Strathallan College
Melanie Bendfeld, St. Michaels University School
Trevor Biasi, St. Andrew’s College
Cole Carlson, Strathcona-Tweedsmuir School
David Darby, Ridley College
Andrea Fanjoy, Kingsway College School
Alison Graham, Southridge School
Jodi Hafenbrak, Balmoral Hall School
Marg Hagey, Appleby College
Myke Healy, Trinity College School
Dave Horn, Fraser Academy
Tina Jagdeo, Upper Canada College
Kathleen Kirkpatrick, Appleby College
David Kroker, Lakefield College School
Danielle Lecuyer, The Sacred Heart School of Montreal
Warren Lee, West Point Grey Academy
Russell Marston, The Rosedale Day School
Jennifer McKay, Matthews Hall
Paul Miskew, Appleby College
Michael Moores, Appleby College
Lisa Picerno, Villanova College
Gary Sylven, Rundle College
Keith van der Meer, Rundle Academy
Rosemary Vaupshas, The Sacred Heart School of Montreal
Marc Walker, Appleby College
Martin Ward-Doran, Hillfield Strathallan College
Barry Welsh, Shawgnigan Lake School
Jeff Whittard, Hillfield Strathallan College
Mark Will, St. Clement’s School
Michael Zackon, Selwyn House School
National Leaders Conference

The CAIS National Leaders Conference moves into Year Two of our three year pilot PD plan.

- Year One saw all ten CAIS National Networks meet face-to-face in Vancouver.
- Year Two (2017) will have our five Academic National Networks meet face-to-face in Montreal: Junior, Middle, Senior, Academic, and IT Directors.
- Year Three (2018) will have our five Operations National Networks meet face-to-face in Montreal: Directors of Admissions, Advancement, Business, HR, and Marketing and Communications

CAIS is committed to continuing our “Online all the time” professional learning, and we hope you will watch our webinars posted in CAIS Connect.

Join us April 9 - 11, 2017 in Montreal for the 2017 National Leaders Conference - Priority, Pace and Principles

The 2017 National Conference Program Committee is fully immersed in developing the theme, workshop focuses, and catalytic conversation topics, with a keen eye towards ensuring our schools remain at the cutting edge of academic excellence. Thank you to this year’s Program Committee for their commitment to offering a conference that is the standard of excellence and leadership, shaping the future of education.

Carol Grant Watt, Chair, West Island College
Bryan Auld, Bayview Glen School
Ron Clark, Rundle College
Denise Lamarche, St. Michaels University School
Jim LaPlante, Upper Canada College
Heather MacDonald, Holy Trinity School
Michael Simmonds, Havergal College
Mary Anne Van Acker - The Bishop Strachan School

More information on the 2017 National Leaders Conference program will be shared in the fall.

Philip Lloyd, Program Coordinator

Online All The Time

This year, CAIS has provided online opportunities to over 480 “live” participants as well as over 220 hours of viewed material on demand. Thank you to the following Online PD facilitators for their work in 2015/2016.

Eric Roher, Stephanie Young, Mary Lynn Gleason, Markus Kremer of BLG Law Firm
Jason Lockhart, Julian Garas & Colin Whelan of Innovative Research Group
Chris Blackman, Director of Georgian Relations, St. George’s School
Genevieve Cloutier, Alumnae Relations Coordinator, Balmoral Hall School
Maria Locciato, Director of Community Relations, Holy Trinity School

A special thank you to the following students for participating in the first ever National Student Panel on Supporting LGBTQ+ Students.
Frank Sandoval, St. George’s School
Sid Boegman, St. Michaels University School
Miles Justice, Shawnigan Lake School

New online opportunities are coming this fall. If you are interested in facilitating a webinar for CAIS, please contact me.

Jeremy Barr, Online PD Coordinator

CAIS Professional Development Sponsors

CAIS would like to extend our sincerest gratitude to the 2015/2016 Professional Development Sponsors.

Platinum Sponsors
- Aramark
- Top Marks
- Sodexo
- The Dalton Group
- ICEF

Gold Sponsors
- Our Kids
- AKRAN Marketing
- World Challenge Expeditions

Silver Sponsors
- Blackbaud
- Dana Hospitality
- CT Copieur & ARC Document Solutions
- Stevenson & Hunt
- Global Philanthropic Inc.
- InSchoolWear
Each year CAIS is committed to conducting research into areas of strategic relevance, that will ensure the strength and permanence of CAIS schools, shaping the future of education.

**2015 Benchmarking Report**
This year, we shifted our report and all historical data online. Innovative Research is now taking on the annual responsibility for the collection, and Jason Lockhart is committed to continuing to work with our schools to ensure this process is meaningful and timely, in order to meet the needs and expectations of our CAIS schools. Our hope is that we can provide better analysis, to encourage leaders to use the report for data-driven decision-making.

**Senior Leadership Compensation Survey**
Thank you to the 81 CAIS schools that participated. Survey results were sent to participating schools’ Business Professionals and Heads. Please note, all compensation survey results will only be sent to Heads and Chairs moving forward.

**CAIS Top 12**
Our weekly Top 12 continued to be a trusted tool for our schools providing members with access to summaries of relevant articles and resources pertaining to each of our 12 CAIS National Standards. Looking for insightful summer reading? Access the CAIS Top 12 archive [here](#).

**The 2051 Project**
The momentum of our 2051 Project continued in a few ways this year and we hope you will participate. Join our [2051 Project Google Community](#) to follow our facilitators Justin Medved and Garth Nichols, the first 2051 cohort and valued CAIS school leaders, as they discuss current educational trends, share thought provoking articles, and deep dive into real life examples of schools around the world meeting the dual challenge of academic and business innovation. Be sure to check out [The 2051 Project webpage](#) for updates on schools, ideas, and resources.

**Innovation and Collaboration Research Grants**
Our nine Innovation and Collaboration grant recipients are in the finally stages of their research and report writing. We look forward to sharing the final research reports with our CAIS community in September. Thank you to our Innovation and Collaboration Research Grant recipients for their dedication to CAIS research.

**CAIS Innovation Grant Recipients:**
Online Learning - Tammy Earle, [Rothesay Netherwood School](#)
Inclusion of International Students at a Day School - Glenn Zederayko and Chad Holtum, [Glenlyon Norfolk School](#)
Experiential Learning - Denise Lamarche, [St. Michaels University School](#)

**Health and Wellbeing Project** - Sarah Craig, [Branksome Hall](#)
Student Centered Assessments - Helen Pereira-Raso, [Holy Trinity School](#)
Early Education Transitions - Shailau Spivak and Danielle Hourigan, [Hillfield Strathallan College](#)

**CAIS Collaboration Grant Recipients:**
Technology as a Disruptor - Mary Anne Van Acker, [The Bishop Strachan School](#) and Jim LaPlante, [Upper Canada College](#)
The 2051 Project - Justin Medved, [The York School](#) and Garth Nichols, [Bayview Glen School](#)
In Search of Lost Time - Glen Downey, [The York School](#), William Peat and Adrian Hoad-Reddick, [Hillfield Strathallan College](#)

Thank you to our National Research Advisory Committee that throughout the year advised on CAIS research projects that ensure timeliness, efficiency, and value to our national membership.

Marc Ayotte, Head of School, [Hillfield Strathallan College](#)
Tam Matthews, Head of School, [West Point Grey Academy](#)
Margaret Dorrance, Head of School, [Calgary French and International School](#)
Maureen Baron, Head of School, [JPPS Bialik](#)
Michel Lafrance, Head of School, [West Island College](#)
Leanne Foster, Head of School, [Trafalgar Castle School](#)
Jaime McMillian, Director of Advancement, [Selwyn House School](#)

We look forward to sharing new resources with you in the fall.

**Fiona Parke**
Research and Communications Coordinator

---

**Connect with CAIS on LinkedIn**

Follow Canadian Accredited Independent Schools on LinkedIn and connect to thousands of your colleagues and read new and relevant articles written by our Executive Director.
The Canadian Boarding Collective (CBC) had another busy and successful year. September to April was filled with travel: CAIS hosted Fairs in Bermuda, Japan, Barbados and Bahamas and attended events on behalf of our boarding schools with Linden, EduCanda, ICEF, NABSW and Alphe, in London, Frankfurt, Japan, Kazakhstan, Ghana, Kenya and Nigeria.

We value a collaborative effort, and no decision is made without the solicitation and support of our colleagues. We work hard to engage our CBC schools on committees, and we thank everyone who takes time out of their busy schedules to collaborate and inform our direction. Thank you for your passion and support of boarding in Canada.

Steering Committee
David Robertson, Chair, Shawnigan Lake School
Michael Wolfe, Stanstead College
Laura Authier, St. Michaels University School
Keith Stansfield, Albert College
Kathy LaBranche, Trinity College School
Tina Alto, Balmoral Hall School
Patti MacNicol, Upper Canada College
Lance Postma, Rosseau Lake College
Joe Seagram, King’s-Edgehill School

Marketing Committee
Anne Kubu, Ridley College
Michael O’Connor, Appleby College
Marianne Chilco, The Bishop Strachan School
Andrea Carisse, Ridley College
Jessie May Rowntree, Pickering College
Nicolette Flemming, St. Andrew’s College
Chris Allinotte, Balmoral Hall School
Ian McPherson, Brentwood College School
Laura Authier, St. Michaels University School
Heather McCall, Upper Canada College
Louise Paoli Di Prisco, Ashbury College

Recruitment Committee
Jon Holmes, Trinity College School
Maggie Houston-White, Havergal College
Matt Sheridan-Jonah, Appleby College
Jarryd Stock, St. Andrew’s College
Joanne Carruthers, Stanstead College
Tina Alto, Balmoral Hall School
Paul Prieur, St. John’s-Ravenscourt School
Kathy Charleson, St. Margaret’s School
Heather Kidd, Albert College
Greg McConnell, Bishop’s College School
Jessie-May Rowntree, Pickering College
Gordon Allan, St. George’s School

Dave McBride, Upper Canada College
Sarah Milligan, Lakefield College School
Kimberly Carter, Branksome Hall
Patrick Nobbs, Rothesay Netherwood School

Enrolment Data Advisory
Rebecca McKay, Queen Margaret’s School
Kait Sherven, Athol Murray College of Notre Dame
Paul Leslie, St. Michaels University School
Kathy LaBranche, Trinity College School

Our thanks and best wishes to Janice Greenshields.

We are all excited that Janice is “expecting the best” and we will keep you posted on her baby news. Over the past several months, I have worked closely with her to ensure a smooth transition come August, as the Interim Director of Outreach. We have worked hard to keep our members engaged throughout the transition, keeping lines of communication open and information sharing transparent.

It is with the utmost respect and sincere gratitude that I step into this role honoring the work done by Janice and to continue to drive the strategic plan and current initiatives forward.

Janice, your passion for boarding is evident in all that you do. Thank you for your hard work and dedication to the Canadian Boarding Collective. We wish you all the best on the birth of your first child!

I look forward to working closely with our 27 boarding schools over the coming year.

Here’s to another collaborative year!

Fiona Parke
Research and Communications Coordinator

A Little Bird Told Me…

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

#CAISPD #CAIS #Project2051 #CAISNLC
Middle School Leadership Camp

This year’s camp promises to engage, challenge, and support our students as they grow into the next generation of leaders. The program will feature:

Specific leadership sessions designed for grade 7 and 8 students
- Interactive workshops addressing issues of bullying, sexual & gender diversity, social media & self-esteem, aboriginal education, and student mental health
- Opportunities for meaningful reflection and collaboration with peers across Canada
- Numerous camp activities including high ropes, archery, polar bear dips, relays, talent shows, and campfires

Join us September 23-26, 2016 at Onondaga Camp in Minden, ON. The Middle School Leadership Camp is over 75% full, register today to secure your spot.

A special thank you to the Program Committee for their work thus far.

Mark Burleigh, The Country Day School
Julie Clement, Selwyn House School
Zyaji Jackson, St. Michaels University School
Santhe LeBlanc, St. George’s School
Tiziana Patella, St. John’s-Ravenscourt School

For more information on this year’s camp, please visit the camp website or contact Philip Lloyd, Middle School Camp Coordinator.

CAIS Student Athletics

Every year, a highlight for hundreds of students is the opportunity to travel across the country to compete with CAIS schools.

Thank you to the following schools for hosting 2015-2016 CAIS Athletic Tournaments.

Holy Trinity School
St. Mildred’s-Lightbourn School
Lower Canada College
Selwyn House School
Hillfield Strathallan College
Gray Academy of Jewish Education
Collingwood School
Brentwood College School

We are excited to promote the 2016-2017 Student Athletic Tournament Season:

U13 Boys Soccer, October 20-22
Host: St. John’s-Ravenscourt School, Winnipeg, MB

Senior Boys Soccer, October 14-16
Host: Trinity College School, Port Hope, ON

U15 Girls Soccer, September 29 - October 1
Host: St. Michaels University School, Victoria, BC

Senior Girls Soccer, October 15-17
Host: Saltus Grammar School, Hamilton, Bermuda

Senior Girls Basketball, November 24-26
Host: Bishop’s College School, Lennoxville, QC

Senior Boys Basketball, November 24-26
Host: Lower Canada College and Selwyn House School, Montreal, QC

U13 Boys Basketball, February 2-4
Host: Hillfield Strathallan College, Hamilton, ON

Sr. Boys & Girls Rugby, April 21-23
Host: Ashbury College, Ottawa, ON

Thank you to the CAIS Athletic Executive for their hard work in coordinating our annual athletic tournaments.

Fraser Bertram, Chair, Crescent School
Susan Beazley, Armbrae Academy
Christian Viana, Lower Canada College
Kirby Gallant, Southridge School
Beth Will, St. Clement’s School
Ken Zelez, Strathcona Tweedsmuir School
Rick Demarinis, The York School
Jeff Bray, Bishop’s College School