

LEADERSHIP UPDATE

Volume 11

A publication for Alberta's school administrators

Number 7



May has blossomed!

May has arrived with a unique Alberta mix of snow, 19°C degree weather and a new government. School leaders around Alberta are already hard at work preparing for the 2015/2016 academic year. Please note in this edition of the Leadership Update a unique opportunity for your professional growth at a very low cost that will take place in August. This summer's Educational Leadership Academy will offer two possibilities for your professional growth, in either Calgary or Edmonton. Both are tied directly to the Principal Quality Practice Standards.

Professional Learning Opportunities and News

This year it is easier than ever before to get information about upcoming professional learning events and programs for school leaders. You need only remember the following—www.uLead.ca—in order to access up-to-date news about school leadership in Alberta, provincial and regional professional learning events and the uLead conference that takes place every year, next year in April. Please visit [uLead.ca](http://www.uLead.ca) on a regular basis as the events and news will change frequently.

“The greatest sign of success for a teacher is to say, ‘The children are now working as if I did not exist.’”

— Andy Hargreaves



Teacher Growth, Supervision, Evaluation and Practice Review Workshop

You are invited to attend a
**Teacher Growth, Supervision, Evaluation and
Practice Review Workshop**
August 17–18, 2015, at Barnett House,
in Edmonton

The provincial Teacher Growth, Supervision and Evaluation Policy (Policy 2.1.5) deals with accountability and continuous professional growth and ensures that a teacher's professional practice is under ongoing supervision. The Teacher Growth, Supervision, and Evaluation Policy defines the process, and the Teaching Quality Standard defines the competencies for professional practice. This workshop focuses on the principal's critical role and the duties he or she must perform as outlined in the *School Act* and Policy 2.1.5.

Register online at www.event-wizard.com/events/TGSE2015. The deadline for registration is June 15, 2015. For information visit www.teachers.ab.ca; go to For Members > Events Calendar.



Council for
School Leadership

Save the Date: October 19–20, 2015 in Edmonton

Legal Issues for System Administrators (LISA) Conference — Workplace Bullying

Please consider joining us for the Legal Issues for System Administrators conference. This two-day event will focus entirely on bullies and targets, a topic highly interesting to district-level leadership teams who deal regularly with the fallout from bullying issues.

The LISA conference will feature six keynote speakers, each looking at different legal aspects of bullying. Adult workplace bullying, student bullying (with a special focus on homophobic bullying) and parent bullying are among the issues that will be discussed. Participants will also have an opportunity to participate in focussed conversations as well as ask questions of the expert panel members.

The conference will be hosted by Member Services and held at Barnett House. It is intended as a special event

primarily for district-level administrators interested in legal topics; however, it is also open to school administrators. Space is limited to 200 participants. Given the line-up of quality speakers and the high level of interest in the topic of bullying, especially homophobic bullying, the event will fill up very quickly, so we recommend that you register early. To see the draft agenda for details regarding keynote speakers and topics and to register, visit tinyurl.com/2015LISA.

Presentations will include the following:

Bully Free at Work: What District-Level and School-Level Administrators Need to Know *Valerie Cade*

Valerie Cade is an award-winning presenter and one of North America's top experts in the field of coping with and stopping workplace bullying and creating respectful productive workplaces. She is the author of the best-selling book, *Bully Free at Work:*

What You Can Do to Stop Workplace Bullying Now! She holds a master's degree in conflict resolution and is a top certified mediator.

A Gay-Straight Alliance: Where Are We in Alberta and Where Do We Still Need to Go?

Dr Kristopher Wells

Dr Kristopher Wells is an assistant professor and director of Programs and Services, Institute for Sexual Minority Studies and Services, in the Faculty of Education at the University of Alberta. His doctoral research, which focused on sex and sexual and gender differences in K–12 education, received several national and provincial awards, including a Killam Doctoral Fellowship, a Social Sciences and Humanities Research Council of Canada Graduate Scholarship, the Andrew Stewart Memorial Graduate Prize for Research, the Alberta Teachers' Association Doctoral Fellowship and the Alberta Award for the Study of Canadian Human Rights and Multiculturalism. Dr Wells' research and community service work have also been recognized with more than 60 awards, including an Alberta Centennial Medal.

Traps and Tools: School Administration and the Legalities of Bullying

Jeremy Taylor, Field Law

In recent years, courts and tribunals have applied increasing scrutiny to bullying behaviour and administrative



responses. This keynote will provide an overview of the legal risks and remedies associated with bullying, focusing on the school administration context. Through case law examples the session will address the bullying of teachers by administration; the bullying of administrators by parents; and the liability of school administration for student-to-student bullying, including bullying based on gender, race and sexual orientation.

Jeremy Taylor is a partner with Field Law and practices primarily in the areas of labour and employment law and civil litigation. He has argued cases at all levels of court in Alberta, at the Supreme Court of Canada and in commercial and labour arbitrations. He has also represented clients before various administrative bodies. He is a former instructor of labour law at the University of Alberta's Faculty of Law, and the past chair of the Alberta branch of the Canadian Bar Association's Constitutional Law and Human Rights subsection.

Inclusive and Safe Catholic School Communities for LGBTQ Students

Kevin Welbes Godin

Kevin Welbes Godin is a teacher with the Toronto Catholic School District and a special project coordinator for equity and inclusivity for the Ontario English Catholic Teachers' Association. He is also the past chair of Catholic Association of Religious and Family Life Educators of Ontario. He is the 2012 recipient of the Toronto Secondary Unit Teacher of the Year award. His peers and students recognized him for his dedicated, passionate and collaborative work in bringing together students and staff struggling with issues surrounding homophobia and support for LGBTQ youth.

In Support of Sexual and Gender Diversity: Informing Policy and Law Development through Research

Dr Catherine Taylor

Dr Catherine Taylor is widely known for her work on sexual and gender diversity and social justice within education. She is responsible for large-scale research projects involving all national, provincial and territorial school organizations in Canada, and her research has been instrumental in building inclusive school climates for sexual and gender minority students and their parents. Taylor conducted the first ever national survey on homophobia and transphobia in Canadian schools in partnership with Egale Canada Human Rights Trust, and the Every Teacher project on LGBTQ inclusive education in partnership with the Manitoba Teachers' Society. Her research has directly informed policy and law development across the country.

When the School is the Target: Issues of Bullying and Cyberbullying by Parents and/or Community Members

Marvin Hackman

Marvin Hackman is an executive staff officer with Member Services at the Alberta Teachers' Association and is the Association's expert on bullying and harassment issues impacting schools and teachers. Prior to joining the ATA on August 1, 1996, he was a teacher and administrator for 19 years. In his current position, he provides teachers with representation and advice related to professional problems, including evaluation, transfer, suspension and professional relations. Marvin also provides general legal advice to members.

Educational Leadership Academy

Please see the following brochure regarding this summer's Educational Leadership Academy offerings taking place in Calgary and Edmonton. The Calgary Academy will be led by Cal Hauserman and will provide delegates with training in Adaptive Schools, a research-based approach developed by Thinking Collaborative that supports professional collaboration and positively impacts student development and achievement. In short, the Adaptive Schools program will build their capacity to effectively lead a learning community.

The Edmonton Academy will feature the world-renowned Simon Breakspear leading a full week on instructional leadership. Delegates will also enjoy follow-up sessions later in the year and a face-to-face callback session in January. This academy will help participants to develop the capability to lead improvement, innovation and change in their school communities. Its goal is to help engage their learning communities in transformational change. Delegates will have an opportunity to submit case studies for publication and to apply for a \$10,000 learning fellowship grant to support the work being done in their school or district.

ELA 2015

Educational Leadership Academy

August 10–14

This year, the 2015 Educational Leadership Academy is proud to offer two different academy streams taking place during the same week in Calgary and in Edmonton.

Who should attend?

Each Educational Leadership Academy experience has been crafted to offer a significant professional learning experience to principals, assistant principals, department heads, learning coaches, central office personnel, consultants and teachers aspiring to educational leadership.

Registration details

The registration fee for either event is \$300 plus GST. For members of the Council for School Leadership of the Alberta Teachers' Association (ATA) or all other members of the ATA, the fee is \$150 plus GST. The fee covers the program, a continental breakfast, morning and afternoon coffee breaks and lunch each day. Space is limited, so early registration is recommended. **Register online at tinyurl.com/2015-ELA.**

Academy format

The Academy is an intensive five-day program that requires the direct and sustained involvement of all participants to achieve the greatest benefit and growth of both the individual and the Academy cohort. Sessions run daily from 8:30 AM to 5:30 PM, and the participants are asked to commit to full participation in all sessions. Participants in the Edmonton Academy option will also have some follow-up activities during the 2015/2016 academic year with Simon Breakspear, including a callback face-to-face meeting in January 2016.

Is university credit available for this Academy?

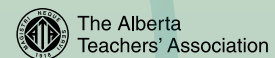
Yes, university credit may be available for qualified participants. Please contact Leslie Kaun at 780-447-9410 (Edmonton) or 1-800-232-7208 (elsewhere in Alberta) or by e-mail at ELA@ata.ab.ca for details.

Cancellation policy

- Until June 30 a \$75 refund is available in case of cancellation.
- No refunds will be issued for cancellations received after midnight on June 30, 2015.
- Registered delegates can substitute the name of another attendee at any time.

Mission Statement:

The mission of the Educational Leadership Academy is to improve the quality of learning through effective leadership, to promote the professional growth of educational leaders and to build successful relationships between participants.



Calgary Program

A five-day Adaptive Schools Academy with Cal Hauserman

Hampton Inn by Hilton, Calgary Airport North
Monday, August 10 through Friday, August 14

Adaptive Schools

Adaptive Schools is a researched-based approach developed by Thinking Collaborative that supports professional collaboration and positively impacts student development and achievement.

To meet the educational needs of all students, schools must have a culture of learning and be able to build leadership capacity. Schools in which staff feel a collective responsibility for student learning produce greater learning gains than schools where teachers work as isolated practitioners. Teachers in Adaptive Schools are responsive to the changing needs of students, curriculum and society.

The work of Adaptive Schools is informed by research in the new sciences, integrating this work with change models, best educational practices, learning theory and research on group and adult development.

Participants will leave the workshop with

- an increased capacity to initiate, develop and sustain high functioning groups;
- new lenses for diagnosing the stages and phases of group development;
- an expanded repertoire of practical facilitation tools;
- understanding when and how to engage groups in dialogue and discussion, and the limitations, forms and values of each;
- skills to move groups beyond consensus to a common focus;
- ways to value and use dissent, argument and conflict;
- strategies for keeping group members on track, on topic, energized and resourceful;
- an understanding of how to use the materials provided to continue learning and implement the concepts from the workshop; and
- a certificate from Thinking Collaborative indicating completion of the Adaptive Schools Foundation course.

About Cal Hauserman

Cal has taught at all levels from kindergarten to graduate school. He got his start as a high school social studies teacher and then made the switch to the elementary level, where he was a teacher and teacher/librarian. Midway through his career he became an administrator, acting as a vice-principal and then principal at four middle and elementary schools.

Leadership and its role in creating a dynamic school environment has long been an area of interest. Cal's PhD studies focused on transformational leadership, and most recently he was the program director for the Alberta Teachers' Association's Leader2Leader Mentorship for Administrators. This was a provincewide initiative in which beginning principals were paired with experienced principals trained in cognitive coaching to improve leadership practices.

As a former teacher and administrator, Cal continues to believe that people and organizations, in whatever settings, can be transformed when they are empowered and self-directed. He particularly enjoys working with schools and jurisdictions that focus on the establishment of positive and purposeful school cultures that want to ensure students are prepared for a future filled with many challenges.

Register online at
tinyurl.com/2015-ELA

Find out more at www.thinkingcollaborative.com/



Edmonton Program

A five-day academy experience, with Simon Breakspear, focused on instructional leadership

Barnett House, Edmonton
Monday, August 10 through Friday, August 14

Leadership for Learning — Develop the Capability to Lead Improvement, Innovation and Change

To ensure that the promise of deeper learning becomes a reality in our schools, educational leaders must develop the capability to effectively lead improvement, innovation and change that will lead to measurable changes in student learning. This world-class leadership program is evidence based, globally informed, practical and relevant. It connects theory to practice, and it ensures that leaders apply the conceptual ideas to the specific change they are seeking to lead in their school or division. Furthermore, the social learning environment ensures the development of a powerful network of like-minded educational leaders.

Core Learning Outcomes

Understanding deeper learning

- Understand the latest findings in the behavioural and cognitive science of learning.
- Examine the importance of deep cognitive engagement in learning.
- Underscore the importance of meaningful feedback and developing student agency.
- Explore new pedagogies and innovative learning environments.

Leading improvement and innovation

- Review the growing global evidence base on effective teaching practices.
- Develop a resolute focus on impacting student learning outcomes.
- Harness human-centred design approaches to understand the real causes of learning challenges in your context.
- Harness rapid prototyping approaches to testing and improving new ideas in and through practice.
- Measure progress and learning through improvement research.

Leading quality change

- Use feedback models to help other teachers continuously improve their practices.
- Develop a culture of trust and social learning to build capacity.
- Focus on a few initiatives that are embedded into practice.

Register online at
tinyurl.com/2015-ELA

For additional information
contact Leslie Kaun at
780-447-9410 (Edmonton)
or 1-800-232-7208
(elsewhere in Alberta) or by
e-mail at ELA@ata.ab.ca

About Simon Breakspear

Simon Breakspear is recognized internationally as a leading thinker on the future of learning and educational innovation. He helps school, system and technology leaders design and deliver high-impact strategies to enable deeper learning at scale. He has worked with and spoken to leaders across Australia, New Zealand, the USA, the UK, Europe, Canada, Israel, Hong Kong and India. Simon works at the intersection of learning innovation and system reform. He has contributed to the OECD PISA and Innovative Learning Environments projects and launched the global Agile Schools movement. Simon holds bachelor's degrees in psychology and teaching. He did his graduate studies in education as a Commonwealth Scholar at the University of Oxford and as a Gates Scholar at the University of Cambridge.



A Lasting Impact for Participants and Their Schools and School Districts

Delegates will not only experience the five-day Educational Leadership Academy in August, but they will be engaged in a community of practice that will include monthly dialogue with Simon Breakspear, a call-back meeting in January, and multiple means of sharing their stories through the Alberta Teachers on iTunes U site and a wide range of presentation opportunities. These may include an opportunity to share stories of their instructional leadership projects through a showcase presentation at uLead 2016 next April. Join Simon Breakspear, Alberta Education's Leadership Excellence Branch and several others in a week-long academy experience expressly designed to equip aspiring school leaders, principals and assistant principals with strategies and skills to provide leadership in their learning communities for an education worth having.

Register online at
tinyurl.com/2015-ELA

For additional information
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The Alberta
Teachers' Association

MS-433 2015 04



Healthy Interactions: Understanding Conflict Workshop

August 24–25, 2015, 9 to 3 PM
Barnett House, Edmonton Alberta



Understanding Conflict is a communications and conflict-resolution workshop offered by the

Alberta Teachers' Association and available to all members and associate members. Workshop agenda topics will include the following:

1. Understanding and defining conflict
2. Core conflict and complicating factors
3. Positions to interests
4. Clarifying skills, active listening and paraphrasing
5. Reframing and overcoming opposition
6. Dealing with anger

7. Establishing a safe and positive environment for conflict resolution
8. From solution to action

Registration is free and includes all resource materials, breakfast and lunch. Participants are responsible for travel and accommodation costs. Registration is online at www.eventwizard.com/events/HI2015, and the registration deadline is August 14, 2015. Space is limited.

For more information, please contact Joyce Sherwin in Edmonton at 1-800-232-7208 or Cynthia Malner-Charest in Calgary at 1-800-332-1280.

Council for School Leadership

As an Alberta school principal or Assistant principal you are encouraged to select the Council for School Leadership as your automatically renewing specialist council. If you are not already a member of the Council for School Leadership, please take a moment today to follow the link you see on this page, bit.ly/joincsl, and follow the steps to join this school leadership specialist council. It is custom-made for school leaders and aspiring school leaders.



uLead 2015

Educational leaders from around the world met from March 15–18 in beautiful Banff, Alberta to take part in uLead 2015. Attendees at uLead’s preconference and main conference included more 1000 school-based leaders, district-level leaders and provincial and state education leaders, who gathered to learn and grow together. Many delegates participated in full-day workshops with a focus on leadership for early childhood education, presented by Edmonton Catholic Schools, and on high school redesign, presented by principals from Calgary Catholic Schools. Delegates had an opportunity to attend keynote presentations by a variety of individuals, including Simon Breakspear, Pasi Sahlberg, Dr Andy Hargreaves, Dr Dennis Shirley and Pak Tee Ng. Tuesday, March 17, began with a leadership panel discussion featuring then Alberta Minister of Education Gordon Dirks, Iceland’s Minister of Education, Science and Culture, Illugi Gunnarsson, Pak Tee Ng, Pasi Sahlberg and several principals from Alberta. These presentations formed the basis for an ongoing discussion on agile leadership in the face of the many forces that are acting on education today worldwide.



This discussion formed the basis for four days of quality dialogue by the delegates, with 75 sessions presented by practicing school leaders from around the world. Many of these discussions were animated by Alberta school leaders sharing their school’s or district’s story. Many were led by principals such as Eygló Fridriksdóttir, from Reykjavík’s Sæmundarskóli School, or Lisbeth Gyllander from Helsingborg, Sweden, who shared what they have learned in their school leadership journeys. Many dozens of individuals came from abroad to participate in uLead, including a team of 33 people from Iceland, 7 school leaders from Sweden and participants from Australia, Singapore, the United States, Norway and Great Britain.

Delegates commented on how transformative the discussions were for them as school leaders and how connected the many presenters were to the daily reality of schools and classrooms. One

delegate shared that “the way Pak Tee shared that education was the heartbeat of a teacher resonated with teachers in the worldwide audience.” Pak Tee also stated that “education is the human enterprise of paying it forward.” This sentiment was a thread that ran through the four-day leadership event. As Simon Breakspear said, “There is no ‘what works’ in education. There is only what’s working, for what people and under what conditions.” The delegates at uLead took away many things from their time in Banff, but the message that there are three “killer apps” of flourishing learning—agency, relevance and connection—was a strong thread they all carried away with them. They also established strong new relationships with leaders from around the world that they will explore in the months to come.

Information about uLead 2016 will be available at www.ulead.ca beginning in June.

uLead 2016 Call for Proposals

Do you have a school leadership story to share with colleagues from around the world? You are welcome to share in a rare and historic dialogue with a wide array of world-class keynote speakers and world leaders in education at uLead 2016. Join educational leaders in April 2016 in the beautiful world-heritage location of Banff, Alberta, at Canada's premier conference for educational leadership professionals. Hundreds of principals, assistant principals, district leaders, national ministers of education and education ministry representatives from around the world will come to engage in what is sure to be a lively discussion of best practices in educational leadership worldwide.

You are invited to submit a proposal to present at uLead 2016. Alberta is one of the highest performing school jurisdictions in the world, and we would love to have you share your Alberta leadership story with the world. Please visit <http://tinyurl.com/uleader> by August 31, 2015 to submit your proposal.

uLead 2016 Conference — April 24–27, 2016

A unique opportunity awaits. Join your colleagues from around the world and share school leadership stories in the beautiful world-heritage location of Banff, Alberta, at uLead 2016, Canada's premier conference for school-based leaders, district-level leaders and provincial and state education leaders. We expect over 800 principals, assistant principals, district leaders and education ministry representatives from around the world to attend. Because this event falls shortly before the International Summit on the Teaching Profession, also held in Banff, a wide variety of provincial and national ministers of education will also be attending, which will make this conference memorable and groundbreaking. While in Banff, you will also have myriad opportunities to explore the pristine wilderness of this jewel of the Rockies. Find out more at www.ulead.ca.

uLead 2016 is sponsored by the Council for School Leadership, a specialist council of the Alberta Teachers' Association. Visit www.ulead.ca often for updates regarding the conference lineup and preconference workshops.

Registration will open in June at www.ulead.ca with significant early-bird discounts for those registering prior to August 31, 2015.

Alberta Teachers on iTunes U

This month we highlight a course called *The Future of the Principals*. It is well worth subscribing to and is full of good ideas that principals and assistant principals should consider regarding their work. The course provides an opportunity to look in depth at the recent Canada-wide study on the principalship conducted by the ATA on behalf of the Canadian Association of Principals. To access the site, please visit tinyurl.com/ATAiTunes or scan the QR code on this page.



To find archived issues of *Leadership Update*, go to www.teachers.ab.ca and click on Other Publications (under Publications), then go to School Administrators.

Feedback is welcome. Please contact Jeff Johnson, executive staff officer, Professional Development, at jeff.johnson@ata.ab.ca.