



November-December  
2010

Volume 6, Issue 36

# LEADERS & LEARNERS

THE VOICE OF THE CANADIAN ASSOCIATION OF  
SCHOOL ADMINISTRATORS/L'ASSOCIATION  
CANADIENNE DES ADMINISTRATEURS ET DES  
ADMINISTRATRICES SCOLAIRES

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## Message From The President: Looking Back And Looking To The Future

**T**his CASA national newsletter, entitled *Leaders & Learners*, was launched in December 2004 to communicate the voice of Canadian administrators and to act as a resource celebrating educational leadership. *Leaders & Learners* focuses on professional development activities and opportunities for CASA members, and is a forum for ongoing dialogue about educational issues and trends affecting Canadian students every day in our schools.



Lee Ann Forsyth-Sells  
CASA president

all school districts across Canada to continue to serve students with diverse learning needs. The professional development and training of administrative, teaching and support staff have played a major part in supporting students in the classrooms of our nation. Finally, the implementation of early childhood education programs in many provinces in Canada supports the research of early learning and its positive impact on students

throughout their lives.

This current issue of *Leaders & Learners* represents the beginning of Volume 6 of the CASA newsletter. During the past six years, many life-changing events have occurred throughout the world, such as the tsunami in Asia, Hurricane Katrina, earthquakes in Haiti and Italy, world conflicts, and issues of poverty, disease and hunger.

As Canadian educational leaders, we have the honour and the privilege of witnessing the growth and development of students daily in our schools. We recognize that an education in Canada not only involves student achievement but also essential programs such as safe schools, mental health, healthy living, nutrition, and equity and inclusion, so that all students are able to learn to their fullest potential. Therefore, we will continue to value the time that we spend together as Canadian educational leaders so that we can continue to serve our learners in our schools.

Throughout these turbulent times, CASA members have responded to these events and have continued to provide leadership in schools across the nation. This leadership has included sharing best practices in literacy with a focus on the improvement of student achievement for all students from kindergarten to graduation, recognizing the development of literacy skills for student success. Special education programs, services and supports have also been highlighted in

Thank you for your continued leadership and for your support of CASA and *Leaders & Learners*. Please visit the CASA website to stay informed at [www.casa-acas.ca](http://www.casa-acas.ca). Merry Christmas 2010!

*Happy Holidays*

*to all our friends  
and colleagues  
working in public  
education*



## Message From The Executive Director: Examining Our Leadership 10 Years Into The 21st Century

In the year 2000 we looked closely at the challenges of leadership in education. As we entered the new millennium, we were perplexed about how our world would change and how the role of the supervisory officer would change. At that time, we felt that education was somewhat confused and under siege from the political world and from the community. Our society was changing rapidly and we wondered what was the promise of the future.

We who worked in school districts identified the impacts of change, the political desire to form learning in new ways, the move to centralization of administration and curriculum, and the major call for reporting and accountability.

Confrontations between employee groups and employers in boards as well as the various ministries led to a significant move away from the old notion of volunteering and “helping out” to a more rigid interpretation of contracts and acceptable duties. The flexibility of local initiative has been curtailed drastically in the first decade of the 21st century. The initiative for teacher testing and performance appraisal has been heightened.

At the same time, the pace of communication, the evolution of technologies, the changing fabric of our culture and the slowing economy has affected leadership of our school districts.

One decade into the new century, our senior education leaders continue to work positively and to develop and carry out great programs for learning. More than ever, they now stress high expectations, more teamwork, more care for the individ-

ual student and more involvement with the school community. And these leaders are working hard to develop their own skills in 2010: learning to manage complex systems, learning to use data effectively to improve achievement, handling intricate personnel challenges and striving to keep up with emerging technologies.



Frank Kelly  
CASA executive director

Ten years into the 21st century, we know that education continues to change to meet the needs of a fast-moving world. The world today is similar to that of 2000: filled with skepticism and facing economic challenge. Education continues to be at the very centre of human development. Our schools and our teachers nurture growth and perfection among our students. Supervisory officers continue to lead systems in positive ways and there is great evidence that their work can influence the academic, social, emotional, physical and personal well-being of those in public education. Results are evident in continued student achievement and a promising future for students.

Best wishes for a joyous and healthy holiday season to all our senior administrators across Canada. Enjoy some well-deserved relaxation.

## How To Contribute To Your National Newsletter

Just as the front page of this newsletter states, *Leaders & Learners* is the voice of the Canadian Association of School Administrators. We want to hear your voice. Consider putting forth your ideas, articles and photos for future editions.

Maybe there is a success story happening in your division. Perhaps there is an issue in education you would like to see discussed. You may want to share your reaction to what a panelist said at a recent CASA conference, at your provincial affiliate’s meeting or at other education events. *Leaders & Learners* would like to hear about your ideas.

Your ideas can be written into full-length articles for you,

and your submitted articles and photographs will be edited.

The newsletter comes out six times a year, with a special double issue following the annual conference. Give yourself at least six to eight weeks lead time if your idea is time sensitive.

If you have ideas, questions or comments, please contact the editor **Tara Lee Wittchen** by email at tarawittchen@eastlink.ca.



**Christmas is doing a  
little something  
extra for someone.**

**—Charles Schultz**

## Rose Vetere, School Social Worker: Recognition For An Important Advocate For Children

It takes a team of many individuals working together within an individual school board to address issues of children's mental health. The team can include, among others, classroom teachers, teaching assistants, trustees, committee members, parents, principals, senior administrators, public health workers and school social workers.

This past October, school social worker **Rose Vetere** received the School Social Work Achievement Award at the Annual Ontario Association of Social Workers Symposium. This award is presented each year to just one social worker in the entire province.

Rose works for the Dufferin-Peel Catholic District School Board. The Dufferin-Peel Catholic District School Board is the successor to the Dufferin-Peel Roman Catholic Separate School Board, which was established in 1969 by the merger of eight small separate boards. The board's jurisdiction extends throughout the municipalities of Mississauga, Brampton, Bolton, Caledon, Orangeville and Dufferin County. Dufferin-Peel is one of the largest and fastest growing school boards in Ontario.

*Leaders & Learners* congratulates Rose for her achievement and commends her for her part in improving children's mental health. She and her colleagues are important advocates for school children and their families.

**T**he 2010 School Social Work Achievement Award was presented to Dufferin-Peel Catholic District School Board school social worker **Rose Vetere** at the end of October. This award recognizes a school social worker "who exemplifies the everyday successes in their career through outstanding accomplishments and who exudes caring, dependable, enthusiastic, helpful, resourceful and knowledgeable characteristics."

Rose works at Mississauga's St. Francis Xavier S. S., St. David of Wales and San Lorenzo Ruiz schools on a rotating basis. Since joining the Dufferin-Peel board in 2000, she has served at eight additional schools across the board.

She has a deep understanding of system alignment. As a school social worker, she continues to be respected by those with whom she works. Supervisory officers, school administrators, teachers and support staff are supportive of and supported by Rose's practice.

"Rose's clinical and caseworker skills are clearly in the superior range," says **Patricia Codner**, acting chief social worker for the Dufferin-Peel board. "She is a staunch advocate for students and families, a tactical dismantler of systemic barriers in education and a master referral agent."

Rose is also praised for her persevering and innovative style. **Patricia Nichols**, principal of St. David of Wales school, can always count on her to unravel layers of snow-balled problems to help children and families succeed.

"Leave it to Rose to turn over every stone, make any phone



**Rose Vetere**

*Photo courtesy Dufferin-Peel  
Catholic District School Board*

call needed and not stop trying until she gets the answer she needs for the family," says Patricia.

Superintendent of special education and support services **Sheila McWatters** adds, "We are blessed by Rose's supportive social work practice, which highlights our commitment to supporting all students and families in Catholic education."

Recently Rose advocated and helped  
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## 2010–2011 CASA Executive Officers & Regional Directors

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*Additional and updated contact information can be found on the CASA website at [www.casa-acas.ca](http://www.casa-acas.ca).*



## CASA PEOPLE: Faces In The Crowd



**Cathy Horgan**  
Ontario

Cathy is the director of education for the Brant Haldimand Norfolk Catholic District School Board. Beginning her career with Waterloo Catholic, she served as a teacher, elementary school principal and a secondary school principal. She earned a BA at the University of Waterloo, a B. Ed. at Queen's and an M. Ed. at the University of Toronto.

Cathy has contributed to the growth and support of Catholic education through her involvement with CASA, the Council of Directors of Education, the English Catholic Council of Directors of Education and the Regional Education Council among others. She has also served as OC-SOA president from 2008 to 2010. She continues to guide administrators working toward their supervisory officer qualifications and helps provide mentorship to new directors of education.



**Santa Claus**  
North Pole

Santa is the superintendent of the North Pole, the director of toy production and the supervisory officer of sleigh rides. He apprenticed in a woodshop before moving into his current leadership position.

Also known as Kris Kringle, Sinter Klaas, Pere Noel, Father Christmas, San Nicolas, Papa Noel, Babbo Natale, Jultomten, Joulupukki, Did Moroz, and, of course, Saint Nicholas, Santa is an experienced world traveller. His responsibilities include managing a team of workshop elves, regularly reviewing behaviour reports, and distributing toys to good boys and girls. Santa has long been known as an advocate for children, especially those in need.

Santa is married to Mrs. Claus. They have eight tiny reindeer. He enjoys cookies, cold glasses of milk and lots of naps in the off-season.



**Rob Kruse**  
Ontario

Rob has been the superintendent of education for the Thunder Bay Catholic District School Board since 2003. He has also served the board as a teacher, curriculum chairperson, vice principal and principal. Rob earned several undergraduate degrees and his Master of Education in Administration at Lakehead University.

He is actively involved in the community. He has served as director of the Thunder Bay Non-Profit Housing Board and the Thunder Bay Community Auditorium, and is a member of the Knights of Columbus. He has also volunteered many hours as a hockey, soccer and baseball coach for his children.

Rob and his wife Cheri, a high school teacher, have two children, both of whom attend Lakehead. He enjoys travelling, playing hockey, golfing and spending time at his cottage.

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## Our Mission:

CASA will advance quality public education and excellence in system level leadership through advocacy and national collaboration.



## Our Beliefs:

CASA believes that:

- Cultural diversity is a unique strength that enriches our nation.
- Communication and collaboration with parents and other partners is integral to successful student learning.
- Quality public education provides the best opportunity for a nation to enhance the lives of all its citizens.
- Effective system, provincial and national level leadership enables and supports excellence in teaching and learning.
- A comprehensive education, equitable and accessible to all, is the key to meeting the diverse needs and securing a successful future for our youth.

Specific strategies to advance the mission:

- Establish position papers on specific topics as they relate to the beliefs and interests of the association.
- Recruit new people.
- Establish a national representation.
- Establish a three-tier public relations and publications strategy.
- Establish a funding team to create an operating budget.

## Rose Vetere, School Social Worker: Recognition For An Important Advocate For Children, cont'd

*(Continued from page 3)*

a family receive an entire home makeover by the Oakville-based organization Walls of Hope, despite the fact that the Mississauga family did not originally meet the qualifications due to their location in Peel.

In 2005, Rose was working with another family in significant need with few resources. She posted an ad on the board's intranet, which resulted in an overwhelming number of donations from school board staff. This act pioneered the development of the Dufferin-Peel Donations Unlimited program. This is an internal donation system that connects school staff with families in need to the attention of over 10,000 board employees who can donate the necessary items. Volunteer board drivers pick up and drop off the resources directly to the families in a dignified way.

"Social work is the profession I have chosen, but it is also my vocation," says Rose. "I have a real passion for what I do—advocating for children and families, finding resources and navigating through obstacles to achieve change. There isn't a one-size-fits-all answer for the children and families

with whom I work. It's my responsibility as a social worker to find creative solutions to each unique situation."

In addition to her work in the schools, Rose sits on numerous committees, including ones for safe schools and anti-bullying. She is proactive in the social work field, writing articles for regional and American publications, as well as working with colleagues to design more consistent standards of professional social work practices.

"Much of what social workers do is behind the scenes," says Rose. "Our work is confidential and as a result, we often don't receive or expect acknowledgement for our interventions. I was absolutely shocked when I received the call about the award. It's extremely humbling to receive such an extraordinary acknowledgement."

The Ontario Association of Social Workers is a voluntary, non-profit, bilingual association for social workers with over 3,900 members and 15 branches across Ontario.

*(With files from Dufferin-Peel Catholic District School Board)*