



June-July
2012

Volume 7, Issue 46

Leaders & Learners

THE VOICE OF THE CANADIAN ASSOCIATION OF SCHOOL ADMINISTRATORS / L'ASSOCIATION CANADIENNE DES ADMINISTRATEURS ET DES ADMINISTRATRICES SCOLAIRES
WWW.CASA-ACAS.CA

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This issue of *Leaders & Learners* is dedicated to our longtime CASA executive director, Frank Kelly.

It has been a true pleasure to work for and with Frank over the past seven and a half years.

Best of luck, Frank, on your upcoming retirement.

~Tara Lee Wittchen, editor,
Leaders & Learners

Special thanks to Xerox Canada for their publishing support.

Message From The President: Farewell And Good Luck, Frank

In my final month of president of CASA, I have been asked to write a farewell column in honour of **Frank Kelly** and his retirement as CASA's longtime executive director.

As I reflect on my past two years in the role of president, working with the members of the CASA executive and Frank Kelly, I think about CASA as an organization of Canadian educational administrators that has provided many professional developmental opportunities responding to the ever-changing landscape of Canadian education and the issues confronting Canadian administrators in their daily practice.

The leadership of all Canadian administrators is noteworthy and life-changing for the students and families in Canadian school districts, but also for all CASA members learning, working and supporting students, staff, parents and members of our local communities. As **Abraham Maslow** reminds us, "All of life is education and everybody is a teacher and everybody is forever a pupil."

This farewell column reflects on another successful school year, anticipation of the annual CASA conference in Whistler, BC, and the retirement of Frank Kelly. Frank has served CASA effortlessly, tirelessly and en-



Lee Ann Forsyth-Sells
CASA president

thusiastically during his tenure as executive director due to his strong commitment to Canadian education and Canadian administrators. In my last column, I briefly referenced the eight dimensions of leadership: pioneering, energizing, affirming, inclusive, humble, deliberate, resolute and commanding. I believe that all of these attributes of leadership have been demonstrated by Frank in his years of service and leadership as executive

director of CASA.

I would like to express my sincere appreciation to Frank for his support, guidance and leadership as executive director of CASA, serving the executive from teleconference to teleconference, from sea to sea at CASA conferences, and for his words of wisdom shared in his executive director messages in each issue of *Leaders & Learners*. His positive and forthright understanding and communication about Canadian educational issues has assisted each of us to become the best administrators that we can be for our school districts.

It is always difficult to say farewell; however, there is always a time for everything and we acknowledge that it is now time for Frank to retire as executive director of

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Message From The Executive Director: Wishing CASA Continued Success For The Future

Several years ago, CASA started a regular newsletter produced several times per year. It has provided a medium for reporting and commenting on significant national education issues. I have been privileged to have a column in each of more than 40 issues. In those columns I have stressed the positive contributions of our members and encouraged them to be active in initiating program and leadership in their regions across Canada.

My messages have always stressed the values of sharing leadership techniques and skills and building networks with leaders among the provinces. It is my firm belief that there are lessons to be learned from supervisory officers in every province and that our provincial associations have a duty to share expertise and positive outcomes. Especially in this modern era, with the faster pace of change, it is important for all leaders to be aware of what is happening in adjacent provinces and the leaders that are making it happen.

CASA provides a true service to its members through sharing with its newsletters and magazines and with its annual conference where leaders from every province and the United States come together. The conference provides exemplary presentations from practitioners and conceptual leaders. And its best asset is the networking opportunities.

No other Canadian organization focuses on senior system leadership. It is important that CASA continues to provide this venue.

It is with a combination of sadness and pride that I contribute this column to *Leaders & Learners*. I have been active in schools and administration now for more than 50 years—wonderful years filled with change at all levels.

Most importantly, I have had the opportunity to work with great professionals and build friendships across the country. I have learned from leaders in every province and territory, and I admire the initiative and skills that I have seen. It will seem strange to not meet with the CASA executive each month and not to write for *Leaders & Learners* on a regular basis.

My wish for CASA is for continued success and the strengthening of the network that has been built over many years. I thank our presidents and the members of our board and the CASA office staff for their great efforts for Canadian education.

Best wishes to all.



Frank Kelly
CASA executive director

Message From The President, continued: Farewell And Good Luck, Frank

(Continued from page 1)

CASA. All CASA members have benefitted from Frank's leadership. As **Ralph Waldo Emerson** states, "What we have learned from others becomes our own reflection." Frank has left his legacy and imprint on CASA, and as a result each of us can reflect on where CASA has been, where it is today and where CASA will be in the future as a vibrant organization continuing to provide professional development for all its members.

Therefore, on behalf of all CASA members, I would like to congratulate Frank on his retirement from CASA and offer our best



wishes for his continued success in future educational endeavours.

*May the road rise up to meet you.
May the wind always be at your back.
May the sun shine warm upon your face,
And rains fall soft upon your fields.
And until we meet again,
May God hold you in the palm of his hand.*

Thank you all for your continued support of CASA. Happy summer 2012!

Frank Kelly and Lee Ann Forsyth-Sells at the 2010 Quebec City conference.

Reflections On What Frank Kelly Brought To CASA: Wise Leadership And Strong Relationships

By Ed Wittchen
CASA PD and Communications Director

Wow! CASA without **Frank Kelly**! How can that be? There has always been Frank Kelly and CASA, hasn't there? I joined CASA in 1985 and began to take an interest in CASA because one of the respected leaders of CASS, **David Lynn**, told me it was a great organization to be involved with.

In 1996, David was awarded the CASA Distinguished Service Award and the next year I first became aware of Frank Kelly, obviously a rising star in CASA as he received that same Distinguished Service Award. I think it was about then that he actually considered retirement but it somehow eluded him for the next 15 years until now, when he is going to try to ease himself toward that goal.

Frank was there at the front when CASA found itself in a degree of organizational chaos in the late 1990s and early part of this century. When a group of about 10 of us from across the country decided it was time to take control and revitalize CASA, there was Frank, front and centre, offering to take on the executive director role for no pay. He probably meant for six months or so but we accepted his kind offer and held him to it for the next 12 years.

Under his wise leadership, CASA eliminated their previous debt load and once again became the voice for senior administration in Canada.



Frank and Ed "way up north" during the 2007 CASA conference in Whitehorse, Yukon.



Frank Kelly and Ed Wittchen deep in discussion at the 2009 CASA conference in Calgary, Alberta.

Frank knows everybody, it seems, so networking was easy for us to do. He was undoubtedly the key person to establish a renewed and strong relationship with the American Association of School Administrators (AASA). As a result, today we have **Bob Mills** sitting on their executive board and **Nick Milanetti** and **Barry Wovk** on their regional board of directors, so we have an active voice in their much larger organization.

When I wanted to move the conferences around the country and make them a summer family destination event, Frank was a huge supporter and he and his wife **Ann Kelly** have attended every conference from St. John's, Newfoundland and Labrador, to Whitehorse, Yukon, and everywhere in between that we have gone.

Throughout this tribute newsletter, you will see photos of Frank at work and at play, and he did both equally well.

Canadian educators everywhere owe Frank a debt of gratitude for his untiring efforts to develop leadership both within Ontario and across Canada.

So whether you are a long-time colleague of Frank's or this conference is the first time you have run across him, take a minute to speak to one of the true "legends of the game" and thank him for what he has done for education and for CASA.

Congratulations, Frank!

Tributes To Frank Kelly From His CASA Colleagues

“There was a great leader named Frank
A connoisseur of the fine wines that he drank
With a sense of humour and stories galore
Perhaps he will miss us and come back for more!”

Frank Kelly has been the glue that has held CASA together through some very tough times, only to emerge stronger thanks to him. His commitment to building quality relationships, his constant modeling of professionalism and his drive to sustain a national organization of system leaders leaves a legacy and foundation that will endure. Congratulations, Frank!”

~**Jim Gibbons**, 2006–08 CASA president

“It is indeed a privilege to honour Frank Kelly on the occasion of his retirement. I first met Frank as a novice supervisory officer in Ontario. I can’t thank Frank enough for his mentorship, guidance and friendship over the years. No matter how busy Frank was, he always had time to discuss current issues and offer advice and encouragement. I also worked closely with Frank in my capacity as OPSOA president and later as CASA president. I saw firsthand the passion that Frank has for public education and his relentless pursuit of excellence in education to ensure the success of all students. Frank’s support, humour and wise counsel ensured that my experiences with these provincial and national organizations were some of the most rewarding experiences of my career.

Frank has been an architect for quality education in Ontario and beyond. His leadership in CODE, OPSOA and CASA have ensured that these organizations have had a strong voice on educational issues and policies. CASA, CODE and OP-



Frank engaging with one of CASA’s conference sponsors.

SOA would not be the strong professional organizations that they are today if it had not been for Frank’s vision, perseverance and leadership. Thank you, Frank, for everything you have done for all of us who had the privilege of working with you.

On behalf of John, Billy and myself, I wish you, Ann and your wonderful family continued happiness and fun times.”

~**Ruth Mattingley**,
2004–05 CASA president



Frank Kelly and cowboy friends at the Calgary conference in 2009.

“I was an elementary school vice principal and Frank was my school superintendent. My wife called to me and said that Frank Kelly was on the line. Frank asked if I still wanted to be a principal. I said that I absolutely did and he told me about my first principal assignment. Frank left to become director for the Haldimand Board of Education so regrettably we were not able to work together. Frank’s departure was a big loss for Hamilton. Frank taught me the importance of leaders building strong personal relationships with staff and community. He had a great deal of integrity and a keen desire to support students through effective school and system leadership. Our paths crossed again when I became a superintendent in 1997 and I joined OPSOA. Frank has been synonymous with OPSOA and has served as executive director for many, many years. He is a very strong influential voice in the province of Ontario and is a “go to” person when others want sound, on-the-ground advice regarding educational leadership.

In my role with OPSOA, Frank introduced me to CASA and we have enjoyed supporting that national organization for a number of years. Frank’s influence has gone beyond Ontario and Frank is known as a leader nationally. It is with mixed emotions that I wish him well and thank him for his mentorship and friendship over the years. I think that after 50 years of dedication to public education, he and Ann deserve to enjoy whatever comes in the next phase of their lives. He has certainly made an enormous contribution to education in Ontario and Canada, and we will miss his.”

~**Ken Bain**, OPSOA president

“I recall when Frank became executive director of both CASA and OPSOA. It was the same time as I took over as president of CASA. Within a week he called to tell me that CASA was broke and likely to go under as the financials had misreported funds. OPSOA was also in difficulties financially and so Frank’s first task was to work with his executives to find a way for the organization to survive.

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Tributes To Frank Kelly From His CASA Colleagues

(Continued from page 4)

Without his work ethic, diligence and caring we would not have been able to restructure and save CASA! It took hours of work for which we could not initially pay him anything!! But he cared so much for education and he firmly believed that we needed a viable national body. His efforts enabled us to rebuild what is now a thriving and important Canadian educational organization. Throughout the crisis his indomitable spirit and great sense of humour kept us all going.”

~**Dr. Doug Player**, 2000-01 CASA president

“There once was an educator named Frank
Red wine he occasionally drank
As CASA spokesman none better
The man was a real go-getter
With a professional image we truly must thank.

Thanks to Frank for being ‘the constant’ through all the turbulent times CASA faced during the past two decades. His reasoned, seasoned and professional counsel was key to the growth of CASA as an organization and I truly enjoyed the opportunity to work with such a team-oriented leader.”

~**John Darroch**, 2004-05 CASA president

“When I think back to the status of our association in 2001, I recall only a sense of deep depression in terms of the financial difficulties we faced. In the intervening years, Frank’s enthusiasm, commitment and abilities led our association to become a significant player in education in Canada, and in North America. To say the least, he ‘stayed the ship’ on a course to national significance in education.

Under his leadership, CASA now has a strong relationship with our American colleagues in AASA. It is also recognized as an important umbrella organization for regional associa-

tions in Canada. A rational fee structure is now in place and the national conference is on a sound financial base, providing for a strong, sustainable future.

On a more personal level, I must note that Frank has demonstrated constant and unyielding affirmation of the relevance and importance of CASA. A measure of a strong and effective leader is whether or not he leaves behind a robust will to continue his work. In this, Frank has proven a true inspiration.

His contribution to CASA and to Canadian education has been remarkable.”

~**Robert T. “Bob” Mills**, director general
Lester B. Pearson School Board

“When I first met Frank Kelly in 2004, it didn’t take long to recognize him as a true Renaissance man. Add to that a generosity of spirit beyond compare and dedication beyond belief. Still, that is only part of the man.

He holds audiences captive while sharing his treasure trove of hand-chosen anecdotes, one funnier than the other. And his contagious laughter ensures that even the memory of the stories remain hilarious.

Don Quixote worked tirelessly to uphold his conviction, to lead others by example, and to reach the unreachable star. As executive director of CASA, Frank Kelly did just that...he was our own Man of La Mancha!

Frank and Ann, I wish you all the best—blue skies, smooth sailing, extraordinary wine and always an extra seat on your bus!”

~**Carol Gray**, 2009-10 CASA president



Frank and Ann Kelly on the road with CASA. *Left and right:* Peggy’s Cove in Nova Scotia. *Centre:* The Rockies in Alberta.

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2012 Leaders & Learners Newsletter Reader Survey

Have you read the *Leaders & Learners* electronic newsletter in the past year? Y___ N___

Have you read the *Leaders & Learners* electronic newsletter in the past five years? Y___ N___

How many issues per year do you typically read?

- 1-2 issues
- 2-4 issues
- 5-6 issues
- every issue (6 plus double conference issue)

How do you rate the frequency of the newsletter?

- Six per year (plus double conference issue) is just right.
- Should be more frequent.
- Should be less frequent.

How do you rate the size of the newsletter (between 6 and 12 pages, 16+ for double issue)?

- Current size is just right.
- Prefer a smaller newsletter.
- Prefer a larger newsletter.

Is there anything you would change about its design?

- More photos.
- Larger print.
- Smaller articles/longer articles (circle one).
- Update the overall look.
- Other _____

Which of the following statements is most accurate about your experience with most issues of the newsletter?

- Read all of it.
- Read most of it.
- Read some of it.
- Did not read any of it.

What section(s) of the newsletter do you usually read?

- Message from the President
- Message from the Executive Director
- Quotes (bottom right corner)
- Faces in the Crowd (short biographies)
- In-depth Q&A interviews
- Roundtable discussions
- Feature articles
- Conference information
- Conference coverage
- Awards/honours coverage
- Announcements/Reminders
- Other _____

How do you typically receive the newsletter?

- By email from CASA executive.
- By email from CASA admin support staff.
- By email from regional affiliate (e.g., CASS, OCSOA, MASS, etc.) executive.
- By email from regional affiliate admin support staff.
- By email from senior district staff.
- By email from district admin support staff.
- Download from CASA website.
- Download from regional affiliate website.
- Forwarded by email from a colleague.
- Printed copy from district staff.
- Other _____

If you receive the newsletter by email, how do you rate the delivery of the newsletter?

- Email works fine.
- I have problems opening the file.
- I would prefer another method: _____

If you read the newsletter by visiting a website, how do you rate the delivery of the newsletter?

- Website works fine.
- I have problems opening the file.
- I would prefer another method (provide example).

How do you rate the timeliness of an email with the newsletter or notification of its publication on a website?

- I receive each issue/notification within a few days of its publication.
- I receive each issue/notification within a few weeks of its publication.
- I receive each issue/notification more than a month after its publication.
- I do not receive an issue or notification by email.

Would you find a *Leaders & Learners* Twitter feed with CASA-related information helpful? Y___ N___

If yes, would you follow us on Twitter? Y___ N___

If yes, how frequently should *Leaders & Learners* tweet?

- Several times a month.
- Several times a week.
- Only when a newsletter has been published.
- Whenever there are timely announcements from CASA or affiliates that would miss newsletter deadline.
- Other _____

Would you like to see *Leaders & Learners* have a presence on other social media (e.g., Facebook)? Y___ N___

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We will not share your personal contact information with anyone.
Your contact information is requested only to confirm information
for an upcoming newsletter announcement about this draw.

2012 Leaders & Learners Newsletter Reader Survey

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Please tell us about yourself.

In which province, territory or state do you reside?

Are you a member of CASA? Yes___ No___

If yes, how many years have you been a member? _____

Do you belong to a regional affiliate? Yes___ No___

If yes, which one? _____

Which of the following best describes you? Mark as many
as apply at this time or in the past.

- Supervisory officer (superintendent, director, etc.)
- Assistant supervisory officer
- Senior district staff other than supervisory officer
- District communications staff
- District IT staff
- District financial staff
- District HR staff
- District admin support staff
- School administrator (principal, vice principal)
- School staff other than administrator

National executive (CASA)

Regional affiliate executive (e.g., CASS, OCSOA)

School board member

Sponsor

Conference keynote or session speaker

Family/Guest

Retired/semi-retired (check any relevant previous titles)

Other _____

Please indicate which school district and/or regional affili-
ate you are associated with.

Was this your first CASA conference? Yes___ No___

If no, how many have you attended in the past? _____

If yes, would you attend another conference?

Yes___ No___ Unsure___

Do you have any further comments about the content, de-
sign or distribution of the *Leaders & Learners* newsletter?

Thank you!