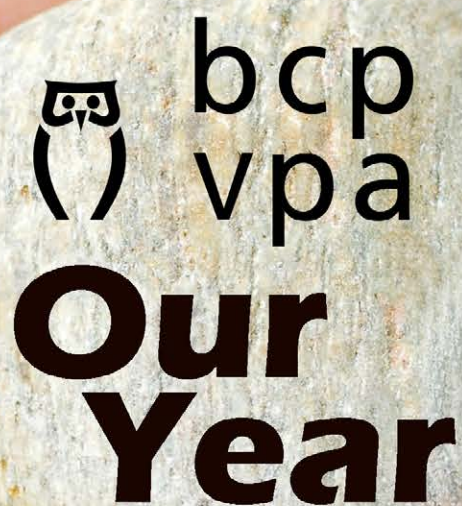




The B.C. Principals' & Vice-Principals' Association (BCPVPA) is a voluntary professional association representing school leaders employed as Principals and Vice-Principals in BC's public education system.

The BCPVPA provides its members with the professional services and supports they need to provide exemplary leadership in public education.

We are proud to have more than 2500 Members in the province's 60 school districts, and a local Principal and Vice-Principal association recognized as a Chapter of the BCPVPA in each of those districts.





bcp
vpa

BC Principals' & Vice-Principals' Association **Annual Report**

July 1 2018 -
June 30 2019



Executive Director's Report

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2017-2020 Strategic Plan

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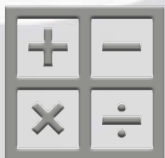
Member Support Services

12-15



Professional Learning &
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Finance

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22-25



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"Do not follow where the path may lead. Go instead where there is no path and leave a trail."

-Ralph Waldo Emerson



Executive Director's Report



Kevin Reimer joined the BCPVPA as Executive Director in July 2018. Prior to that, he served as a Director of the Board of the BCPVPA, and as the elected President from 2016-2018. Over the past 28 years, Kevin has worked as a secondary teacher and as an elementary and middle school Principal, most recently in the Comox Valley.

Executive Assistant
Sharon North



I am pleased to submit my second report as Executive Director to the BCPVPA membership, and to acknowledge the excellent work of my predecessor Kit Krieger who retired in July 2018.

My role as Executive Director involves three major pillars: support for the Board of Directors, support for the President, and the management of the Association. The Board is charged with establishing the strategic vision of the Association, and the Executive Director is charged with carrying out the vision as intended by the Board.

As the BCPVPA concludes its 31st year as an Association we feel very proud of what we have accomplished as an organization supporting its membership. Despite our successes, we know that this school year ahead could bring some interesting and trying challenges for our members. It is incumbent upon the Association to be agile and responsive to the needs of our members.

"As the BCPVPA concludes its 31st year as an Association we feel very proud of what we have accomplished as an organization supporting its membership"

The BCPVPA Board of Directors meets approximately every six weeks and their guidance of the Association and vision of a preferred future for BCPVPA members sets the strategic direction for the BCPVPA. Our recent review of our Constitution and Bylaws – influenced by the changes to the Societies Act – prompted the BCPVPA to adopt an Affiliation



Executive Director's Report



Agreement with Chapters to ensure greater alignment within our Association.

The BCPVPA has undertaken some meaningful publishing initiatives. In the Fall of 2018, we agreed to partner with Corwin Press and the Ontario Principals' Council on the launch of Michael Fullan's latest book, *Nuance*. Sales of *Nuance* have been brisk, and the book has been well-received by both our members and partners: *Nuance* will be the first selection of the BCPVPA Book Club slated for the 2019-2020 school year. Our Directors of Professional Learning and Development also led the review and reissue of the *BCPVPA Leadership Planning Guide*, a helpful and valued resource for new and experienced school leaders alike.

In September 2018, we were very pleased to welcome Sandra Murphy to the role of BCPVPA Director of Communications. Sandra's work in television production, communications and marketing have been well-received by the Association as Sandra continues to illuminate and elevate the work of school leaders around the province. And in November, we paid tribute to our colleague Warren Hicks as he retired from his role with our Member Services Support team.

After many years of advocacy and support for members in the field, we can say that the majority of districts in the province have their school leaders at Level C on their regional salary grid. Moreover, the majority of Principals and Vice-Principals saw an increase in their extended health and dental benefits to match the level currently enjoyed by teachers. While this is a positive first step, we believe that – as outlined in BCPSEA's 3R's document Realities, Risks and Rewards – the benefits plans of supervisors should exceed those of whom they supervise.

We now have more than 2,000 Principals, Vice-Principals and educators from around the province sharing resources and connecting through the online platform BetterEducate.com. This past year, the BCPVPA and our BetterEducate partners developed an upgraded version of the Growth Plan module and an interactive communication channel called BackBEat, and their continued work will lead to the introduction of a School Growth Plan module in Fall 2019. BetterEducate is creating a networking mindset amongst our members who are willing to share their expertise, advice and resources.

This past Spring, the Professional Learning and Development department

worked with a dedicated committee to review and revise our critically-acclaimed *BCPVPA Leadership Standards for Principals & Vice-Principals*, which saw the evolution from a single volume to the Standards and a breakout Workbook. The revised *Standards* are now embedded within BetterEducate and are gaining attention from jurisdictions outside of British Columbia.

My work with President David DeRosa focused on ensuring that our government continues to develop and grow. This year we will see the final installment of \$350,000 from the Ministry to the BCPVPA to broaden and enhance our leadership development programming.

Members reading this Annual Report will certainly be impressed by the range of Association programs and activities, and by the health of our Association. The audited financial statements reveal that our Finance team, led by Carol Powell, are managing our resources well.

Programs in Professional Learning and Development, led by Jessica Antosz and Elizabeth Bell, build capacity that give life to the Association's mission to "Provide Quality Leadership in Education". The work of Member Support Services, led by Don Boyd, Ellen Roberts and Kevin Fadum, benefits the membership at large through support for negotiations and for many individual members who face challenges arising from their employment relationship. Sandra Murphy has led our Communications initiatives to ensure that our members feel a strong connection to our Association through branding, messaging, storytelling and social media. Our support staff led by Sharon North ensure that the work of the Association is consistently of the highest calibre.

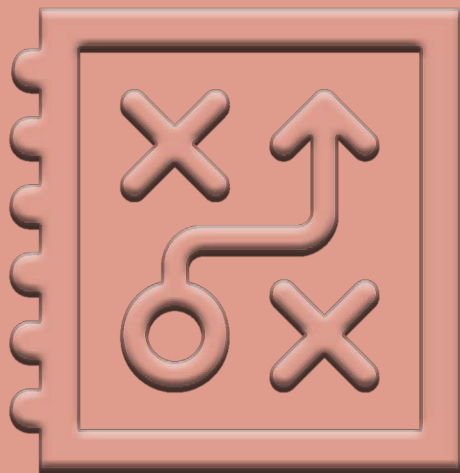
The members of the Association are served by an outstanding group of senior staff and support staff. I am honoured to work with such an exemplary team that serve our membership, the Board of Directors and the vision of the BCPVPA so capably.



A close-up, over-the-shoulder view of a young child with curly blonde hair, wearing a green polo shirt, looking at a colorful map. The map is held by an adult's hand and shows various geographical features in shades of green, yellow, orange, and blue. The child's ear and the back of their head are visible on the left side of the frame.

"The pessimist complains about the
wind. The optimist expects it to change.
The leader adjusts the sails."

-John Maxwell



2017-2020 Strategic Plan

The foundation for the 2017-2020 Strategic Plan is the Association's mission statement "serving members by supporting effective leadership in education through representation, advocacy and leadership development".



These four goals and their objectives have offered focus and guidance for the Association in our core services of member support and professional development, and through all of our associated initiatives.

Goal 1

Achieve contract provisions and total compensation that reflect the skills, responsibilities, and needs of Principals and Vice-Principals

Objectives

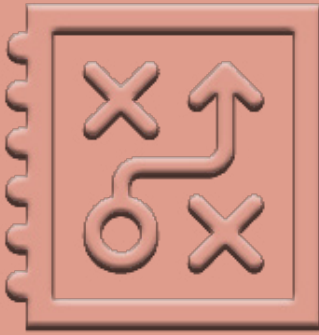
- Achieve and support the implementation of the regional grids as presented in the BCPSEA/Exempt Staff Compensation Working Group's report Realities, Risks and Rewards.

The BC Public School Employers Association (BCPSEA) provided a new Regional Salary Grid that increased the grid by 1.75%. The majority of Districts have moved members to Level A of the Regional Grid. BCPVPA continues to offer support for members in discussions with their Districts

- Achieve an improved benefits package for Principals and Vice-Principals.

BCPSEA and PSEC provided notification for Districts to enter into conversations with members about the opportunity to move to the Teachers' Benefit Plan. Notification of the decision was expected mid-June for implementation on September 1st, 2019

- Achieve a common provincial contract framework in identified and limited areas



2017-2020 Strategic Plan



Goal 2

Support Principals and Vice-Principals in building their leadership capacity

Objectives

- Secure long-term funding of a Ministry- and partner-supported provincial leadership strategy.

Ministry funding of the Leadership Development Working Group supported initiatives that will be part of an ongoing developed strategy, including the Mentorship Program and the BetterEducate platform

- Support Principals and Vice-Principals in skills and competencies development.

Initiated research project studying the need for a leadership framework to guide development of educational leadership (report pending)

Redesign of the delivery model and curriculum for Short Course I and re-evaluation of delivery of Short Course II

Published the Leadership Planning Guide for Principals and Vice-Principals

Revised the Leadership Standards for Principals and Vice-Principals of BC

Offshore Schools Leadership Development Program

Development of Train the Trainer workshops

Serving members by supporting effective leadership

- Support Principals and Vice-Principals within their leadership roles with regards to emerging trends and issues.

Shared information gathered from regional Contract Advisory Committees and used data to identify and communicate latest trends and issues throughout the province

Delivered seminars including Legal Side of Leadership, Volume and Complexity, Contract Seminar

Launched Women in Leadership: Leading the Way luncheon October 2018, creating space for women in leadership to share and learn together

Delivered Leading a Culture of Learning 1 & 2 (cohorts in Nelson, Terrace, Sunshine Coast and Metro Vancouver)

Delivered October 2018 Connecting Leaders Conference regional model (Nanaimo)

Participated in LEAP international peer shadowing program

Initiated Round Table process for sharing 20 professional initiatives across the province

Set foundation for online provincial Book Club to launch Fall 2019

- Create a framework of scaffolded professional learning and development that may be used for credentialing.

Researcher's report will form the basis for the development of a framework. The scaffolding of programming will be based on existing and future offerings

Goal 3

Support the efficacy of school leadership provided by Principals and Vice-Principals

Objectives

- Provide the evidence that will inform policy, practice, and resource allocation related to the role and efficacy of Principals and Vice-Principals.

- Advance a strategy to support member well-being.

Continued to refer and encourage self-referral of Principals and Vice-Principals to the services of humanworks

- Advocate for Principals and Vice-Principals to have the time, resources, and support to be effective educational leaders.

- Advocate for contract language aligning with and supporting the role.

Supported Chapters in their conversations with senior staff relating to the “modernization” of their personal services contracts and provided them with a regional perspective to advance their language

- Inform the Ministry of Education, senior board management, and school board trustees on the role, responsibilities, and requirements of the Principal and Vice-Principal.

Presentation to school board trustees about the work of Principals and Vice-Principals

Coordination of a Lobby Day for BCPVPA at the BC Legislature in Fall 2019

- Advocate for legislation which accurately reflects the role of school-based leadership.

- Advocate for increased engagement of Principals and Vice-Principals as members of district management teams.

in education through representation, advocacy and leadership development.

Goal 4

Strengthen the engagement of members with the Association and each other

Objectives

- Broaden and increase member engagement and connectedness.

The regional model for the annual Connecting Leaders Conference strengthens member engagement and connection. The Nanaimo conference was planned by members in ten regional Chapters, with robust attendance from each of those Chapters

Redesigned Association publications to focus on member stories and profiles

- Expand services to rural and isolated members.

Use of an online platform for meetings increases opportunity for all members to participate in meaningful ways

The development of an online book club will increase involvement of members across the province

The move to a regional model for the Connecting Leaders Conference creates collaborative opportunities

- Improve support for the unique needs of district Principals and Vice-Principals.

Member Support Services and Professional Learning and Development responded to unique needs in Chapters with joint programming that is tailored for those Chapters, and with co-designed programs in response to District requests

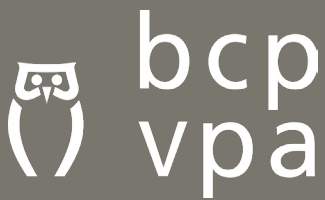
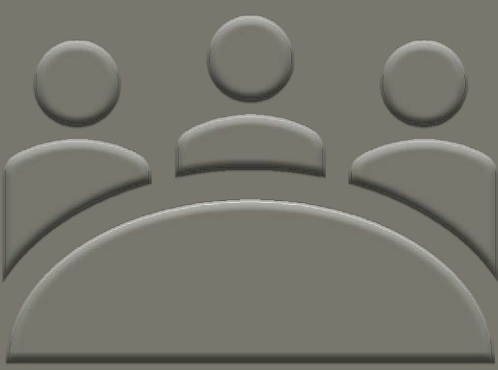
- Review the Association brand

Aligned Association branding to ensure a consistent and prominent profile, and developed companion sub-brands for events and initiatives

Produced Association brand signage that bolsters BCPVPA presence at meetings and events

"Education is the most powerful weapon
that you can use to change the world."
Nelson Mandela





Member Support Services

The role of Member Support Services is to provide support and guidance to members of the BCPVPA who require legal and employment contract related assistance.

The focus is for fair and reasonable compensation and treatment for all of our members.

Directors
Don Boyd
Kevin Fadum
Ellen Roberts

Administrative Assistant
Emily Rogness

Our focus for the 2018 – 2019 year centered on five key priorities:

- Fair and equitable compensation
- Increasing members' understanding of total compensation salary and benefits
- Dialogue with the BC Public School Employers' Association (BCPSEA) regarding aligning members' benefits to members' needs
- Review of established practices to minimize Association liability
- Provincial Negotiation Framework

Highlights

1 Compensation

In surveying our members, we have learned that the majority of our members are on the Regional Salary Grid at Levels A, B and C. Although some members have not yet reached Level A, we are pleased that of the 60 Districts, 45 have members at Levels B and C and 10 have members at Level A or A+. We continue to support each Chapter in liaising with their Districts for both 'fair and reasonable' compensation.

2 Benefits

BCPSEA and the Public Sector Employers' Council (PSEC) announced that Districts are able to enter into discussion with members regarding the enhancement of their benefit plans. This was great news as most of our members have benefit plans that were less robust than those of the staff that they supervise.

The first step was for members to decide whether or not they wanted to move to the same dental and/or extended health plan as the teachers in their District. This change was long overdue, resulting in 44 Districts moving to the Teachers' Plan (41 for both Extended Health and Dental, and 3 for Extended Health only). The remaining 16 districts have chosen to remain with their current plans, some of which are better than the Teachers' Plan. As stated by BCPSEA, this is a first step in recognizing the health needs of Principals and Vice-Principals.

3 Presentations

Our newly-developed workshop 'The Legal Side of Leadership' has been customized to represent members' Districts, and focuses on what guides and directs them in their role as Principal or Vice-Principal. This workshop is interactive and involves members 'drilling down' into their personal services contracts as well as the policies and collective agreements within their District.



Member Support Services

The other highlight focuses on Short Course I and the integration of the Member Support Services team's presentation materials that were featured throughout the week-long course rather than concentrated on only one day. This approach provided new members the opportunity to have a deeper understanding of the content and an increase in the amount of time they have to discuss the content with their peers and facilitators.

945
contacts
with

585
members
from

60
School
Districts

Presentations

Pension Seminars

11 seminars - 220 members

Current information relating to the Teachers' Pension Plan, Canada Pension and Old Age Security, plus assistance to members as they consider their plans for retirement.

Contract Seminar

145 members

Working with Contract Chairs and Association Presidents to enhance their understanding of the contractual terms, trends and language that supports and protects our members.

Legal Side of Leadership

Four presentations - 140 members

A focus on what guides and directs our members in their day-to-day interactions with students, staff and parents. This interactive workshop provides an opportunity for members to drill down into the role of the Principal and Vice-Principal and the contracts and policies in their District, including the CUPE Collective Agreement, Teachers' Collective Agreement and their own Personal Services Contract.

Volume and Complexity

Two presentations - 72 members

Provides members with an understanding of the complexity of their role and the expectations and demands placed upon them. Provides tools and strategies for managing their time, delegating tasks and making decisions in a timely fashion.

Short Course I

175 members

Provides new members with an opportunity to network with others who are beginning their own administrative roles, and to learn from more seasoned and experienced education leaders. It focuses on the *Leadership Standards*, specifically the contractual and legal aspect of their role and their fiduciary responsibility.



Committees

Contract Advisory

15 members

This committee has representation from the seven geographic regions of BC, and the committee's purpose is to have these members advise BCPVPA on issues and trends that are surfacing in their regions, and to be a resource and a support for members within their regions in regard to contracts and compensation.

Through presentations, committee work and day-to-day direct communication, the Member Support Services team provided support and guidance to approximately
1365 members

BC Student Voice

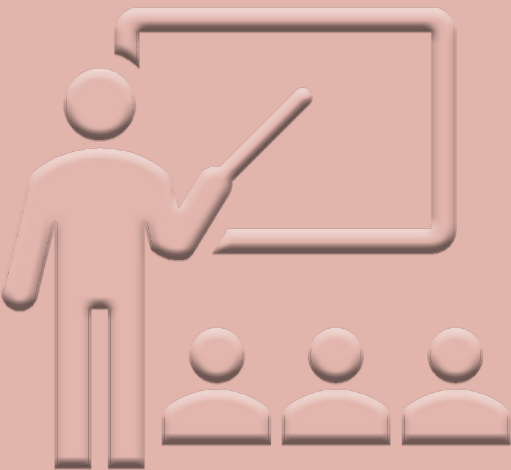
13 members

This program focuses on providing our students a voice in matters that are important to them. They have worked with the BC Ministry of Education and the BC Ministry of Health over the past year providing their thoughts on changes in education and the health indicators for youth.

Activities of note included providing feedback on both the legalization of cannabis — including the presentation and information in the public campaign — and on the topic of vaping. The Honourable Rob Fleming, Minister of Education, was in attendance at the Spring BC Student Voice Forum, and he fielded many thoughtful questions from the students.



A close-up photograph of a child's hand, wearing a blue and white striped long-sleeved shirt, placing an orange block on top of a stack of other colorful alphabet blocks. The blocks feature various illustrations: a block with yellow cars, a block with a cartoon character, a block with a purple car, a block with a bear holding a red umbrella, a green block with blue cars and the number 8, a blue block with a deer, a green block with a hippo, and a yellow block with blue cars and the number 9. The background is blurred, showing a wooden crib.



Professional Learning & Development

The role of the Professional Learning and Development team is to support, develop and deliver programs for BCPVPA members based on the BCPVPA's *Leadership Standards for Principals and Vice-Principals in British Columbia*

Directors

Jessica Antosz

Elizabeth Bell

Administrative Assistant

Amorie Kruger

The focus of the PLD Department is to develop and deliver programs based on the Leadership Standards for Principals and Vice-Principals in BC in order to build leadership capacity and strengthen the engagement of members. With valuable input from members, current issues and trends are explored and reflected within the programs. Considerable attention is paid to:

- Extending programming accessibility to all areas of BC as the diversity of context is recognized for BCPVPA members in both urban and rural settings.
- Establishing a framework of delivery for leadership development in collaboration with leadership partner groups.

Highlights

1 Connecting Leaders 2018

As the first conference in the new regional format, the Nanaimo visionary and operational committee was comprised of PLD Representatives from the Chapters on the Island and Central Coast. The committee worked tirelessly with BCPVPA staff to host a rich learning experience for 250 members. The second regional host for Connecting Leaders in 2019 will be Okanagan / Kootenays, and the visionary and operational committees have been preparing for the October event through the year. The regional format has stimulated collaboration and engagement in the four regions of the province, and we look forward to our upcoming conferences in Prince George (2020) and Whistler (2021).

2 Leadership Standards

2018-2019 saw the completion of a comprehensive review of the *BCPVPA Leadership Standards for Principals and Vice-Principals in BC*. A 12-member committee met over the course of two years in order to examine and embed both the current BC curricular direction and the First Peoples Principles of Learning into the heart of the *Leadership Standards*. The *Standards* have now been published both as a professional document and a workbook that can be the basis of professional growth plans. The *Leadership Standards* have also been published on the BetterEducate platform as a self-assessment and electronic growth plan where the development of a *Standards*-based e-portfolio of accomplishments can be maintained by members.

3 Short Course I

In alignment with the *Standards*-based content, the delivery of the five-day Short Course I program was adjusted to respond to the learning needs of



Professional Learning & Development

participants. The culmination of the collaboration between the membership committee and staff was launched in July 2019 with great success.

The PLD team thanks all members who have been integral in the development and delivery of professional learning and development in BC.

505 member attendees **33** member facilitators **40** associates & guests

Events

Short Course I

161 members & 25 facilitators

An intensive, one-week program that provides new school leaders with an opportunity to hone the skills necessary for success in their new roles.

Short Course II

30 members & 5 facilitators

A collaborative learning experience for mid-career Principals and Vice-Principals.

Offshore School Leadership Development

22 participants & 3 facilitators

A program to engage and support school leaders from BC's Offshore Schools.

Leading a Culture of Learning 1 & 2

50 members

Through four cohorts, a learning experience that supports leaders to enhance a culture of learning and build instructional leadership capacity.

LEAP NSW & Finland

12 members

Connecting school leaders around the world in collaborative peer shadowing.

NSW Study Tour

18 visitors – 6 School Districts

Welcoming school leaders to BC for a study tour experience that showcases our province and public education system.

Committees

Leadership Standards Review

12 members

A deep dive into the BCPVPA's professional standards

Short Course I Review

8 members

A collaborative look at the content and delivery of this core program

Through course delivery, committee work and day-to-day direct communication, the Professional Learning & Development team supported & collaborated with more than
538 members

Meetings

PLD Advisory & Rep

Two meetings - 160 members

Professional Learning and Development Advisory and Representatives Meeting

PLD Rep Round Table

20 members

PLD Rep Round Table Sharing

Connecting Leaders

Two committees - 30 members

Connecting Leaders Conference Visionary and Organizational Meetings (2018, 2019)





"Alone we can
do so little.
Together we can
do so much."
Helen Keller

The BC Principals' & Vice-Principals' Association
June 30, 2019 audited financial statements
will be presented at the
2019 Annual General Meeting
on November 16, 2019

celebrating
growth to

2,500

members



Finance

In addition to ensuring the health of the day-to-day operation of the Association, the role of the Finance team includes implementation of many elements of the Strategic Plan, and management of the Membership database and associated activities.

Director

Carol Powell

Senior Accounting Clerk

Helen Tseng

Membership Services

Jennifer Harfield

The BCPVPA acknowledges
the BC Ministry of Education's
continuing contributions through the

Leadership Development Working Group Grants:

2018-2019

\$262,500

This funding has supported

The BCPVPA Mentorship Program

cultivating a network of support and collaborative partnerships, engaging retired Principals as mentors and matching mentors with newly appointed colleagues in districts different to their own.

BCPVPA BetterEducate

A BC-grown website platform that connects educators, innovative practices and resources

Train the Trainer – BetterEducate

Fostering excellence in knowledge and support within our BCPVPA membership

Leadership Standards Review

leading a deep dive into a revision of the BCPVPA's *Leadership Standards for Principals & Vice-Principals*.

Short Course I Review

Ensuring that the learning and development needs of new school leaders are effectively met.

BCPVPA Webinars

Using an online platform to introduce thoughtful content and encourage engagement and discussion.

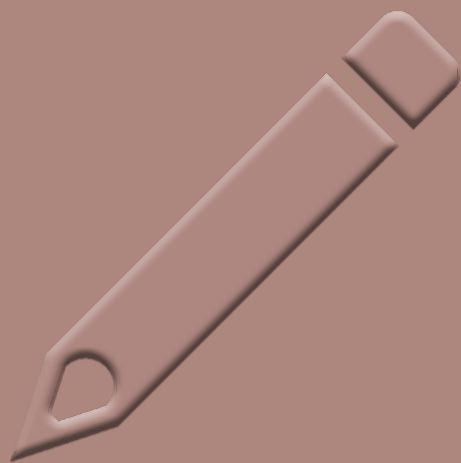
BCPVPA Short Course II

Creating an individually-focused collaborative learning experience for mid-career school leaders.



"Leadership is
communicating to
people their worth
and potential so clearly
that they come to see
it in themselves."

Steven Covey



Communications

The role of the Communications department is to serve members by supporting the work of the Executive Director, the Member Support Services team and the Professional Learning & Development teams, and to effectively represent the Association through online and public communications.

Director
Sandra Murphy

In 2018-2019, the Communications department embarked on a multi-year plan to introduce and acknowledge the important work of Principals and Vice-Principals, and to create a stronger public impression of the profession and its practitioners.

The project has as its goals:

- Celebration of the practice and the role of public school leaders
- Recognition by education sector partners, government, families and the public of the role and its importance
- Creation of member engagement, and strengthening of relationships within the membership and beyond

Highlights

1 Brand

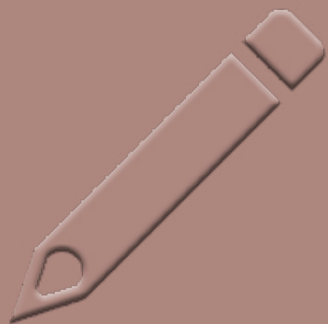
The BCPVPA brand was fortified in a number of ways through the year. We expanded our social media engagement with the September 2018 launch of an Instagram account, and placed an increased focus on connection with our members and followers on Twitter. We developed new branded communications materials to tell the story of our Association, and further evolved our brand to include companion sub-branding for our events and initiatives.

2 Events

We were delighted to host our 30th anniversary celebration at our Vancouver office, and we made a splash in the community at offsite member meetings and events through the introduction of brand signage and live social media engagement. We reduced our paper footprint through the successful introduction of a conference app at our larger events, and encouraged increased member and guest activity through this platform.

3 Publications & Platforms

In preparation for a Fall 2019 magazine rebrand, we reduced the publication frequency of our Association publication *Adminfo* from five issues to three issues per year, while further enhancing the scope and story content. Our Fall and Spring webinars introduced a variety of voices and ideas, while the BetterEducate online platform continued to gain momentum both in resource-sharing and professional connection.



Communications



39.8K
Average Monthly
Impressions

573
Tweets

602
New
Followers

Events

Issues Forum

145 members

The annual BCPVPA Issues Forum is an opportunity for members and friends to share ideas and gather new learning.

Partnership Awards

6 community recipients honoured

The Awards are presented in recognition of the time, energy and expertise that local groups and individuals dedicate to supporting BC students and schools.



171
Posts

120
New
Followers

Initiatives

Nuance Publication

We were honoured to co-publish 'Nuance' by Michael Fullan with the Ontario Principals' Council and Corwin Press.

National Principals' Month

Our online campaign through October 2018 celebrated and illuminated the work of BC's Principals and Vice-Principals.

Leading Student Success

Through a partnership with the BC Ministry of Education, BCPVPA coordinated a series of four short videos with respected BC educators which will premiere Fall 2019.

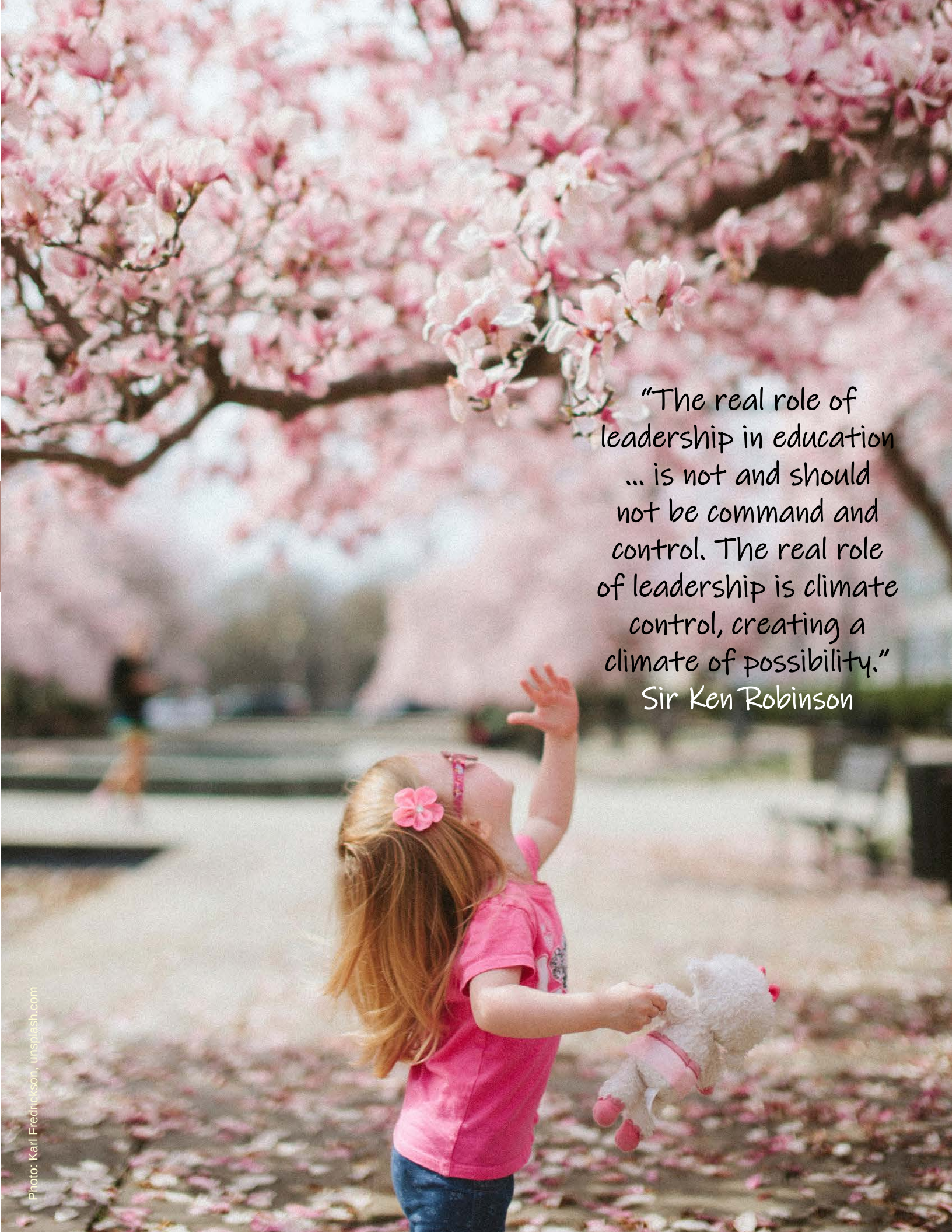
BCPVPA Member Survey

The 2019 survey is the third member survey conducted since 2013, and will help to paint the ongoing picture of our members' successes and challenges.



73%
App
Installations

4790
App
Views



"The real role of leadership in education ... is not and should not be command and control. The real role of leadership is climate control, creating a climate of possibility."
Sir Ken Robinson



"If you get, give. If you learn, teach."
Maya Angelou



2018-2019 Board of Directors



L to R, front row:

Des Sjoquist (Central Okanagan), Sally Zryd (Kamloops-Thompson), David DeRosa - President (Kootenay-Columbia), Susan Nichols (Vancouver Elementary), Brett Johnson (Greater Victoria)

L to R, middle row:

Darren Danyluk (Rocky Mountain), Steve Dalla Lana (Prince George), Brian Leonard (Coquitlam)

L to R, back row:

Susan Clough (Surrey), Heidi Grant (Nechako Lakes), Lee Karpenko (Prince George), Tom Aerts (Victoria)

B.C. Principals' & Vice-Principals' Association

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www.bcpvpa.bc.ca
@bcpvpa

Thank you to our BCPVPA members

"None of us, including me, ever
do great things. But we can
all do small things, with great
love, and together we can do
something wonderful."

Mother Teresa