

bcp  vpa

OUR YEAR

BC Principals' &
Vice-Principals' Association
Annual Report

July 1, 2020 - June 30, 2021



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 2,600 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.





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vpa**

BC Principals' & Vice-Principals' Association

Annual Report

July 1, 2020 —
June 30, 2021

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2020-2021 Board of Directors

The BCPVPA Board of Directors represents the voices of school leaders from all around the province.

The 2020 - 2021 Board took office July 1, 2020.



President Darren Danyluk
SD 6 Rocky Mountain



Past President David DeRosa
SD 20 Kootenay-Columbia

The Board meets regularly throughout the school year, and each Board Director is an active member of one or more BCPVPA Committees. Board Directors participate in ad hoc education sector committees as required. In 2020-2021, Board Directors were active on several steering committees dedicated to the work of pandemic recovery alongside government and sector colleagues.



Director Tom Aerts
SD 61 Victoria



Director Susan Clough
SD 36 Surrey



Director Carmen Eberle
SD 35 Langley



Director Bev Forster
SD 54 Bulkley Valley



Director Heidi Grant
SD 91 Nechako Lakes



Director Sid Jawanda
SD 57 Prince George



Director Read Jorgensen
SD 61 Victoria



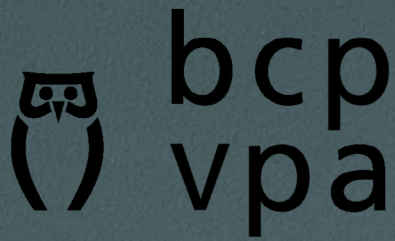
Director Brian Leonard
SD 43 Coquitlam



Director Jacqueline Taylor
SD 22 Vernon



Director Sally Zryd
SD 73 Kamloops-Thompson



Executive Director's Report



As the Executive Director of the BCPVPA it is a significant honour to serve the more than 2,600 BCPVPA members who provide exemplary school and district leadership across the province. At the time of this writing, our members have worked tirelessly for more than a year to keep schools safe and open during a global pandemic. Only a few other provinces and territories in Canada were able to do the same during the 2020-2021 school year, and that says a great deal about the ongoing commitment of BCPVPA members to ensure that the highest levels of learning exist for all BC students.

Despite this challenge and others, BCPVPA members continue to lead one of the highest performing school systems in the world. The research from the Wallace Foundation's recent report "How Principals Affect Students and Schools: A Systematic Synthesis of Two Decades of Research" confirms what we have always intuitively known. An effective school leader's impact on student achievement is more significant than previously understood by researchers. It is difficult to envision a higher rate of return on investment in public education than through the development and support of school leaders. Investing in our membership is the work of the BCPVPA.



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





Executive Director's Report

The role of the BCPVPA Executive Director is to provide support for the Board of Directors and the BCPVPA President, and to manage the BCPVPA on behalf of the Board of Directors. The Board of Directors defines the strategic vision of the Association and the BCPVPA staff is charged with operationalizing that vision.

In the fall of 2020, we released the updated Strategic Plan that will guide our activities over the next three years.

BCPVPA Strategic Plan (2020-2023)

1. Achieve contract provisions that reflect the skills, responsibilities, and needs of Principals and Vice-Principals
2. Provide supports to maintain and improve the well-being of Principals and Vice-Principals
3. Support Principals and Vice-Principals in building their leadership capacity
4. Increase BCPVPA's influence and voice in public education

Strategic Goal #1

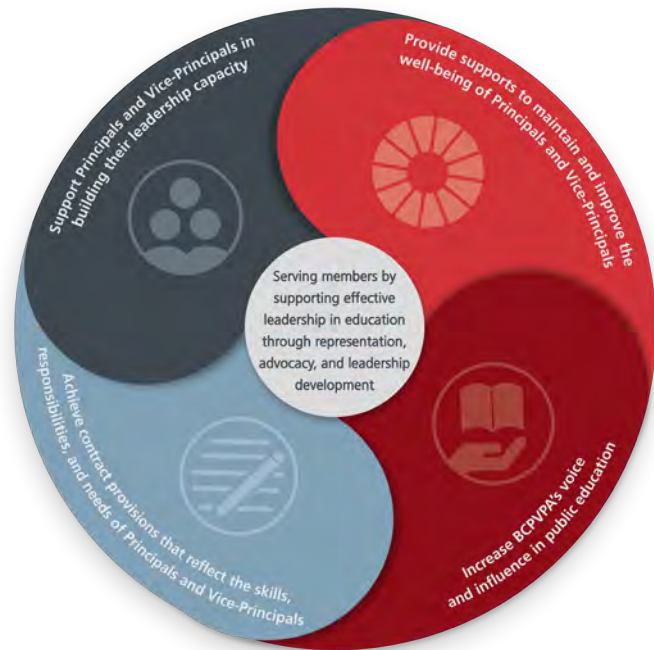
The advocacy of the BCPVPA has led to significant salary increases for our members across the province over the last several years. In addition, the benefits plans of our members are now equal to those of teachers in most parts of the province.

The graphs below show the difference between Level A in 2016 and Level A in 2021. If a member did not advance beyond Level A on their regional salary grid, they still would have seen more than a 12% increase in salary. If a member was at Level A in 2016, and Level C in 2021, they would have seen about an 18% increase in salary.

Metro Region – Level A Principals (2016)		Metro Region – Level A Principals (2021)		% increase
Elementary	\$119,840	Elementary	\$134,295	12.06%
Middle	\$123,233	Middle	\$138,098	12.06%
Secondary	\$126,624	Secondary	\$141,897	12.06%

Metro Region – Level A Principals (2016)		Metro Region – <u>Level C Principals</u> (2021)		% increase
Elementary	\$119,840	Elementary	\$141,897	18.04%
Middle	\$123,233	Middle	\$145,699	17.28%
Secondary	\$126,624	Secondary	\$149,500	18.07%

While salary levels have improved significantly, there is more work to be done to address contract inequities for Principals and Vice-Principals. The BCPVPA continues to advocate for fair and reasonable employment practices for Principals and Vice-Principals in BC. Our province continues to be the only jurisdiction in the country where Principals and Vice-Principals are not represented provincially in contract discussions, and we continue to advocate with our government and our employer regarding the establishment of a provincial negotiating table. Our legal opinion on this is clear; the inability to discuss provincial terms and conditions of employment is a violation of the Canadian Charter of Rights, and we will continue to address what we consider to be a Constitutional infringement.



The BCPVPA has been supporting a Chapter in their application to the Labour Relations Board (LRB) to certify as a union. That decision followed months of dialogue within the Board of Directors, and years of the Association's advocacy with government and the sector for a provincial negotiating table. The decision to support this Chapter was not made lightly, and we acknowledge that not all members have been in agreement with this course of action. Unionization is not, and never has been, the goal. Through our support for certification, we are

standing with a Chapter of Principals and Vice-Principals that has experienced many years of unprofessional treatment by their Board; our intent has been to help our government understand that, without the establishment of a provincial negotiating table, other Chapters experiencing inequity in their employment relationships may choose to take similar action. The application for certification continues to sit with the LRB.

Strategic Goal #2

In the past five years, Long Term Disability (LTD) claims for our members – as well as levels of stress and burnout – have increased significantly as a result of the increasing complexity and intensification of the role. In response, the BCPVPA has benefited from hiring a Director of Health and Well-being, and I applaud the foresight of our Board of Directors in extending Rochelle Morandini's contract for an additional two years.

This spring, we conducted our Thriving in Education survey in conjunction with the BC Association of School Business Officials (BCASBO). We continue to review the very rich data provided by members, and will share the results through the 2021-2022 year.

The uptake in our Early Intervention Program (EIP) through humanworks has continued to increase as more of our members have sought support through that team.

This past spring, we launched a pilot program with WeTel. The WeTel platform sends auto-generated messages to the nearly 100 members of the pilot asking them a research-tested and powerfully simple question: "How are you?" Rochelle Morandini and I monitor the responses from our members. This weekly check-in has allowed us to better support our members, and provide interventions earlier than we would have anticipated. In addition, we hear regularly from participating members – whether they need support or not – that they appreciate the BCPVPA's check-ins.



Executive Director's Report

In the recently released book *How Principals Spend Their Time*, co-authored by Canadian researcher Dr. Katina Pollock, the authors share international data that empirically states that the volume of work and complexity of tasks for Principals and Vice-Principals has increased significantly. The BCPVPA continues to advocate for a table with government to discuss how the health and wellbeing issues of our members can be addressed in a systemic way.

Strategic Goal #3

In continuing to support members during the pandemic, many of our professional learning and development offerings were delivered virtually. Our Directors of Professional Learning and Development, Jessica Antosz and Elizabeth Bell, continued to provide a rich slate of professional learning for our members with a particular focus on building instructional leadership capacity. The bedrock that underlies all of our professional learning offerings is the BCPVPA Leadership Standards, and our PLD team continues to work with members to ensure that our Leadership Standards are current and reflective of the roles of our members.

Our PLD team delivered and broadened the scope of professional learning offerings to our members this past year, including the very successful pilot program Essentials for Aspiring School Leaders (EASL) for teachers interested in knowing more about the roles and responsibilities of Vice-Principals and Principals.

Strategic Goal #4

For many months we have been working on migrating several systems and processes to a new BCPVPA membership platform called MemberTech. The platform launched spring 2020 and includes a new revised website, a web-based newsletter, and embedded communication tools. This fall, BCPVPA members will be able to manage their personal information and access many resources through a member-only portal.

More recently, the BCPVPA contracted Bluestone Government relations firm to address three significant priorities of the BCPVPA with government:

- **The establishment of a provincial structure to address inequities in the employment relationships of our members**
- **A government investment in BCPVPA to address increasing levels of stress and burnout amongst our members**
- **A government investment in the BCPVPA to create and deliver a provincial leadership development framework for aspiring teacher leaders and current BCPVPA members**

This past year saw some significant staffing changes for the BCPVPA. Our Communications Assistant Paige Jung returned to school, and long-time employees Kim Maxwell-Benjamin, Don Boyd, and Jessica Antosz all retired from the BCPVPA. We wish them well on this exciting new chapter in their lives, and we will welcome our new teammates over the summer in anticipation of a busy Fall 2021.

BCPVPA members and others reading our 2020-2021 Annual Report will be impressed by the range of Association programs and activities, and by the health of our Association.

A small BCPVPA staff provide a rich range of supports and services to our members. We are excited that our incoming staff members will allow us to continue to provide the responsiveness and wraparound support that our members have come to expect. Our support staff led by Sharon North provide consistently excellent service to the Association and its membership.

Our audited financial statements once again reveal that Carol Powell, our Director of Finance, capably manages the resources of the Association. Programs in Professional Learning and Development led by Jessica Antosz and Elizabeth Bell through the reporting year built capacity for our members and enriched their learning and leading experiences. The work of Member Support Services led by Don Boyd, Magdalena Kassis, Rochelle Morandini, and Ellen Roberts through the reporting year benefited our membership with support for negotiations, and the provision of resources and support to those members facing challenges that arise from their employment relationships. Sandra Murphy has continued to lead our Communications initiatives to ensure that our members feel a strong connection to our Association and to each other through branding, messaging, storytelling, and social media.

The members of the Association are served by an outstanding group of senior staff and support staff. The BCPVPA strives to continue to fulfill its promise to its members: fostering educational leadership to promote outstanding public education by representing, developing, and promoting the professional interests of its 2,600 members.



2020-2023 Strategic Plan

In this first year of our renewed Strategic Plan, we continue to advocate for our members, support their health and well-being, and provide resources to strengthen their resilience as leaders.

These are some of our achievements during the reporting year.

Goal 1

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

The achievement of contract provisions continues to be a firm focus for our team, and the Association continues to explore legal and political means to achieve a provincial negotiation framework. The Member Support Services team has met with individual Chapters and Contract Committees, and was involved with 301 consultations with individual members on issues related to their contracts during the reporting period. A Contract Workshop in January 2020 was offered to all members of Contract Committees.

While we have not yet reached the point of our first provincial negotiation, we can confirm that all but one district in the province has members being compensated minimally at Level A of the regional salary scale.

Goal 2

Provide supports to maintain and improve the well-being of Principals and Vice-Principals

Member health and well-being is also a key goal of the Strategic Plan. In this first year of work towards this goal, we are putting in place many resources and practices that can support our members.

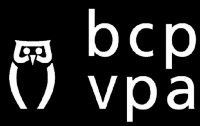
The well-being of Principals and Vice-Principals is imperative for professional effectiveness as a leader, and professional development can contribute to positive health outcomes. BCPVPA learning opportunities are often embedded within the workday or are inserted in the quiet moments at the start or conclusion of a busy day. Choice in the topics, timing, and type of programming can provide members with the ability to balance the press of the urgent, and to embrace the value of the important.

The PLD department has worked closely with Director of Member Health and Well-Being Rochelle Morandini to weave wellness topics and resources into BCPVPA programming, and Rochelle has presented on well-being topics at both the Essentials for Aspiring School Leaders (EASL), and the Essentials for New School Leaders (ENSL) programs.



*A leader's job is not to do
the work for others, it's
to help others figure out
how to do it themselves.*

– Simon Sinek



2020 - 2023 Strategic Plan

Our informal opportunity to check in with members at Coffee Connections provides a chance for members to candidly share their stories with peers, create connections, and often to model problem-solving on the experience of others.

The member information series ReCharge and ReFresh have offered regular installments of targeted information and practices to support their health. Our *Leading: Back to School* and *Principled* magazines have featured a variety of in-depth articles with practical advice related to mental health, burnout, and coping strategies.

The Member Support Services team continues to assist and support members through difficult situations involving their employment — including evaluations and terminations — and to advocate for members at the district level when they are facing challenging situations. Members undergoing investigations at the district level, through the Teachers' Regulation Branch (TRB), Office of the Information & Privacy Commissioner (OIPC), WorkSafeBC, or at the Human Rights level are provided with support, and opinions are sought as appropriate from the Association's legal counsel.

Information sessions have been offered that relate to pension and retirement resources, and to strengthening member understanding of the obligations to their employers in their role. The professional guidance and one-on-one personal support offered by the MSS team is critical, no

matter what concern is being shared.

The team continues to refer members to humanworks for support, and to work collaboratively with humanworks to ensure members receive the best possible support.

The WelTel pilot project in support of our members has added a layer of personal support and regular contact with the Association, and we will explore next steps with this project in the upcoming reporting year. The Thriving in Education survey, which was circulated in the spring of 2021, endeavours to identify some of the systemic and workplace issues that can challenge psychological safety, and planning is underway for actions that can result from this survey.

Goal 3

Support Principals and Vice-Principals in building their leadership capacity

The PLD Department offers opportunities for learning and development to leaders at all stages of their careers. In the midst of many district, provincial, and global opportunities, the BCPVPA sought to provide unique learning experiences to augment other opportunities that exist. An intentional feature of BCPVPA programming is to embed learning over time, with a conscious effort to build networks throughout the learning process. Facilitators, triads, and breakout sessions are a feature of most of our programming, whether it is offered in-person or remotely.

With the launch of EASL, we were able to reach out to teacher leaders and others with an interest in a leadership role to introduce them to the BCPVPA and to give them an introduction to the work. ENSL supports new and nearly-new leaders, while the two levels of Leading a Culture of Learning support practicing leaders. The ongoing availability

of webinar series, book clubs, and article studies — along with customized leadership series for Chapters and districts — offer opportunities for leaders at many stages. The inclusion of legal and regulatory guidance in these programs aims to bolster members' knowledge and confidence, support their decision-making, and increase their capacity.

In its fourth year, the BCPVPA Mentorship program has grown and thrived with 34 mentors and 44 mentees from 36 school districts taking part. The program has had a significant impact in building the confidence and self-assurance of new leaders; enhancing well-being; and fostering continuous learning for both mentors and mentees. The bonds that have been created between mentors and mentees are important, and have frequently continued long after the formal partnership has concluded.

Goal 4

Increase BCPVPA's influence and voice in public education

The BCPVPA has engaged in advocacy during the reporting year through the release of public statements on important education topics including the 2020 return to school, and the Labour Relation Board's May 2021 decision regarding the Southeast Kootenay Principals' and Vice-Principals' Association (SEKPVPA) in their application for certification to unionize. Our President and Executive Director, along with a number of Board Directors, have participated in BC Ministry of Education Working Groups planning for the restart in BC's public education sector.

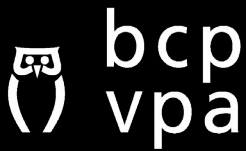
Our President has been active on the Ministry's K-12 Advisory Committee, and the K-12 Violence Prevention Working Group alongside other sector representatives. Our Association has worked

to bring the voice of public health officials to our members as part of our Chapter meetings, and in turn has introduced public health officials to the realities of implementing health and safety guidelines in schools. This collaborative effort has ensured that the on-the-ground experiences of our members can be communicated, ultimately benefiting all of those both working in and attending BC schools.

Our President accepted many requests for print, radio, and television interviews over the reporting period, with the majority of features related to the Principals' perspective on the operation of schools during the pandemic.

The BCPVPA continued to use our magazines *Leading: Back to School* and *Principl(ed)* magazine as a source of information, engagement, and advocacy with stories for, by, and about our members. *Principl(ed)* is distributed to stakeholders in the education along with municipal, provincial, and federal government representatives in BC. Content contributors in the reporting period included the Honourable Jennifer Whiteside, Minister of Education; Andrea Sinclair, President of the BC Confederation Of Parent Advisory Councils (BCCPAC); and Flavia Coughlan, President of the BC Association of School Business Officials (BCASBO); along with faculty and researchers from Simon Fraser University and the University of British Columbia, and experts from BC's legal sector.

We continued to engage in conversations both deep and light on our social media platforms — Facebook, Instagram, LinkedIn, and Twitter — and with the launch of our new website and associated communications, we will continue to strengthen our online presence, increase our reach and influence, and ensure that we can add our voice to BC's education sector and beyond.



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 members.

Directors,
Member Support Services

Don Boyd
Magdalena Kassis
Ellen Roberts

Director,
Member Health
& Well-being
Rochelle Morandini

Administrative Assistant
Emily Rogness

The Member Support Services (MSS) team was busy throughout the year working in mindful isolation from each other, and supporting members virtually due to COVID-19 protocols that required physical distance. While that posed a challenge, and meant that some of the usual offerings were unavailable, it allowed the MSS team to focus their attention on the members who were most in need of targeted support.

Contracts

Contract teams across the province negotiate contract provisions for their membership. MSS supported more than 300 negotiation teams and individuals across the province as they navigated their own contracts during negotiations by providing contract clause comparisons, suggestions for new and preferable languages and strategies for fruitful negotiations.

Formal contract negotiations took place in approximately one-quarter of the school districts this year, with the majority of contract teams exploring contract language in the areas of total compensation and termination.

In addition, MSS provided learning opportunities for contract chairs through our annual Contract Workshop and two Contract Advisory Council (CAC) meetings.

Challenging Situations

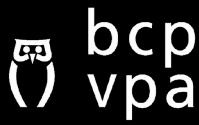
In a year when we were unable to meet face-to-face, it was particularly important for MSS staff to connect with members facing challenging situations. In a year of decreased interactions overall among staff members in schools, a decrease in the number of contentious workplace interactions was predicted; however, the opposite proved true. There were more investigations into allegations of bullying/harassment and misconduct among our members than in previous years. For each member going through an investigation, MSS provided virtual support for the preparation, interview, and resolution meeting stages.

This year, the MSS team supported members through 122 investigations of bullying/harassment, misconduct, or a breach of the Teacher Regulation Branch (TRB) Professional Standards for Educators. This is an increase over past years. They supported nine members through terminations from their districts, and worked with nine challenging performance evaluations. In all situations, the goal was to achieve the best outcome for the member.



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

- Stephen Covey



Member Support Services

Further support was offered to members on topics related to their employment relationships through articles published in BCPVPA's *Principl(ed)* magazine. Articles addressed MSS involvement in the following areas:

- An introduction to the MSS team and the work they do for members
- Planning for the transition between schools as a Principal or Vice-Principal
- Knowing your pension
- An overview of the investigations that can affect Principals and Vice-Principals
- An introduction to the legal team that supports the BCPVPA
- What it means to have 'representation' by the BCPVPA
- An outline of the legalities of taped conversations

Our team took additional opportunities to meet and engage with members and to listen to their experiences through participation in the informal Coffee Connections Zooms, and the more formal Town Hall meetings with Chapter Presidents. These connections often led to further conversations and referrals for support.

Contract Advisory Council (CAC) and Contract Workshop

This year's CAC meetings were both held virtually. The October meeting focused on two main themes: negotiation agency, including an update on the situation facing members in School District 5, and a province-wide discussion of employment-related issues and concerns that included compensation. Ingrid Gailler of HUB International presented to the group on the current state of our LTD plan. Members were given the opportunity to share their experiences working through COVID-19, and how it was affecting the members of their Chapter.

The Contract Workshop was held over two days. On the first day, the highlight was a presentation to the full group of 114 Contract Chairs and CAC members by labour, employment, and human-rights lawyer, Marli Rusen, who presented on 'Respectfully Leading a Respectful Team'. On the second day, the MSS team presented workshops to members on the following topics:

- Digging Deeper into Contract Language – The Good, The Bad, and The Ugly
- Harvard 7 Step Approach to Negotiations
- Elements and Processes of Investigations
- Navigating the Disability Landscape: LTD, WorkSafe, and Support

Teachers Pension Plan

MSS represented BCPVPA members at quarterly Teachers Pension Plan Advisory Committee (TPPAC) meetings. Updated information from these meetings was incorporated into presentations to interested BCPVPA members through the eight Retirement/Pension seminars offered to 230 members and their partners this year. In addition, the team offered guidance to 57 individuals who reached out for information on the process of

retirement from their district, or about elements of their pension. MSS also represented the BCPVPA at the virtual BC Public Sector Pension Conference, along with other members of the TPPAC Committee. Topics included: The Quest for Sustainability in Pension Plans, Divestment, Indigenous Rights and Perspectives, a Government Panel on Joint Trusteeship, Cybersecurity, Climate Change Impacts, and Perspectives on Investing in China.

Supporting Students

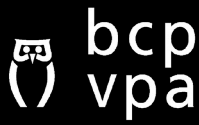
Two BC Student Voice events were held virtually for the more than 45 students involved with our program. While we were not able to follow the usual live format, MSS invited guest speakers requested by our students. The keynote speaker for the fall session was Jesse Miller from Mediated Reality. He presented to 50 students and advisors on the topic on ‘online medias’ including social media, gaming, and messaging. His key points included appropriate use of digital consent, suggestions on creating healthy habits while using social media, and emphasizing the importance of critical thinking while online. The keynote speaker for the spring event was Registered Psychologist, Dr. Kristin Buhr, who spoke on strategies for managing stress and anxiety. The forum also included breakout sessions in which students discussed their views on Mental Wellness, Anti-Racism in Schools, Reducing Substance Use and Addictions, Promoting Digital Citizenship, and Practicing Allyship. MSS was delighted to work alongside student leaders from North Delta Secondary School who co-hosted the event and engaged all students in dialogue.

We continued our annual scholarship opportunity, with twenty \$1,000 scholarships awarded to deserving graduates from across the province in the fall of 2020. The MSS team, along with President Darren Danyluk, reviewed 68 applications in which students described their involvement in school and community service, and their aspirations for the future.

BY THE NUMBERS

Engaging with Our Members

Supported 300+ negotiation teams & individuals
1 Annual Contract Workshop
2 Contract Advisory Council (CAC) Meetings
122 Investigations of bullying/harassment, misconduct, or breach of TRB standards
9 Articles written
2 Information series
8 Retirement/Pension Seminars
10 Webinars on Psychological Safety
100 WeTel pilot participants
2 BC Student Voice Forums
20 \$1,000 Scholarships
106 Active LTD cases
1,000+ survey responses



Member Support Services

Professional Health

Overall

We had seen a steady decline in the mental health and resilience in our member population over the past six years due to work intensification. This past year's challenges and demands of keeping schools safe during COVID-19 has had a further detrimental impact on the well-being of Principals and Vice-Principals.

Despite this daunting news, our members have continued to step up this year and have kept the education system running, acting as beacons of strength and calm to their communities, students, and staff in a stormy time. Based on comments in our recent Thriving in Education survey, members have expressed gratitude for the supports from our team and humanworks, the connections, and the resources and attention to well-being that BCPVPA provides.

Disability

The reporting year began with approximately 60 active long term disability cases with Desjardins. As of the end of June 2021, this number was 91. We also continue to monitor and support our 15 active member cases that remain with Manulife.

These 91 cases are dominated by mental illness as a primary diagnosis, and the remainder generally have mental illness as a secondary condition. We saw many cases where members who had experienced previous trauma, or experienced

ongoing health conditions, became exhausted during this pandemic year and were unable to maintain their resilience. Sadly, these members needed to go off work as they were no longer able to function in their demanding roles.

Our members were not the only ones buckling under this strain. We have seen an increase in the number and overall percentage of exempt employees going off on disability, both on LTD and WorkSafe BC (WSBC) claims.

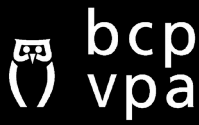
We saw an increase in the application of WorkSafe cases, for both members and exempt staff in our Plan. There were a few physical injuries – concussions, falls, and contusions – but most claims were for mental injury: Post-Traumatic Stress Disorder (PTSD), ongoing trauma, discrimination, bullying, and poor treatment. Many claims are not accepted by WSBC due to the very narrow definition they use for mental injury. This does not mean that the workplace — including leadership behaviour — did not contribute to the individual's mental distress. Regardless of whether WSBC accepts the claim, the majority of these cases go onto LTD. The maximum level of salary compensated by WSBC for cases that commenced in 2020 was only \$87,000, which then needs to be topped up considerably by LTD. The WSBC wage rate was originally to go up to \$89,000 for injuries after January 2021; however, following Bill 23 which received Royal Assent on August 14, 2020, the 2021 Maximum Wage Rate was increased to \$100,000. This will take some pressure off the LTD plan for claims going forward.

With help from benefit consultants at HUB International, BCPVPA was creative in mitigating the significant LTD fee increase recommended by Desjardins last year so that members experienced a very minimal rise in their LTD premiums for 2021. BCPVPA will embark in fall 2021 on marketing the disability plan, and is hopeful that the marketing process will help to mitigate any LTD fee increases paid for by our members.

Routines create buckets for healthy emotional behaviors; they become a structural assurance that emotions will be attended to.

- Eleana Aguilar





Member Support Services

We also found ways to engage members on LTD, leaders who still have so much to contribute to their peers and the overall education sector. Members on LTD have become mentors, have written articles in our publications, and have participated in live webinars. We hope to continue to find ways to keep these valuable contributors connected and engaged.

Prevention

Our goal is to provide support to members who may be struggling, but also to ensure we have resources to help members maintain or improve their health. In the November issue of *Principled* magazine, we completed a three-part series on Burnout. In the March issue, we contributed an article about the importance of maintaining a positive mindset, particularly during the pandemic.

Last fall, we launched two new information series: ReFresh and ReCharge. ReFresh is a weekly article distributed to all members that features interesting, brief, and easily-implemented micro behaviours to help promote good health. ReFresh has received amazing feedback and interest, and has been a great success. ReCharge was a weekly column in our member newsletter that covered a distinct monthly theme with self-awareness exercises, tips, and templates to support behaviour modification. Feedback on the content was very positive; however, with the busy year, many school leaders did not have the time to access the information and practice the exercises. We paused Recharge in February, and turned our attention instead to using

that existing information to develop live webinar sessions.

We delivered approximately ten webinars on topics including psychological safety in our work environment, avoiding burnout, how to cool our nervous system, navigating the disability landscape, and metacognitive relationships and self-awareness.

We launched a unique pilot with WelTel, involving 100 participating members. WelTel is a virtual health tool that helps keep members connected. With weekly text messages to members simply asking, “How are you?”, individuals are invited to pause in their day and consider how they really are feeling and coping. Responses are reviewed by BCPVPA staff who are there to provide support as needed, and to refer members to other supports such as humanworks. Based on the feedback from participants, this pilot has proven the incredible value of connection and has been instrumental in getting people rapid and early help that – ideally – will prevent or mitigate any absence from work.

Research

BCPVPA embarked on two main areas of research in the reporting year. One area was in partnership with the BC Public School Employers’ Association (BCPSEA) to review the variety of digital mental health services and vendors in the market to see what support may be available through current benefit plans, as well as for future considerations for investment.

In May, BCPVPA launched our Thriving in Education survey to members, as well as to BC Association of School Business Officials (BCASBO) members and exempt staff. More than 1,000 members completed the survey, which was targeted to assess the level of psychological safety felt by members in comparison to their level of thriving. Early review of the results indicates that Principals and Vice-Principals are a unique breed: they may be burning out or struggling, but their purpose –

Over the reporting period, we saw an increase in referrals both through BCPVPA Member Support Services and by self-referral. Many of the members seeking support from the Early Intervention Program (EIP) have been dealing with heightened workplace dynamics. Whether directly due to the more emotionally charged working environments that have resulted from the impact of COVID-19, or due to school community cultures becoming more intolerant, administrators often feel they take the brunt of the conflictual tension. We have often heard members report feeling professionally unsafe, vulnerable to verbal attacks, and at risk of district-led investigations.

The vast majority of EIP referrals are around member's mental health and well-being. If it is not the primary referral reason, it is often the second reason that emerges through the contact with EIP counsellors. Many of the referrals share that in all their years, they have never been as challenged or overwhelmed by their professional work and obligations. They struggle to compartmentalize their work from their home life, and often feel that the demands of their job supersede their abilities, which both lead to feeling guilt and shame.

BCPVPA members continue to make their school communities a priority over their own wellness. Although administrators are 'built' to endure much, and to be highly resilient, many that seek support from the Program are worn down and disenfranchised from their employer and profession. We have had many referrals speak to being 'done' with their jobs and unable to continue to endure the workload or accompanying stress. For some, this has come at the end of their educational careers, leaving them feeling disappointed and resentful for how they have to leave the profession after so many years of service and dedication. For the vast majority of referrals, it's redefining their professional boundaries and negotiating more professional/ personal life balance. Through counselling and guidance with an EIP consultant, many members feel better equipped and clearer about what they need to do to be effective in their role, but to also remain well throughout the school year. This has become a more precarious balancing act over the past few years with increased demands and the effect of COVID-19 on the education system.

Through the 2020-2021 school year, humanworks has supported 149 members and a number of local chapters throughout the province.

their mission – keeps driving them to continue to give and to care for others despite the toll that can result for their well-being and personal lives. Full results will be provided to the BCPVPA Board of Directors in August 2021.

The Changing Faces of MSS

In the spring of 2021, Rochelle Morandini became

a full-time member of the MSS team as Director of Member Health and Well-Being. Rochelle's full-time status ensures that the membership has timely access to resources and support, while navigating the complex worlds of LTD and WorkSafe BC. The team bid farewell to veteran MSS Director, Don Boyd, as he retired in 2021 and we look forward to working with the new addition to our team, Carmen Eberle, in August 2021.



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, Professional Learning & Development

Jessica Antosz

Elizabeth Bell

Administrative Assistant

Amorie Kruger

The BCPVPA Professional Learning and Development (PLD) department supports members throughout the province by developing and delivering professional learning opportunities and resources. The main focus of the department during this COVID year was to continue with longstanding programming in a virtual delivery model, while still maintaining the relational component that is the hallmark of BCPVPA programming.

The second goal was to provide programming for Vice-Principals and Principals at every stage of their career. This year was focused on the development of new programming to extend the scope of leadership development to aspiring leaders.

The third goal was to provide opportunities for members to build their leadership capacity by involving them virtually in various committees, presentations, book clubs, program planning, and facilitation sessions throughout the year.

With these goals largely met, our three achievements were

- 1) effective interactive virtual program delivery
- 2) creation and delivery of the program Essentials for Aspiring School Leaders
- 3) large membership involvement in both participation and facilitation

Programs

Leading a Culture of Learning 1

Leading a Culture of Learning 1 is a five-day program spread over eight months in a calendar year. These sessions offer Principals and Vice-Principals an opportunity to build instructional leadership capacity through a peer coaching model with embedded practice and reflection. Cohorts were held in Vernon, Mission, and Invermere with a total of 53 participants. With the exception of the first session for Mission and Vernon, each of the five day-long interactive sessions was conducted virtually. Triad conversations were held bi-weekly by participants in all cohorts.

Leading a Culture of Learning 2

Leading a Culture of Learning 2 is a five-day program spread over seven months that offers a practical extension to Level 1. The 5 Attributes of Teaching and Learning is a framework of common language adapted from the University of Washington, Center for Education. In the program, participants practice observing learning in four different school classrooms, and work with colleagues to develop curious questions that inspire learning for all.



*Leadership is the
art of giving people
a platform for
spreading ideas
that work*

– Seth Godin



Professional Learning & Development

2019-2020 cohorts that had started in person in Haida Gwaii and the Gulf Islands were concluded in a virtual format. Participants collectively prepared for class visits in their own schools, and then collectively debriefed their observations and analysis with the facilitation of the PLD Directors.

Essentials for New School Leaders - July 2020

With the onset of COVID-19, the traditional BCPVPA/UBC Short Course I could not proceed in July 2020. In its stead, Essentials for New School Leaders was created as a pilot project on a short timeline with the expectation to accommodate 30 to 50 participants. In the first week of July 2020, the virtually delivered, four-morning program based on the BCPVPA Leadership Standards for Principals and Vice-Principals in British Columbia was offered to 85 new and nearly new school leaders. The traditional concept of facilitated table groups was replicated with 15 facilitated breakout groups. Each four-hour session incorporated topic speakers, panels of practicing Principals and Vice-Principals, breakout group conversations, and personal reflection. The four days proved to be accessible to many members who would otherwise not be able to attend the event in person on the UBC campus. While the face-to-face component of our traditional Short Course I was missed, the program was very well received by our members.

Essentials for New School Leaders Webinar Series – Fall 2020/Spring 2021

Participants and facilitators of Essentials for New School Leaders were welcome to join three follow

up webinars offered in October, January, and April. These sessions were intended for conversation and reflection based on the application of the *BCPVPA Leadership Planning Guide*, and the time of year. The tasks of the fall, winter, and spring were reflected upon in the context of each of the four domains of the *Leadership Standards*. Participants rekindled relationships and solidified networks that were forged in July. The intention of the webinars is based in research that contends that effective learning and development is embedded in the workplace and extended over time.

Essentials for Aspiring School Leaders – Spring 2021

In accordance with the recommendations within the Leadership Development report researched for the BCPVPA by Dianne Turner in 2019, the PLD Directors gathered a committee of practicing Principals, Vice-Principals, superintendents, and post-secondary representatives to explore the development of an introductory program for teachers interested in the Vice-Principal role. Over the course of several months, the committee created a four-session, half-day program based on the *Leadership Standards*. The intent was to provide a glimpse into the theory and reality of the role of a Vice-Principal. While this was intended as a limited pilot program, the overwhelming response led to a cohort of 185 attendees, including 124 participants, 28 facilitators who were all current Vice-Principals, and 21 practicing Vice-Principals and Principals as presenters. The program was offered every second Saturday, allowing for personal reflection and activities between sessions. Clarity was gained by participants, many of whom will continue on their journey to school leadership.

Significant Events

Connecting Leaders 2020 Conference – October 2020

The anticipation of an on-site fall conference in Prince George was dashed by the ongoing health restrictions of COVID-19. As a result, the local planning committee and the PLD Directors and staff pivoted so that the conference could be delivered

in a virtual format. Entitled “The Changing Nature of Leadership”, the conference provided a look into the generosity of spirit and environment that exists in the northern region of the province. Keynote speakers Carla Rieger with “Resilience: The Power of Laughter”, and Richard Gerver with “Leading into the Unknown”, energized a tired group of school leaders and opened us all to the learning shared by the many workshop presenters. Although new to the virtual format of the conference, 321 school leaders were connected in a very meaningful way.

Leading the Way: Women in Leadership – December 2020

The third annual Leading the Way: Woman in Leadership could not proceed as an in-person luncheon due to COVID-19 restrictions. In an effort to continue to host a platform that focuses on women in leadership, the event was held virtually in December 2020. With special guest Linda Kaser, and member panelists Kathy Pantaleo, Ranjit Bains, and Tara Zielinski, the evening session focused on influences, impacts and challenges, and a quest for balance. With a registration of 180 participants from across BC and Australia, the evening was meaningful as a look into the lives of women in school leadership.

Learning Opportunities

BCPVPA Article Study Series – Spring 2021

In the spring of 2021, the BCPVPA PLD Advisors hosted a four-part article study series. Sessions were held at 7:30am for 45 minutes, and provided members an opportunity to pre-read an article and enter into facilitated discussion with colleagues: it was a great way to start the day. The topics of articles and podcasts included assessment language, balance between the Indigenous and non-Indigenous lens to leadership, burnout of leaders, and signs of hope for leaders.

BCPVPA Online Book Club – Spring 2021

The second online Book Club featuring the book *Calm Within the Storm* by Dr. Robyne Hanley-Dafoe was co-hosted by BCPVPA President Darren Danyluk and OPC President Anne Pace.

BY THE NUMBERS **Engaging with Our Members**

Leading a Culture of Learning 1
53 members

Leading a Culture of Learning 2
26 members

Targeted Feedback Workshop
41 members

Essentials for New School Leaders Program
85 attendees
44 committee/ presenters

Essentials for New School Leaders Webinars
166 attendees

Essentials for Aspiring School Leaders
124 attendees
61 committee/ presenters

Leading the Way: Women in Leadership
175 attendees
5 panelists

2020 Connecting Leaders Conference
321 attendees

Connecting Leaders Visionary
Committees 2020/ 2021/ 2022
41 members

Article Study Series
125 attendees

OPC Partner Book Club
72 attendees

PLD Rep Virtual Meetings
155 attendees

PLD Rep Spring Webinar
75 attendees

Leadership Development Series
55 attendees



Professional Learning & Development

This three-session joint venture in May 2021 promoted conversation between 75 Principals and Vice-Principals across provincial borders, and welcomed Robyne Hanley-Dafoe to join and offer commentary in the final session.

PLD Readers Corner

An online Readers Corner was created by the PLD team for members to have weekly access to articles or blogs on a variety of leadership topics and issues. 291 views are recorded for BCPVPA members who have accessed the site in the reporting year.

Coffee Connections

In response to school closures in April 2020, Coffee Connections was introduced to provide Principals and Vice-Principals from all school districts the opportunity to come together and talk about the trends, highlights, and challenges facing them in their various schools and roles. More than 100 members participated from April to June.

Significant Sessions

Chapter Leadership Learning Series

When requested by districts or Chapters, the BCPVPA staff co-designed customized leadership learning opportunities. In the spring of 2021, two programs focused on health and well-being were designed for a Chapter and delivered by BCPVPA's Rochelle Morandini. A four-part virtual series on leadership development was co-designed and co-delivered by PLD and MSS staff at the request of a

district. A total of 55 members participated in these Learning Series.

PLD Representatives Webinar Series

It has been past practice to meet with 60 PLD Representatives twice a year, and to include in these meetings a learning component along with the business portion of the meeting. Given the need to move to virtual meetings, the learning component was offered to PLD Reps on alternate occasions. In the spring of 2021, PLD Reps and others were invited to participate in two webinars: "Everyday Courage", by Cathy Lassiter and "Recognizing the Joy in Leadership", by Danny Brassell. Both webinars provided a much-needed energy burst for learning and leading to more than 75 BCPVPA members.

Effective Feedback for Teacher Growth

BCPVPA has an ongoing relationship with the Centre for Educational Leadership at the University of Washington. Through this connection, Leading a Culture of Learning 2 was developed. For five years, members have engaged in this program of observing learning in classrooms, the development of curious questions, and providing effective feedback. Given the restriction on class visitation, a one-day virtual workshop was offered to the BCPVPA membership and was presented by Jeff McCormick of the University of Washington to 75 engaged members in April 2020.

Committees and Meetings

Global Network of Professional Learning Leaders

BCPVPA PLD Directors are excited to be engaged with a group of other leaders of professional development in Ontario and Australia. The vision for this network began at a International Congress for School Effectiveness and Improvement (ICSEI) conference several years ago, and it is now an ongoing network that shares the similarities, differences, and experiences of providing support to Principals and Vice-Principals across the world.

Two of the common areas of concerns raised were supporting leaders of rural and remote schools, and providing meaningful learning opportunities to experienced leaders. Through this productive and engaged network, we will co-sponsor a webinar series for leaders of rural and remote schools in fall 2021, and look ahead to 2022 for international learning for experienced leaders.

PLD Advisory Committee

The Professional Learning and Development Advisory Committee supports and advises the PLD Directors. The Committee met five times, and is comprised of the two PLD Directors, two BCPVPA Board members, and nine BCPVPA members representing a variety of BC regions.

Professional Learning and Development Representatives

PLD Representatives come together to learn about and share the latest education trends, resources, information, and strategies. October's virtual meeting included 80 reps, and February's Learning Circle included 75 reps.

Essentials for New School Leaders Program Planning Committee

With the cancellation of Short Course I due to COVID-19, this committee was formed to create a four session, half-day program for new school leaders. The Committee created the program through 14 virtual meetings April to June. The 12 committee members delivered the program along with 23 presenters and panelists, 16 facilitators and all of the BCPVPA staff.

Essentials for Aspiring School Leaders Program Planning Committee

In September 2020, a proposal was prepared for the Board of Directors that outlined the process of establishing a planning committee to operationalize provision of a pre-service program for aspiring school leaders. The committee of 12 represented Principals, Vice-Principals, district staff, teacher leaders, and university staff. The intent of the program was to provide a forum for

teachers to explore school leadership in a virtual environment, with the knowledge that some districts do provide pre-service programs. The program also provided a leadership opportunity for practicing Vice-Principals as they provided small group facilitation. The committee worked for several months to develop the outline of the four sessions, and participated as facilitators or presenters.

Annual Connecting Leaders Conference

2020 Operational Committee—Prince George

The Connecting Leaders Operational Committee was formed in 2019 to begin planning for the 2020 Connecting Leaders Conference. There are ten members on this Committee; they met nine times virtually or in person to design an onsite – and ultimately, a virtual – conference for October 2020.

2020 Visionary Committee—Prince George

The 17 committee members met twice in the reporting year.

2021 Operational Committee – Metro

The Operational Committee continued planning for the 2021 Connecting Leaders Conference, originally scheduled for Whistler and now a virtual hybrid conference with both online and local hub presence. The eight committee members met six times this year.

2021 Visionary Committee – Metro

The 12 committee members met twice in the reporting year.

We are delighted that we have had participation from members in every school district for our PLD events and offerings over the course of the reporting year. We wished our colleague Jessica Antosz all the best for her retirement at the end of the reporting year, and we look forward to welcoming our new Directors, Peter Johnston and Andrea McComb, to carry on our work for members beginning in August.



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, Finance

Carol Powell

Senior Accounting Clerk

Helen Tseng

Membership Services

Jennifer Harfield

growth to
2,616
members

effective June 30, 2021

The BC Principals' &
Vice-Principals' Association
June 30, 2021

audited financial statements
will be presented at the
Annual General Meeting
on November 20, 2021.

The statements will then be available
in the BCPVPA secure Member Portal.

There was a higher than expected surplus during
the 2020-21 fiscal year, largely due to the
impact of the COVID-19 pandemic.

Savings resulted from cancelled events, postponed
events, and virtual meetings replacing
in-person meetings.

This surplus provides an opportunity to:

- Offer extra support resulting from the impact of the pandemic;
- Provide for succession planning;
- Target specific strategic opportunities.



*There is no check-box for
ethical leadership.*

*It is an ongoing individual
and organizational journey.*

*We will never know
everything that there
is to know.*

- Linda Fisher Thornton



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, Communications

Sandra Murphy

Communications Assistant

Paige Jung

Our work of sharing the stories of BC's Principals and Vice-Principals has deepened through the reporting year, and a key focus has been the technological means to accomplish this, along with continuing support of our professional development activities and advocacy on behalf of our members.

Website and Communications Tools

A significant project for the Communications team through the reporting period has been the creation of a new website for the Association. After several months of planning and design, bcpvpa.org was launched publicly in February 2021 with a fresh new look and style that focuses on the members we serve. As part of our transition to a new platform, we also integrated the launch of a communications tool linked to our member database, and a new web-based newsletter that is distributed weekly to members. Our forthcoming project will be the design and launch of a member-only online portal, expected to launch in the late summer.



Publications

The second issue of our annual digital publication *Leading: Back to School* was distributed to members in August 2020. From its 17-page debut in 2019, this 2020 publication weighed in at 92 pages, and featured a wide range of content to support our members in returning to their schools. The issue included an inside look at the Ministry of Education, articles related to member health, burnout and well-being, and the candid stories of members as they navigated the pandemic.



*School climate is
the plate that
everything sits on*

– Peter DeWitt



Series

The Principl(ed) Podcast, a monthly interview series produced by our Kamloops member, Chris Horton, launched in June 2020 and continued through the year with 12 episodes featuring the voices of our members revealing their thoughts on leadership, learning, teamwork, and shared vision.

We worked with our colleague Rochelle Morandini, Director of Member Health & Well-being, on the branding and execution of two series: ReCharge and ReFresh. While both related to health topics, these series each had a very different approach to their content delivery, with ReCharge taking a deeper dive into building coping competencies, and ReRefresh focusing on one restorative or reflective action that a reader can practice to find balance. We designed companion logos for the two series, drawing in the calm and intelligence of blues and grays for ReCharge, and the sense of freshness and renewal of green and yellow for ReRefresh.

The second year of our flagship print magazine *Principl(ed)* saw three issues published with dozens of articles contributed by members, sector friends, and BCPVPA senior staff. Three members graced our cover and shared the stories of their leadership journeys this year: a Principal of Distributed Learning from southern Vancouver Island; a Middle school Vice-Principal from New Westminster; and a new Elementary school Principal from Kelowna. *Principl(ed)* has a mailed distribution of 3,200 magazines to our members, sector friends, and government, and each issue is available on our website following distribution.



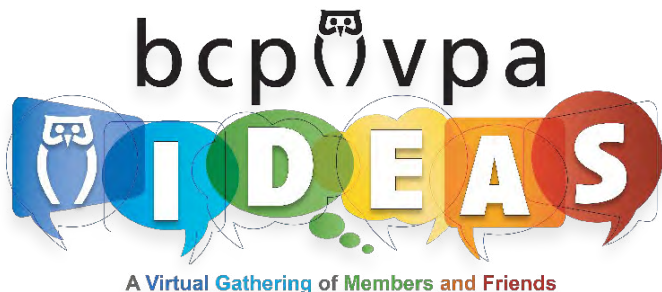
Program Packages

We continued to support our Professional Learning & Development colleagues with the visioning and production of materials and assets for BCPVPA's programming, including new branding for Essentials for New School Leaders, Essentials for Aspiring School Leaders, and Article Study Series.

With the transition of Issues Forum to an online format, we had the opportunity to re-brand the event to BCPVPA IDEAS: Innovation, Dialogue, Education, Achievement, Synergy. The vibrant

The articles in both *Leading: Back to School* and *Principl(ed)* enjoy a long life as they are shared out online and in our member newsletter through the year.

colour scheme of the packaging reflected the celebration of learning, leadership, and collaboration at the event that included Leadership Development and Teambuilding Expert Tim Arnold as keynote, along with members and friends offering a variety of intriguing breakout sessions.



The 2020 Connecting Leaders Conference in its virtual format provided the opportunity to design and stage a simple television studio in our BCPVPA boardroom for anchoring the event, and to create a program package that reflected the Prince George team's objective of creating connection to the outdoors and to local culture through their joint hosting of the conference.

Campaigns and Connections

We continued our support of the BCPVPA's quest for a provincial negotiation representation model for our members, and carried on this advocacy through the production of documents and correspondence throughout the year, including a comprehensive brief to the Ministry of Education "Addressing Employment Inequities for Principals and Vice-Principals".

With the development of our 2020-2023 Strategic Plan came the opportunity to design a visual representation of our goals and objectives, along with a package that represents in more detail the narrative of the plan and its intent. As part of our visioning for the new plan, our team imagined an approach with a circle, to represent the continuing nature of the work and our way forward, and with overlapping sections to represent the interconnection of the strategic goals in service of our members. We produced this vision, adding

BY THE NUMBERS

Sharing Member Stories

4
Member magazines
81
Articles published
39
Member newsletters

The BCPVPA
Launched Aug 24 2020



71
Followers
171
Posts
1,110
Average Monthly Reach



@bcpvpa
326
Followers
111
New Followers
282
Posts
1,558
Average Monthly Reach



B.C. Principals' &
Vice-Principals' Association
205
Followers
52
New Followers
435
Visitors



@bcpvpa
6265
Followers
615
New Followers
1,089
Tweets
145,350
Average Monthly Impressions



icons for each goal that can easily be used as shorthand to represent the purpose of that goal, and which reinforced the visual representation of our work in support of our membership.

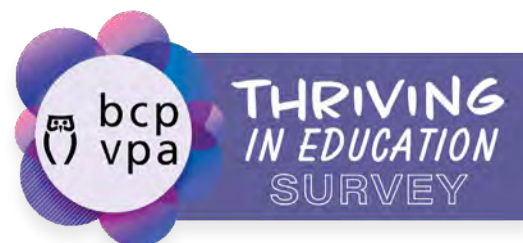


Each October, we mark National Principals' Month with a celebration of our members and a focus on the important work that they do to support students and staff in BC's public education sector. In 2020, we put the spotlight on a number of our working members with an online campaign that recognized the many large and small components of their work. This campaign helped put a face to the 2,600+ school leaders in BC.



To support the BCPVPA Mentorship Program, we produced a comprehensive Mentorship Guide that can be provided to both mentors and mentees involved in the program which spans the school year, and which has sparked many strong collegial relationships between early, mid-career, and senior leaders in different regions of the province.

We developed a brand and communications strategy for the BCPVPA Thriving in Education Survey, delivered to members in the spring of 2020. We selected purple – the colour of health – as our key colour for the campaign, and created a vibrant identifying image suggestive of a bloom. More than 1,000 members responded to the survey.



For more than two decades, the BCPVPA has recognized the time and expertise that community members have dedicated to supporting BC students and schools. In June 2021, our Partnership Awards recognized two outstanding individuals and four exceptional groups who have made a substantial difference for students in local public schools.

For the second year, the BCPVPA joined with the BC Children's Hospital Foundation as a partner of the *Jean Up! with BCCHF* campaign. *Jean Up!* is a way for students and staff in our schools to show off their denim style for a day in support of BC's kids while fundraising online. BCPVPA promoted the event for our members, many of whom fundraised in their schools. The Jean Up! campaign raised more than \$300,000.

We were sorry to say goodbye in June to our Communications Assistant, Paige Jung, who has contributed so much to the work of our department. We welcomed Erin Hughes at the end of June, and look forward to working with Erin as we continue sharing the voices and stories of our members.

*Imagination is
the source of all
human achievement
– Sir Ken Robinson*



Contacts

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

#200-525 West 10th Avenue
Vancouver, BC V5Z 1K9

604-689-3399
1-800-663-0432

bcpvpa.org

Kevin Reimer

Executive Director

kevin@bcpvpa.bc.ca

604-877-5396

Sharon North

**Executive Assistant to the
President & Executive Director**

sharon@bcpvpa.bc.ca

604-877-5388

Sandra Murphy

Director of Communication

sandra@bcpvpa.bc.ca

604-877-5394





*I can do
hard things.
– Robyne
Hanley-Dafoe*

