



bcp  vpa

OUR YEAR

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

July 1, 2021 - June 30, 2022

The B.C. Principals' & Vice-Principals' Association (BCPVPA) is a voluntary professional association representing school leaders employed as district and school-based 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.

2,600+
MEMBERS

60 BC
CHAPTERS





**bcp
vpa**

BC Principals' & Vice-Principals' Association

Annual Report

July 1, 2021 —
June 30, 2022

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12 Elected
Board Members
Two-Year
Terms

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

The 2021 - 2022 Board took office July 1, 2021.

2021-2022 Board of Directors



President Darren Danyluk
SD 6 Rocky Mountain



President-Elect Brian Leonard
SD 43 Coquitlam

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 2021-2022, Board Directors were active on several steering committees, ensuring that the voices and perspectives of our members can be shared, and they continued to be dedicated to the work of pandemic recovery alongside government and sector colleagues.



Director Tom Aerts
SD 61 Victoria



Director Jacqueline Borosa
SD 92 Nisga'a



Director David DeRosa
SD 20 Kootenay-Columbia



Director Heidi Grant
SD 91 Nechako Lakes



Director Sid Jawanda
SD 57 Prince George



Director Sanj Johal
SD 44 North Vancouver



Director Read Jorgensen
SD 61 Victoria



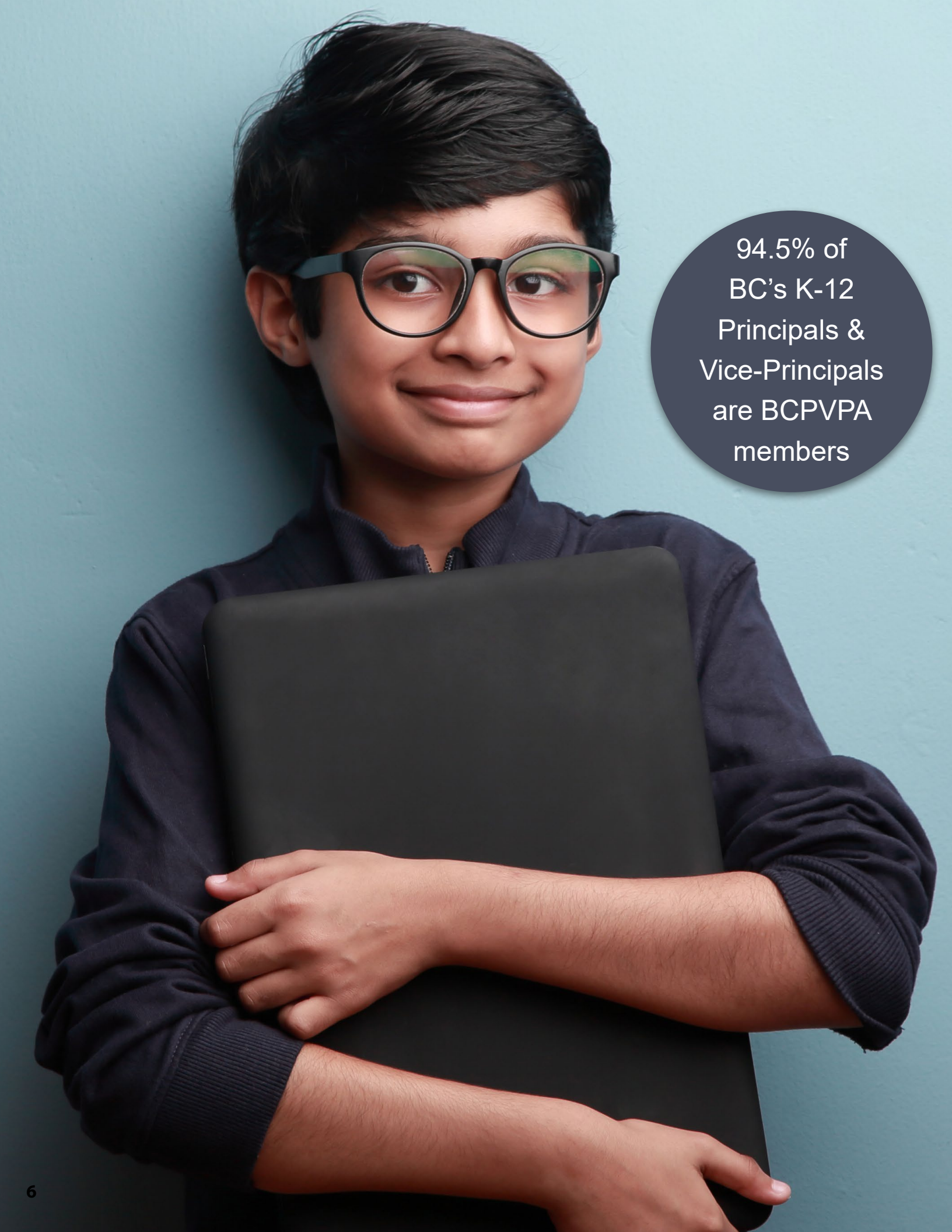
Director Paul Marsden
SD 36 Surrey



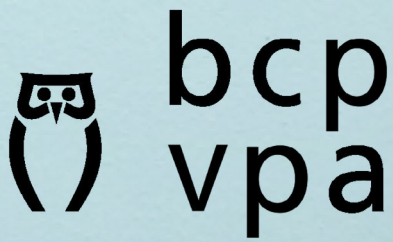
Director Jacqueline Taylor
SD 22 Vernon



Director Sally Zryd
SD 73 Kamloops-Thompson



94.5% of
BC's K-12
Principals &
Vice-Principals
are BCPVPA
members



Executive Director's Report

The BC Principals' & Vice-Principals' Association (BCPVPA) is a voluntary professional association representing more than 2,600 school and district leaders employed in all 60 school districts as Vice-Principals, Principals, District Vice-Principals, District Principals, and Directors of Instruction.

As the Executive Director of the BCPVPA, I am grateful to have the honour of serving our members who provide exemplary school and system leadership in each district. At the time of this writing, our members have worked tirelessly for more than two years 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 2021-2022 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.



Kevin Reimer

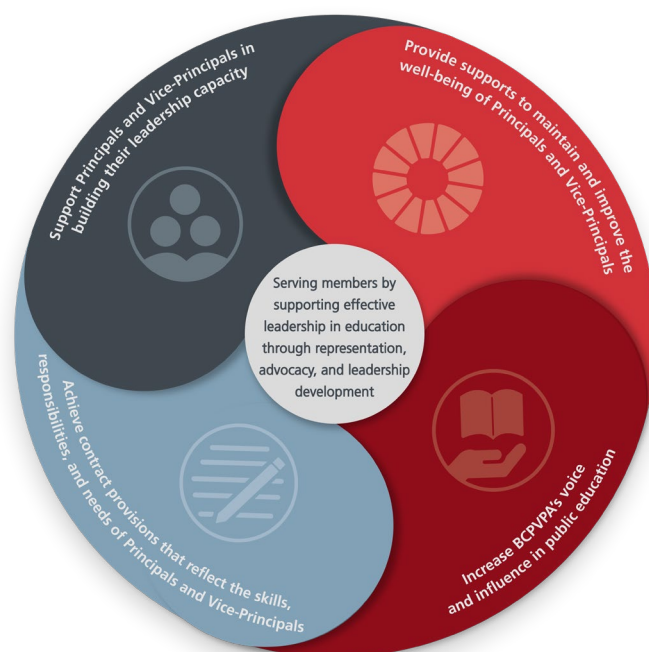
joined the BCPVPA as Executive Director in July 2018. Prior to that, he served as a Director of the Board of the BCPVPA, and as the elected President from 2016-2018. Over the past 28 years, Kevin has worked as a secondary teacher and as an elementary and middle school Principal, most recently in the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

Executive Assistant

Sharon North



Executive Director's Report



BC is one of the few jurisdictions in Canada and beyond that was able to provide far-reaching continuity of learning for public school students and their families. The system owes a significant debt of gratitude to our more than 2,600 BCPVPA members who kept schools safe and open throughout the most trying times of the pandemic. As we reflect on the 2021-2022 year, I am hopeful that the worst is behind us, and that our members and their schools experience a return to some normalcy when schools reopen in September. And, while we have a great deal to celebrate, we are concerned that the commitment of our members to the welfare of their students, staff members, and families may have come at a significant human cost. The research tells us that the true emotional impact of a crisis takes place once the crisis has passed.

The past two years have been trying for all our members, and the BCPVPA has attempted to broaden our supports for members during this time. I would like to extend my sincere appreciation to the BCPVPA Board of Directors who have supported the BCPVPA staff as we have attempted to better serve our members during these unprecedented times.

The BCPVPA Strategic Plan articulates the Board's vision for the preferred future path of the organization, and the associated BCPVPA Operational Plan is our organization's roadmap to help us move closer to that preferred future.

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

Over the reporting year, the BCPVPA staff have embarked on an agile approach to meeting the expectations of the [Strategic Plan](#) and the needs of our members. Every 100 days, the staff meet to review the Operational Plan and to provide progress updates on the objectives, measurements, and indicators of success.

What follows is a snapshot of the work that was done to support members, and that will be continued in the future.

The BCPVPA will expand our WelTel member platform to include our newest members, should they be interested. Members who sign up for WelTel will directly connect with a BCPVPA staff member who will keep in touch with them via system messages as a way to check in, connect, and offer support if necessary. It is a significant priority of our Association to nurture a community of members, and we continue to seek ways to better connect our members to the Association and to each other.

BetterEducate has been rebranded as BCPVPA Connects, powered by BetterEducate to better reflect the needs of our members. The offerings within BCPVPA Connects continue to expand, and BCPVPA members have full access to tools like the personal growth plan modules that are built around our leadership standards, as well as the school planning modules which help members to tell their school story, and create a plan through evidence and inquiry.

The BCPVPA has secured our own BrightSpace platform as part of the D2L Online Learning platform now being used by the Ministry of Education and Child Care as part of the provincial learning management system. The BCPVPA is at the beginning of a journey to create and house much of our professional learning content within Brightspace so that we may better meet the professional learning needs of our members around the province.

This past year was the first full year that the BCPVPA engaged with a government relations organization. As a result, the BCPVPA President is able to meet regularly with MLAs and Ministers in the province to help them better understand the role of Principals and Vice-Principals and to advocate for their needs. The Select Standing Committee on

Finance, in their most recent report, referenced the BCPVPA's advocacy for a provincial approach to both school and system leadership development.

The consulting group [humanworks](#) continues to support the health and well-being needs of our members around the province. This year, several hundred BCPVPA members accessed support through humanworks, and that engagement on the part of our members is likely to continue.

The BCPVPA is proud to be part of a consortium of education sector partners and experts who will create modules of professional learning that will help to enhance the management skills of a small pilot cohort of members. This work is supported by the Ministry of Education and Child Care, and the BC School Superintendents Association (BCSSA), and our goal is to have the cohort participate in this program early in 2023. To support the work of this project, the BCPVPA has plans to second a member with the media production skills and online learning experience that will be critical to the successful implementation of this program.

Lastly, the BCPVPA is fully committed to the work of equity, diversity, inclusion, and reconciliation (EDIR). At the direction of the BCPVPA Board of Directors, the BCPVPA will be establishing an Ad Hoc Anti-Racism Committee to help support the anti-racism work of our members and the Association. As part of commencing this work, the Professional Learning department is reviewing all BCPVPA offerings through a more substantive equity lens.

I would like to acknowledge the contribution that the staff makes to the positive trajectory of the BCPVPA, and the support and service provided to members. We are a relatively small staff, and only two of our current staff members worked for the BCPVPA five years ago. We have seen some considerable turnover on our staff and we benefit both from the legacy left by our former staff



Executive Director's Report

members, and the fresh ideas of our newer staff members. I would like to take this opportunity to acknowledge our 2021-2022 retirees, Elizabeth Bell, Director of Professional Learning and Development, and Jennifer Harfield, Membership Services Assistant. I would like to thank the individuals who moved on from the BCPVPA in 2021-2022, Paige Jung, Communications Assistant, and Amorie Kruger, Professional Learning and Development Assistant. And, finally, I would like to extend appreciation to our newest team members, Nick Faulkner, Professional Learning and Development Assistant, Erin Hughes, Communications Assistant, and Heather Lail, Membership Services Assistant.

The BCPVPA strives to continue to fulfill its promise to its members: fostering educational leadership to promote outstanding public education while representing, developing, and promoting the professional interests of its 2,600 members.

“BC is one of the few
jurisdictions in Canada and
beyond that was able to
provide far-reaching continuity
of learning for public school
students and their families.”

BCPVPA
members
guide more than
570,000
fulltime K-12
students



2020-2023 Strategic Plan

In this second 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.



3-year
Strategic Plan
developed by
Board & staff

Goal 1

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

The BCPVPA continues to advocate for contract provisions that ensure fairness for our members as they navigate leadership under challenging circumstances and in increasingly complex roles. We have placed a strong focus during the reporting period on connection with government and our sector partners to help improve their understanding of the work of Principals and Vice-Principals, and the critical role that they play in the system.

The Member Support Services team continues their critical engagement and consultation with both Chapter negotiation teams and individual members in regard to their contracts, with a focus on contract language and contract clause comparisons.

We remain firm in our belief that a provincial negotiation framework would alleviate many of the inequities that our members are experiencing in their employment relationships across the province. In this second full year of this Strategic Plan, we have not yet reached the objective of our first provincial negotiation; however, we remain hopeful that our partnerships and continuing conversations with government and stakeholders will in time be influential in achieving a fair and equitable provincial process for negotiations.

Goal 2

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

Member health and well-being is embedded in our programs of support for our members, and is a deep consideration in all of the work that we do on behalf of members. The significant findings of the Thriving in Education survey that was undertaken in the 2020-2021 reporting period has resonated strongly through this year. The focus of the survey was to gather insight on the factors that help our BCPVPA members thrive, and those workplace factors that cause stress, with a focus on psychological health and safety. Identifying the key issues and workplace factors for our members and others in the sector has helped us to begin fostering a better understanding of the impact of burnout in schools and districts, the resources and strategies that can be employed, and recommendations for the response to this health crisis in our sector.

Our efforts at the end of this reporting year, and continuing into 2022-2023, have targeted the promotion of support and protection for the psychological health of our members through existing school district policies, WorkSafe BC legislation, and the duty to accommodate. We have also taken action through enhancing the awareness of our members and other stakeholders on the existing policies and legislation, and the expectations to eliminate or mitigate psychological risks once they have been identified. Towards the end of the reporting year, we delivered presentations at Chapter meetings, and at Foundations for New School Leaders, that included important messaging around the type of psychological risk exposures occur within a typical day for a school leader.

We have increased efforts in representing members with WorkSafeBC to submit timely and comprehensive claims and, where required, to appeal denial decisions to demonstrate the unique role of our members, and the accompanying risks they can face.



2020 - 2023 Strategic Plan

We have continued to reach out to our members in a variety of ways in the wake of pandemic restrictions. Our bi-weekly Coffee Connections virtual gatherings offered an early-morning check-in for members across the province, with a topical question that helped to foster wide-ranging conversations. Our weekly health information series ReFresh ensured that members were informed on a broad spectrum of health topics, and our BCPVPA magazines – our flagship *Principled* magazine and the annual digital *Leading: Back to School* – kept these themes in the spotlight.

In our goal to serve leaders at every stage in their careers, we have offered a number of well-being education sessions, and have continued to share information sessions related to pension and retirement resources. Our ability to virtually deliver a number of these sessions over the course of the school year has made these seminars very accessible, and our Member Support Services team's professional guidance has been helpful in bolstering our members' knowledge of their obligations to their employers.

The member outreach project with WelTel continued through this reporting period. WelTel is a leading evidence-based digital health solution for equitable, relationship-based care, and uses a two-way text message system that creates a connection to members and allows for a quick respond to arising needs. Participants in the program saw both value and a feeling of connection, particularly those who are lone school-based leaders. The program has helped us to create a psychologically safe place for

members to state how they are feeling, and we look forward to extending this program and opportunity to our newest members in the coming year.

Goal 3

Support Principals and Vice-Principals in building their leadership capacity

Early in the reporting year, the PLD department began a visioning process with the circulation of a survey that helped capture our members' needs, and where gaps may be perceived in our leadership offerings. This has helped to guide us in the activities and reflection that have followed through the year, and which have involved our Board of Directors and staff as we commence an assessment of our programming through a variety of lenses. The coming year will see a continuation of this work, building upon the strengthening of our four cornerstone programs and ensuring a broad reach to members everywhere in the province.

As part of our progression towards both virtual opportunities and custom learning opportunities for our members in their Chapters, we entered into an agreement with FranklinCovey for rights in BC to their exceptional leadership programming. Our objective is to embed the local education leader experience within the curricula of each module, and to enhance our members' skillsets by training interested members to deliver and facilitate the content with their teams and other Chapters. We introduced preview versions of the programming at the IDEAS Forum in the spring, and two of the programs will be delivered to members this fall.

The BCPVPA is dedicated to being part of the support that new leaders need in the early months of their new role. This year, we held a special virtual session for our newest members, introducing them to the Association and the many programs and services that we provide. In the coming year, we will build on this new leader outreach by offering sessions in both the fall and the spring, and by offering our newest members an opportunity to check in regularly with senior staff through BCPVPA's WelTel program.

Many of those next generation leaders come directly from teaching. We found again that Explorations for Aspiring Leaders attracted a large cohort of teacher leaders, and connected them with facilitators who could help them to navigate and process the complexity of the school leader role. As one participant commented, “When my VP shared this opportunity with me I thought OK, maybe....we’ll see. I had the idea I was not ‘one of you’. From the very beginning of the series, I felt so incredibly connected.”

The value of that leader-to-leader mentorship was once again demonstrated by the BCPVPA Mentorship Program. Participants have consistently shared that the mentoring opportunity helped them to build confidence in developing their leadership skillset, encouraged open discussion, and helped them to both identify and reflect on their strengths. Program Coordinator Alison Davies has helmed the program for the past five years; we are grateful to Alison as she moves on to another opportunity, and the program will be led internally by senior staff in the coming year.

Goal 4

Increase BCPVPA’s influence and voice in public education

The BCPVPA has been on a mission to introduce the important work that our members perform in BC’s K-12 public school system. Each community recognizes how pivotal their own school leaders are to the success of students and staff, and we are working to offer a larger stage for these stories through our connections with government, our sector partners, and the public. This year, we have been grateful for the opportunity to meet personally with a number of MLAs and other government representatives to discuss issues and initiatives in the education sector, and to talk about the complex and central role our members play in BC’s high-performing education system.

Along with his active work on the Ministry’s K-12 Advisory Committee, and the K-12 Violence

Prevention Working Group, our President was pleased to have the opportunity to present the BCPVPA’s priorities to the Select Standing Committee on Finance and Government Services in September. Our President, Executive Director, and a number of our Board Directors have continued to be part of BC Ministry of Education and Child Care Working Groups planning for the restart in BC’s public education sector. At every opportunity, these leaders have shared the diverse voices of our members.

We have also welcomed the voices of our members, sector partners, and other influential experts in sharing their perspectives through our publications. Irfan Toor, the Director of Equity, Diversity, and Inclusion from the Ontario Principals’ Council, shared what the OPC has learned on their journey so far, and Nouman Ashraf, Director of Diversity and Inclusion initiatives at the Rotman School of Management, explored ways to enable an equitable learning and working culture. Award-winning psychology and education instructor Dr. Robyne Hanley-Dafoe wrote about resilient women in leadership, education thought leaders Judy Halbert and Linda Kaser about leading for change, and BCPSEA CEO Bruce Anderson about supporting people to thrive in BC’s education sector.

Our President was kept busy with media requests through the year, offering BCPVPA’s support of the province’s back to school plan, and commentary on subjects that included school exposure notification procedures; staffing shortages; provincial assessments; and protests in schools and exclusion zones.

Our online activity continued to increase as we shared the BCPVPA’s many programs and initiatives, and engaged in campaigns of gratitude to those working in BC’s education sector; celebration of our members and school leaders everywhere during National Principals’ Month; and amplification of our members’ and partners’ posts as they showcase the activities in their schools and districts.



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

Carmen Eberle
Magdalena Kassis
Ellen Roberts

Director,
Member Health
& Well-being
Rochelle Morandini

Administrative Assistant
Vacant

The Member Support Services (MSS) team was happy this year to continue our support of the membership in the field. Travel – and meeting face-to-face with members – continued to be limited, so it was necessary to support members virtually due to COVID protocols that kept us physically apart. While that posed a challenge to everyone, 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 in each school district negotiate contract provisions for their Chapter membership. MSS supported eight Chapter negotiation teams – representing 650 members – as well as 52 individual members from around the province who were navigating their own contracts during negotiations. MSS provided contract clause comparisons, suggestions for new and preferable language, and strategies for fruitful negotiations.

Due to exceptional circumstances in schools resulting from the ongoing pandemic, few Chapters engaged in contract negotiations with their employers. Those contract teams who did prepare for negotiations focused on contract language in the areas of total compensation, evaluation, and termination.

MSS provided contract leadership opportunities to the 15 regional contract advisory representatives at two Contract Advisory Committee (CAC) meetings.

Supporting Members

In a year when we could not meet in person, it was particularly important for MSS staff to connect with members facing challenging situations. There was an increase in the number of investigations into allegations of bullying/harassment and misconduct among our members than in previous years. MSS provided each member going through an investigation with virtual support in the preparation, interview, and resolution meeting stages. In the spring, some meetings and interviews could be conducted face-to-face.

This year, the MSS team supported members through 145 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. We supported 18 members through terminations of their administrative position, double the number from last year, and six members through challenging performance evaluations. In all situations, the goal was achieving the

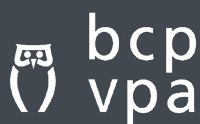


Average Age
BC Vice-Principals

46

BC Principals

50



Member Support Services

best outcome for the member, and ensuring that fair process was followed.

Members had access to support on topics related to their employment relationships through articles published in BCPVPA's *Principl(ed)* magazine. Articles addressed the MSS team's involvement in:

- Navigating the Teacher Regulation Branch
- Conversations that Build Relationships
- Contracts by the Numbers
- Lessons Learned (*about navigating complaints and investigations*)
- What Guides and Directs your Practice

Together with the valuable support from our Director of Member Health and Well-Being, the MSS team supported 34 members with the process of taking a leave from their district for a range of reasons. The team also supported 20 members who were on either a Short-Term or Long-Term Disability leave.

Participation in the bi-weekly BCPVPA Coffee Connections virtual gatherings of members, and the more formal Town Hall Meetings with Chapter Presidents, were additional opportunities to engage with members and hear what they were experiencing during a challenging time; these connections often led to further conversations and referrals for support.

Contract Advisory Committee (CAC)

The 2021-2022 CAC meetings were both held virtually. The October meeting focused on:

- Updates from each region on trends and concerns in their districts;
- Updates on Principal/Vice-Principal benefits plans, with a focus on Short-Term Disability;
- Update on the BCPVPA's ongoing working relationship with Ministry of Education and Child Care and other government departments; and,
- An exploration of 'termination' language in contracts across the regions.

Discussions at the April CAC meeting focused on:

- An update on the exempt staff compensation framework from the BC Public School Employers' Association (BCPSEA);
- Proposed changes to the current regional salary grid;
- Update on teacher bargaining;
- The role of BCPSEA in exempt staff employment agreements; and
- The 'modernization' of some districts' contracts for new members.

The larger Contract Workshop for Chapter Contract Chairs that is normally held in the new year was cancelled due to the pandemic, and a decision was made by members to further postpone the gathering until the beginning of the 2022-2023 school year, when the new Contract Chairs would be in place.

Teachers' Pension Plan

MSS continues to represent BCPVPA members at quarterly Teachers Pension Plan Advisory Committee (TPPAC) meetings. This committee also includes representatives from the BC Teachers' Federation (BCTF), BC School

Superintendents Association (BCSSA), BC Retired Teachers' Association (BCRTA), and the Teachers' Pension Board of Trustees. BCPVPA has one voting representative on the committee, and two non-voting representatives. The voting member representing BCPVPA was Ankie Carswell (SD39), with Michael Franklin (SD23) as the alternate.

Updated information from these meetings was incorporated into presentations delivered to interested BCPVPA members through eight Retirement / Pension seminars offered to 322 members and their partners and BCSSA members this year. In addition, the team offered guidance to approximately 30 individuals who reached out for information on the process of retiring from their district or elements of their pension.

Supporting Students

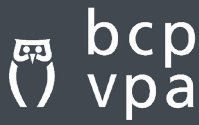
MSS hosted one BC Student Voice event for 80 students across the province. This year's Spring Forum, themed 'Equity in Action', featured as our keynote speaker Canadian educator, author, artist, and EDI Consultant, Greg Frankson. Greg shared his personal story and his unique performance art with our students.

Joe Heslip from the Ministry of Education and Child Care (MoECC) spoke to the students about promising practices coming out of province-wide Equity in Action Projects. Mary Mollineaux from the First Nations Education Steering Committee (FNESC), and Brent Munro from MoECC elicited student feedback on the implementation of the new First Nations Language course requirement.

The final session was presented by the BCPVPA Professional Learning & Development team, Dr. Andrea McComb and Peter Johnston, who extended the learning by capturing students' thoughts on the look and sound of the eight essential attributes of leadership. To close the event, Jason Burnstick, musician, artist, and youth counsellor, presented on the importance of a sense of belonging and connectedness. Jason inspired us with his story,

BY THE NUMBERS
Engaging with Our Members

Supported 702 teams & individuals
2 Contract Advisory Council (CAC) Meetings
145 Investigations of bullying/harassment, misconduct, or breach of TRB standards
7 Articles written
1 Information series
8 Retirement/Pension Seminars
100 WeITel pilot participants
1 BC Student Voice Forum
20 \$1,000 Scholarships
110 Active LTD cases



Member Support Services

and a song reflecting his own journey to becoming an award-winning musician and two-time Juno nominee.

Together, our presenters educated us on many social, educational, and equity-related issues impacting students today, while providing the students with a platform to share their own voices, experiences, and ideas.

Through the BCPVPA Student Scholarship Program, twenty \$1,000 scholarships were awarded to deserving 2020 – 2021 graduates from across the province in the fall of 2021. With a change that was made to the program to better align with school and district processes recognizing deserving students in the Spring rather than the Fall, 20 scholarships were awarded in April 2022 for the 2021-2022 graduates. The MSS team, along with 2020-2022 President Darren Danyluk, reviewed 120 outstanding applications in which students described their leadership, involvement in school, community service, and aspirations for the future. There was no better way to round out our year than to help students move forward with their education plans.

Member Health and Well-Being

This past year, Principals and Vice-Principals continued their dedication to keeping staff and students safe, connected, and progressing in their learning through many unexpected events which were beyond their control, including continuous waves of COVID-19, damaging forest fires, and a devastating flood. BCPVPA members were “June-tired” by December 2021, and demonstrated

significant levels of exhaustion by the end of the 2021-2022 school year.

Long-Term Disability and WorksafeBC Claims

In May 2022, the BCPVPA Long-Term Disability (LTD) Plan saw its highest number of active claims at approximately 110. The BCPVPA Director of Member Health and Well-Being supported members at the commencement of their sick leaves, when completing their LTD forms, through navigating the disability system and return to work, and provided advocacy as required. Similar support, including filing appeals, was also provided to more than 10 members with their WorkSafeBC injury claims.

WelTel Pilot Program

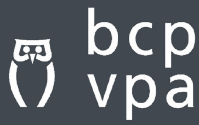
We continued to stay connected with approximately 100 members through WelTel text messages. WelTel is a virtual health tool that keeps Principals and Vice-Principals who have volunteered for this pilot program in touch with BCPVPA staff. A weekly text messages to members simply asks, “How are you?”, which invites individuals to pause in their day, and to consider how they are feeling and coping. Responses were reviewed by Executive Director, Kevin Reimer, and Director of Member Health and Well-Being, Rochelle Morandini, who provided assistance as well as referral for members to other sources of support. A formal feedback survey was launched to participants in February 2022, and results demonstrated that members valued the program and felt it was an easy and engaging way to check in on their own well-being. In 2022-2023, the BCPVPA will expand this service of well-being check-ins to more members, as well as offer new Vice-Principals an opportunity to develop connections and relationships with BCPVPA staff during their first year. The WelTel Pilot Project outcomes were outlined in the June 2022 *Principl(ed)* article “Connected for Well-Being”.

Thriving in Education Survey Findings

The findings and recommendations stemming



BCPVPA
membership is
65% female
35% male



Member Support Services

from the BCPVPA's Spring 2021 Thriving in Education survey were shared throughout the year. The learnings were communicated through presentations and articles focusing on psychological safety, and revealing those workplace factors that – when working well – help Principals and Vice-Principals to thrive. Accordingly, burnout can result when these same factors are not in place. The BCPVPA's intent is to take these findings, and work with stakeholders to influence the creation of psychologically safe work environments, and to provide resources and education support members in fortifying their coping skills and resiliency so they may both feel psychologically safe, and create safe environments for staff and students.

Information Programs

Members were provided several opportunities over the year to access up-to-date information related to different health and well-being topics.

ReFresh, a popular email article, provided weekly content with tips, videos, and links for health topics that included, but were not limited to:

- Cancer prevention
- Exploring emotions
- Financial well-being
- Tips for managing your inbox
- Optimism and gratitude
- Work/life blending
- Coping with stressful news

At the BCPVPA IDEAS Forum, members participated in a workshop entitled: "Rumination:

Getting of the Not-So-Merry Go Round". This interactive session focused on the habit of rumination: what it is, when it is helpful or hurtful, tips to reduce ruminating, and when to seek help.

Psychological health, resilience, and overall well-being were also woven into the curricula of both Explorations for Aspiring School Leaders, and Foundations for New School Leaders. The presentation and discussion at Explorations covered metacognitive relationships, strength-based leadership, and how to manage your strengths in order to not overextend and to maintain a good work/life partnership. At Foundations, the presentation and workshop explored the concept of psychological safety: when folks are most at risk, how to strengthen resilience through being proactive, and the importance and necessity of reporting workplace situations that may cause psychological harm.

The Director of Member Health and Well-Being wrote a series of articles based on the outcomes from the Thriving in Education survey in BCPVPA's *Leading: Back to School* magazine and in two issues of *Principl(ed)* magazine. These articles included:

- **Fall Health For Leading:** This article focused on how to set up a safe and welcoming start to the school year for staff, and provided members with leadership tips to help prepare their staff for a healthy start-up, and guidance on how to step in and support staff that may be struggling.
- **Thriving in Education – Part One:** This article offered an overview of the intent and methodology of the survey, the surprising learnings about the school leader population in general, and a rundown of the pivotal workplace factors that help or hinder Principals and Vice-Principals in thriving at work.
- **Thriving in Education - Part Two:** This article guided members in adopting a better sense of control in their working environment so that they may feel more resilient and psychologically safe. Referencing Stephen Covey's Circle of Concern

Over the 2021-2022 school year, the Early Intervention Program (EIP) consultants at humanworks again saw an increase in referrals, both through the BCPVPA Member Support Services team and by self-referral. The combination of more emotionally unsettled school communities and the feeling of being professionally vulnerable left many of the members feeling overwhelmed and in need of guidance.

The vast majority of EIP referrals continues to be focused on members' mental health and well-being. Many of the referrals suggested they have contemplated taking a medical leave – or did take a leave – and were exploring their pension estimates more vigorously. Members often found it difficult to separate work from their personal lives and were not able to 'bounce back' as quickly as they have in the past, from both workplace demands and professional fatigue.

Our experience in many of these interactions was that members found themselves unable to see a change to the trajectory of their concerns around workplace complexity or intensification. Rather, there was a prediction that their roles and relationship to the various key stakeholders will remain complex, and a serious point of intersection

for the competing interests and agendas of those stakeholders. Overall, I would not qualify the perception as one of defeat, but rather a reluctant acceptance of the 'new normal.' A significant influence on their willingness to continue to do their jobs and face these daily challenges head-on was often predicated on the support they felt they had from their immediate supervisor or district senior leadership team. The sense that someone in a position of authority and influence 'had their back', often led to a quicker reduction in their heightened stress response and ability to overcome a heightened perception of threat.

For many of the referrals, the focus remains on redefining their professional boundaries, and re-negotiating their professional/personal life balance. Through ongoing counselling and guidance through the EIP Program, many members felt clearer and more capable around how to remain well at work. The increasing demands and challenges placed on administrators continues to make this a more demanding proposition.

Through the 2021-2022 school year, humanworks has supported more than 170 members and a number of local chapters throughout the province.

theory, the article centered on the key workplace factors identified in the survey, how Principals and Vice-Principals can ask themselves the right questions to achieve more control and influence, and how to accept those circumstances they may not be able to change.

The findings of the Thriving in Education survey were also released in the form of presentations across several Chapters. Where possible, results

were tailored for the specific district, offering even deeper insights. The BCPVPA was also invited to facilitate a sharing of the survey results to Principals, Vice-Principals, and senior leadership in School District No: 61 (Greater Victoria), with facilitated focus groups that discussed ways to enhance the workplace factors that help members to thrive. The findings were also presented to and discussed with the executive of the BCSSA.



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

Elizabeth Bell (to December 2021)

Peter Johnston

Dr. Andrea McComb

Administrative Assistant

Nick Faulkner (January 2022)

Amorie Kruger (to January 2022)

It has been a year of transition and change for the Professional Learning and Development department, as two new Directors took the helm. As society and the sector have undergone a deep assessment of our practices and norms, so have the BCPVPA staff and Board of Directors engaged this year in a profound visioning exercise for our professional learning and development. We recognize that our membership has a diversity of interests, motivations, and needs. As an Association, we have identified a need to grow our learning together to work towards decolonizing practices, and to locate ourselves in the 'why' and the 'how' of equity work. As system leaders, we strive to influence change in positive ways.

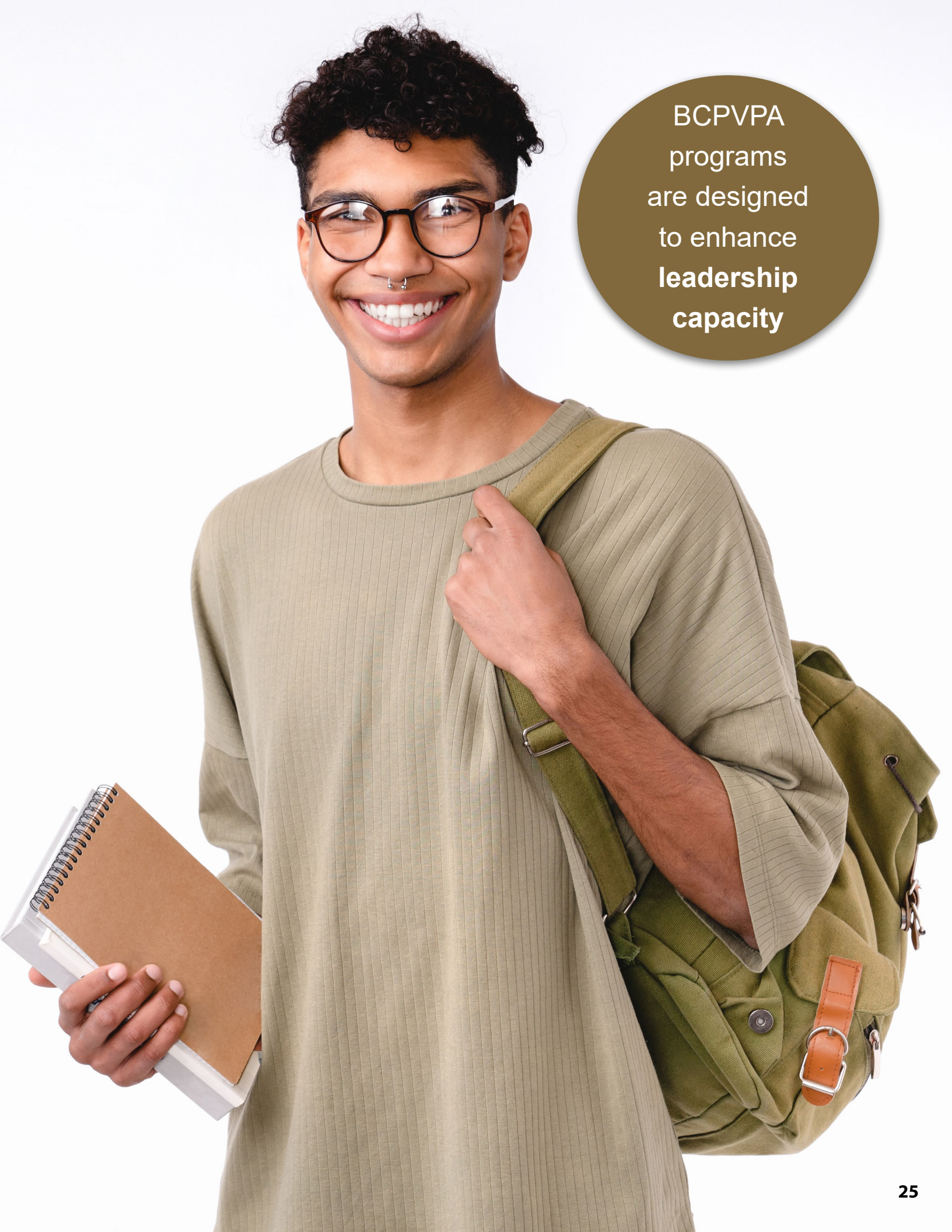
Equipping our Members

Our desire is for BC Principals and Vice-Principals to be thriving, confident, and adaptable leaders who have the capabilities to navigate and steward their schools through complex issues. So, when we say we are 'equipping our members', we aim to provide the tools, resources, networks of support, conversational skills, and the inspiration to lead. Through equipping our members in this way, we pursue the objective to cultivate mindsets that embrace equity and inclusion, and the moral imperative to lead for equity. Members are equipped with the skills to cultivate wellness for themselves and one another. Our Association is equipped to create relevant offerings that adapt and evolve with the times.

The past few years have been a tremendous time of change and growth. The notion of returning to 'normal' no longer is an option, because we have learned so much in terms of our commitment to action for truth and reconciliation, to anti-racism awareness, and to the importance of moving from being allies to being accomplices for equity.

Learning Back Better

We learned, too, about the impact for our members when we can offer virtual learning spaces that reach the entire province. The 2021 Connecting Leaders



BCPVPA
programs
are designed
to enhance
**leadership
capacity**



Professional Learning & Development

Conference: Leading for Equity exemplified many of these 'learning back better' priorities for the PLD team. The conference was delivered online, which meant we could reach the whole province, and we had a record number of more than 750 learners participate.

Our continued focus on quality learning, and the knowledge that connection is at the heart of our work, led to the idea of Host Sites that were created across the province. The sites were supported with signage for a professional conference look and feel, with facilitator training so that all across the province there could be focused conversations to process the learning, and each participant received conference gifts, mirroring the experience of an in-person event. The conference also grounded us in the year's focus on leading for equity. It became the spark that ignited us to continue learning with Nouman Ashraf, and to further our learning with local leaders that included Beth Applewhite, Carolyn Roberts, and Brian Gidinski.

Working Towards Equitable Change

As we learn more about equity, diversity, inclusion, and decolonization, we are seeing the emergence of goals within our operational plan, and want to work meaningfully and sustainably toward equitable change. We challenged both our thinking and the process for revising the *BCPVPA Leadership Standards for Principals and Vice-Principals in BC*, and the *BCPVPA Leadership Planning Guide*.

These foundational documents underpin all our leadership offerings and must be continually modernized. With our steep learning curve over the past few years, we recognize the importance of revising our documents, and want to achieve this in the best way possible. Over the year, we have been designing a Member Engagement Strategy to articulate an Equity Stance, and a Theory of Change, so that we can listen to a variety of voices and be inclusive in the revision process.

A Place for Professional Learning

The BCPVPA is the preferred place to go for professional learning because it is a safe, non-judgmental learning space, where participants can ask questions and take risks. Members can self-select the learning opportunities that fit their needs. The cornerstone programs that span the career of a leader include:

- Explorations for Aspiring School Leaders
- Foundations for New School Leaders
- Leading a Culture of Learning
- Amplification for Experienced School Leaders

The Facilitator Factor

A huge part of the success of these programs has resulted from engaging members to be facilitators. Facilitators connect with a group within the learning environment, and they focus on supporting participants in fully processing their learning. Facilitation is a way for our experienced members to contribute to the growth and development of their colleagues, and they often leave the program saying, 'It was the best Pro-D!'

"I had many key learnings. For me, learning more about an administrator's fiduciary responsibilities was quite eye opening."

Gaining a better understanding of the role and what it truly means to be an agent of the board was helpful. I also appreciated hearing the different stories about administrator's journeys. It was helpful and energizing to see that no two journeys are the same and that everyone finds their calling differently."

Leading the Way

Leading the Way: Women in Leadership shifted to a virtual event that engaged women leaders from across the province. The focus of the evening was Resilient Women Thriving in Leadership, and Elizabeth Bell moderated a conversation with Dr. Robyn Hanley-Dafoe, Carleen Thomas, and Paula Gosal.

One to Many

In our experimentation this year with virtual offerings, we tried a number of different modalities to generate a proof of concept for ways of growing the learning from one to many. Through this journey, we have balanced virtual and in-person offerings, developed the Host Site concept, and studied the benefits in many different program offerings.

To support excellence in our virtual programs, we have acquired the online learning management system D2L Brightspace. This system is being used by many in the education sector, and will house a variety of accessible program offerings for all our members. This content will deliver professional learning that stimulates all four of the traditional learning modalities: visual, auditory, kinesthetic, and tactile.

We were able to have information and links to all of our offerings consolidated this year through our own professional learning section in the member portal, My BCPVPA. This has given us the opportunity to invite members to request custom-made offerings for their local Chapters.

BY THE NUMBERS

Engaging with Our Members

Explorations for Aspiring School Leaders

110
teacher participants
20
facilitators

Foundations for New School Leaders

156
participants
22
facilitators

Leading a Culture of Learning

35
virtual participants

Amplification for Experienced School Leaders

15
virtual participants

2021 Connecting Leaders Conference

750
virtual participants

IDEAS Forum

151
virtual participants

Leading the Way: Women in Leadership

72
virtual participants



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 (retired)

Heather Lail (February 2022)

growth from

2,616

members

effective June 30, 2021

to

2,665

members

effective June 30, 2022

The BC Principals' & Vice-Principals' Association June 30, 2022 audited financial statements will be presented at the Annual General Meeting on November 25, 2022. The statements will then be available to members in My BCPVPA.

The COVID-19 pandemic continued to have a significant financial impact on the Association throughout the 2021-2022 fiscal year. Staff's nimble use of technology enabled BCPVPA to maintain a high level of member service, as alternative programs and program formats were rapidly adopted to meet member needs. Cost savings resulted from virtual meetings replacing face-to-face meetings, from cancelled events and activities, and from curtailed travel.

The Association is in a good financial position to offer extra support resulting from the impact of the pandemic and to target specific strategic opportunities.

51.5% of
Principals have been
in their roles 6-15 years

73.9% of
Vice-Principals have
been in their roles
5 years or less





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.

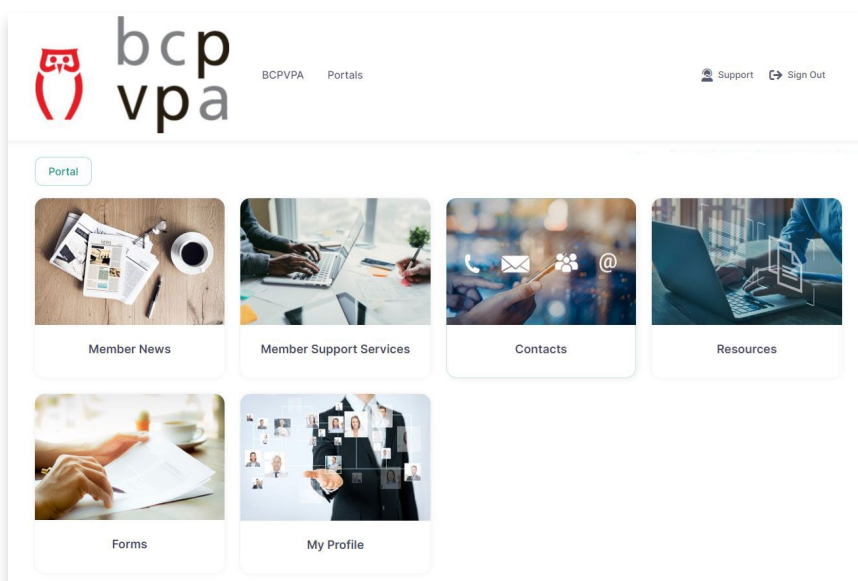
Director, Communications
Sandra Murphy

Communications Assistant
Erin Hughes

We have continued our ongoing mission to share the rich and diverse stories of our members, to illuminate the complexity of their work, and to celebrate the joy that it yields for BC Principals and Vice-Principals.

Online Communication Tools

In the 2020-2021 reporting year, our team began our work towards the establishment of a suite of communications tools that would benefit our members; using the MemberTech platform, and linking to our Association database, we launched a public website, correspondence tool, and member newsletter. In this reporting period, we completed that work with the development and launch of our internal member portal. Recently re-branded as My BCPVPA, the portal offers our members exclusive access to information and resources, and houses key Association links and contacts in one easy-to-navigate location. Members who are part of our Board of Directors, Chapter Council, and Standing Committees have an additional level of access to their meeting information and important documents and links through the portal.



With the launch of My BCPVPA, we discontinued the MemberLink app which had been an important source of information for our members during the global pandemic.

Publications

Our Association publications continue to be an important conduit for advocacy, information, and storytelling. Our annual August digital magazine, *Leading: Back to School*, featured content targeted to both support members as they returned to their schools



My BCPVPA
offers resources,
information, and
contacts in one
easy portal



We are proud that *Principl(ed)* magazine is now a member of the Magazine Association of BC (MagsBC), offering us the opportunity to be part of a diverse network of member magazines in the province.

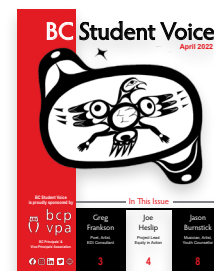
We were pleased to work with our colleagues at the BC Retired Principals' & Vice-Principals' Association (BCRPVPA) to release an Executive Summary of the BCRPVPA's project *In Their Own Words: A History of the BC Principals' & Vice-Principals Association: 1959 -1995*. The project was researched and completed by Richard Williams, who retired as BCPVPA Communications Manager in 2018.

With the return of the Student Voice Spring Forum, we produced a corresponding newsletter for participants that included highlights of the event.

and classrooms, and showcase the many services offered by the BCPVPA. Among the many articles featured, this issue introduced our new staff, offered an overview of the Mentorship Program, provided Anti-Racism reminders for school administrators, and profiled the SOGI 123 initiative.



Our flagship publication, *Principl(ed)* magazine, celebrated milestones in its three print issues, and included content contributed by our members, President, senior staff, and sector colleagues. Our regular Day in the Life feature profiled a secondary school Principal from Delta who is a great supporter of student leadership, an elementary Principal from the Comox Valley working to unify learning communities, and an elementary Vice-Principal from Vancouver who offered a peek behind the curtain of school leadership operating in multiple locations during a seismic upgrade.



We also issued an interim revision to the *BCPVPA Leadership Planning Guide* so that this important document could be part of the Foundations for New School Leaders program in July 2022. Both this *Guide*, and the *BCPVPA Leadership Standards for Principals and Vice-Principals in British Columbia*, will be part of a comprehensive process of review through an equity lens in 2023-2024.

Brand

A significant project in our year was the reimagining and rebranding of our core learning programs in partnership with our Professional Learning and Development colleagues. Our objective was to produce companion brands for these programs under our main BCPVPA brand, and to create

a consistent look and feel to the branding while keeping the look and feel of the program brands consistent. The resulting set of brands stepped outside of our traditional brand palette to introduce a key font and colour theme exclusive to each brand:



Themed green, as a nod to the early shoots of leadership;



Themed yellow, for the powerful spark of achieving that goal of leadership;



Themed salmon, for the rich warmth of knowledge and learning;



Themed purple, for the achievement of focus, insight, and wisdom in leadership.

We also worked with our colleagues at the Ontario Principals' Council (OPC) and developed a brand identity for The Global Network of Professional Learning Leaders (GNPLL) which brings together the professional learning managers from several Principals' and Vice-Principals' associations in Canada and Australia. Part of this project involved the development of branding for Lone Leaders, a webinar series for rural and remote school leaders.



BY THE NUMBERS

Sharing Member Stories

4

Member magazines

73

Articles published

37

Member newsletters

The BCPVPA

114

Total Followers June 30

43

New Followers in period

506

Posts

1,736

Average Monthly Reach



@bcpvpa

402

Total Followers June 30

76

New Followers in period

531

Posts

1,985

Average Monthly Engagement



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

239

Total Followers June 30

39

New Followers in period

380

Page Views



@bcpvpa

6,980

Total Followers June 30

715

New Followers in period

826

Tweets

82,520

Average Monthly Impressions





Engagement

A reflection on our year would not be complete without a mention of the surge of design and preparation that took place through the early part of the year for the July 2022 five-day in-person learning event Foundations. It was spectacular to return to producing this live legacy event – formerly known as Short Course – and to have our team working together onsite to engage with our members through learning and connection events.



Our Association's journey towards equity, diversity, inclusion, and decolonization has been a powerful thread through our team's work this year, and we developed a visual theme for the Leading with Equity series and extended that look to associated essays in *Principl(ed)* magazine. We also marked the first year of the National Day for Truth and Reconciliation by asking our staff about their own pledges towards reconciliation and decolonization, and their commitment to both learn and take action.



Concurrent with those preparations, we mounted another member event: the annual Partnership Awards, that recognize BC individuals and groups who have made a substantial difference for students in local public schools. We were delighted that each of the five recipients could join us in Richmond for an inspirational awards event attended by our Chapter Council Presidents and Reps. It was the first live awards event since 2019, and was filled with emotion, gratitude, and laughter.

The BetterEducate platform has been an important tool for our members' to post and share resources, and to collaborate with other leaders and educators. In the spring, we updated the brand to BCPVPA Connects: *powered by BetterEducate* to distinguish the platform within our brand family. Members can now access this powerful tool right through our member portal.



The Association continued our connection with community partners who provide beneficial and lifesaving services to the children of this province. We were proud to be involved alongside our members and their schools in the BC Children's Hospital Foundation's 'Jean Up' campaign which raised more than \$300,000. Our staff also participated in Covenant House Vancouver's spring Sleep Out event, giving up the comfort of our beds for one night to raise funds and awareness for youth facing homelessness.

Our Communications team is excited for the year ahead!

BCPVPA Chapters
nominate local
groups and
organizations
for annual
Partnership Awards



Contacts

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& Vice-Principals'
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14 Staff
supporting
2,600+
Members



