



The Trillium

June 2001

Ontario Association for Supervision and Curriculum Development

Leadership

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President's Message

It is auspicious that, upon the tenth anniversary of Ontario ASCD, we should welcome an article on leadership from Doug Gruber. It was Doug Gruber who presented the request in 1991 for affiliate status to the ASCD Board of Governors' Annual General Meeting in San Francisco. What better voice to engage our membership in considering the core of leadership.

As a stepping stone to strategic thinking, this Board developed two years ago the mission statement printed at the bottom of the front page of each newsletter. It speaks to a learning community that is guided by its vision, that holds to bottom-up notions of democratic relationships, and that inspires active engagement. In the ASCD book, Educators as Learners, Wald & Castleberry (2000, p.15) state: "A community that sets extraordinary challenges for itself - challenges that no one person can handle alone and that require the discipline and commitment of each member - begins to radiate a new sense of energy and power".

We had a vision, we set goals. This spring at the ASCD Annual Conference in Boston, Ontario ASCD was honoured with the affiliate award for Most Improved Newsletter. Our recent conference, "Charting Pathways to Learning" attracted a diverse, international audience - at least one in four was from outside Ontario. Feedback was extremely complimentary. And, in your mailboxes towards the end of June, expect the introduction of our new journal, "Charting Pathways".

To paraphrase Marcel Proust, "The real voyage of **leadership** consists not of seeking new landscapes, but in having new eyes".

Roland Kay, President Ontario ASCD

Ontario ASCD, a diverse learning community that promotes excellence in education, is dedicated to supporting the growth and success of

ASCD in Action

ASCD Networks

<http://www.ascd.org/aboutascd/cr/networks/network.html>

On occasion we highlight some of ASCD's many "Networks" that serve to bring educators together. Each Network is concerned with a particular theme, issue, or purpose. They are wonderful opportunities to exchange ideas, share resources, solve problems, grow professionally, and establish collegial relationships. Extensive information about ASCD Networks can be found at the website noted above. Two new Networks are profiled below.

Performance Assessment for Leadership

This network promotes an integrated view of the educational leader's role and advocates the improvement of educational leadership programs. It provides a reflective dialogue forum for sharing what works in performance-based assessment. The network is also involved in encouraging accreditation and state-related organizations to align assessment practice with research.

Contact: **Genevieve Brown**
(936) 294-1144 or edu_gxb@shsu.edu

Women's Leadership Issues

This network provides professional development information and activities for women educators. It explores equity issues and conducts research on women in education.

Contact: **Donna Butler**
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2002 Classroom Leadership Conference *call for presenters*

ASCD's 2002 Classroom Leadership Conference is a two-and-a-half day, unique professional development opportunity that highlights ASCD's long-standing commitment to supporting teachers by providing a vast array of resources for professional growth. Our Classroom Leadership Conference is centered around sessions that cover many content areas and are presented by teachers for teachers.

ASCD is in the process of mailing presenter proposals for the 2002 Classroom Leadership Conference. We are looking for award-winning teachers, from all levels, to submit proposals to present at next year's conference, which will be held July 7-9, 2002 in Philadelphia, PA. We are interested in sessions that deal with specific content such as math, science, language arts, reading, the arts, etc.

If you are interested, or would like to recommend an award-winning teacher, please contact Tamera Anderson at 800-933-2723, ext. 5679, or tanderso@ascd.org.

More ASCD opportunities can be found on page 4.

Web Sites

Ontario ASCD: www.ascd.ca

ASCD International: www.ascd.org

Total and Holistic Leadership

by Doug Gruber

The full version of this article can be found at www.ascd.ca.

So you want to be a principal or a superintendent! Or you already have fulfilled that dream! But maybe you hear some nagging questions in your reflective conscience. Do you have what it takes to be an **excellent** leader? Do you know what it takes? Do you value what it takes? How do you go about continuous and focused improvement on *your personal search for excellence*?

In order for a school or system leader to lead other people, and to be a total or holistic leader, she/he must be *able and willing* to manage five key areas of planned change. If a leader really wants to have an impact on student achievement and student development, and if productive and healthy change is to happen, then within the school or system there must be:

- A purpose or mission that is clear and compelling
- A vision that is concrete, challenging, and achievable
- Widespread ownership of both the compelling purpose and the vision
- Capacity and capability within the staff to understand, value and implement the compelling purpose and the vision
- Operational support for the implementation of the compelling purpose and the vision by aligning all operational matters to them.

But in order for a school or system leader to reach excellence in his/her management of these five key areas of planned change, she/he must be knowledgeable about, skilled in, and must value highly, five key domains of leadership.

- Authentic leadership
- Visionary leadership
- Cultural leadership
- Quality leadership
- Service leadership

As teachers we know that for anybody, in any area of life, to develop and master a complex role, that role must be broken down into manageable elements or learning targets. Each of these five domains of total or holistic leadership has been sub-divided into three

performance roles or competencies. And they are:

Authentic Domain of Leadership

- Creating and sustaining a compelling purpose (mission), based on guiding principles and values
- Being the lead learner/teacher
- Modeling personal and school/system guiding principles, values, and mission

Visionary Domain of Leadership

- Defining and pursuing a preferred school or system future
- Consistently employing a student/client focus
- Expanding school or system perspectives and options

Cultural Domain of Leadership

- Involving everyone in productive change
- Developing a change-friendly culture of innovation, healthy relationships, quality, success
- Creating meaning for everyone

Quality Domain of Leadership

- Developing and empowering everyone
- Improving the organization's performance standards and results
- Creating and using feedback loops to improve performance

Service Domain of Leadership

- Supporting and managing the school or system's purpose and vision
- Restructuring to achieve intended results
- Rewarding positive contributions to mission and vision implementation.

Several school systems in Ontario and throughout North America, as well as many private companies, have helped their aspiring and current leaders to develop and grow towards excellence in these perfor-

Doug Gruber, one of the founding members of Ontario ASCD, recently retired from his position as a Superintendent with the Waterloo Catholic District School Board. He is now consulting and doing contract work on leadership.

Charting Pathways to Learning: An OASCD Success

Four hundred participants from Ontario, other provinces, the U.S. and abroad participated in Ontario ASCD's first international conference on learning, teaching and assessing held from April 26-28 at the International Plaza Hotel and Conference Centre in Toronto. Major presenters included Michael Fullan, Andy Hargreaves, Harold Braithwaite, Heidi Hayes Jacobs, Jay McTighe, Bena Kallick, Spence Rogers, Gayle Gregory, Ken O'Connor and Carol Rolheiser. Breakout workshop were lead by classroom practitioners, consultants and administrators from Ontario and the U.S. The extensive exhibitors' display was well attended by the delegates. Conference feedback was overwhelmingly positive, and plans are under way for the next conference to be held in Toronto in 2003.

Thanks go out to everyone who attended and assisted with this year's conference. It was truly a team effort that reflected the mission and values of our organization.

Mary Nanavati, *Conference Co-chair and President-elect, Ontario ASCD*

Contacting Ontario ASCD

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**Northeast ASCD
Affiliate Conference
November 30 - December 1, 2001**

**Schools That Succeed
Students Who Learn**

**Visit the Ontario ASCD web site
for details.**

ASCD SmartBrief

ASCD SmartBrief is a FREE daily news briefing delivered directly to you through e-mail. For more information, go to...

www.smartbrief.com/ascd/

Ontario ASCD Membership - new or renewal

Please send this form and your membership fees (\$25) to the Membership Coordinator at the address above.

Name: _____

Position: _____ School: _____

School Board: _____

_____ phone and e-mail: _____

Mailing Address: _____