



STRATEGIC DIRECTIONS

2021 TO 2026



Community - Leading - Learning - Global Perspectives



Who We Are

CAIS (Canadian Accredited Independent Schools) is a community of 90+ independent schools who choose to meet and exceed rigorous National Standards that inspire continual whole school improvement.

CAIS schools provide exemplary opportunities for their students.



Purpose of This Document

The vision of CAIS is ***“to be leaders in education, shaping the future of a courageous, compassionate world”***. This Strategic Directions document provides a high-level overview of how CAIS will continue to strive towards this vision over the next five years, from 2021 to 2026.

Our Strategic Planning Process

In late 2019 the CAIS Board identified the need to initiate a renewal of the CAIS Strategic Plan, which commenced in early 2020. The previous plan timeline was from 2017 to 2020.

In February 2020, CAIS conducted a Member Survey to inform our strategic planning effort. The Member Survey indicated that:

- ◇◇ **Overall, member satisfaction is high**, with more than 80% of Heads and Chairs rating their satisfaction with CAIS membership as high or very high.
- ◇◇ **Members derive value from being associated with CAIS** and promote this association on websites and in print media.
- ◇◇ **Members rated the importance of all four of CAIS's core offerings (accreditation, leadership development, research/data/resource provision, and national collaborative initiatives) as high.** Members identified a desire for more differentiated offerings to meet their individual needs.
- ◇◇ Members noted that they are **seeking a more streamlined and less onerous accreditation process and are looking to derive more value and impact from their CAIS accreditation.**

The top three challenges that Members are experiencing included:

- Strengthening philanthropy
- Developing financial plans for long term sustainability
- Succession planning and leadership development.

Other key challenges that Members are facing included:

- Marketing to attract new students
- Managing risk
- Student wellbeing.



Members noted they are seeking CAIS's support in the areas of networking and collaboration, dissemination of knowledge and resources, and learning and development to help them address these challenges.

This feedback was brought into even sharper relief when, during our planning process, the Coronavirus disrupted our lives. As a Board and Leadership Team, we continued our strategic planning efforts. While we are unable to predict the full impact of this virus on our lives, it is likely to catalyze rapid changes in how we live, learn and work, temporary or not. We believe that there will be an even stronger focus on the importance of community. Our Goals and Strategic Priorities reflect this.

On the following pages, we present our Strategic Directions for 2021 to 2026, articulating a clear path that, when successfully executed, will create greater value for our member schools as they strive to fulfill their own hopes and dreams and overcome challenges.



On these pages we present:

- ◇◇ **A longer planning horizon** – our recent Strategic Plan had a three-year time span. With this Plan, we have set a five-year time horizon.
- ◇◇ **A revised Vision** – emphasizing the important role that CAIS and our member schools play – and the kind of future we will create together.
- ◇◇ **A revised Mission** – committing to those areas where our members are seeking support and where they derive the most value.
- ◇◇ **Three Goals** – demonstrating the results we will strive to achieve: School Improvement and Innovation; Networking and Collaboration; and Strength and Permanence.
- ◇◇ **Nine Strategic Priorities** – outlining the areas we will focus on to achieve our Goals.

Our Vision

Leaders in education, shaping the future of a courageous, compassionate world



Our Mission

Continual school improvement through the advancement of standards, support, and a strong Canadian network

Our Values



Community: We believe we are stronger when we come together to learn from and help one another.

Leading: We believe we have a responsibility to be bold – living our Vision of a courageous, compassionate world.

Learning: We believe learning is at the heart of all we do. Continual whole school improvement leads to better outcomes for students.

Global Perspective: We believe looking beyond ourselves allows us to appreciate our differences and become stronger as a collective. We seek new ideas, promote diversity, and lead in a changing world.

Our Strategic Directions

2021 to 2026

Our goals over the next five years will be:

● **School Improvement and Innovation**

● **Networking and Collaboration**

● **Strength and Permanence**



School Improvement and Innovation

CAIS strives to create a community of independent schools that has access to the supports, resources, and standards to anticipate, respond and improve in an ever-changing environment. We promote a mindset of innovation to seek out new opportunities and overcome challenges.

To support school improvement and innovation, we will:

- Assist schools in addressing their top challenges.
- Inspire innovation and improvement through the dissemination of knowledge and resources.
- Support the learning and development of independent school leaders.
- Engage schools in an accreditation process that is responsive, robust, and relevant.



Networking and Collaboration

CAIS seeks to facilitate greater collaboration – where independent schools and school leaders work together to connect, support and learn from one another. We form partnerships that strengthen all schools.

To support networking and collaboration we will:

- Further enhance opportunities for mutual support across the CAIS community of Schools.
- Facilitate opportunities to share high quality practices across schools.
- Build and engage in strategic partnerships nationally and internationally.



Strength and Permanence

CAIS strives to strengthen itself as an association. We will do this by gaining an even better understanding of our member schools and their needs, increasing our relevance and impact, and developing our CAIS team. In these ways, we seek to deliver more value to each member school.

To ensure our strength and permanence as an association, we will:

- Ensure CAIS is representative, supportive and inclusive, differentiating to enhance value to all members.
- Build awareness and recognition of the CAIS brand to achieve its greatest impact.
- Strengthen and equip the CAIS team to build its capacity.



Measuring Results and Reporting to our Members



We recognize the importance of being accountable to our members for results. We have developed a 12-month Tactical Plan, refreshed annually, that underpins the Strategic Directions outlined in this document. This Tactical Plan, which is shared with the CAIS Board of Directors, clearly defines Key Activities, accountabilities, deliverables and timelines that will enable us to track our progress, with a focus on the core measures of satisfaction and engagement.

CAIS Board of Directors

Patricia McDermott, Chair, Independent Corporate Director
Jim Nelles, Chair Designate, Independent Corporate Director
Denise Burke, Independent Corporate Director
Dr. J. Colin Dodds, Independent Corporate Director
Dr. Leanne Foster, Head of Trafalgar Castle School
Carol Grant-Watt, Head of Strathcona-Tweedsmuir School
Dr. Bill Jones, Independent Corporate Director
Sharon Klein, Head of St. Margaret's School
Deryn Lavell, Head of Saltus Grammar School
James Lee, Head of The Rosedale Day School
Kevin McHenry, Head of St. Andrew's College
Dr. Saida Rasul, Independent Corporate Director
Riva Richard, Independent Corporate Director
Kathleen Ritchie, Independent Corporate Director
Peter Sturup, Head of Pickering College
Martha J. Tory, Independent Corporate Director
Fiona Webster Mourant, Independent Corporate Director
Peter Wilken, Independent Corporate Director
John Wray, Head of Mulgrave School

CAIS Board Advisors

Alan Whyte, CIS Board Chair, Independent
Michel Lafrance, QAIS President, Head of Bishop's College School
Tam Matthews, ISABC Board Chair, Independent



Strategic Directions Steering Committee

Deryn Lavell, CAIS Board, Head of Saltus Grammar School
James Lee, CAIS Board, Head of The Rosedale Day School
Sharon Klein, CAIS Board, Head of St. Margaret's School
Patti MacDonald, Executive Director, CAIS
Patricia McDermott, Chair, CAIS Board, Independent Corporate Director
Jim Nelles, Chair Designate, CAIS Board, Independent Corporate Director
Dr. Saida Rasul, CAIS Board, Independent Corporate Director
Fiona Webster Mourant, CAIS Board, Independent Corporate Director
Peter Wilken, CAIS Board, Independent Corporate Director
David Young, Head of TMS School

CAIS Team

Patti MacDonald, Executive Director
Amina Ali, Accreditation Coordinator
Shannon Byck, Conference Manager
Elizabeth Chambers, Professional Learning Coordinator
Karen Flindall, Research & Communications Coordinator
David Goodman, Accreditation Coordinator
Margo Jakobschuk, Business Coordinator
Don Kawasoe, Project Manager, Leadership Development and Student Programs
Catherine McCauley, Director of Accreditation and Research
Tracey Nolan, Executive Assistant
Isabelle Paradis, Marketing & Website Coordinator
Fiona Parke, Director of Outreach - CAIS Boarding Schools
Alyson Robertson, CBC Recruitment Coordinator

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PO Box 56, Jordan, ON L0R 1S0
905-684-5658