

*What does the Lord require of you but to do justice,
and to love kindness, and to walk humbly with your God?*
Micah 6:8

Professional Learning:

Catholic Leadership Development

2025 - 2026

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Catholic Leadership Development Services & Support Services Joint Workshop

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Manager of Support Services



Leading with Well-being: The Principal's Path to a Thriving School

Catholic Leadership Development Services (CLDS) collaborates with the Support Services (SS) to deliver an integrated workshop that utilizes expanding research and relevant case studies, to enable administrators to navigate today's changing landscape.

This session explores the growing body of research on Principal and Vice-Principal well-being and its critical role in fostering effective leadership and sustainable school improvement. Grounded in evidence-based practices and informed by Catholic educational values, Principals and Vice-Principals will examine the personal, organizational and systemic factors influencing administrator wellness. This session provides practical strategies for promoting mental, emotional, and spiritual health among school Administrators, with an emphasis on building resilient leadership practices and nurturing a positive, inclusive school culture. Through reflection, case studies, and strategic planning, Principals and Vice-Principals will enhance their capacity to lead with compassion and influence, which promotes school well-being.

Session Length: Minimum 2.5 hours

For more information, please contact:
CLDS **Jennifer Vieira** (jvieira@cpco.on.ca) OR
SS **Antonella Rubino** (arubino@cpco.on.ca)

Learning Goals:

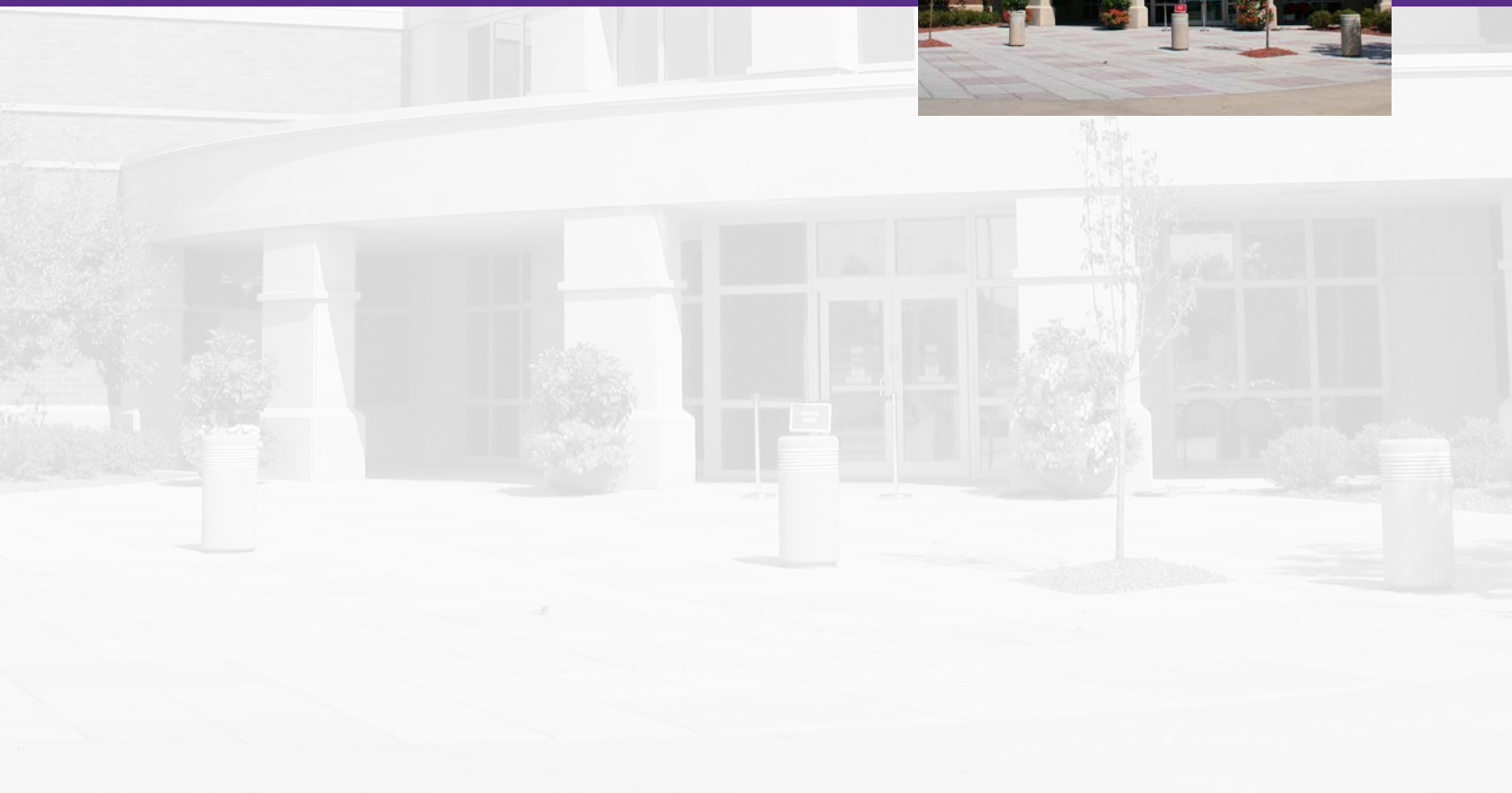
- **Understand the evolving research on Principal and Vice-Principal well-being and its connection to effective leadership and sustainable school improvement.**
- **Examine personal and organizational factors that influence administrator wellness, and how these relate to leadership effectiveness.**
- **Reflect on how Catholic values support the mental, emotional, and spiritual well-being of school leaders.**
- **Use case studies to reflect on personal leadership habits and examine strategies to promote wellness and build resilience.**



Catholic Leadership Development Services



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Manager of Catholic Leadership Development Services



Building Anti-Racist Catholic Schools: Action Strategies for Principals & Vice-Principals

This session aims to identify and challenge practices that unfairly impact disadvantaged students, empowering leaders to act promptly with practical, ready-to-implement activities.



Learning Goals:

- Shift from being non-racist to actively becoming anti-racist in leadership practices or build upon existing anti-racist skills.
- Examine and challenge the concept of Whiteness and its influence in school settings.
- Promote cultural humility and enhance well-being through a self-assessment tool for Administrators.

This hands-on, practical session equips Principals and Vice-Principals with various actionable strategies to foster anti-racist environments in their schools. These strategies can be seamlessly implemented across various formats, including professional development days and ongoing professional learning during staff meetings and school team planning.

Session Length: Minimum 2.5 hours

For more information, please contact:

Jennifer Vieira (jvieira@cpco.on.ca)

Manager of Catholic Leadership Development Services



Leading for Impact: Strategic School Improvement Planning in Schools

Effective school improvement planning is both a spiritual and strategic responsibility for Catholic Principals and Vice-Principals committed to student success and system equity.

Learning Goals:

- Identify strategies for refining and/or developing clear goals that address the diverse needs of school communities.
- Strengthen monitoring and measuring practices that ensure alignment between goals, instruction, and impact.
- Use targeted strategies to support staff members in implementing action steps and instructional practices.

This session equips Administrators with the tools necessary to lead data-informed improvement efforts that align with the Ontario Catholic Leadership Framework. Administrators will explore practical strategies in this hands-on session while using their own school improvement plan. Emphasis will be placed on leading instruction that incorporate culturally relevant and responsive pedagogy, addressing the diverse needs of school communities, and implementing intentional monitoring practices that promote accountability and sustained growth.

Session Length: Minimum 2.5 hours

For more information, please contact:

Jennifer Vieira (jvieira@cpco.on.ca)

Manager of Catholic Leadership Development Services



Leading with Compassion: Trauma-Informed Practices in Schools

This session supports Principals and Vice-Principals in developing a trauma-informed mindset rooted in dignity, empathy, and belonging. Using tools such as the Adverse Childhood Experiences (ACEs), Administrators will examine key indicators of trauma and explore actionable strategies to create a school culture where all students (and staff) feel safe, supported, and seen. Grounded in Gospel values, this session actively engages participants in case-based learning to examine and apply leadership strategies. Through in-depth analysis of real-world scenarios, Administrators will practice using trauma-informed actions to guide interactions.

Session Length: Minimum 2.5 hours

For more information, please contact:

Jennifer Vieira (jvieira@cpco.on.ca)
Manager of Catholic Leadership Development Services

Understanding the impact of trauma on school communities, specifically on student learning and behaviour is essential for creating compassionate, inclusive Catholic school environments.

Learning Goals:

- Understand trauma-informed practice through the lens of a leader in a Catholic school.
- Explore the essential elements of a trauma-informed school culture.
- Become familiar with the Adverse Childhood Experience (ACE) tool to guide interactions.



Reframing the Roots: Positional Leadership and Equity

This session invites Principals and Vice-Principals to critically examine how power, privilege, and historical context shape leadership in Ontario's education system.

Through an equity-informed lens, Administrators will explore the impact of settler colonialism, systemic bias, and positionality on school culture and relationships. By engaging in reflection, dialogue, and case studies, Administrators will deepen their understanding of how history informs present-day challenges—and how they can lead with greater awareness, humility, and impact. Administrators will leave with practical tools and strategies to support staff conversations, inform school improvement planning, and foster equity-driven decision-making rooted in Catholic values.

Learning Goals:

- Understand the historical roots of Ontario's education system and their impact on equity and leadership today.
- Reflect on personal experiences with power, privilege, and positionality in Catholic education.
- Strengthen leadership capacity to recognize and respond to systemic bias and build more inclusive school communities.

Session Length: Minimum 2.5 hours


For more information, please contact:

Jennifer Vieira (jvieira@cpco.on.ca)

Manager of Catholic Leadership Development Services

Resilience: Building Strength for Sustainable Practice

Resilience, the ability to lead effectively in the face of adversity, is essential for thriving in today's complex Catholic school environments. Resilient leaders not only recover but also move forward with clarity, compassion, and a renewed sense of purpose.



This session supports Catholic Principals and Vice-Principals in developing the mindset, skills, and strategies needed to enhance personal resilience. Administrators will explore the relationship between resilience, stress management, and mindfulness while engaging in practical techniques such as emotional regulation, reframing challenges, setting healthy boundaries, and maintaining focus under pressure.

Learning Goals:

- Define resilience and its relevance to leadership in Catholic schools.
- Explore the impact of stress and mindfulness on personal well-being and leadership effectiveness.
- Apply concrete strategies to strengthen emotional awareness, recovery, and long-term resilience.

Session Length: Minimum 2.5 hours

For more information, please contact:

Jennifer Vieira (jvieira@cpco.on.ca)

Manager of Catholic Leadership Development Services



Seeking Positive Solutions: An 8-Step Framework for Managing Difficult Conflicts

Principals and Vice-Principals are supported with an 8-step framework, guided questions, and language prompts that enable them to identify the conflict, set aside bias, and focus energy on creating a respectful environment for everyone, even when emotions and passion run high. The framework emphasizes the moral imperative for Catholic education leaders to mitigate this by asking oneself, “Who am I in relation to conflict?” Through a case study approach and small group discussion, Administrators will practice navigating highly charged and emotional interactions while seeking a win-win solution that honours everyone involved.

Session Length: Minimum 2.5 hours

For more information, please contact:

Jennifer Vieira (jvieira@cpcd.on.ca)

Manager of Catholic Leadership Development Services

This session will share the **Seeking Positive Solutions (SPS) Framework** as a way to work through conflict by **focusing on listening first with the goal of uncovering the underlying interests that are at the root of the presenting issue.**

Learning Goals:

- Learn about the **SPS Framework based on the Harvard Negotiation Project.**
- Explore how, as positional leaders, **power and privilege impact situations of conflict.**
- Utilize a case study approach to **apply the SPS Framework in a small group setting.**



Seeking Positive Solutions: Building Leadership Agility in Conflict Resolution

This interactive session provides Catholic school Principals and Vice-Principals with the tools to navigate conflict effectively based on the Thomas-Kilmann Conflict Mode Instrument.

Administrators will engage in self-assessment to identify their tendencies regarding various conflict-handling styles. They will then apply these insights through case studies to explore the strengths and limitations of each style. By examining how power and privilege shape conflict dynamics, Administrators will develop the agility and confidence to select the most suitable method based on the context and desired outcomes.

Learning Goals:

- Recognize how power and privilege influence conflict situations and leadership decisions.
- Analyze the pros and cons of each conflict management style for effective decision-making.
- Build leadership agility and capacity to respond to conflict using various approaches.

Session Length: Minimum 2.5 hours

For more information, please contact:

Jennifer Vieira (jvieira@cpco.on.ca)

Manager of Catholic Leadership Development Services



Jan Murphy: jmurphy@cpc.on.ca
CPCO Lumina Facilitator



Illuminating Leadership: Self-Awareness and Communication Through the Lumina Spark Portrait

Understanding one's leadership style and communication approach is foundational for cultivating authentic, effective relationships within Catholic school communities.

Learning Goals:

- Use your Lumina Spark Portrait to identify personal strengths and professional growth goals.
- Examine implications for better understanding others, conflict management, resilience, and equity-informed leadership.
- Align leadership insights with the Ontario Catholic Leadership Framework to inform the Annual Growth Plan.

This session supports Catholic Principals and Vice-Principals in developing a deeper awareness of self and others through the Lumina Spark framework; an innovative, research-based tool designed to strengthen emotional intelligence and interpersonal effectiveness.

Rooted in the Ontario Catholic Leadership Framework, this session invites Administrators to engage in self-reflection and professional dialogue that affirms their dignity and vocation as Catholic leaders. By completing the Lumina Spark questionnaire and exploring a personalized Lumina Portrait, participants can assess their leadership preferences, identify areas for growth, and develop strategies for adaptive communication, feedback, and collaboration.

Session Length: Minimum 3 hours
(additional portrait fee per person)

For more information, please contact:

Jan Murphy (jmurphy@cpc.on.ca)
CPCO Lumina Facilitator

Legal Services

Damien Joseph: djoseph@cpc.on.ca
Paralegal



Acting as a Witness or Defendant in Legal Proceedings: Legal Proceedings In Education

Administrators often do not have to deal with being “sued” until it happens.

This session uses case studies to provide Principals and Vice-Principals with information about how they might be involved in legal proceedings. The session reviews concepts such as being subpoenaed, acting as a witness, writing support letters, and being the defendant or respondent in a legal proceeding.

Learning Goals:

- Understand case law relevant to Principals within grievance/arbitrations, Human Rights Tribunal, Ontario College of teachers and Student Disciplinary Hearings among others.
- Be ready to take appropriate actions, both proactive and reactive, when facing with legal proceedings.

Session Length: Minimum 2 hours

For more information, please contact:
Damien Joseph (d joseph@cpc o.on.ca)
Paralegal



Legislation to Guide the Rights and Duties of Administrators: Legal Framework for Educators

Learning Goals:

- Identify and understand areas of law that affect the day-to-day operations of schools.
- Discern legal parameters and/or discretion for decision-making within the education context.
- Understand how Human Rights issues intersect with the role of the Principal and Vice-Principal.
- Gain insight into the issue of privacy breaches.

This session provides Principals and Vice-Principals with an overview of the legislation that guides the rights and duties of administrators, staff, students, and parents.

Session Length: Minimum 2 hours

For more information, please contact:
Damien Joseph (djoseph@cpc.on.ca)
Paralegal

Support Services

Antonella Rubino: arubino@cpco.on.ca
Manager of Support Services





Documentations and Investigations: The New Reality

With the growing complexity of the role of the Principal and Vice-Principal, it is important to understand the critical nature of documentation.

Learning Goals:

- Identify best practices for effective documentation.
- Understand the workplace investigation process when a complaint is filed against a school administrator.
- Understand what “restriction of duties” means and when it is applied.

Effective documentation is crucial when dealing with complaints or allegations that arise from various workplace situations. When documentation is missing or insufficient, it can weaken the ability to defend the Principal or Vice-Principal against such complaints. This workshop will provide strategies for documenting decisions that support the administrator’s actions. Case studies will be used as a tool for in-depth discussion.

Session Length: Minimum 2 hours

For more information, please contact:
Antonella Rubino (arubino@cpcd.on.ca)
Manager of Support Services

Leading Through Case Studies: Real Issues, Real Outcomes

This session, delivered by Support Services in collaboration with legal counsel, examines current case studies to highlight provincial trends in investigations.

The case studies are group-centred, allowing small groups to interact and discuss the issues at hand. Legal counsel follows up with current Canadian Case Law to illustrate the possible outcome(s) of each scenario.

Session Length: Minimum 2 hours
*Content can be tailored to address specific topics of interest

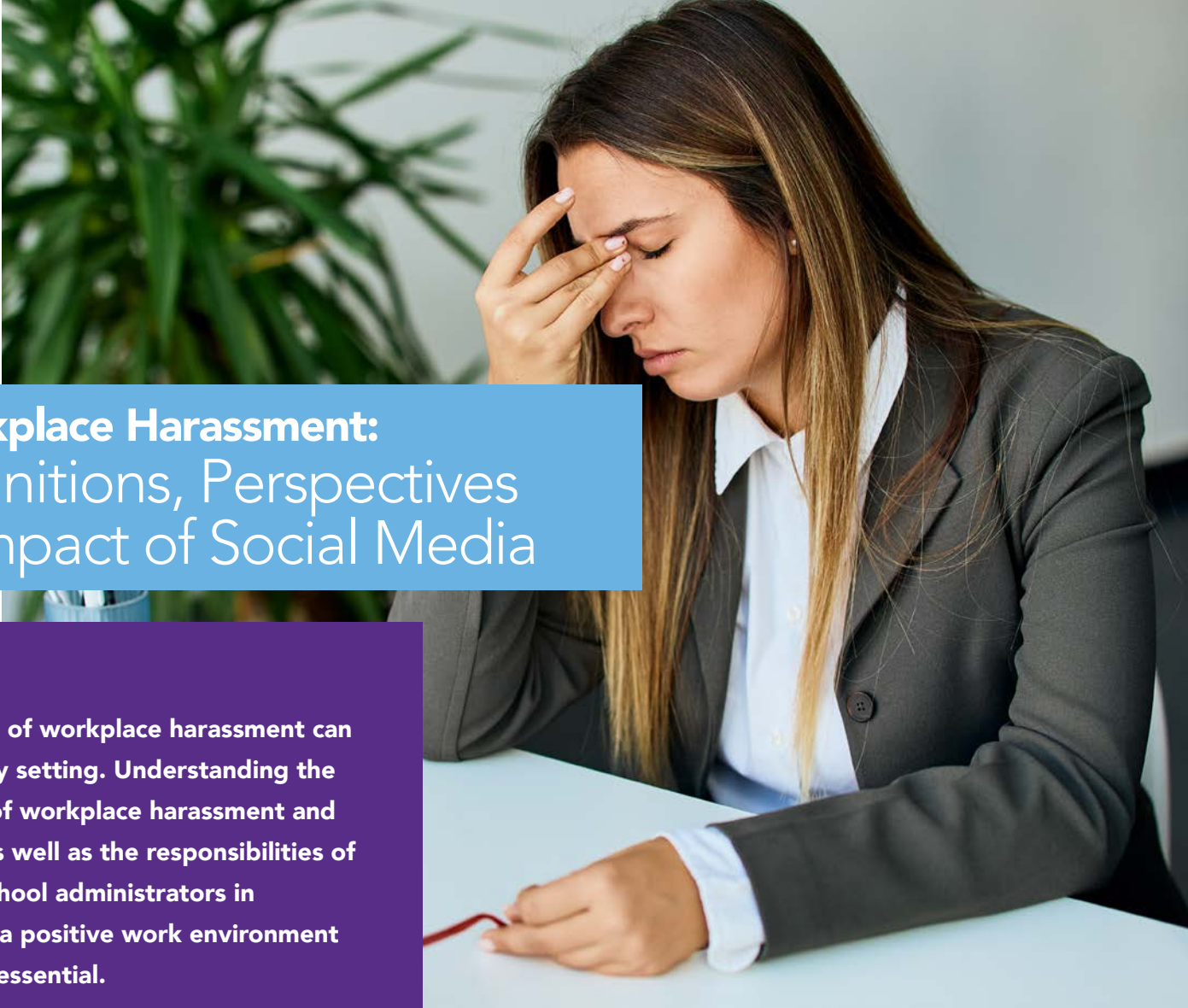
For more information, please contact:
Antonella Rubino (arubino@cpcp.on.ca)
Manager of Support Services

Learning Goals:

- Acquire a comprehensive understanding of the practical challenges and current issues encountered by administrators.
- Formulate strategies to assist in avoiding legal scenarios.
- Develop the ability to recognize potential consequences of actions.



TRENDS



Workplace Harassment: Definitions, Perspectives & Impact of Social Media

Allegations of workplace harassment can occur in any setting. Understanding the definition of workplace harassment and violence, as well as the responsibilities of Catholic School administrators in promoting a positive work environment for staff is essential.

Learning Goals:

- Demonstrate an understanding of key legislation and policies to ensure compliance.
- Gain a clear understanding of the definition of workplace harassment including sexual harassment.
- Develop an understanding of what constitutes harassment and what does not from diverse perspectives.
- Examine the impact of social media on workplace culture and dynamics.

This workshop will examine the impact of legislation on workplace violence and harassment, emphasizing the importance of effective communication and programs to protect workers, prompt investigations, and proper handling of complaints and incidents related to Principals and Vice-Principals. This workshop will also explore steps an administrator can take if they believe they are experiencing harassment.

Session Length: Minimum 2 hours

For more information, please contact:
Antonella Rubino (arubino@cpco.on.ca)
Manager of Support Services



Workplace Investigations and Managing Complaints: Skills, Response Strategies & Well Being

This workshop provides participants with current information on harassment and bullying in the workplace and shares strategies for conducting workplace investigations to ensure procedural fairness. Participants will also examine the investigation process when Principals or Vice-Principals have a complaint filed against them and how to prepare for and manage this stressful experience.

Session Length: Minimum 2 hours

For more information, please contact:
Antonella Rubino (arubino@cpco.on.ca)
Manager of Support Services

Managing staff concerns, allegations and misconduct requires Principals and Vice-Principals to understand board policies and procedures that guide workplace conduct.

Learning Goals:

- Build key skills and knowledge essential for conducting workplace investigations.
- Acquire effective methods for responding to workplace investigations.
- Identify strategies to support and manage personal well-being throughout the investigation process.

Recognizing Equity Issues in our Role as Principal and Vice Principal: Bias, Policy & Action

The role of the Principal and Vice-Principal is ever evolving, reflecting the dynamic nature of our journey to fostering diversity, equity, and inclusion within our school community. As we navigate this important journey, we encounter new opportunities and challenges that inspire us to increase our awareness and deepen our understanding of these vital concepts.



Learning Goals:

- Examine legislation and policies within the context of Equity in Education.
- Identify unconscious and conscious biases and understand their impact on decision-making and behaviour.
- Recognize the importance of unlearning biases and explore tools to support this process.
- Define, identify and mitigate bias and equity issues through the analysis of case studies.

The Administrators play a pivotal role in ensuring all students have an equal opportunity to succeed. This session examines the legislation and policies related to equity in education and explores both conscious and unconscious biases. Participants will investigate tools for unlearning biases and gain insights into potential situations that may arise in their roles through case studies.

Session Length: Minimum 2 hours

For more information, please contact:

Antonella Rubino (arubino@cpco.on.ca)
Manager of Support Services

Support Services: Recent Trends and What We Do

This workshop outlines the various services offered by the Support Services Team.

This workshop is ideal for new administrators or as a local conference/retreat option, serving as both an introduction and a refresher. This session provides a foundation for future presentations by showcasing a sample of potential professional development opportunities that can be delivered. Participants will leave the session with a clearer understanding of how CPCO Provincial supports them.

Learning Goals:

- Understand current provincial trends.
- Prepare for an investigation (whether you are investigating or being investigated).
- Understand employment guidance, retirement, terms and conditions and benefits.
- Accessing wellness supports.
- Navigate CPCO website, key areas and resources.



Session Length: Minimum 1 hour*

For more information, please contact:
Antonella Rubino (arubino@cpcopro.on.ca)
Manager of Support Services

***One-hour workshop** Local Associations may wish to offer this session to members as their once-a-year free workshop. The one-hour workshop does not include case studies.

STRATEGIC PLAN 2024-2027

