

Teachers' ideals worn down by bureaucracy

By LISA RUTLEDGE
The Herald

Halton school teachers, not unlike teachers across North America, are the subjects of bureaucracy which eventually wears down their ideals, says an international institution consultant.

Joel Henning, known for his work in consulting with public and private institutions on leadership, spoke to Halton Board of Education teachers, administration and trustees at the Challenges of Change conference at the Burl-

ington Holiday Inn Wednesday.

Mr. Henning said school boards are organized to promote predictability, consistency and control. This type of management provides a safe and cautious environment in which restraints keep teachers from self-expression leaving only silence when it comes to change, he explained.

Relying on consistency and control is not enough anymore and trying harder with the system just doesn't do the job, Mr. Henning said to approximately 400 people. When there is enormous pressure

to comply, teachers can't be creative and use new methods, he said. "Rather than being preoccupied with control, be preoccupied with innovation."

The school system has to change so that every individual is responsible for themselves and not only responsible to others at the top, Mr. Henning added.



JOEL HENNING

Education is undergoing a revolution which demands that training and education create more than future additions to the bureaucracy, said Mr. Henning. "We're talking about changing the fundamental beliefs which define the relationship between teachers and students," he said.

Recognizing these changes in education will require administrators to identify what it is they want to pursue, become their own leaders, make commitments and work toward those commitments, Mr. Henning told the conference members.

"It requires individuals to make painful changes," he said. "Move towards self-management. Stop waiting for those above you and take a position," Mr. Henning encouraged. Many education institution members adopt a tied-hands approach and just want to make a living, he explained. But "survival is in your own hands," he added. Surviving means knowing what each person's purpose and not the purpose of the bureaucracy. "Find a purpose of your own and articulate it," Mr. Henning said. No one else can instill a purpose in another person if there is to be heart in an organization, he continued.

Individuals in the education system are fearful their jobs will be in jeopardy if they take a position, Mr. Henning said, adding that they don't want to get hit by the bullet. "The truth is that the bullet is already on the way. The only

thing you have control of is what position you are in when it hits you."

It is not easy for people in the school system to be authentic, he said. That is when people begin thinking about dress for success routines and what the ideal Halton teacher is, if there is one, Mr. Henning continued.

If individuals in the education system care about what they're doing, they have to know what they want to pursue and follow through with those ideals, he maintains. "You have to move toward self-management. You have to act," he said.

As an examiner of the educator's role in society, Mr. Henning said teachers have to set innovative examples using creativity. Teachers can't teach anything better than by living it, said Mr. Henning.

He maintains that if school administrators submit to the patriarchal control, deny self-expression, continually sacrifice and just want to make a living students will endorse this attitude. Students will begin to believe school is just something everyone must endure. "Does it offer any promise for the future?" he asked.

Ontario population grows

From the Ottawa Bureau
of Thomson News Service

OTTAWA - Ontario's population continued to grow during the first half of the year and is now estimated to be 9,731,200, Statistics Canada reports.

In a mid-year review of populations for the country, provinces and territories, the agency said Ontario now has 152,500 more residents than last year and 300,000 more than in 1988.

Ontario is still home to more than a third of the country's total population which reached 26,584,000 at June 1. Quebec, with 6,762,200, was the second most populated province. With 3,131,700 residents, British Columbia was third.

Prince Edward Island remained the least populated province with just 130,400 residents.

All provinces reported increases in their populations except Saskatchewan, where the number of residents slipped from 1,007,300 last year to 1,000,300 at June 1.



\$4,000⁰⁰
SHOPPING SPREE
VALUE STORE

Designer Eye Glasses
Soft Contact Lenses
Coloured Contact Lenses
Gas Permeable Contact Lenses
At Affordable Prices

Limited Time
Discount Offers
Available

Eye Examinations Arranged

Call

873-3050

FAMILY OPTICAL

232 Guelph St. Unit 8
GEORGETOWN Behind the Royal Bank



**CALL US,
AND WE'LL TELL YOU
ABOUT THE BEST
HOMEOWNERS INSURANCE
WE'VE EVER OFFERED.**

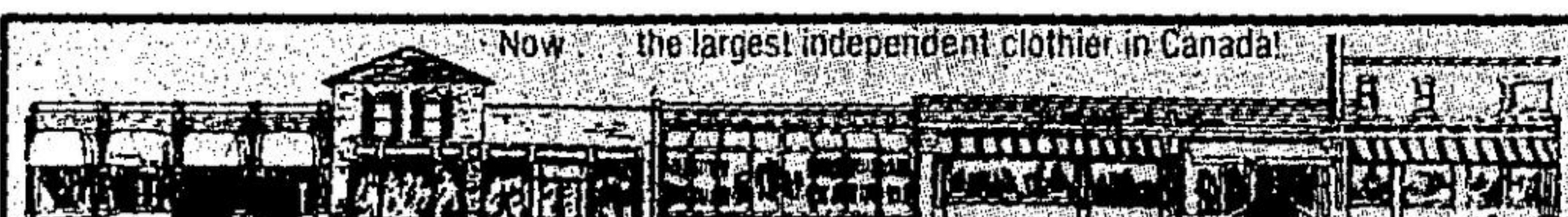
It's our LibertyGuard® Homeowners Insurance Policy. It covers most things you know about your home, some things you never thought about your home, and many things you never dreamed about your home.

Liberty Mutual Insurance Company
148 Queen St. East
Brampton, Ontario L6V 1B2
454-8680

**LIBERTY
MUTUAL**

Liberty Mutual Insurance Group/
Head Office: Don Mills, Ontario

CANADA BELIEVES IN
LIBERTY MUTUAL INSURANCE



Now the largest independent clothier in Canada!
Sussman's
OF ARTHUR

SAVE 50% TO 70% OFF THE BALANCE OF SUMMER WEAR
BIG SAVINGS ON OUR ENTIRE SELECTION OF NEWLY ARRIVED FALL FASHIONS

CLEARING 300 MEN'S SUITS
Reg. To \$325.00
SALE \$119⁰⁰ 2 SUITS \$200.00

SAVE ON 1000 MEN'S SUITS
Sizes 36 to 48 - Reg. \$399.00 to \$495.00
SALE \$199⁰⁰ 2 SUITS \$350⁰⁰
Famous Brands include: Shipley, Shetland Chaps, McGregor and More. Great Selection of Single and Double Breasted Styles

SAVE ON ANOTHER 1000 TOP QUALITY MEN'S SUITS
Sizes 36 to 56 - Reg. \$495.00 to \$695.00
SALE \$299⁰⁰
Famous Brands include: Shipley, Progress Brand, Empire, Profillo, Ashbridge, Lenox.

SAVE ON 1000 MEN'S SPORTCOATS
SPRING & FALL FASHIONS
Sizes 36 to 54 - Reg. \$199.00 to \$375.00
SALE \$99⁰⁰ & \$149⁰⁰

SAVE 1/2 OFF 500 TOP QUALITY SPRING AND FALL SPORTCOATS
Reg. \$350.00 to \$495.00
SALE FROM \$175⁰⁰ & UP
Famous Brands As Shipley, Progress, Profillo, Lenox and More.

SAVE ON MEN'S CLASSIC BLAZERS
NAVY, BLACK AND FASHION COLOURS
Sizes 36 to 52 - Reg. to \$299.00
\$99⁰⁰ & \$149⁰⁰

SAVE 10% OFF ALL NEWLY ARRIVED FALL FASHION SUITS, SPORTCOATS AND BLAZERS

SAVE 1/2 OFF OUR ENTIRE SELECTION OF FALL CORDUROY SLACKS

SAVE 20% OFF NEWLY ARRIVED FALL DRESS SLACKS
Famous Brands as Nash, Sansabelt, Merit, Kalthmoor, Shipley, Riviera & Much More
— SLACK ALTERATIONS WHILE YOU WAIT —

SAVE ON 2000 MEN'S DRESS SLACKS
Sizes 30 to 56 - Reg. to \$110.00
SALE \$19⁹⁵, \$29⁹⁵, \$39⁹⁵

SAVE 20% OFF ENTIRE SELECTION NEWLY ARRIVED FALL TOPCOATS, OUTERWEAR JACKETS & LEATHER JACKETS

SAVE 1/2 OFF BALANCE OF SPRING AND SUMMER OUTERWEAR

SPECIAL PURCHASE SPRING/FALL TOPCOATS
Reg. \$175.00
SALE \$69⁰⁰

SAVE 50% TO 70% OFF 2000 MEN'S SPRING & FALL SWEATERS
Reg. \$80.00 to \$195.00
SALE \$9⁹⁵, \$19⁹⁵, \$29⁹⁵ UP

SAVE ON THOUSANDS SHORT & LONG SLEEVE DRESS & SPORT SHIRTS
Reg. to \$55.00
SALE \$9⁹⁵

SAVE ON 2000 LONG SLEEVE DRESS SHIRTS
Sizes 14 1/2 to 17 1/2 - Reg. \$30.00 to \$45.00
SALE \$14⁹⁵ & \$19⁹⁵
Famous Brands include Arrow, B.V.D., Forsyth, Leo Chesser and More.

SAVE 10% OFF ENTIRE FASHIONS SELECTION OVER 5000 FALL FASHION DRESS SHIRTS
ALL FAMOUS BRANDS - Sizes 14 1/2 to 19 1/2

SAVE 1/2 OFF BALANCE SPRING & SUMMER SHORT SLEEVE DRESS SHIRTS, SPORT SHIRTS, KNIT TOPS
SALE \$9⁹⁵

SAVE ON 2000 MEN'S TIES
Reg. to \$40.00
SALE \$7⁹⁹ OR 3 TIES \$20.00

SAVE 1/2 OFF ANOTHER 1000 MEN'S FASHION TIES
MOST ARE SILKS

SAVE 10% OFF TREMENDOUS SELECTION MEN'S FALL FASHION TIES

SAVE ON WOLSEY AND BYFORD DRESS SOCKS
Reg. \$10.50
SALE 3 PAIR FOR \$10⁰⁰

SAVE 10% TO 50% OFF IN OUR CASUAL SPORTSWEAR DEPT.
SAVE ON ALL THE MOST POPULAR DESIGNER NAMES. ALL THIS FALL'S NEWEST LOOKS.

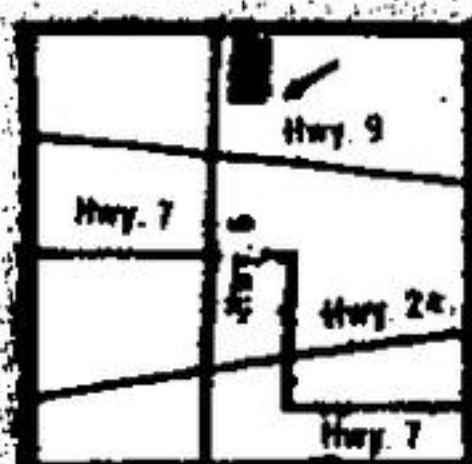
SAVE \$10.00 OFF OUR GREAT SELECTION OF MEN'S DESIGNER JEANS
WE HAVE ALL THE TOP FASHION LOOKS

— LADIES! — SAVE 70% OFF BALANCE OF SPRING AND SUMMER STOCK IN OUR 2 LADIES' WEAR STORES.

SAVE 10% OFF ALL LADIES' EXCITING NEW FALL FASHIONS

SAVE AT SUSSMAN'S GARAGE SALE BUTLET
LOCATED ACROSS FROM "SUSSMAN'S FOR MEN"

STORE HOURS:
OPEN MONDAY TO SATURDAY
9:00 A.M. TO 6:00 P.M.
OPEN FRIDAY NITES TO 9:00 P.M.



Sussman's
MEN'S WEAR
Main Street, Arthur

