

**Ministry of Education**

The Literacy and Numeracy  
Secretariat  
900 Bay Street  
Mowat Block, 10<sup>th</sup> Floor  
Toronto ON M7A 1L2  
Facsimile 416- 325-8565  
Telephone 416-325-9955

**Ministère de l'Éducation**

Le Secrétariat de la littératie  
et de la numératie  
900, rue Bay  
Édifice Mowat, 10e étage  
Toronto ON M7A 1L2  
Télécopieur : 416 325-8565  
Téléphone : 416 325-9955



**MEMORANDUM TO:** Directors of Education  
Supervisory Officers and Secretary-Treasurers of  
School Authorities  
Director of the Provincial Schools Branch  
Supervisory Officer of Centre Jules-Leger

**FROM:** Avis E. Glaze  
Chief Student Achievement Officer & CEO  
The Literacy and Numeracy Secretariat

**DATE:** December 4, 2007

**SUBJECT:** Feedback Session – Board Improvement Planning,  
January 18, 2008

---

As you are aware, The Secretariat has been working with Dr. Douglas Reeves as a Critical Friend offering feedback and advice in the area of improvement planning. In June we sent a memo to boards to let you know that The Secretariat was sending board improvement plans to The Leadership and Learning Centre for analysis using their Planning Implementation Monitoring (PIM) process. This is a rigorous process which looks at key components in planning, implementation and monitoring that research has clearly shown improve student achievement. Feedback from this process is now available. All boards will receive a summary report with recommendations and The Secretariat will receive information about provincial trends, strengths and areas in need of improvement.

Dr. Stephen White was the project lead for this initiative. We are very pleased that Dr. White has agreed to provide an opportunity for directors and one superintendent from each board to attend a capacity building session that will provide:

- An overview of the PIM process;
- Findings from the review of board improvement plans;
- Recommendations for strengthening board planning, implementation and monitoring;
- Support for setting precise measurable goals for improvement (SMART goals).

This session will take place on Friday, January 18, 2008 from 10:30 a.m. to 3:00 p.m. at The Sheraton Parkway Hotel, 600 Highway 7 East in Richmond Hill (905-881-2121)

If you are interested in attending this session with Dr. White please contact Nina Chahal at [nina.chahal@ontario.ca](mailto:nina.chahal@ontario.ca) with the names of those attending from your board.

I wish to thank Ruth Mattingley for managing this process on our behalf and we look forward to sharing this valuable information with you on January 18<sup>th</sup>.

Sincerely,



Avis Glaze

cc: EDU Deputy Minister  
EDU Assistant Deputy Ministers  
Regional Managers  
Frank Kelly, CODE  
OPC Executive Director  
CPCO Executive Director  
OTF Secretary General  
ETFO General Secretary  
OECTA General Secretary  
OSSTF General Secretary  
ADFO Director General  
AEFO Director General