

**Ministry of Education**

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MEMORANDUM TO: Directors of Education
Supervisory Officers and Secretary-Treasurers of School Authorities
Director of the Provincial Schools Branch

FROM: Marg Connor
Director (A)
Leadership Development Branch

DATE: July 8, 2008

SUBJECT: **Mentoring for Newly Appointed School Leaders
Performance Appraisal for Principals and Vice-Principals**

I am writing in follow up to the recent memo sent by Deputy Minister Steve Marshall to provide you with additional details about the province-wide roll-out of Mentoring for Newly Appointed School Leaders. In addition, I am also writing to inform you of an opportunity to participate in an invitational roll-out of Principal and Vice-Principal Performance Appraisal, beginning in fall 2008.

Mentoring, in combination with the Principal and Vice-Principal Performance Appraisal, provides newly appointed school leaders with a way of identifying strengths and areas of professional growth through focused conversations between mentors and new leaders.

You are invited to express your interest in participating in either or both the Mentoring for Newly Appointed School Leaders and/or the Principal and Vice-Principal Performance Appraisal by completing and returning the Expression of Interest Form provided in Appendix B, on or before **August 11th, 2008**.

Mentoring for Newly Appointed School Leaders

The first year of the province-wide roll-out of Mentoring is a learning year, recognizing that boards will be at different stages of implementation throughout the year. The ministry, in partnership with the Ontario Principals' Council, the Catholic Principals' Council of Ontario, and the Association des directions et directions adjointes des écoles franco-ontariennes, will make resources and support available to you at your discretion to implement Mentoring in a way that recognizes your local circumstances and stage of implementation. Together we will draw on the experience of boards that participated in the mentoring pilot in 2007/08, and the results of the pilot evaluation. Through the year we will also provide opportunities and encourage you to share successful practices with your colleagues across the province.

The province-wide roll-out of Mentoring for Newly Appointed School Leaders is designed for principals and vice-principals in their first and second years of practice. During the pilot, there was enthusiasm among participants who received mentoring, experienced school leaders who provided mentoring and the directors and supervisory officers who supported them.

Their input confirmed the value of mentoring as a critical approach to leadership development and to supporting school leaders in their unique role to improve student achievement, reduce gaps in student achievement, and enhance public confidence in publicly funded education.

Extensive research, effective practice in Ontario and other jurisdictions, and recommendations from pilot boards and association partners have informed the development of the province-wide roll-out of Mentoring. You are invited and encouraged to participate.

The ministry is providing over \$4 million to boards in 2008/09 to support implementation. Each participating board will receive a \$20,000 base allocation and an additional proportional allocation based on the number of newly appointed principals and vice-principals in their first two years of practice in the board and upon signing the transfer payment agreement. We also look forward to working with our association partners and providing funding for them to make additional resources and programs available to support the boards participating next year.

Funding to boards for Mentoring implementation will be conditional based on minimum requirements. Within these requirements, you will be able to customize specific components to reflect your local circumstances and stage of implementation.

Next Steps

A Mentoring Guideline and an implementation planning template will be provided in August 2008.

You may wish to contact your principals' association directly to identify the current resources and supports they have available related to Mentoring for Newly Appointed School Leaders.

Performance Appraisal for Principals and Vice-Principals

The appraisal model is based on lessons learned from the evaluation of a field test with 12 boards that took place in 2007/08 and input from our education partners. The model includes a Performance Plan and Annual Growth Plan. The appraisal will be based on the implementation of a few key goals selected by the principal and vice-principal in consultation with their supervisor, along with a limited set of supporting competencies selected from the Ontario Leadership Framework. A copy of the Leadership Framework is available on the Institute for Education Leadership (IEL) website at <http://www.education-leadership-ontario.ca/resources.shtml>.

At the heart of performance appraisal is an opportunity for principals and vice-principals and their supervisors to engage in professional dialogue about performance and growth and to build agreement and support for priority tasks that directly impact student learning.

Next Steps

A guideline with further details related to Performance Appraisal for Principals and Vice-Principals will also be provided in August along with further information about training and implementation supports for next year, including opportunities to share successful practices.

Professional Learning for Mentoring and Performance Appraisal

We plan to set up introductory teleconferences in mid-September with the board leads identified in your Expression of Interest Form. We will send invitations with exact dates during the month of August. As you may know from the ministry's Calendar of Professional Learning Activities, we are also planning two provincial sessions on Strengthening Leadership and Management Capacity which will include Mentoring and Performance Appraisal. One will take place on October 9th and 10th 2008 and the other on March 26th and 27th, 2009. The calendar is available at:

<http://cal2.edu.gov.on.ca/PDCalendars.html>

We look forward to working with you to support the important work of Ontario's school leaders. If you require further information or have any questions or comments, please contact [add name and phone number of Regional office EO] or me at (416) 325-1079.

Sincerely,

Marg Connor

Attachment

Cc: Secretaries to Directors of Education

Ken Thurston

Russ Riddell

Marla Hume

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Ginette Plourde

Regional Managers, Field Services Branch

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Council of Ontario Directors of Education

Ontario Catholic Supervisory Officers' Association

Ontario Public Supervisory Officials' Association

Association des gestionnaires de l'éducation franco-ontarienne

Ontario Principals' Council

Catholic Principals' Council of Ontario

Association des Directions et Directions Adjointes des Écoles Franco-Ontariennes

Association des enseignantes et des enseignants franco-ontariens

Elementary Teachers' Federation of Ontario

Ontario English Catholic Teachers' Association

Ontario Secondary School Teachers' Federation

Ontario Teachers' Federation