

Ministry of Education

Student Achievement Division

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Toronto ON M7A 1L2**Ministère de l'Éducation**

Division du rendement des élèves

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MEMORANDUM TO: Directors of Education
Student Success Leaders
School Support Initiative Supervisory Officers

FROM: Cathy Montreuil
Chief Student Achievement Officer
Assistant Deputy Minister
Student Achievement Division

DATE: July 8, 2016

SUBJECT: English Language Secondary School Principal Coaching to
Support the Renewed Mathematics Strategy

In the April 8, 2016 memo “Ontario’s Renewed Mathematics Strategy”, the ministry outlined a variety of non-EPO supports that will assist boards and schools in their planning and implementation of the Renewed Mathematics Strategy (RMS) (pg. 8). As part of these supports, access to principal coaching is being offered to boards and schools to support English language secondary school principals and build system capacity.

Coaching, along with other measures, is designed to support the capacity of leaders to provide direction and exercise influence in creating the conditions to increase the professional capital required to improve student outcomes in achievement and well-being. Since 2008, the ministry has funded principal coaching, mentoring and networking opportunities through a variety of models and school improvement strategies. This support is grounded in the research of McKinsey & Company’s (2010) *How the World’s Most Improved School Systems Keep Getting Better*, which attributes system improvements that transform “from great to excellent” as a result of a shift from a central focus on accountability interventions to the building of collective capacity. Capacity building is achieved through professional development that facilitates increased collaboration, shared intentionality and responsibility laterally across the organization. Sharpe and Nishimura’s (2016) *When Mentoring Meets Coaching: Shifting the Stance in Education* also suggests that mentoring/coaching is an ideal vehicle to support this kind of professional learning for all educational leaders.

The Renewed Mathematics Strategy for selected secondary school principal coaching will feature:

- Principal coaches who will be recruited and trained through a partnership between the ministry and the Principal Association Projects (PAP) which includes the Ontario Principals’ Council (OPC) and the Catholic Principals’ Council of Ontario (CPCO).

- Funding for all English language boards with schools that have been identified as requiring **increased and intensive** support. This funding has been allocated to a third party (OPC/CPCO through PAP) and provides for **five days per school** of principal coaching in the 2016-17 school year. School boards will have some discretion over the allocation of the days among the principals of the identified schools.

Through the PAP partnership, recently retired principals are recruited and trained based on the following criteria:

- Demonstrated ability to coach leaders efficiently, respectfully and effectively;
- Demonstrated successful implementation of effective school improvement strategies; and
- Demonstrated knowledge and practical experience with the Ontario Leadership Framework, and the concept of 'Leadership for Learning'.

Coaches will have a deep understanding of the objectives of the Renewed Mathematics Strategy and be familiar with the structures and tools that are available to schools and boards to support their implementation and monitoring of the strategy. Upon the request of the boards, coaches will meet with DSB leaders to gather information about DSB identified learning needs, board improvement plans and other contextual factors that are necessary to ensure alignment of coaching with the goals of the RMS and DSB planning. Coaches may work in conjunction with EDU staff including those within the System Improvement Learning Cycle (SILC) Process. Bearing in mind the confidential nature of the mentor-mentee relationship, the ministry will not collect reports on the content of coaching sessions.

All DSBs wishing to learn more about principal coaching for English language secondary schools, including how to access this service and an opportunity to provide input on how the ministry can better meet your DSB coaching needs, are invited to join one of the following teleconference information sessions:

August 23, 2016 from 2:00 – 3:00pm
August 24, 2016 from 10:00 – 11:00am
August 25, 2016 from 10:00 – 11:00am

If you have any immediate questions regarding access to principal coaching you may also contact: [student.success@ontario.ca].

Sincerely,

Original signed by Richard Franz on behalf of

Cathy Montreuil
Chief Student Achievement Officer
Assistant Deputy Minister
Student Achievement Division