

Ministry of Education

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Ministère de l'Éducation

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

FROM: Barry Pervin
Assistant Deputy Minister
Instruction and Leadership Development Division

DATE: June 24, 2009

SUBJECT: Leadership with a Purpose: Ontario Leadership Strategy
Expectations, Funding and Support for 2009/10

I am pleased to let you know about implementation expectations and related funding for 2009-10 initiatives under the Ontario Leadership Strategy.

As a commitment of *Energizing Ontario Education* (2008) the Ontario Leadership Strategy (OLS – see attached Quick Facts) is designed to foster leadership of the highest possible quality in schools and boards across the province. Successful leadership as set out in the Ontario Leadership Framework (see <http://www.education-leadership-ontario.ca/files/FrameworkAction.pdf>) is a necessary supporting condition for student achievement. Principals have a special responsibility to focus on instructional leadership that deepens and widens literacy and numeracy efforts, reduces gaps in student achievement and increases graduation rates.

In Fall 2008-09 we launched the OLS which included the roll-out of principal performance appraisal and mentoring for newly appointed school leaders and new system leaders. The implementation of these initiatives will continue and in addition, school boards are expected to have succession and talent development plans in place in 2009-10. Below are the details on these initiatives.

Mentoring for Newly Appointed School Leaders

The ministry will continue to provide support for Mentoring in 2009-10. To assist you in planning, the notional allocation is \$20,000 in base funding per board which will flow in August 2009. In addition, based on July 2009 final reports and participant numbers in 2009-10, a proportional amount per mentee will be determined. For planning purposes, approximately \$1200 - \$1400 is anticipated per eligible mentee (i.e. first/second year principals/vice-principals).

Mentoring for Newly Appointed System Leaders

Newly appointed Directors of Education and Supervisory Officers will continue to be eligible to receive mentoring supports in their first and second years. Similar to 2008-09, Mentoring will be provided through our partner associations including the Council of Ontario Directors of Education, Conseil ontarien des directrices et directeurs de l'éducation de langue française, English Catholic Council of Directors of Education, Ontario Public Supervisory Officer's Association, Association des gestionnaires de l'éducation franco-ontarienne, and Ontario Catholic Supervisory Officers' Association.

Succession Planning and Talent Development

As part of the Ontario Leadership Strategy, boards are expected to put in place a plan for Succession Planning and Talent Development. To support boards to understand and meet the expectations for succession planning and talent development we have attached a continuum that sets out the ministry's expectations for what elements and strategies are to be included. Recognizing that boards are in different stages in this area, it is not expected that all boards will be at a fully implemented level in the first year. For this reason, we have identified three areas of focus that all boards must include in their plans:

1. Data Collection (see section A, part 3),
2. Skills and Competencies (see section B, part 1); and
3. Professional Learning (see section F, part 1).

Additional areas of focus will be identified for implementation in subsequent years.

It is good practice to make succession and talent development plans part of a larger strategic plan. Succession planning can provide a context for the implementation of principal performance appraisal and mentoring for newly appointed school and system leaders. As boards develop and implement their plans, they should also consider the importance of attracting and developing diverse candidates for both school and system leadership roles. It is important that the diversity of Ontario's students is considered when identifying and preparing the next generation of leaders.

Funding

To support boards in moving forward on succession planning and talent development (specifically the three focus areas identified above), I am pleased to say that the ministry will be providing a one-time Succession Planning and Talent Development Grant of \$3 million provincially. This funding will be allocated using a formula based on the number of schools in each board (approximately \$600 per school) and must be spent by March 31, 2010. Some examples of eligible expenditures for the Grant include:

- Tailoring the Leadership Self-Review Tool (for LRST please click on <http://www.edu.gov.on.ca/eng/policyfunding/leadership/systems.html>) to the board's context, administering the LRST to leaders across the board and developing reports on leadership gaps so that the board executive team can develop the succession plan (example of Data Collection focus in the continuum).
- Planning, developing and implementing orientation, induction and professional learning programs or resources for potential leaders or current school and system leaders who will be taking on more senior roles (similar to the New Teacher Induction Program) (example of Skills and Competencies and Professional Learning focus in the continuum)

- Developing and/or implementing succession planning tools or resources such as a survey for aspirants to the role to determine their readiness for the position and/or areas of professional learning that they need (example of Skills and Competencies focus in the continuum).
- Purchase expertise and resources to support development of the succession planning and talent development plan (example of Data Collection, Skills and Competencies and Professional Learning focus in the continuum).

For boards that have put a robust succession planning and talent development plan in place, the Succession Planning and Talent Development Grant can also be used to support other OLS initiatives. For a detailed list of funding criteria, please see Appendix A. Please note that the Grant is for incremental activity and is not intended for activities that are already funded, such as mentoring related costs.

Expression of Interest

To confirm your interest in receiving funding for this purpose please submit the expression of interest form (Appendix B) by Monday July 6, 2009.

Resources

The Institute for Education Leadership (IEL) has published a report on *Succession Planning for Ontario Schools and School Boards*. This report is available on the IEL website, <http://www.education-leadership-ontario.ca/research.shtml> and is a very useful resource. The IEL has commissioned CODE to collect information on tools and practices that are currently being used in the sector. These resources will be available, on the IEL website in Fall 2009.

Reporting Requirements

During 2009-10, boards will be required to report on their stage of implementation. A reporting template will be provided.

I would like to thank you for your support and for your advice to strengthen the implementation of the OLS and its contribution to student achievement and wellbeing.

If you have any questions or comments, please contact me or Marg Connor at Marg.Connor@ontario.ca.

Sincerely,

Barry Pervin

Cc:

Association des conseillères et conseillers des écoles publiques de l'Ontario de l'éducation franco-ontarienne

Association franco-ontarienne des conseils scolaires catholiques

Association des gestionnaires de l'éducation franco-ontarienne

Association des directions et directions adjointes des écoles franco-ontariennes

Association des enseignantes et des enseignants franco-ontariens

Catholic Principals' Council of Ontario

Centre Jules-Léger

Council of Ontario Directors of Education

Conseil ontarien des directions de l'éducation de langue française

Education Partnership Table

English Catholic Council of Ontario Directors of Education

Elementary Teachers' Federation of Ontario

Formation du personnel cadre

The Learning Partnership

Members of the Institute for Education Leadership (IEL)

Ontario Catholic Supervisory Officers' Association

Ontario Catholic Trustee Association

Ontario College of Teachers

Ontario English Catholic Teachers' Association

Ontario Principals' Council

Ontario Public School Boards' Association

Ontario Public Supervisory Officials' Association

Ontario Secondary School Teachers' Federation

Ontario Teachers' Federation

Ken Thurston

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Linda Lazda