

QUICK FACTS

Ontario Leadership Strategy

The Ontario Leadership Strategy was developed to foster leadership of the highest possible quality in schools and school boards across the province.

Why a leadership strategy?

School leaders have a profound impact on student achievement, second only to teachers among school related factors, and play a critical role in fulfilling our educational priorities: increased student achievement, reduced gaps in student achievement, and increased public confidence in publicly funded education. System leaders likewise have a crucial role to play in creating the conditions of success for principals. They provide the system leadership needed to encourage professional growth, foster excellence and support the important role of the principal.

What is the leadership strategy?

The Ontario Leadership Strategy is a comprehensive plan of action designed to support student achievement and well-being by attracting and developing skilled and passionate school and system leaders. It incorporates a collaborative approach through which schools, school boards, education partners and the ministry work in partnership to make a difference. The commitment to develop a comprehensive leadership strategy is outlined in *Reach Every Student: Energizing Ontario Education (2008)*.

Who benefits?

- School leaders benefit by getting the supports they need to succeed in a complex and challenging role
- System leaders benefit through supports that enable them to foster successful school leadership
- School boards benefit from guidance, tools and support in developing succession plans and leadership strategies
- Students benefit as they are supported to reach their highest potential.

Who are the key partners?

Development and implementation of the leadership strategy is a system-wide, collaborative process. Based on extensive research and broad consultations held in the spring of 2008, the strategy involves a broad spectrum of partners including:

- School boards who provide direction and support for leadership
- Associations representing principals, supervisory officers and directors of education who partner in implementation and resource development, provide member support and collaborate with boards to create conditions for success
- The Institute for Education Leadership, which models a tri-level approach, commissions/disseminates research on leadership, develops resources and promotes/advises on sector engagement and alignment
- Teacher federations who provide advice about recruiting and attracting teachers to the role of the principal and support shared leadership opportunities
- Academic experts who provide theories of action, stimulate thinking and heighten the level of discourse on leadership
- The Ministry of Education, which provides direction and support for the Ontario Leadership Strategy, maintains internal connections across the ministry and with other ministries and sectors focusing on learning about leadership
- OCT which organized the revised Principal's Qualification Program Guideline into the five domains outlined in the Ontario Leadership Framework to support candidates in their development and application of leadership competencies.

VISION

To support student achievement and well-being by attracting and developing passionate and skilled leaders in our schools and boards through a comprehensive leadership strategy

GOALS

1. Attract the right people to the principalship
2. Help principals and vice-principals develop into the best possible instructional leaders

How is the strategy being implemented?

The leadership strategy will evolve through ongoing research and consultation with key partners. It is being implemented in phases over three years, beginning with the initiatives outlined below.

Year 1: 2008-09

- Launched the Ontario Leadership Strategy and the Premier's Leader-to-Leader initiative through the Minister's Principal Reference Group and ten regional, tri-level sessions throughout the province
- Mentoring for Newly Appointed School Leaders and Principal Performance Appraisal promotes continuous professional growth
- Leading Student Achievement Strategy supports networks of principals in focusing on improving students' literacy and numeracy achievement
- Inaugural session of the Principal Congress and continued meetings with the Minister's Principal Reference Group
- Continued tri-level collaboration through the Institute for Education Leadership, the promotion of the Leadership Framework and the Leadership Self-Review Tool to guide the development and support of leaders
- Dissemination of succession planning research and succession planning tools to attract aspiring leaders
- Framework of effective practices on terms and conditions of employment shared across the province
- Executive development supports provided for supervisory officers and directors of education
- Expanded field test of Mentoring for Newly Appointed Directors of Education and Supervisory Officers

Year 2: 2009-10

- Every school board has a succession plan in place
- Development and sharing of case studies on effective school and board leadership
- Summer Institute to streamline and focus ministry-provided professional learning
- Continued implementation of Year 1 initiatives including Premier's Leader-to-Leader initiative, Principal Congress, Mentoring for Newly Appointed School Leaders and Principal Performance Appraisal
- Ongoing support for school and system leaders through boards, associations and the Institute for Education Leadership

Year 3: 2010-11

- Every school board has a leadership development strategy in place
- Continued implementation of Year 1 and 2 initiatives including Premier's Leader-to-Leader initiative, Principal Congress, Mentoring for Newly Appointed School Leaders and Principal Performance Appraisal
- Ongoing support for school and system leaders through boards, associations and the Institute for Education Leadership

GUIDING PRINCIPLES

Partnership

Build on the good practices and networks already in place

Individual and Organizational Development

Promote professional learning for school leadership and school boards

Alignment

Engage all partners in learning from one another, sharing effective practices and common language, and aligning ministry initiatives

Communication

Engage in dialogue and communicate a clear message that supports effective practices

WHERE CAN I LEARN MORE?

Contact your Regional Office or the Leadership Development Branch at 416-325-2623. Stay tuned for updates to the Ministry's Leadership Development website at www.ontario.ca/eduleadership for more information.