

Ministry of Education

Ministère de l'Éducation

Deputy Minister

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**MEMORANDUM TO:** Directors of Education

**FROM:** Steve Marshall  
Deputy Minister

**DATE:** November 14, 2008

**SUBJECT:** **Format of Directors' Annual Reports**

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As indicated by the Minister in her letter dated November 4, 2008 to board chairs on the modernization of governance in the education sector, good governance involves an increasing use of data and results to assess our collective work, monitor progress, and address situations where additional guidance may be necessary.

As you know, section 283(3) of the Education Act states that:

*At the first meeting in December of each year, the chief executive officer of a board shall submit to the board a report in a format approved by the Minister on the action he or she has taken during the preceding 12 months under subsection (2) and a copy of such report shall be submitted to the Minister on or before the 31st day of January next following.*

The Minister asked me to engage with representatives from the Council of Ontario Directors of Education (CODE) to identify minimum requirements for Directors' 2008 annual reports. These requirements will encourage the sharing of consistent information across the system about the important work we are all engaged in, and will better support trustees in making critical decisions around student success.

Consequently, I am pleased to inform you that the Minister expects Directors of Education to include, at a minimum, the following information in their upcoming annual report to the board:

1. Board enrolment and demographics, including number or proportion of learners whose first language is not the language of instruction and the proportion or number of self-identified First Nation, Métis and Inuit students if available;
2. Percentage of primary classes at 20 students or fewer; .../2

3. Latest results for your board on each EQAO assessment, as well as the results of each of the previous five years, including for each assessment :
  - a. The board's result;
  - b. The provincial result;
  - c. The highest board result amongst the 60 English-language boards or the 12 French-language boards (will be provided by your regional office);
  - d. The lowest board result amongst the 60 English-language or the 12 French-language boards (will be provided by your regional office);
4. Latest results for your board on each EQAO assessment, as well as the results of each of the previous five years, including for each assessment :
  - a. The board's result;
  - b. The board's result for boys;
  - c. The board's result for girls;
  - d. The board's result for students with special needs (excluding gifted);
  - e. The board's result for English language learners or ALF/PDF students;
5. Percentage of students who achieved 16 or more credits by age 16, as of June 30 of the current calendar year and the previous three years;
6. Specific measures pursued in the past year to improve outcomes for students with low levels of achievement and for low-performing schools;
7. Notable accomplishments in student, parent and community engagement;
8. An indication of whether the board is on track to achieve by 2011 the government's target of 75% on EQAO assessments for grade 6 reading, grade 6 writing and grade 6 mathematics (as per the trend line of its 2003 to 2008 results on each of these three assessments) – and, if not, what additional measures the director plans to introduce in the next twelve months to reach the target by 2011;
9. Successful programs implemented to serve students unable to attend regular school programs; i.e. programs for students in care, custody or treatment, for suspended or expelled students.

Of course, we recognize that you will also include other information and data of particular interest to your board as well as notable accomplishments during the calendar year to address the diverse needs of your communities and to implement provincial priorities. Since ensuring that we have safe, healthy schools improves student achievement, and community use of schools builds public confidence, you may wish to highlight your work in these key areas.

Regional offices look forward to receiving and reviewing this information. Knowing the interest which Ontario communities have in their schools, we will also expect that by January 31, 2009 and in subsequent years, you will ensure the posting of your annual report on the board website. The ministry's website will feature links to your annual reports.

I want to thank representatives from CODE who provided valuable insights in identifying these requirements, and I look forward to continued work with CODE and other stakeholders in refining these requirements for subsequent years. .../3

I am hopeful that this new format of Directors' annual reports will reinforce our shared ownership of the government's three key goals in education: to improve student achievement; reduce gaps in student outcomes; and increase confidence in publicly-funded education.

Steve Marshall

cc: Senior Management Team  
EDU Directors and Regional Managers  
Members of the Partnership Table