

**Ministry of Education**      **Ministère de l'Éducation**  
Deputy Minister              Sous-ministre  
  
Mowat Block                    Édifice Mowat  
Queen's Park                  Queen's Park  
Toronto ON M7A 1L2        Toronto ON M7A 1L2  
Telephone (416) 325-2600    Téléphone (416) 325-2600  
Facsimile (416) 327-9063    Télécopieur (416) 327-9063



**October 3, 2008**

**MEMORANDUM TO:** Directors of Education  
Supervisory Officers and Secretary-Treasurers of School Authorities  
Director of the Provincial Schools Branch  
Education Partners (see attached)

**FROM:** Steve Marshall  
Deputy Minister

**RE:                              Supporting Effective Leadership: the Ontario Leadership Strategy**

---

I am delighted to provide you with further details on the new Ontario Leadership Strategy that was recently launched by the Premier and the Minister, and invite you to be an integral partner in this exciting venture as we work together to attract and support the development of world class educational leaders.

This initiative delivers on the commitment made in the 2008 *Reach Every Student: Energizing Ontario Education* paper to develop a comprehensive leadership strategy. The strategy has been developed – and will be implemented – through a system-wide, collaborative approach that involves schools, school boards, education partners and the ministry.

It is based on both research and practice – including what we have learned together through pilot programs and field tests. It was also informed by a focused consultation held in the spring of 2008 with principal, supervisory officer, and director associations, teacher federations, educational experts and the Institute for Education Leadership. The results, which foreshadowed the key components of the Ontario Leadership Strategy, were outlined in “What We Heard”, a fact sheet you received with the July 17, 2008 memo sent jointly by Bill Hogarth and Barry Pervin.

School and system leaders play a critical role in providing the conditions necessary to achieve Ontario's education priorities. The strategy is intended to foster leadership of the highest possible quality in schools and boards across the province. It is structured around two goals: attracting the right people to the principalship and helping principals and vice-principals develop into the best possible instructional leaders. I know that, together, we can and will harness our efforts, resources, passion and commitment to promote leadership as a critical foundation for improved student achievement and well-being.

.../2

The attached “Quick Facts: Ontario Leadership Strategy” provides a high-level overview of the strategy and planned roll-out. The three-year phased in timeline and the breadth of the approach – from succession planning to executive development – demonstrate the Minister’s commitment to leadership at all levels, and recognition that boards have varied needs and are at different starting points. Likewise, the Leader-to-Leader initiative is the Premier’s personal commitment to connect directly with principals and learn more about their successes and challenges.

Mentoring for Newly Appointed School Leaders and Principal Performance Appraisal are just two components of the strategy rolling out in 2008-09. They are in turn supported by, and linked to, the Ontario Leadership Framework of effective practices, which you will find at [www.education-leadership-ontario.ca](http://www.education-leadership-ontario.ca). I am confident these two initiatives will accelerate our progress toward many important goals, including those for literacy and numeracy, student success/learning to 18, and for the Politique d’aménagement linguistique.

More information about the strategy and all the components will be shared at the ten regional sessions on Mentoring for Newly Appointed School Leaders and Principal Performance Appraisal this fall. Please share this document with your supervisory officers, principals and vice-principals, teachers aspiring to become leaders, and with anyone else you think may be interested in its contents.

I know you will share my belief that we must move forward together – by genuinely engaging principals, who are at the front lines with their teachers, in collaboration and open dialogue. I am introducing new engagement opportunities including Principal Congress sessions where innovative principals will gather to share their perspectives and insights as the leadership strategy evolves. In addition, I am releasing a series of *In Conversation* discussion papers. This series will present thought-provoking and stimulating ideas on the strategic and topical issues that matter most to Ontario’s principals, and invite reflection and discussion. Attached is an advance copy of the first *In Conversation* paper.

I look forward to working with you as we continue to evolve the Ontario Leadership Strategy, through your valued commitment and partnership.

If you have any questions, please contact Marg Connor, Director (A), Leadership Development Branch, at 416-325-1079 or [Marg.Connor@Ontario.ca](mailto:Marg.Connor@Ontario.ca).

Sincerely,

*Original signed by*

Steve Marshall

Cc:

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 directrices et directeurs de l'éducation de langue française  
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 College of Teachers  
Ontario English Catholic Teachers' Association  
Ontario Principals' Council  
Ontario Public Supervisory Officials' Association  
Ontario Secondary School Teachers' Federation  
Ontario Teachers' Federation

Ken Thurston  
Charles Pascal  
Susan Underhill  
Marla Hume  
Assistant Deputy Ministers  
Ann Perron  
Mary Jean Gallagher  
Ginette Plourde  
Joan Fullerton  
Kit Rankin  
Regional Managers, Field Services Branch  
Linda Lazda