

## A LETTER TO DIRECTORS OF EDUCATION FROM **THE INSTITUTE FOR EDUCATION LEADERSHIP**

December 11, 2006

The Institute for Education Leadership is pleased to provide you with the enclosed Leadership Self-Review Tool package to support your board's work on leadership development.

Research indicates that principals and vice-principals have an impact on student achievement that is second only to that of teachers. In addition, the research literature shows that senior administrators can make a difference by supporting successful practices and by developing the efficacy of principals and vice-principals. The measures that districts take to support principals and vice-principals will in turn strengthen the leadership capacity of the district itself.

The Leadership Self-Review Tool is the first survey instrument of its kind to be used in the Ontario education community. It was developed to help senior administrators look at the practices in their districts to see how supportive these practices are of leaders and leadership development. Analysis of the results of the survey can assist boards in determining an action plan for future work in leadership development and support.

The tool was designed with input from a think tank that comprised practising principals, vice-principals, supervisory officers, directors, and leadership experts from academia, including Ken Leithwood from the Ontario Institute for Studies in Education/University of Toronto. Think tank participants agreed to focus the tool on six "domains" of board support for leaders, 29 indicators of successful practice within these domains, and sample evidence indicating what each indicator might look like in practice. The tool was piloted in five boards, and their feedback informed the final version.

As you review the tool's structure, you will see an emphasis on the role of principals as instructional leaders focused on improving student achievement. The literature reviews included in the package provide a context for understanding the role of boards and district leaders in putting structures and supports in place to enhance the instructional leadership role of principals.

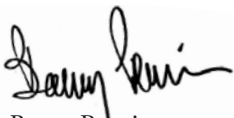
Use of the Leadership Self-Review Tool package is voluntary, and boards that choose to use it may determine their own method of implementation. The experiences of the pilot boards in implementing the tool and in using it in leadership development are captured in two reports by a consultant. These reports are included in the package for your reference.

The tool and the support documents described above are on this CD-ROM. They will also be made available on the Ministry of Education's website, at <http://www.edu.gov.on.ca>. Boards may adapt the materials to suit their local contexts; for example, Catholic boards can add sample evidence that reflects Catholic faith-based leadership practices; boards that wish to use a Web-based application to collect responses to the survey can download the survey questions into their board-based software.

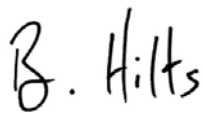
The Institute would like to recognize the assistance and support of the individuals and groups who helped develop the Leadership Self-Review Tool and its supporting documents. Their names are listed in the acknowledgements piece included with the package.

We hope that the tool will be helpful to you in your leadership development and board improvement planning processes, and we wish you every success in enhancing leadership in your board and schools.

Sincerely,



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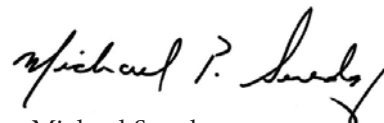
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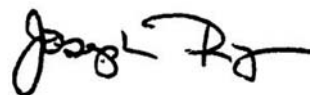
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