MEMORANDUM TO: Directors of Education
Director of the Provincial Schools Branch
Centre Jules Léger

FROM: Marg Connor
Director
Leadership Development Branch

DATE: July 7, 2010

SUBJECT: Ontario Leadership Strategy: Board Requirements for 2010-11

In follow up to Minister Dombrowsky’s recent letter announcing the Principal/Vice-Principal Performance Appraisal (PPA) regulation and the Ministry of Education’s b-memo dated March 26, 2010, I am pleased to provide information on the Ontario Leadership Strategy (OLS) board implementation requirements, funding and reporting schedule for 2010-11.

In its third year of implementation, the OLS 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. The strategy promotes a collaborative approach through which schools, districts, education partners, and the ministry work in partnership. Attached for your reference and to share with your Board Leadership Development Strategy (BLDS) lead are the following materials. Please note that paper copies of the materials will be distributed in August.

- OLS Quick Facts: 2010-11
- Board Leadership Development Strategy (BLDS) Requirements Manual
  - BLDS Board Reporting Template (Word version)
- Mentoring for Newly Appointed School Leaders Requirements Manual
- Principal/Vice-Principal Performance Appraisal Technical Requirements Manual
  - O.Reg. 234/10 Principal/Vice-Principal Performance Appraisal
  - Related questions and answers; chart of comparisons to last year’s guidelines
- 2010-11 OLS school board funding and reporting calendar
- Ideas into Action # 3: Promoting Collaborative Learning Cultures

I am pleased that, with extensive input from board leads and stakeholders, we have been able to make significant program design, funding and reporting improvements over last year. Specifically, we have responded to your requests to increase program coherence and reduce the number of reports that boards must complete. We have gone from three programs with their own funding allocations and related reports to one program design which integrates all the programs and pieces into one continuum. At the same time we have consolidated OLS funding into one allocation which streamlines board reporting and increases boards’ flexibility to direct resources to their unique priorities, within OLS parameters.

In 2010-11, school boards receiving OLS funding are required to take first steps or further steps to implement a Board Leadership Development Strategy (BLDS) that fosters high-quality leadership throughout the board.
The BLDS enables boards to:

**Strengthen** connectivity and synergy between leadership development and initiatives that support student achievement and well-being identified through the Board Improvement Plan for Student Achievement

**Position** leadership development as a central part of human resources management as articulated in the Board Strategic Plan (including both academic and business positions)

**Align** leadership development initiatives including mentoring for newly appointed school and system leaders and principal/vice-principal performance appraisal

In 2010-11 it is expected that boards will:

- Appoint a lead for the BLDS (depending on board context, may also appoint different people to lead mentoring and principal/vice-principal performance appraisal, however must collaborate to ensure coherence)
- Establish a BLDS Steering Committee
- Develop a BLDS
  - Informed by goals of the Board Strategic Plan and the Board Improvement Plan for Student Achievement
  - Embeds the leadership practices and competencies of the Ontario Leadership Framework (OLF), including the Core Leadership Capacities (CLCs). For more information see [www.ontario.ca/eduleadership](http://www.ontario.ca/eduleadership).
- Determine a BLDS Implementation Plan based on the *Board Leadership Development Planning Template and Implementation Continuum (Appendix C)*
- Provide mentoring for newly appointed school leaders as per the requirements manual
- Support newly appointed directors of education and supervisory officers (academic and business) to participate in mentoring offered by supervisory officer and director associations
- Implement the requirements of the principal/vice-principal performance appraisal (PPA) regulation (O. Reg. 234/10), referring to the technical requirements manual (a set of implementation resources will be sent to board leads during the summer)
- Comply with the provisions of Policy/Program Memorandum No. 152– Terms and Conditions of Employment of Principals and Vice-Principals by March 31, 2011
- Monitor and evaluate the effectiveness of the BLDS and the implementation plan
- Meet ministry reporting and funding requirements

Beyond these requirements, boards have the flexibility to invest in other areas of the BLDS requiring attention, based on the goals and priorities identified in the Board Strategic Plan and the Board Improvement Plan for Student Achievement.

**Funding and Reporting Timelines**

The board funding allocation for OLS in 2010-11 includes a base of $20,000 per board and an amount per administrator, including principals, vice-principals, supervisory officers and the director of education. Amounts were released in the B-Memo of March 26, 2010. A new contract will be sent to boards shortly following this memo. This new contract will nullify the existing three-year mentoring contracts.
Attached is a calendar outlining key funding and reporting timelines. There is one consolidated reporting template that boards are required to use in 2010-11. It is included as Appendix C of the attached Board Leadership Development Strategy Requirements Manual, and a separate Word version is attached for you to complete and submit. The first reporting date is October 29, 2010.

Implementation Supports and Board Survey
We are committed to working with boards and associations, including the Institute for Education Leadership (IEL), to support deep implementation of the OLS. In order to target limited resources to the areas of greatest need, I would be grateful if you would ask your BLDS lead to click on the link below to complete a survey that identifies the implementation supports that would best meet the needs in your board. We will look at results provincially to determine how we can meet your needs. The survey is available at http://www.surveymonkey.com/s/YPX3LSG. Please complete the survey on or before August 31, 2010.

As a member of the IEL and on behalf of all the members, I strongly encourage you to upload your leadership products, plans and resources to the Appliki and also look to see what you may wish to download and tailor for your use. The ministry is developing further resources to support BLDS implementation and will be making these available on the ministry website over the summer. We will send them electronically to board leads and include them in the paper distribution of the attached materials in August. In particular, one very helpful tool that will be available soon, including versions for Catholic and French-language boards is a leadership self assessment tool for aspiring leaders, principals and vice-principals that is derived from the Ontario Leadership Framework (OLF). Again, I invite you to check out the website at www.education-leadership-ontario.ca

Thank you for your ongoing efforts to support leadership development with the purpose of improving student achievement and well-being. I look forward to continuing to work with you and your staff in the upcoming year. Please contact me, at 416-325-1079, or your Regional Education Officer if you have any questions.

Sincerely,

Original signed by

Marg Connor

Attachments
Kevin Costante, Deputy Minister, Ministry of Education
Denys Giguère, Executive Assistant, Deputy Minister’s Office
Marla Hume, Policy and Briefings Co-ordinator, Deputy Minister’s Office
Assistant Deputy Ministers, Ministry of Education
Executive Assistants to Assistant Deputy Ministers
Ginette Plourde, Director, French-language Education Policy and Programs Branch
Kit Rankin, Director, Field Services Branch
Regional Managers, Field Services Branch
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Institute for Education Leadership
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
Association des gestionnaires de l’éducation franco-ontarienne
Ontario Catholic Supervisory Officers’ Association
Ontario Public Supervisory Officials’ Association
Council of Senior Business Officials
Association des directions et directions adjointes des écoles franco-ontariennes
Catholic Principals’ Council of Ontario
Ontario Principals’ Council
Association des enseignantes et des enseignants franco-ontariens
Elementary Teachers’ Federation of Ontario
Ontario English Catholic Teachers’ Association
Ontario Secondary School Teachers’ Federation
Ontario Teachers’ Federation
Association des conseils scolaires des écoles publiques de l’Ontario
Association franco-ontarienne des conseils scolaires catholiques
Ontario Catholic School Trustees’ Association
Ontario Public School Boards’ Association
The Learning Partnership
Centre franco-ontarien de ressources pédagogiques