

Ministry of Education

Mowat Block  
Queen's Park  
Toronto ON M7A 1L2

Ministère de l'Éducation

Édifice Mowat  
Queen's Park  
Toronto ON M7A 1L2



**MEMORANDUM TO:** Directors of Education  
Supervisory Officers and Secretary-Treasurers of School Authorities

**FROM:** Cathy Montreuil  
Chief Student Achievement Officer and Assistant Deputy Minister  
Student Achievement Division

Janine Griffore  
Assistant Deputy Minister  
French Language, Aboriginal Learning and Research Division

**DATE:** July 8, 2016

**SUBJECT:** System Improvement Learning Cycle/  
Cycle d'Amélioration Systémique et d'Apprentissage

---

On May 18th at the Provincial Mathematics Learning Day, where the focus was on the implementation of the Renewed Math Strategy within the context of Leadership for Learning, the concept of the System Improvement Learning Cycle (SILC) / Cycle d'amélioration systémique et d'apprentissage (CASA) was introduced. This memo will provide you with more information about this evolving process and the next steps for our work together to improve student achievement and well-being.

Over the past couple of years, a provincial Board Improvement Plan for Student Achievement (BIPSA) Steering Committee has been reviewing the Board Improvement Process by gathering feedback and seeking input from district school boards. The feedback from the review indicates that board teams are looking to engage with the ministry in reflective dialogue, in ways that add value to their planning process. Through this relational process, there were requests from district school boards for the ministry to act as a critical friend, considering challenges of practice, areas of focus, and opportunities to engage in inquiry. SILC/CASA is in response to these requests.

Boards will continue to develop and submit a Board Improvement Plan, even in draft form, to [BIPforSA@ontario.ca](mailto:BIPforSA@ontario.ca) by end of September 2016 and update accordingly. This plan will provide a key component of the SILC/CASA process.

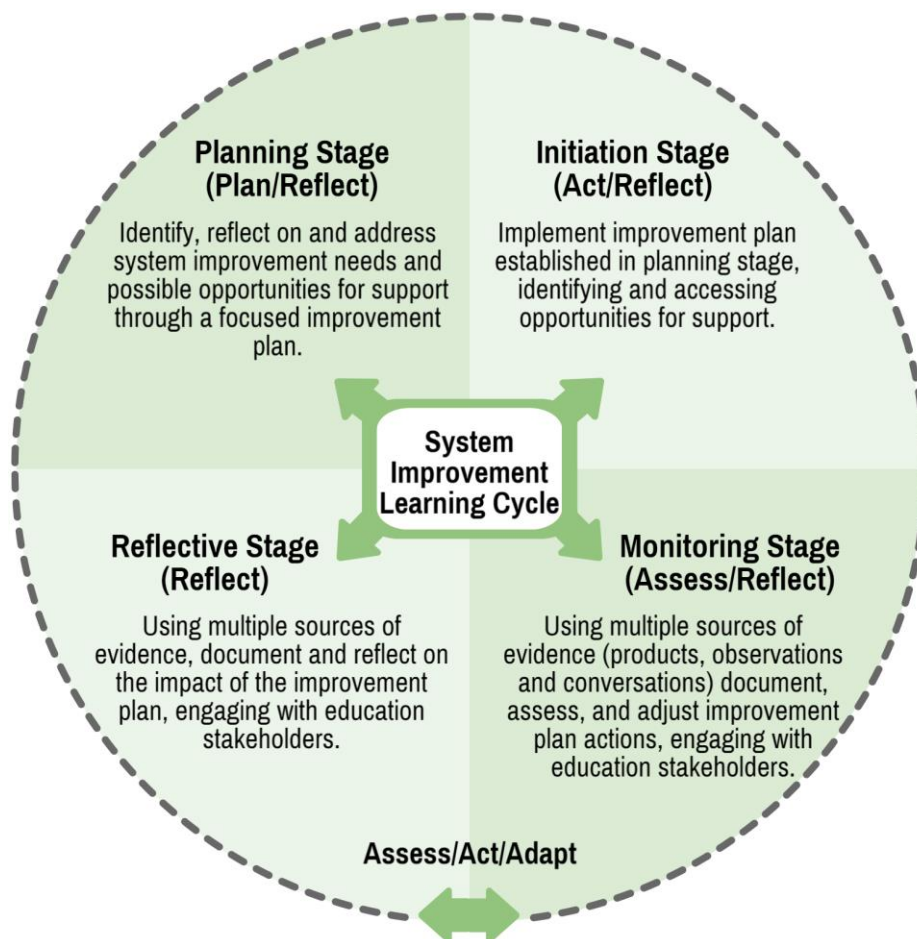
### **The SILC/CASA Process**

The SILC/CASA is an evolution of the Board Improvement Plan for Student Achievement (BIPSA); it is a **process** that moves toward an intentional, collaborative and reciprocal approach

to supporting DSB needs based on reflective dialogues about the instructional core, as well as levers for success such as Leadership for Learning and collaborative professionalism. The process lends itself to differentiated responses aligned with the specific needs and contexts of boards, schools, and classrooms.

SILC/CASA, which is a “Plan, Act, Assess, Reflect” cycle, is a known instructional/learning cycle in most boards in the province and this same cycle will now be incorporated into our Board/Ministry improvement co-planning process. While SILC/CASA is cyclical in nature, it is the “Plan” and the “Reflect” portions of the cycle where ministry Regional SILC/CASA Teams will be most valuable in working with boards. By engaging in co-planning and co-reflecting dialogues with boards throughout the year, Regional SILC Teams will help build coherence across their regions, and ultimately across the province as we move toward a shared learning culture.

As we further strengthen Board Improvement Planning as a deep learning opportunity at all levels in a school board, and as a deep learning opportunity for board staff and ministry teams, SILC/CASA provides the framework to guide our shared work.



The SILC/CASA process promotes the following principles:

- The process supports flexibility and continuous entry points; reflective dialogues with board and ministry teams may occur at any agreed upon time.
- The process is focused on *reflective dialogue* rather than *formal visits*
- The process will be differentiated based on the identified needs of boards, considering varying degrees of growth in student achievement over time.
- As professional learning and collaborative inquiry opportunities are identified, ministry staff will be aligned with boards to engage in co-reflecting, co-planning, and co-learning; this will allow for the matching of expertise, and continued focus on priority areas/action items and challenges of practice.
- Leadership for Learning and PPM 159 on Collaborative Professionalism are foundational components of this process.
- The core Regional SILC/CASA team includes the Field Services Branch (FSB) Regional Manager, Regional Student Success Lead, and Field Team Lead. To support the flexibility of the teams, other cross-ministry expertise will be accessed based on areas of focus for boards. French-Language Education Policy and Programs Branch and FSB will form teams to work with our French-language boards.
- The Renewed Mathematics Strategy will be embedded within this process allowing for targeted reflections about the implementation of the strategy, and monitoring for impact. Engagement with boards will be viewed through the lens of: areas for support of all boards/schools; increased support for some boards/schools; and intensive support for a few boards/schools.
- System Implementation and Monitoring (SIM) intersects with SILC/CASA and the RMS as the overall focus of SIM is to assist boards with the implementation and monitoring of BIPSA.

The Ministry recognizes that school boards have gained knowledge and expertise in board and school improvement planning over the years. This is a time to focus our collective efforts in achieving targeted improvements for all students while supporting educators at every level. As this is an evolution of the working relationship between school boards and the ministry, we will collectively '*learn as we go*' and gather feedback along the journey.

Over the next few months, the core Regional SILC/CASA teams will be initiating conversations with school boards in an effort to more deeply understand your systems' strengths and needs within the Renewed Mathematics Strategy implementation process. Directors of Education may want to use the principles outlines above in considering their process and relational role of their teams' Ministry colleagues.

We look forward to this new way of learning together and further developing our collective learning culture that we know is instrumental in realizing the goals of the renewed vision, *Achieving Excellence*, and improving student achievement and well-being for all students in Ontario.

Sincerely,

*Original signed by*

Cathy Montreuil

*Original signed by*

Janine Griffore

- cc. Executive Directors of all provincial associations, federations and unions  
Martyn Beckett, Assistant Deputy Minister, Learning and Curriculum Division  
Denise Dwyer, Assistant Deputy Minister, Leadership and Learning Environment  
Division  
Steven Reid, Director, Field Services Branch, French-Language, Aboriginal Learning and  
Research Division  
Denys Giguère, Director, French-Language, Aboriginal Learning and Research Division  
Russ Riddell, Director, Strategic Planning and Transformation Branch  
Bruce Shaw, Director, Leadership and Implementation Branch, Student Achievement  
Division  
Rob Andrews, Director, Student Success Implementation Branch, Student Achievement  
Division  
Richard Franz, Director, Research, Evaluation and Capacity Building Branch, Student  
Achievement Division  
Regional Managers, Field Services Branch, French-Language, Aboriginal Learning and  
Research Division  
Field Team Leads, Leadership and Implementation Branch, Student Achievement  
Division  
Regional Student Success Leaders, Student Success Implementation Branch, Student  
Achievement Division