MEMORANDUM TO: Directors of Education
             Director of the Provincial Schools Branch

FROM: Marg Connor
      Director
      Leadership Development Branch

DATE: June 6, 2011

SUBJECT: 2011-12 Board Leadership Development Strategy Funding and Reporting Requirements

In follow up to the March 31st GSN announcement and the Ministry of Education’s EPO B-memo dated March 31, 2011, I am pleased to provide information on the Ontario Leadership Strategy (OLS) board implementation requirements, funding and reporting schedule for 2011-12. I encourage you to share this information with your staff who are responsible for OLS initiatives in your board.

2011-12 Funding and Reporting Timelines

Similar to the 2010-11 school year, districts will receive a base allocation of $20,000 per district and a proportional amount per administrator FTE, including principals, vice-principals, supervisory officers and the director of education.

The EPO B-memo confirmed the government’s commitment to supporting the Board Leadership Development Strategy with $4.0M in the fiscal year 2011-12. We will have district specific allocations in mid-July after we process the final district reports from 2010-11 (due July 8th, 2011) and confirm FTE data.

Please find attached a calendar outlining key funding and reporting timelines for 2011-12. The Planning Template, which is similar to 2010-11, will be sent to you, along with an amended contract, in mid-July.

2011-12 Board Leadership Development Strategy (BLDS) Requirements

In 2011-12, it is expected that districts will take further steps towards sustaining capacity in their BLDS Implementation Continuum to support the district’s goals for student achievement and well-being.

The BLDS is an integral part of the human resources component of the district’s multi-years strategic plan. The purpose of the BLDS, as reflected in the Implementation Continuum, is for districts to have a systematic approach to the ongoing process of identifying, acquiring and developing talented administrators who are able to exercise instructional leadership and management. The BLDS is aligned with research on effective leadership development practices and is a component of the ministry’s operational reviews of boards.

Similar to 2010-11, districts receiving BLDS funding must:
• Appoint a lead for the BLDS (depending on board context, the district may appoint different people to lead large components of the BLDS, such as mentoring and principal/vice-principal performance appraisal. It is assumed these leads would collaborate to ensure coherence)
• Establish a BLDS Steering Committee
• Further develop their BLDS Implementation Plan based on the Board Leadership Development Planning Template and Implementation Continuum (2011)
• Provide mentoring for newly appointed school leaders as per the manual (2011)
• 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 regulation (O. Reg. 234/10), referring to the technical requirements manual (2010) and implementation resources (January 2011)
• Continue to implement PPM 152: Principal/Vice-Principal Terms and Conditions of Employment
• Monitor and evaluate the effectiveness of the BLDS and the implementation plan
• Meet ministry reporting and funding requirements

Beyond these requirements, districts have the flexibility to invest in other areas of the BLDS requiring attention, based on the goals and priorities identified in the district's multi-year strategic plan, Board Improvement Plan for Student Achievement, and the Board Operational Review.

2011-12 Technical Requirements Manuals
The following BLDS support materials are currently being modified to reflect 2011-12 reporting dates. There are no significant program changes reflected in the manuals. These documents will be sent to you electronically with your contract amendment in mid-July.

• OLS Quick Facts: 2011-12
• Board Leadership Development Strategy Annual Funding Requirements Manual, 2011 (includes a Planning Template and Implementation Continuum)
• Mentoring for Newly Appointed School Leaders Manual, 2011

There is no change to the Principal/Vice-Principal Performance Appraisal Technical Requirements Manual, 2010.

Reporting Reminders for 2010-11
We appreciate the opportunity to learn more about what you are doing to support leadership development in your district and what the Ministry can do to further support your efforts. With this purpose in mind, our team is meeting with BLDS leads in every district through teleconferences and/or district visits. Similar to the 2009-10 data gathering process, your BLDS lead and mentoring participants are completing online surveys this year. Additional information regarding the surveys has been provided to the leads. We appreciate your ongoing support of our monitoring and evaluation efforts.

Final reports for 2010-11 are due to the Ministry on **July 8, 2011**. Districts will complete the reporting template that was first submitted in October 2010. This includes Appendix C: sections 2 – 6 found in the BLDS Requirements Manual, 2010. Any variances in funding will be reconciled in the 2011-12 allocation. Allocations for 2011-12 for all districts can only be finalized once the final report from 2010-11 has been received by the Ministry.
Implementation Supports
The OLS is now in its third year and we are completing a formative evaluation of all initiatives, under the guidance of Dr. Ken Leithwood. We will be sharing the findings with you and all stakeholders and anticipate that any changes to current initiatives will likely be rolled out in 2012-13 (pending approval).

We remain committed to working with districts and associations, including the Institute for Education Leadership (IEL), to support implementation of the OLS. As a member of the IEL and on behalf of all the members, I want to highlight the APPLIKI as a great resource for you and your school and system leaders. We are frequently asked for resources to support leadership development and rather than reinventing the wheel, APPLIKI provides a clearinghouse for districts to share resources and tools with those interested in developing similar strategies. 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. I invite you to visit the website at www.education-leadership-ontario.ca. A new addition on the IEL website is the NING, called Ontario Education Leaders (OEL), which is a professional network open to all Ontario leaders to access leadership resources and engage with one another in dialogue of mutual interest. The other new addition is Principals Want to Know (PW2K), a series of tip sheets for principals to support their work. Each issue poses a key question of interest to principals along with five tips to address the question including links to current resources. PW2K issues are posted on the NING.

Attached please find the latest issue of Ideas into Action, Setting Goals: the Power of Purpose. Most of us would acknowledge that there is a considerable gap between familiarity with goal setting and true mastery which can generate transformational results. This issue of Ideas into Action may be useful to you and your leadership team as you continue to harness the power of goal setting.

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 Office if you have any questions.

Sincerely,

Original signed by

Marg Connor

Attachments

c. c.

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
Directors, Ministry of Education
Regional Managers, Field Services Branch
Dr. Ken Leithwood, Ontario Institute for Studies in Education, Leadership Advisor
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
Ontario Association of School Business Officials
Ontario Catholic School Business 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
Board Leadership Development Strategy Leads
Field Services Branch – Leadership Development Branch Leads