MEMORANDUM TO: Directors of Education

FROM: Mary Jean Gallagher
Chief Student Achievement Officer of Ontario
Assistant Deputy Minister
Student Achievement Division

Raymond Théberge
Assistant Deputy Minister
French-Language Aboriginal Learning and Research Division

DATE: March 24, 2010

SUBJECT: Adult & Continuing Education Business Model Review

I am writing to provide you with information about the Adult & Continuing Education Business Model Review, an important initiative undertaken in partnership between the Ministry of Education and an advisory group made up of representatives from the Council of Directors of Education (CODE), Council of Senior Business Officials (COSBO) and Ontario Association of Adult and Continuing Education School Board Administrators (CESBA). Twelve school boards have been identified as potential participants in this review, and your board may be among them.

Background

A delegation from CESBA met with former Minister Wynne in July 2009 to discuss capacity issues facing school boards in meeting the increased demand for adult and continuing education programs and services by laid-off workers seeking to upgrade their educational qualifications. This led to a decision by the Ministry to sponsor a broader look at the business models of adult and continuing education used in boards and at factors which support or constrain the delivery of credit programs.

Purpose

The purpose of the Adult and Continuing Education Business Model review is to explore:

- factors that contribute to a viable adult and continuing education credit program business model in remote, rural and urban school boards, and how these factors interact; and
- factors that support the capacity to expand or contract the business model in order to meet the cyclical demands for adult and continuing education credit programs.
The Advisory Group

The Advisory Group has been asked to provide input on the development of a plan to examine a variety of business models that English and French-Language school boards use to deliver adult and continuing education credit programs within existing Ministry of Education funding. Advice will be sought on the:

- scope of the business model review of adult and continuing education credit programs;
- type of questions to guide the work of the business model review;
- processes and protocols for conducting this inquiry with school boards representing a sampling of Public, Catholic, French and English-language boards;
- analysis and interpretation of the findings of the business model review;
- dissemination of the findings.

Its members are:

**CODE:**
- François Benoit, Director of Education, Conseil des écoles publiques de l'Est de l'Ontario
- Kathi Wallace, Director of Education, Simcoe County DSB
- Wilma de Rond, Director of Education, London DCSB

**COSBO:**
- Rick Gales, Superintendent of Business, Upper Canada DSB
- Steven Parfeniuk, Superintendent of Business Services and Treasurer, Halton District School Board

**CESBA:**
- Paul Cox, Principal, St. Louis Adult Learning Centre, Waterloo Catholic DSB
- Frank Hummell, Principal, TR Leger School of Adult, Alternative and Continuing Education, Upper Canada DSB
- Brenda King, Executive Director, CESBA
- Frédéric Rivière, Principal of Adult and Continuing Education, Conseil scolaire de district des écoles catholiques du Sud-Ouest

**Ministry of Education Staff:**
- Chair: Richard Franz, Director of Student Success/Learning to 18 Strategic Policy Branch
- Didem Proulx, Director of Education Finance Branch
- Ginette Plourde, Director of French-Language Policy and Programs Branch

This work is in keeping with the mandate of the Ministers’ Committee on Adult Education, chaired by Minister Dombrowsky, to provide direction for improved policy alignment and coordination of programs and services for adult learners across government. Key objectives of the Committee are to develop strategies for maximizing existing resources and partnerships within the adult education system and increasing points of access for learning for adults.
Deloitte has been contracted to conduct this review. A final report is expected in Summer 2010 with dissemination of results and key findings to school boards in Fall 2010.

Richard Franz will be leading the work of the Advisory Group and I would ask that you follow-up with him directly for specific details. His contact information is 416-314-1410 or Richard.franz@ontario.ca.

Original signed by

Mary Jean Gallagher
Assistant Deputy Minister

Raymond Théberge
Assistant Deputy Minister

c. Didem Proulx, Director Education Finance Branch
   Kit Rankin, Director, Field Services Branch
   Frank Kelly, Executive Director, Council of Ontario Directors of Education
   Louise d’Amour, president, French-Language Council of Ontario Directors of Education
   Ed Hodgins, Co-chair, Council of Senior Business Officials
   Carolyn Miljan, Co-chair, Council of Senior Business Officials
   Brenda King, Executive Director, Ontario Association of Adult and Continuing Education School Board Administrators