MINISTRY CONSULTATION WITH STAKEHOLDERS
ON THE ONTARIO LEADERSHIP STRATEGY

TERMS OF REFERENCE

Background
In 2005, the government outlined a number of initiatives to support principal leadership in a mini-discussion paper, Leading Education: New Supports for Principals and Vice-Principals in Ontario Publicly Funded Schools. Significant progress has been made in implementing a number of those initiatives and work is continuing.

The government recognizes the importance of school and board leadership in bringing about improvements in public education. In 2008, the government released a vision paper entitled, Reach Every Student: Energizing Ontario Education in which it reinforced its commitment to supporting principals’ development with a more comprehensive leadership strategy.

The ministry is undertaking a focused consultation with its education partners to seek input on the comprehensive leadership strategy.

Mandate
The consultation will provide insight, feedback, advice and recommendations related to next steps in the development of a comprehensive leadership strategy to support leadership development of principals and vice-principals. Participants in the consultation will be encouraged to reflect their perspectives as representatives of key stakeholder groups. At the same time they will play a role in helping to build support among all stakeholders and school boards for a comprehensive Ontario leadership strategy.

In particular, the focus of the consultation will be on what the ministry and school boards can do to:

- Support individual development of principals and vice-principals
- Support organizational development to ensure school boards have systems and practices in place to support principals and vice-principals

The topics covered in the consultation will include:

- What is the ideal profile of the principal/vice-principal?
- How to best attract, recruit, and retain the right people for the role?
- How to make the role more attractive and manageable?
- What career-long supports are required to ensure principals are supported at various ages and stages?
- What do supervisory officers need to ensure they can support principals?
- Ideas for ensuring alignment and integration of ministry activities to support leadership development

Meetings and Timelines
The first meeting will be a teleconference held on Monday April 28th to provide an overview to stakeholder groups about the consultation strategy. A subsequent meeting will be held with each individual stakeholder group between April 29th and June 1st at a time agreed to by the individual stakeholder group and the ministry.
Facilitation of the Consultations
The consultations will be co-chaired by Barry Pervin, Assistant Deputy Minister (A) of the Instruction and Leadership Development Division and Bill Hogarth, Director of Education, York Region District School Board. The co-chairs will provide the Minister with advice and feedback resulting from the consultations. If one or both of the co-chairs are unable to attend a scheduled meeting, they may send a delegate to chair the meeting on their behalf. The Minister’s Advisor on Leadership, Ken Thurston, may be present to assist in the consultations.

Ministry staff will support the consultations and play a lead role in the development of any materials for consideration during or after the consultations.

In addition Ministry staff may:
• chair meetings when one or both of the co-chairs are unavailable
• maintain communication with consultation participants
• develop and distribute agendas and materials in advance of the meetings
• develop a summary of each meeting
• liaise with other stakeholders as required to inform the consultations
• call subsequent meetings as a follow up to obtain additional information or clarification
• ensure that information emerging from the consultations is assembled and distributed when required

Consultation Participants
The following stakeholder groups are invited to send their Executive Director and President (or delegate if one or both are not available) to attend the teleconference:
• Association des directions et des directions adjointes des écoles franco-ontariennes (ADFO)
• Catholic Principals’ Council of Ontario (CPCO)
• Ontario Principals’ Council (OPC)
• Council of Ontario Directors of Education (CODE)
• Conseil ontarien des directrices et directeurs de l’éducation de la langue française (CODELF)
• English Catholic Council of Ontario Directors of Education (ECCODE)
• L’association des gestionnaires de l’éducation franco-ontarienne (AGÉFO)
• Ontario Catholic Supervisory Officers’ Association (OCSOA)
• Ontario Public Supervisory Officials’ Association (OPSOA)
• Ontario Teachers’ Federation (OTF)
• Ontario English Catholic Teachers’ Association (OECTA)
• Elementary Teachers’ Federation of Ontario (ETFO)
• Ontario Secondary School Teachers Federation (OSSTF)
• Association des enseignantes et des enseignants franco-ontariens (AEFO)

Subsequent meetings will be established with the executive members of each of the above stakeholder groups.

In addition, the ministry will consult with the Institute for Education Leadership.