MEMORANDUM TO: Director of Education
School Board

FROM: Bruce W. Shaw
Director, Leadership and Implementation
Literacy and Numeracy Secretariat
Student Achievement Division

Richard Franz
Director, Research Evaluation and Capacity Building
Literacy and Numeracy Secretariat
Student Achievement Division

DATE: November 20, 2014

SUBJECT: K-12 System Implementation and Monitoring (SIM)

The goal of the K-12 SIM sessions is to support superintendents with responsibility for schools in the implementation and monitoring of some aspect of mathematics related to the Board Improvement Plan for Student Achievement (BIPSA). Our recommendations for membership on the SIM team are as follows:

- Superintendents plus elementary and secondary principals from their superintendency
- at least one member with responsibility for development of the BIPSA in order to leverage learning from SIM across the board
- School Effectiveness Leads and Student Success Leaders
- Consultants and coordinators who work directly with the superintendent
- Other members at the board’s discretion

Through professional dialogue and study, teams will further develop their capacity to:

- set specific goals and targets for student learning in mathematics
- plan and implement specific teaching and learning strategies
- monitor student achievement results and adjust strategies as needed
- support the professional learning required to raise achievement
- align resources to meet mathematics achievement goals
- engage students and parents in school improvement
The School Effectiveness Framework provides a focus for the work of the system and school leadership groups as we share and develop processes for collaborative goal setting, distributed leadership and shared accountability within school improvement teams.

For the purposes of evaluating this strategy, school districts will be asked to provide evidence of the impact of this work on system improvement and school improvement efforts.

**Funding**

The chart below is a breakdown of the total SIM funding allocated to your district school board (DSB); this total includes:

- $25,000 that was previously allocated to each board for regional sessions,
- an additional amount of “OFIP/SIM” that was based on the number of SIM schools in your district based on EQAO 2012/13 data,
- $4,500 for “Net New Schools to SIM” in response to the 2013-14 EQAO results
  - (This is based on the numbers of schools in a board that generate SIM funding based on 2013-14 EQAO results compared to 2012-13 results. A board in which more schools were identified by 2013-14 results is funded $4,500 for each additional school. If the net number of new SIM schools is 0 or is less, funding remains as outlined in the B Memo)
- $4,500 for “High Priority” SIM schools
  - (Schools categorized in the lowest achieving SIM category (4 of 6, or 2 of 3 assessments below 50% for one year, and are therefore not OFIP participants))
- $4,500 for “New SIM schools – Exiting from OFIP”
  (This is based on the number of schools in a DSB that were in OFIP in the 2013-14 school year whose EQAO results for 2013-14 were in one of the SIM categories. This is designed to maintain a level of support for these schools who have very recently been low achieving.)

In each case, a SIM school generates $4500 in addition to the base SIM amount generated by each school ($2200), as explained in the B Memo from March 27, 2014, “Funding in Addition to Grants for Student Needs.” Additionally, the funding allocation includes SIM schools where EQAO data was suppressed.

Again this year, a funding category has been maintained for those schools designated “High Priority SIM” schools. This funding is generated by schools facing particular achievement challenges, where additional support is required. Any SIM planning should include these schools as priority schools for SIM. The schools in your board who meet this new funding criterion are:

- (to be filled in for each school board)
<table>
<thead>
<tr>
<th>Allocated in Spring</th>
<th>Allocated in Fall</th>
<th>Total (Not Including OFIP) *</th>
</tr>
</thead>
<tbody>
<tr>
<td>SIM Funding Provided in “B” Memo for Regional Networking</td>
<td>SIM/OFIP Funding Provided in “B” Memo (EQAO 2012-13 Data)</td>
<td>“Net New Schools to SIM” Funding Provided in this Memo (EQAO 2013-14 Data)</td>
</tr>
<tr>
<td>“High Priority” SIM Funding Provided in This Memo (EQAO 2013-14 Data)</td>
<td>“New SIM Schools Exiting from OFIP” (EQAO 2013-14 Data)</td>
<td>Total SIM Funding Provided for 2014-15 Budget Year</td>
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<tr>
<td>$25,000</td>
<td>Board-specific</td>
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* Some boards have OFIP schools. This SIM total does not include OFIP funds which were outlined in the September 22nd memo to Directors of Education with OFIP schools.

Funds allocated for the SIM initiative are to be used for:
- release time for capacity building including release time for networking with colleagues across networks of schools
- travel costs for the System Implementation and Monitoring Team to attend regional learning sessions
- travel costs for School Improvement Teams to attend learning sessions facilitated by the System Implementation and Monitoring Team.

This total SIM funding, in combination with OFIP funding, supports the work of system and school improvement in all schools.

**Identifying and Forming Clusters of Schools**

Except for the “High Priority” SIM schools named above, the Literacy and Numeracy Secretariat will not designate specific schools as part of this initiative. All schools are expected to benefit from participation in a network of schools as part of this initiative. School Districts have flexibility in forming their networks of schools and in determining which schools will receive a more intensive focus.

Factors that may influence how schools are grouped and how funding is allotted are:
- the commitment of school staff to identify a focus that is related to improving student achievement and is aligned to the goals of their Board and School Improvement Plans;
- the commitment of the School Improvement Team to work closely with their System Implementation and Monitoring Team in partnership with ministry staff;
- the district’s plan to maximize the potential of schools that are “ready to move”
- total funds allocated to the board for OFIP and SIM.
**Regional Capacity-Building Sessions for System Implementation and Monitoring Teams**

School Districts will identify a System Implementation and Monitoring Team who commit to providing leadership and direct support to identified schools. The system team is ideally composed of family of schools supervisory officers and a number of elementary and secondary principals from the family. The School Effectiveness Leader and Student Success Leader need to be members.

Members of the System Implementation and Monitoring Team will participate in three sessions of professional learning dialogue with regional colleagues and will apply these experiences in their work with the School Improvement Teams of the identified schools. Participants must register with their host boards which are listed below.

School Districts were alerted to the dates of the Fall regional sessions. The remaining dates are:

**K-12 SIM 2 - Winter 2015**

- January 8-9, 2015 – London East (Hamilton-Wentworth Catholic DSB)
- January 14 and 15, 2015 – Toronto (Peel DSB)
- January 16, 2015 – Ottawa (EOSDN)
- January 27-28, 2015 – Thunder Bay (Lakehead DSB)
- February 3-4, 2015 – Sudbury/North Bay (Sudbury Catholic DSB)
- February 10-11, 2015 – Barrie (Durham DSB)
- February 12-13, 2015 – London West (Huron Perth Catholic DSB)

**K-12 SIM 3 - Spring 2015**

- March 31-April 1, 2015 – Thunder Bay (Lakehead DSB)
- April 21 and 22, 2015 – Toronto (Peel DSB)
- April 23-24, 2015 – London West (Huron Perth Catholic DSB)
- April 28-29, 2015 – Sudbury/North Bay (Sudbury Catholic DSB)
- May 5-6, 2015 – Barrie (Durham DSB)
- May 7-8, 2015 – London East (Hamilton-Wentworth Catholic DSB)
- May 14, 2015 – Ottawa (EOSDN)

Logistical details about the regional sessions will be communicated directly to the School Effectiveness Leader and the Student Success Leader in each district.

If you have any questions regarding funding, please contact Sue Knight at Sue.Knight@ontario.ca. For all other questions please contact your LNS Field Team Lead, your ESSEO or Judy Speirs at judy.speirs@ontario.ca.
We look forward to working and learning together to make a difference for all students and appreciate your ongoing commitment to supporting all schools in the continuing improvement journey.

*Original signed by Bruce W. Shaw and Richard Franz*

Bruce W. Shaw and Richard Franz  
Directors, Literacy and Numeracy Secretariat  

cc. Mary Jean Gallagher, Chief Student Achievement Officer of Ontario, Assistant Deputy Minister,  
Student Achievement Division  
Rob J. Andrews, Director, Student Success/Learning to 18, Strategic Implementation, Innovation and Support  
Team Leads, Literacy & Numeracy Secretariat  
Kathy Verduyn, Director, Field Services Branch  
Regional Managers, Field Services Branch  
School Effectiveness Leaders, District School Boards  
Student Success Leaders, District School Boards  
External Student Success Education Officers