MEMORANDUM TO:  Directors of Education  
Supervisory Officers and Secretary-Treasurers  
of School Authorities  
Director of the Provincial Schools Branch  
Supervisory Officer of Centre Jules-Léger

FROM:  Ann Perron  
Chief Executive Officer, Interim  
The Literacy & Numeracy Secretariat

DATE:  September 10, 2008

SUBJECT:  Positioned for Success:  
A Year of Consolidation and Deeper Implementation

Please accept my best wishes for a rewarding year ahead as you strive to make a real difference in the lives of Ontario students. We are positioned for success! This memo provides an overview of LNS priorities for the 2008-2009 school year.

When we work together with common goals and share a vision of improving the life chances of all students, we can't help but be successful. We are looking forward to a year of consolidation where we deepen knowledge and focus on effective pedagogy and instruction.

As we move forward, The Secretariat will support both literacy and numeracy networks designed to support professional learning for supervisory officers, principals and teachers. These networks will provide opportunities for job-embedded professional learning within and across boards. As well, our Field Team Leaders will work with Senior Teams to identify networks of schools that can learn together to close the gaps for groups of students in your board who will benefit from additional support. Our goal is not only to become more precise in our supports but also to maintain the focus on achievement for all students.

Field Team Leaders will continue to meet with your Senior Team and School Effectiveness Lead(s) to provide assistance in board improvement planning. As the year unfolds, our Field Team Leaders and the Senior Team at The Secretariat will work closely with your School Effectiveness Lead(s) to support achievement of locally-identified needs.
In 2008-09, the LNS will provide support for the following:

**Regional Meetings with Senior Teams and School Effectiveness Leads:** These meetings in September will provide a forum for discussion, planning and communicating our LNS Strategy for 2008-09. The meetings will be most productive if your team is familiar with local trends and patterns of student achievement. A memo of invitation and agenda for the regional sessions has been sent.

**School Effectiveness Lead(s):** The role of the School Effectiveness Lead(s) is pivotal to supporting boards in achieving locally-identified targets for raising student achievement and implementing closing-the-gap strategies. Additional information regarding the role of School Effectiveness Lead(s) will be communicated at the Regional Meetings in September. Funding for School Effectiveness Leads will be transferred to boards and school authorities in two instalments - in September 2008 and January 2009.

**Teaching-Learning Networks:** Professional learning for teachers will be supported through teaching-learning networks. Networks will focus on using data for planning teaching and learning cycles with a focus on student work. Funding will be transferred to boards in October so they may coordinate and support this powerful initiative.

**Regional or Board Learning Networks:** Supervisory Officers, School Effectiveness Leads and system leaders may apply for financial support to facilitate professional learning and strategic planning in areas of identified needs, such as numeracy/mathematics, boys' literacy.

**Ontario Focused Intervention Partnership (OFIP):** In 2008-09, Student Achievement Officers will focus on working with networks of schools in order to improve learning and achievement in OFIP schools. Boards will provide support for OFIP1 or 2 schools that require direct intervention. Boards will be able to designate OFIP funds for release time for capacity-building and closing-the-gap strategies. Funding will be transferred to boards in October.

**OFIP Tutoring:** OFIP Tutoring will continue to enable every board to provide before-and-after-school tutoring in order to strengthen literacy and numeracy skills for students who need extra support. Based on a review of last year's reports, boards will receive funds to provide tutoring opportunities for students.

**Tutors in the Classroom (optional):** Tutors support the work of classroom teachers (during the school day) through tutoring activities and direct contact with students, assisting teachers in reinforcing skills and concepts. The goal of this intervention is to assist in closing the gap in achievement and achieving equity of outcomes for specific populations. Boards have submitted applications; funding will be transferred in October.

**LNS Mailing Package - Fall 2008:** New LNS research monographs and multi-media resources designed to support improved classroom instruction and practices will be sent to district school boards, school authorities and faculties of education.
Character Development: The framework document, *Finding Common Ground: Character Development in Ontario Schools, K-12*, was released on June 27, 2008 and posted on the Ministry website. A summary of this framework document will be released in September 2008 to highlight the main points in the document for principals, teachers, resource team members, school boards and trustees. In addition, a resource document entitled *Character Development in Action: Successful Practices in Ontario Schools, K-12*, will be released to share successful practices and provide leadership to boards and schools as they move forward. Additional details regarding Character Development will be shared at the September regional meeting. Funding to support this initiative will be transferred to boards in October.

Please accept my gratitude for your support both on a personal and professional level during my role as interim CEO. Effective October 6, 2008 we welcome Mary Jean Gallagher into her new role as CEO and Chief Student Achievement Officer of The Literacy and Numeracy Secretariat. Mary Jean comes to us from the Greater Essex County District School Board where she has been the Director of Education for the past eight years. We wish her much success.

We look forward to continuing our partnership with you to make a difference in the life of every student in Ontario. Thank you for your ongoing commitment to reaching every student.

Sincerely,

Ann Perron

Cc: EDU Deputy Minister
    EDU Assistant Deputy Ministers
    Regional Managers
    Frank Kelly, CODE
    OPC Executive Director
    CPCO Executive Director
    OTF Secretary General
    ETFO General Secretary
    OECTA General Secretary
    OSSTF General Secretary
    ADFO Director General
    AEFO Director General
    OCSOA, Executive Director
    OPSOA, Executive Director
    AGÉFO, President