Building Leadership Capacity Across 5000 Schools in Ontario

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Leadership Development Branch

reach every student
appuyer chaque élève
Background

- 2 million students
- 27% of students born outside Canada
- 4,000 elementary schools
- 900 secondary schools
- 72 school boards (12 French-language)
- 115,000 teachers
- 7,300 principals and vice-principals
- 400 supervisory officers
International Results

Ontario students are among the best in the world in science, reading and mathematics.

Program for International Student Assessment (PISA) results, 2009
# McKinsey Report

**“Prescribe Adequacy – Unleash Greatness”**

<table>
<thead>
<tr>
<th>Level</th>
<th>Focus</th>
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</thead>
<tbody>
<tr>
<td>Poor to Fair</td>
<td>Focus on achieving the basics of literacy and numeracy (instruction, interventions, supports)</td>
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<tr>
<td>Fair to good</td>
<td>Focus on establishing system foundations for curriculum, pedagogy, data, organization and finances</td>
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<tr>
<td>Good to Great</td>
<td>Focus on building professional capacity</td>
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<tr>
<td>Great to Excellent</td>
<td>Focus on learning through peer collaboration and innovation</td>
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Ontario Education Strategy

Goals

- Increase student achievement
- Reduce gaps
- Increase public confidence

Drive to 75 and 85
Why Leadership?

Leadership is a lever we are using to support large scale system improvement to enhance achievement and well-being for our 2 million students in 5000 schools.
Leadership Challenges

1. Attrition:
   - On average, principals in Ontario are 45-50 years of age
   - As of 2008, 37% of elementary school principals and 50% of secondary principals were eligible to retire
   - From 2009-2017, 10% – 15% of principals will be eligible to retire over each successive 3-year period

2. Transition into the role
3. Challenges in the role (IEL, 2008)

• Leading Student Achievement: networked learning for principals
• Student Success Leaders
• Leading Education, New Supports for Principals and Vice-Principals in Ontario Publicly Funded Schools (2005)
• Pilot programs in mentoring and appraisal
• Launch of the Institute for Education Leadership
Ontario Leadership Framework

- Provides a robust research foundation on which to base the elements of the Ontario Leadership Strategy
- Helps ensure that Ontario leadership practices and resources support the key goals of improving student achievement and well-being
- Provides a common language for leaders to engage in discussions about effective practice
Ontario Leadership Framework

Leadership is the exercise of influence on organizational members and diverse stakeholders toward the identification and achievement of the organization’s vision and goals.

SCHOOL-LEVEL LEADERSHIP

Pauling, 1920: ‘To persuade means to make people want to do something other than what they are doing now.’

SCHOOL LEADERSHIP

Leads the school’s culture and mission setting

Building relationships and developing people

1. Engage and sustain large and small groups in authentic learning experiences
2. Model the values that the school community holds dear, in both word and action
3. Establish and maintain a safe and physically healthy environment
4. Develop a safe and supportively challenging learning environment
5. Maintain a safe and physically healthy environment
6. Communicate effectively and respectfully
7. Build strong relationships with families and others
8. Act as an ethical leader
9. Engage diverse stakeholders
10. Celebrate and share success
11. Model the values that the school community holds dear, in both word and action
12. Establish and maintain a safe and physically healthy environment
13. Develop a safe and supportively challenging learning environment

Improving the instructional program

SCHOOL LEADERSHIP

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PERSONAL LEADERSHIP RESOURCES

Leaders share their personal leadership resources to effectively achieve leadership goals.
Ontario Leadership Strategy

Goals

• Attract the right people to leadership roles

• Develop personal leadership resources in individuals and promote effective leadership practices to support improved student achievement and well-being

• Develop leadership capacity and coherence in organizations to strengthen their ability to deliver on education priorities
Theory of Action

The theory of action driving the O LS is that significant progress towards the province’s three core priorities can be accomplished by paying attention to three broad goals:

- Supporting districts in developing, implementing, and measuring impact of their leadership development strategies
- Inviting and facilitating the influence of partners to advance the goals of the O LS
- Championing the development of initiatives that will enhance the coherence of leaders’ work across the province
Ontario Leadership Strategy - Guiding Principles

- **Partnership** - build on networks in place
- **Individual and organizational development** - promote professional learning for leaders and districts
- **Alignment** - engage all partners in learning from each other; align ministry initiatives
- **Communication** - engage in dialogue that supports effective practice
- **Research** - ensure OLS initiatives are evidence-based
What We Know So Far

- High level of customer satisfaction
- Increasing evidence of implementation across all boards
- Strong evidence of ministry-wide alignment
- Gaps in evidence about deep impact* [new surveys underway to close gaps]
## Ontario Leadership Strategy

<table>
<thead>
<tr>
<th>Element</th>
<th>Results</th>
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<tbody>
<tr>
<td><strong>Ontario Leadership Framework</strong></td>
<td>W idely used across the sector (and in ministry)</td>
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<tr>
<td>- Describes successful leadership practices</td>
<td>Foundation for OLS initiatives</td>
</tr>
<tr>
<td>and identifies leadership attributes called</td>
<td>Used in P/VP and SO selection/appraisal</td>
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<tr>
<td><strong>Board Leadership Development Strategy</strong></td>
<td>Supports 8100 school and system leaders</td>
</tr>
<tr>
<td>- Encompassing mentoring, principal/vice-</td>
<td>Strengthens connectivity across leadership initiatives</td>
</tr>
<tr>
<td>principal performance appraisal, succession</td>
<td>Positions leadership as part of HR management</td>
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<tr>
<td>planning and talent development, terms and</td>
<td></td>
</tr>
<tr>
<td>conditions of employment of principals and</td>
<td></td>
</tr>
<tr>
<td>vice-principals, and other district-led</td>
<td></td>
</tr>
<tr>
<td>leadership activities</td>
<td></td>
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<tr>
<td><strong>Leading Student Achievement Networks</strong></td>
<td>2000 school leaders involved</td>
</tr>
<tr>
<td>- Builds instructional leadership capacity in</td>
<td>Builds greater understanding of how leadership supports good teaching</td>
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<tr>
<td>literacy and numeracy among school leaders</td>
<td>and learning</td>
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<td>Improves instructional leadership practice</td>
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| **Institute for Education Leadership**  
- Independent (virtual) hub/network of leaders  
- engage leaders at all levels in leadership |  
Distributes ownership of leadership to sector  
Promotes ministry vision of leadership development  
Promotes evidence-based practice/manages dissent |
| **Ontario Leadership Congress**  
- Brings together 300 school and system leaders annually to share knowledge of how to improve student outcomes in their schools and districts |  
1200 school/system leaders over four years  
Uncovers tacit knowledge of expert leaders  
Mobilizes collective knowledge |
| **Supports for District Leaders**  
- Role specific executive development change management program for SOs and Directors of Education  
- Mentoring program for SOs and Directors |  
200 district leaders in executive programs to date  
360 district leaders have been mentored to date  
Builds capacity to support effective district leadership |
What next?

- Embedding the OLFL 2012 in all leadership development activities
- Initiate a research project with Dr. Leithwood to explore alternative strategies for building parent engagement for struggling students
- Pilot a supervisory officer appraisal system
- Provide additional resources for districts to support leadership development; e.g. video clips that illustrate effective leadership to improve math outcomes
Questions and Discussion
Websites

- www.ontario.ca/eduleadership
- www.education-leadership-ontario.ca/
- Contact: julie.reid@ontario.ca