

Ministry of Education

Ministère de l'Éducation

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**June 25, 2008**

**MEMORANDUM TO:** Directors of Education  
Supervisory Officers and Secretary-Treasurers of School Authorities  
Director of the Provincial Schools Branch

**FROM:** Steve Marshall  
Deputy Minister

**RE: Mentoring for Newly Appointed School Leaders**

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I am pleased to announce that Minister Wynne has approved a province-wide rollout of Mentoring for Newly Appointed School Leaders, to be introduced beginning in September 2008.

Mentoring is designed to answer the demand for skilled and talented school leaders, at a time when the number of new school leaders continues to rise and the need for succession planning and the sharing of expertise by our experienced leaders is increasingly urgent.

School leadership matters. Skilled and talented principals and vice-principals have a special responsibility to focus schools on what it takes to increase student achievement, reduce gaps in student achievement, and enhance public confidence in publicly funded education. The 2008 *Reach Every Student: Energizing Ontario Education* paper commits to the development of a comprehensive leadership strategy to ensure that school leaders have the support they need to be successful in their role.

Mentoring is a key part of this strategy. It is based on extensive research, an examination of best practices from jurisdictions around the world, and our own Mentoring Pilot which took place in 20 school boards, with the support of our principal association partners. The pilot results have been extremely positive, and participants have confirmed that mentoring is one of the most powerful forms of professional support for the newly appointed school leader. It also provides a tremendous professional development opportunity for experienced principals and vice-principals who provide the mentoring support. Pilot boards have acknowledged the important role of the Ontario Principals' Council, the Catholic Principals' Council of Ontario, and the Association des directions et directions adjointes des écoles franco-ontariennes in providing resources to support implementation over the year. A final pilot evaluation report will be available this summer.

Through Mentoring, newly appointed principals and vice-principals will receive mentoring support in their first and second years of practice. Experienced principals and vice-principals will also receive support and resources to prepare them to become effective mentors, and continue developing their own leadership competencies. We are providing over \$4 million to boards in

2008/09 to support implementation. We will also continue to fund associations to make resources available to support boards across the province.

In addition to supporting newly appointed school leaders, we recognize the important role that system leaders play in providing the conditions necessary to achieve Ontario's education priorities, and the importance of supporting them in their role. A mentoring pilot took place this year for newly appointed Supervisory Officers and Directors of Education. The results are encouraging and we will continue our work next year to learn more about the most effective mentoring supports for these leaders, in partnership with the Council of Ontario Directors of Education, the Association des gestionnaires de l'éducation franco-ontarienne, the Ontario Public Supervisory Officials' Association, and the Ontario Catholic Supervisory Officers' Association.

Marg Connor, Acting Director of the ministry's Leadership Development Branch, will contact you to provide more information about Mentoring for Newly Appointed School Leaders, the application process, and the resources that will be made available to support board implementation.

Thank you for your support. In particular, I would like to acknowledge, as I know you will, the pilot boards and our association partners for their work this year to help inform the province-wide rollout of Mentoring. We look forward to continuing this important work with you, and to reach every student through a team of educational leaders across Ontario that is second to none in the world. I am confident we will succeed.

If you have any questions, please contact Marg Connor at 416-325-1079 or [Marg.Connor@Ontario.ca](mailto:Marg.Connor@Ontario.ca).

Sincerely,

*Original Signed By*

Steve Marshall

Cc:

Assistant Deputy Ministers

Ann Perron

Ginette Plourde

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Presidents and Executive Directors of:

Council of Ontario Directors of Education

Ontario Catholic Supervisory Officers' Association

Ontario Public Supervisory Officials' Association

Association des gestionnaires de l'éducation franco-ontarienne

Ontario Principals' Council

Catholic Principals' Council of Ontario

Association Directions et Directions Adjointes des Écoles Franco-Ontariennes

Association des enseignantes et des enseignants franco-ontariens

Elementary Teachers' Federation of Ontario

Ontario English Catholic Teachers' Association

Ontario Secondary School Teachers' Federation

Ontario Teachers' Federation

Jacqueline Boulianne, (FPC)