



The Institute for
Education Leadership

L'Institut de leadership
en éducation

www.education-leadership-ontario.ca

Ontario Leaders Collaborating for Student Achievement and Well-being La collaboration des leaders en Ontario assure la réussite et le bien-être des élèves.

The Institute for Education Leadership of Ontario – 2018-19 Annual Report

The mandate of the IEL is to support effective leadership through opportunities for professional learning based on research, effective practice and sound policy. Ultimately, its aim is to assist school and system leaders in maximizing the achievements of all students.

Goals

- engage in professional inquiry as it relates to Ontario's framework of effective leadership practices and personal leadership resources,
- influence leadership practice through ongoing development and implementation of Ontario's framework of effective leadership practices and personal leadership resources
- promote and mobilize research on effective leadership practice.

In the past, the IEL met at face-to-face and on-line meetings. Moving forward, the IEL will become a model for building provincial leadership capacity through virtual learning.

Qualities and Strengths

The IEL has the membership network to consult with, connect and influence all of the types of leaders in education, thereby helping to set the professional development agenda for leaders in at least three ways:

- student achievement and well-being;
- career development, and;
- the well-being of self (the leader) and others.

The IEL identifies gaps and needs of leaders in the education sector, including a strong partnership with the business leaders of district school boards. One of the IEL's biggest strengths is its broad-based collaborative network that is fully representative of the sector.

An Influential Collaborative Leadership Network

The IEL has many accomplishments that the sector has valued. In particular, the IEL has been a forum for collaborative education networking that brings leaders from all organizations in education together with the Ministry to contribute to student achievement, equity and well-being. This is largely driven by the changing needs of the sector.

The IEL has transitioned to a collaborative leadership network that adopts a lateral systems approach to challenges of practice that:

- engages professional associations;
- avoids duplication of effort within the network;
- extends engagement from time to time to include other relevant organizations to work on common challenges of practice in order to gain a better understanding of varied leadership practices.

The IEL has the flexibility and capacity to reach out to and consider the expertise and experience of others such as the university sector and business partners, both within and quite possibly outside of Ontario.

Cycles of Inquiry

The IEL has adopted a professional collaboration model through a cycle of inquiry. The topics discussed have been established based on the needs of school and system leaders in the province.

“Leader as Coach” was the theme of the first cycle of inquiry. The IEL offered all school and system leaders a definition of reciprocal leadership, five guiding principles, case studies and scenarios, a bank of relevant research articles and a user-friendly Power Point presentation that districts may use to complement their leadership development programs. Through a satisfaction survey, school and system leaders shared the following:

- *I am moving into a Principal position in the fall and it will help me to support the Vice Principal team that I will be working with. (excellent level of satisfaction)*
- *Currently dealing with HR issue and questions laid out are very useful (excellent level of satisfaction)*
- *I am the SEF lead, so will use this with my work with principals and their professional development. (excellent level of satisfaction)*

“Well-being for Leadership” is the theme of the second cycle of inquiry. A general definition of “Well-being for Leadership” has been established as well as a definition of the 5 domains of well-being: physical, cognitive, emotional, social and spiritual. Through the services of “Thoughtexchange”, a question was developed and an exchange was launched.

What is working well and what other ways can the well-being of school and system leaders be supported?

Top thoughts from the exchange include:

- *All schools need more supports to deal with the unrelenting daily demands of students*
- *School systems do not seem equipped to manage the abundance of mental health and trauma behaviours that are presenting*
- *VP time should not only be based on the number of students in the building, but also, on the needs of the school*
- *Regulation 274 is draining.*

The final report will be shared with school and system leaders of the province. Based on the needs expressed by our leaders in Ontario, the Well-being for Leadership committee will establish next steps.

Key accomplishments in 2018-19

- The Ontario Leadership Framework (OLF)
 - Strong Districts and Their Leadership case studies and modules were revised 2018-19
 - Consultation with the Ministry on the revisions to the OLF
 - Deepening the Implementation of the OLF – with the assistance of Dr. Kenneth Leithwood, Leadership Advisor to the IEL, a sub-committee is working on the collection of case studies that will enhance the understanding of effective leadership practices and personal leadership resources.
- French-language Education in Ontario: this study examined the leadership practices of school and system leaders in the 12 French-language school districts (data was analyzed and a PowerPoint presentation to support all leaders in the province is posted on the IEL website.
- Annual Orientation Session for Newly Appointed Supervisory Officers will take place on November 6th, 2019. This session will be conducted via Zoom.
- New Administrators’ Seminar planning is ongoing for 2020.
- Personal Leadership Resources section of the IEL website now includes the *Ideas Into Action* publications and TIPS sheets. Further work is being conducted on the TIPS sheets.
- IEL website, www.education-leadership-ontario.ca, easy to navigate website, open to all national and international leaders, now includes a satisfaction survey to help guide the IEL’s next steps in improving the website.

IEL’s next steps in 2019-20

- Provide a model for strengthening effective Leadership
- Support school and system leaders
 - Cycles of inquiry
 - Orientation sessions for newly appointed supervisory officers and school administrators
- Identify the needs of positional leaders in the education sector
- Promote collaborative professionalism
 - Establish ways in which the IEL can support deepening the implementation of the OLF
- Assess the impact of the IEL
 - Continuous collection of data
 - Manage and expand the IEL website based on the needs of school and system leaders