



The Institute for  
Education Leadership  
L'Institut de leadership  
en éducation

[www.education-leadership-ontario.ca](http://www.education-leadership-ontario.ca)

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Dear Colleagues in Education,

The Institute for Education Leadership (IEL) is pleased to provide you with an update of our fall activities and key developments that may be useful to you.

In September, the IEL announced the creation of a new resource, **APPLIKI**, to assist school boards in the development of their succession planning and talent development plans. This resource is an interactive website containing materials gathered from school boards in Ontario. The resource continues to grow as boards upload materials they have created to the website. The IEL is dedicated to continuing the development of this resource and to broaden its scope to meet the leadership needs of the education community. We invite you to visit the site often.

[http://appliki.apandrose.com/?iniLang=en\\_CA](http://appliki.apandrose.com/?iniLang=en_CA)

On October 30, 2009 the Institute for Education Leadership hosted its annual orientation session for newly appointed supervisory officers. The keynote speaker was Professor Ken Leithwood who provided his insights on the characteristics of highly effective boards and the role supervisory officers play. As in the past, a highlight of the orientation session was the panel discussion and questions and answers with five deputy ministers. IEL provided an overview of its activities and the resources it has available for boards.

The Ontario Leadership Framework (OLF) identifies practices and competencies that describe effective leadership. The framework is widely used across the province and is the foundation of the ministry's Ontario Leadership Strategy and its key initiatives. In order to provide alignment across ministry initiatives, the ministry has identified five core leadership capacities (CLCs) within the OLF which it will embed into ministry-sponsored professional learning and resources for school and system leaders beginning in 2009/10. Attached is a series of questions and answers (FAQ) regarding the Ontario Leadership Framework and the five Core Leadership Capacities.

Please distribute this communiqué to educational leaders in your organization. We are looking forward to continuing our communication with you throughout the year.

On behalf of the members of the IEL Steering Committee I wish you all the best for the new year.

Barbara McMorrow  
Chair  
Institute for Education Leadership

Distribution to members of IEL partner organizations:

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## **Frequently Asked Questions The Ontario Leadership Framework (OLF) and the Core Leadership Capacities (CLC)**

### **Q. What are the Core Leadership Capacities (CLC)?**

The CLCs are a set of core leadership capacities situated within the Ontario Leadership Framework (OLF). The ministry has chosen these as the focus of capacity building for school and system leaders beginning in 2009-10. The CLCs include:

- Setting Goals;
- Aligning Resources with Priorities;
- Promoting Collaborative Learning Cultures;
- Using Data; and
- Engaging in Courageous Conversations.

### **Q. Why has the ministry chosen to focus on the CLCs?**

Stakeholders consulted during spring 2008 about the Ontario Leadership Strategy (OLS) recommended that the ministry align its initiatives so that interconnections are clear. A consistent focus for capacity building provided by the ministry to school and system leaders is one way to meet this recommendation.

### **Q. What does the ministry mean by building ‘capacity’?**

Capacity is a combination of skills and knowledge, attitudes and actions taken together and is focused in generating results. It involves using resources wisely and committing to get important things done collectively and continuously. (Fullan, see *In Conversation*, Fall 2008)

### **Q. How were these five CLCs identified in particular?**

These five CLCs were identified through Mentoring and Principal Performance Appraisal pilot evaluation findings, consultations and advice from key partners as leadership capacities that are of current interest and importance to Ontario’s school and system leaders.

### **Q. How is the ministry using the CLCs as a way of improving alignment?**

The ministry is embedding the CLCs in the professional learning and resources that it is providing to school and system leaders for all ministry initiatives as appropriate. For example the CLCs were embedded in the Fall 2009 Student Success/Learning to 18 Principals’ Regional Sessions.

### **Q. What is the relationship between the Ontario Leadership Framework (OLF) and the CLCs?**

The Ontario Leadership Framework (OLF) is the foundation of the Ontario Leadership Strategy and its key initiatives. The CLCs are derived from and situated within the domains of the OLF, they are not independent of it.

**Q. Do the CLCs replace the OLF?** No. The Ontario Leadership Framework (OLF) remains the foundation of the Ontario Leadership Strategy.

## **Frequently Asked Questions The Ontario Leadership Framework (OLF) and the Core Leadership Capacities (CLC)**

**Q. Are school boards required to embed the CLCs as a focus of capacity building for school and system leaders?**

It is recommended that boards refer to the Ontario Leadership Framework (OLF) as a foundation of their capacity building for school and system leaders. In this context, boards may use the CLCs to support their own board activities. For example, as boards put in place a plan for Succession Planning and Talent Development the CLCs can support the capacity building required to impact on student achievement and well-being.

**Q. What is the commitment the ministry has made to the OLF and the CLCs?**

Spring 2006: The Ontario Leadership Framework (OLF) was launched and adopted by the Institute for Education Leadership (IEL). 2008-09: Workshops were held by the IEL for school boards across the province to help embed the OLF into board work. Spring 2009: The Executive Leadership Team (ELT) of the ministry endorsed the identification of these CLCs to promote and strengthen the OLS and improve alignment of ministry initiatives. 2009-10: The ministry begins to embed the CLCs in provincially-sponsored professional learning and resources for school and system leaders.