



**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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January 20<sup>th</sup>, 2015

Dear Colleagues in Education,

The Institute for Education Leadership (IEL) commissioned Dr. Denise Armstrong, Associate Professor (PhD) of the Department of Graduate and Undergraduate Studies in Education, Brock University, to conduct research on the **Transition to the Role of Principal and Vice-Principal in the province of Ontario**. Her research focuses on personal, professional and organizational change and transitions, educational leadership, ethics, equity, student engagement, and culturally responsive pedagogy.

This research gathered quantitative and qualitative evidence from newly appointed principals and vice-principals about their transitions from teaching to the role of principal and vice-principal. Specifically, it sought to explore newly appointed vice-principals' and principals' transition experiences, their successes and challenges, to identify promising programs and practices, and to gather recommendations regarding how newly appointed vice-principals and principals' leadership transitions could be supported. The participants' responses and the evidence collected from district school boards, Ministry of Education, IEL, and professional association confirmed that considerable efforts have been and continue to be made to improve the leadership landscape in Ontario and to achieve high levels of achievement.

For the full report, visit [www.education-leadership-ontario.ca](http://www.education-leadership-ontario.ca).

The findings presented in this report are based on quantitative and qualitative data collected from 290 survey responses (263 English and 27 French) and follow-up interviews with 42 principals and vice-principals (17 individual interview and 25 focus group interview participants).

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

Kind regards,

A handwritten signature in blue ink that reads "Norah Marsh".

Norah Marsh  
Chair  
Institute for Education Leadership

- c.c.    Board Leadership Development Strategy Leads
- Principal Qualification Course Providers
- The Learning Partnership
- Ministry of Education
- Ontario Catholic Supervisory Officers' Association
- Ontario Principals' Council
- Ontario Public Supervisory Officials' Association
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