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# Energizing Ontario Education

IPAC Presentation

August 25, 2008

# Overview of Presentation

- ❑ Background
- ❑ Student Success/Learning to 18
- ❑ Building Management Capacity in School Boards

# Ontario Demographics

- ❑ Ontario Population – 12.1 million
- ❑ 45% of new immigrants settle in Ontario each year
- ❑ 26% of newcomers speak neither English nor French
- ❑ 68% of Ontarians speak English as a first language
- ❑ 4% speak French as a first language
- ❑ 2% speak various Native languages
- ❑ 20% are school aged children aged 4-18



# Education Facts

72 District School Boards	Enrolment
English Public	67%
English Catholic	29%
French Public	1%
French Catholic	3%

- ❑ 1,250,000 elementary students in almost 4,000 schools
- ❑ 680,000 secondary students in 900 schools
- ❑ 200,000 staff – including 125,000 full-time teachers
- ❑ Education funding projected to be \$19.06B in 2008-09



# Education Governance

- ❑ Ministry of Education governs the publicly funded elementary and secondary education system:
  - Regulates school year, organization of schools and boards, duties of teachers, principals and board officials
  - Sets requirements for student diplomas and certificates
  - Operates provincial schools for children with disabilities
  
- ❑ District school boards have locally elected trustees and are responsible for:
  - Board policy
  - Employing board staff, principals and teachers
  - Opening/closing of schools
  - Administration and enforcement of the *Education Act*
  - Program implementation and curriculum delivery



# Ministry of Education's Goals

## 1. High levels of student achievement

- Going deep and wide on literacy and numeracy
- Promote innovation in secondary schools

## 2. Reduce gaps in student achievement

- Early intervention focussing on students who are struggling and at risk of failing

## 3. Increasing public confidence in publicly funded education

- Foster greater two-way engagement with the public
- Strengthen the role of schools as the heart of communities
- Recognize the pivotal role of schools in developing workforce and citizens of tomorrow



# Key Ontario Strategies

- Great teaching is paramount
- Great leadership is essential – principals and board management
- Identify and back high-yield instructional strategies
- Invest in training and support for teachers and leaders
- Ensure oversight-watch, measure, visit-showcase success, intervene in low performance situations
- Nurture a data, research and assessment culture
- Grow Ontario's international reputation as a high performing education jurisdiction
- Peace and stability
- Strong, stable management





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**Student Success/  
Learning to 18 Strategy**

# Research Evidence: Defining the Problem

1. In 2004, 68% of students graduated high school within 5 years
2. Students were at risk of not graduating if they missed even one credit by Grade 10
  - 40% of Grade 10 students were missing one credit
3. Mismatch between instruction and actual students' destinations after high school
4. Major contributor to leaving: long process of disconnection and disengagement with school
  - Personal & family circumstances not a major contributor

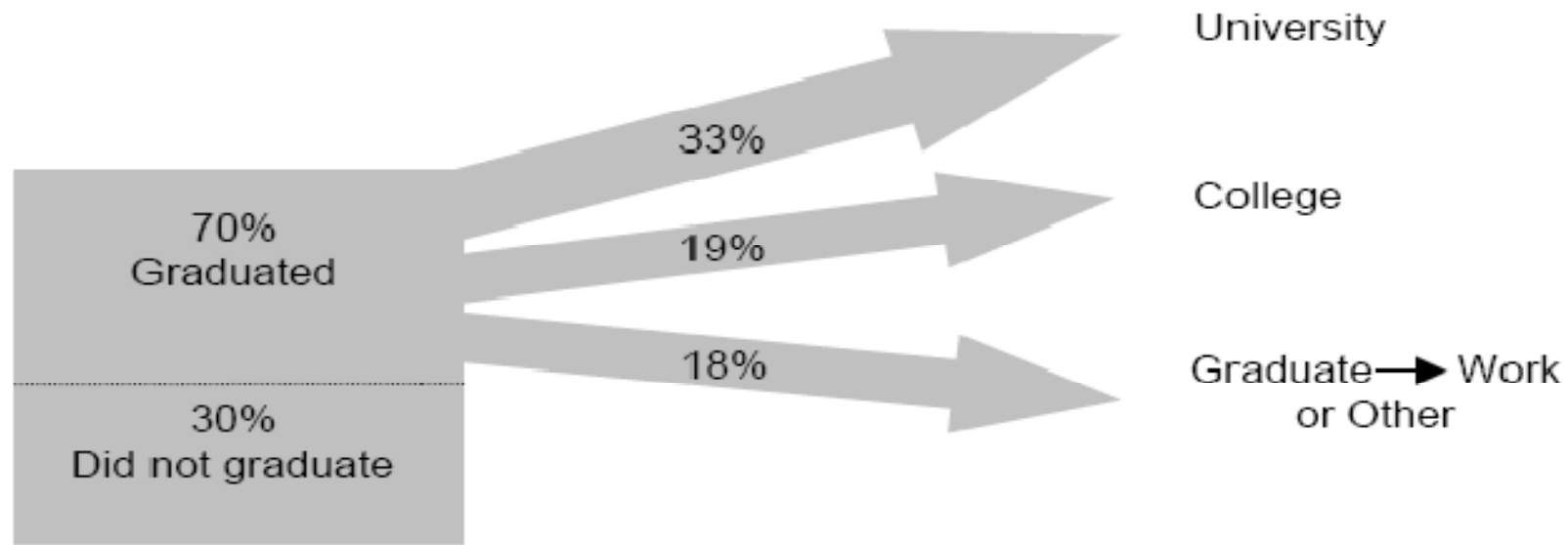
## Sources:

- King et al., *Double Cohort Study Phase III* (2004)
- Ferguson et al., *Early School Leavers Report* (2005)
- Tilleczeck et al., *Transitions from elementary to secondary school* (2007)



# Destinations of Students in the First Cohort of the Reorganized Program After Five Years: 1999-00 to Fall 2004

(King Report, 2004)



\*Percentage estimates based on Grade 9 enrolment (1999-2000)



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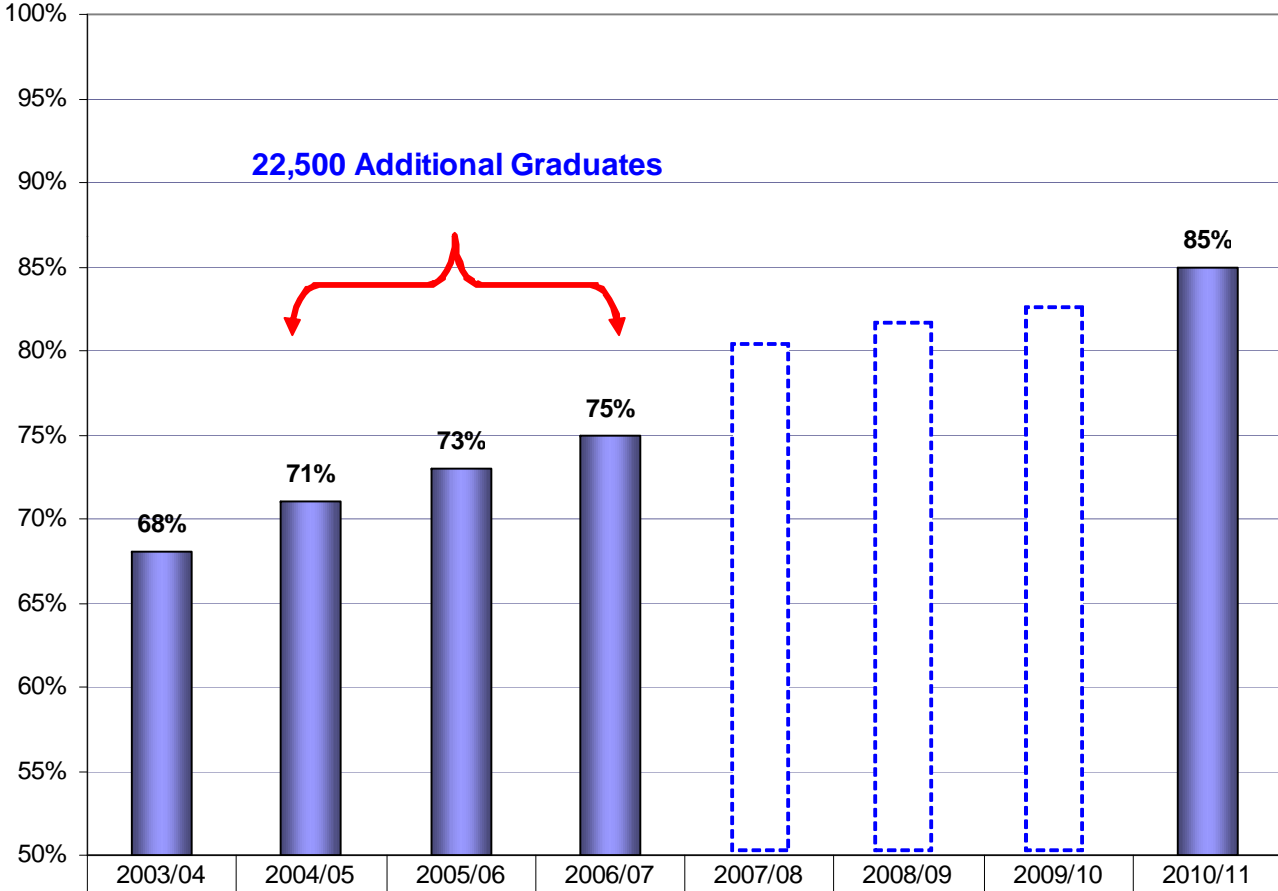
# Student Success / Learning to 18: Key Goals

- Every student deserves a good outcome
- Connecting with students by providing new and relevant learning opportunities
- Building on students' interests and strengths
- Effective transitions from elementary to secondary and from secondary to post-secondary
- Increasing graduation and reducing drop-out rates – graduation rate targets (85% by 2010 – 2011)



# Our Target

**Graduation Rates  
Projected to Target Year  
2003/04 - 2010/11**



■ Grad Rates (Actual for 2003/04 .. 2006/07)	68.0%	71.0%	73.0%	75.0%				85.0%
No. of Students (Estimated)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
No. of Graduates (Approximate)	102,000	106,500	109,500	112,500				127,500

# Responses Informed by Evidence

1. Student Success Leaders, Teachers & School Teams
  - To improve outcomes for students at risk of not graduating
2. Student Success Indicators
  - To measure outcomes and inform schools, boards and province of progress and areas of improvement
3. More ways for students to complete school
  - Recognize differing pathways, interests and aspirations
4. Credit intervention/rescue strategies and Credit Recovery
  - Credit Recovery - students can “catch up” while maintaining course standards



# Responses Informed by Evidence

5. Hundreds of innovative school-based projects
6. Transition planning for at-risk students in all school boards
7. Student Engagement Strategy - focuses on listening to students and supporting their active engagement in school.
8. Destination Réussite - Support program for French-language secondary schools that develops a culture of staff commitment, student engagement and student success
  - Politique d'aménagement linguistique (**PAL**), The raison d'être of Ontario's *aménagement linguistique* policy is to contribute to the sustainable development of Ontario's French-language educational community by implementing targeted and planned interventions to ensure the protection, enhancement, and transmission of the French language and culture in a minority setting.



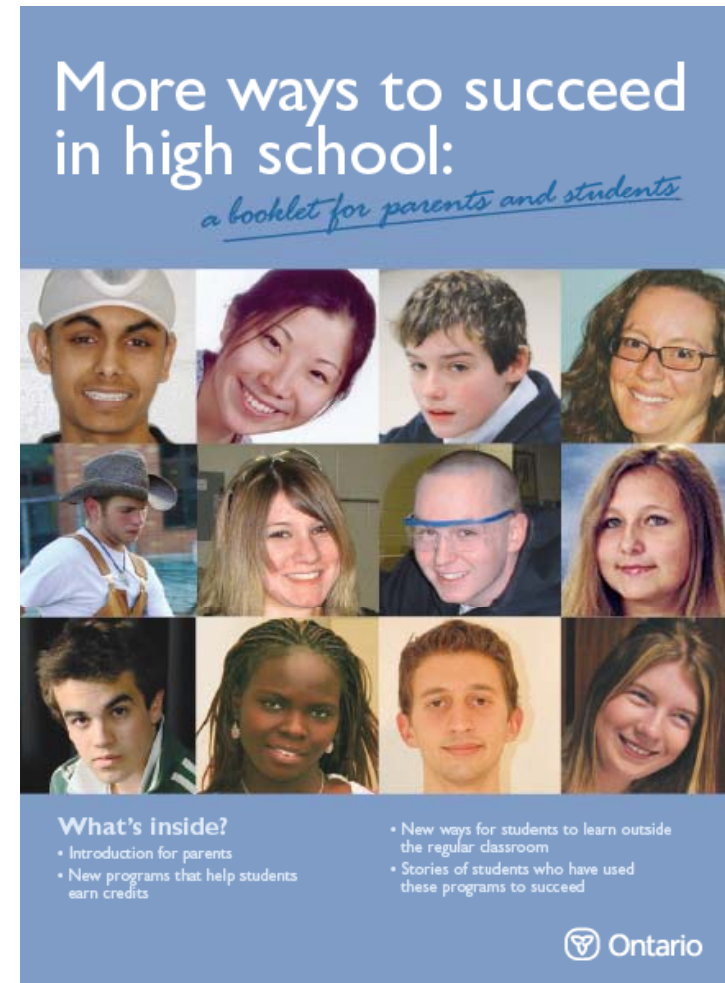
# Student Success Indicators

1. Credit accumulation – Grades 9 and 10
2. Pass rates in compulsory courses
3. Completion of the literacy graduation requirement
4. Workplace preparation course selection
5. College preparation course selection
6. Locally developed compulsory credit course selection
7. Guidance and career education; co-op related courses
8. Annual school leaver rates
9. Grade 7 and 8 students “at risk” in English and math
10. Grade 7 – 12 francophone students leaving to go to English-language schools
11. Grade 7 and 8 students at risk, leaving to go to English-language schools
12. Marks distribution



# More Ways to Help Students Graduate

- Credit for External Credentials
- New Courses
- Student Success Culture
- Student Success Teams
- Specialist High Skills Majors (SHSM)
- Expanded Co-op
- Dual Credit Programs
- Grade 8 – 9 Transition
- e-Learning



<http://www.Ontario.ca/MoreStudentSuccess/>



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# Expanded Co-op



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# Specialist High Skills Major (SHSM)



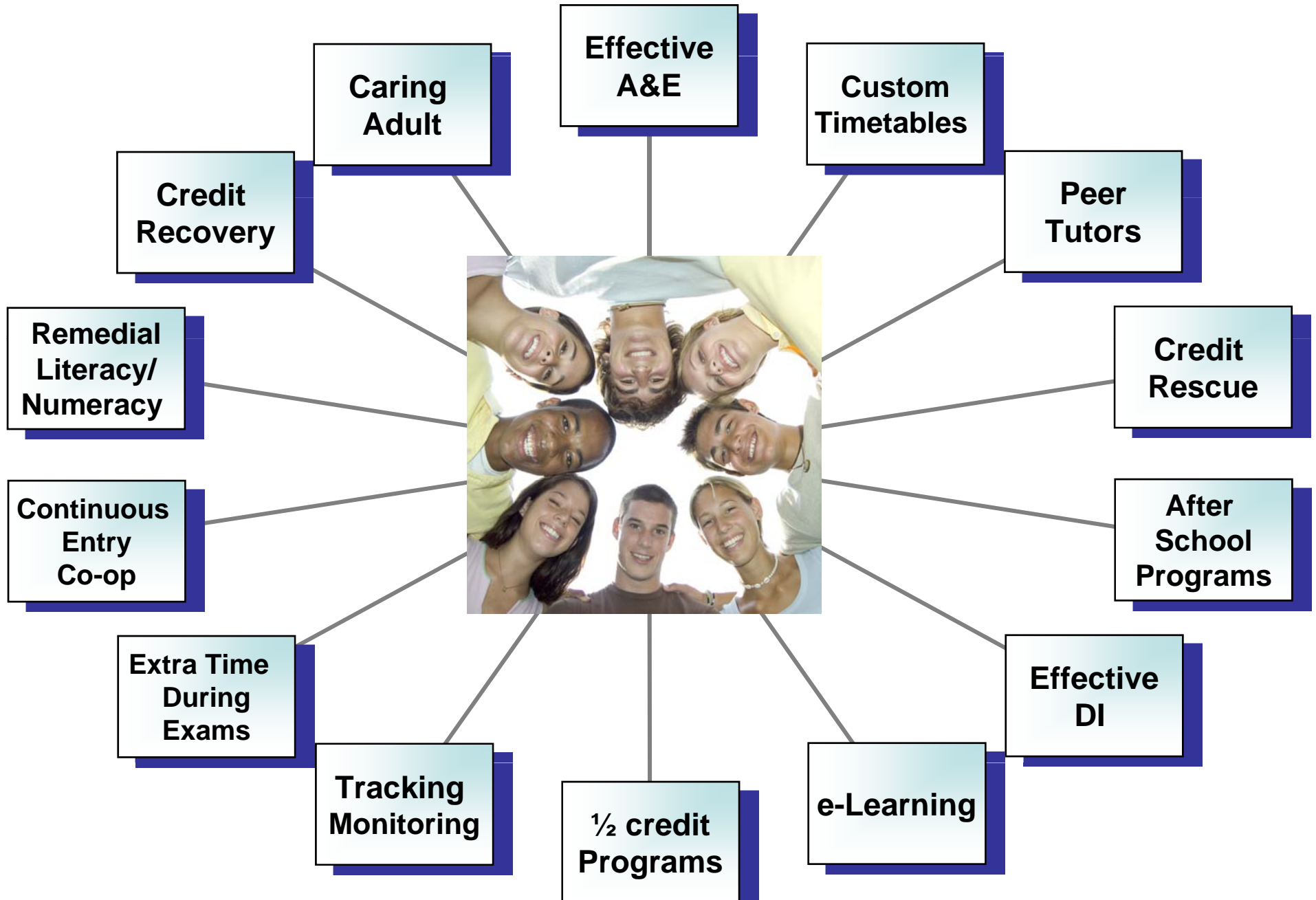
**Sectors include:**

- Manufacturing
- Health and Wellness
- Construction
- Hospitality and Tourism
- Mining
- Forestry
- Agriculture
- Horticulture
- Landscaping
- Business
- Arts and Culture
- Transportation
- Environment



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# CREDIT INTERVENTION STRATEGIES



# Student Engagement Strategy

## Components for 2008-09:

- Minister's Student Advisory Council - 60 students Grades 7 -12
- Student-led/Teacher Facilitated Projects
- Student Council, Transition, Inclusion, Diversity Projects
- Student Voice - consultation and regional forums



- Resource document for teachers from Pre-K to Grade 12 provides strategies to enhance student engagement and student success



# French-Language Education

P.A.L.

Access

Actualisation linguistique du français  
Perfectionnement du français  
(ALF/PDF)

Culture

Success for all students  
Destination réussite

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# Increasing Public Confidence: Outreach and Communications

- TV ads, Ministry of Education website, 98 separate information resources (e.g., DVDs, brochures, booklets)
- Provincial Parent Board and other Parent Engagement Strategies
- Passport to Prosperity: Business Education Councils, Industry Education Councils, Training Boards
- Employer Registry: on-line community



For more information, please go to the following website:

<http://www.Ontario.ca/MoreStudentSuccess/>





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# **Building Management Capacity In School Boards**

# Rationale for Management Initiatives

- ❑ Strong and reliable management practices in school boards can contribute to student achievement by:
  - Minimizing distractors
  - Increasing focus on academic goals
  - Ensuring best use of resources



# Rationale for Management Initiatives

- 1. Work with deficit boards revealed management weaknesses**
  - Lack of in-year financial management systems
  - Limited information provided to management teams/trustees for budget planning
  - Limited understanding of performance or cost structure relative to other boards
- 2. Auditor General granted value for money audit powers over broader public sector**
- 3. School boards consolidated into provincial finances**



# Rationale for Management Initiatives

- ❑ School boards must deliver on four key lines of business:
  - Finance
  - Human resources
  - Facilities
  - Student Transportation



# Building Management Capacity – Key Initiatives

1. Operational Reviews
2. Transportation Efficiency & Effectiveness Reviews
3. Ontario Education Collaborative Marketplace/Ontario Buys
4. Greening Ontario Schools
5. Council of Senior Business Officials Efficiency & Effectiveness Advisory Committee



## 2. Operational Reviews: Objectives

- ❑ Ministry to complete operational reviews of all school boards over 3 years
- ❑ Ensure boards are able to support the work of the Auditor General's "Value for Money" audit process
- ❑ Project will define "leading practices" in all lines of business



## 2. Operational Reviews: Scope

- ❑ **Governance and Board Administration**
- ❑ **Financial Management**
  - Budget Development
  - Financial & Asset Management
  - Procurement
- ❑ **School Operations/Facilities**
  - Facility Planning & Utilization
  - Energy Management
  - Capital Project Management
  - Construction Management
- ❑ **Board and School Staffing & HR Management**
  - Human Resource Organization
  - Human Resource Management
  - School Staffing / Allocation



# 1. Transportation E&E Reviews

- ❑ Transportation reform strategy introduced in 2006-07
  
- ❑ Three areas of focus:
  - Establish consortia to deliver student transportation services
  - Effectiveness and Efficiency (E&E) Reviews of consortia
  - Study of benchmark cost for a school bus incorporating standards for safe vehicles and trained drivers.



# 1. Transportation E&E Reviews

- ❑ Third party review team - industry consultants, routing consultants and planners, peer reviewer
- ❑ Examines four areas:
  - Governance and management of consortia
  - Policies and practices
  - Routing design
  - Contract management
- ❑ Review Team provides a rating (low to high) and this supports a funding adjustment if the consortia has a deficit
- ❑ Reports posted on Ministry's website - leverage best practices, learn from the experience of others



### 3. Ontario Education Collaborative Marketplace (OECM)

- ❑ 116 publicly funded school boards, colleges and universities will partner across the sector to expand and evolve existing strategic sourcing and group buying practices
  
- ❑ Anticipated Benefits:
  - Cost reductions
  - Process improvements
  - Procurement processes/tools available for all boards, regardless of their internal capacity
  - Leveraged purchasing power through targeted strategic sourcing initiatives (energy, green clean supplies, textbooks, and capital building materials and services)



## 4. Greening Ontario's Schools

- ❑ Commitment to develop and implement a comprehensive strategy to reduce the carbon footprint of every school in Ontario
- ❑ Three key focus areas:
  - Energy Conservation
    - Comprehensive energy procurement strategy
    - Energy consumption benchmarking initiative
    - Building management
  - Green Schools
    - Capital projects - pilots
  - Green Clean
    - Products and procedures



## 5. COSBO E&E Advisory Committee

- ❑ Ministry provided Council of Senior Business Officials of Ontario (COSBO) with \$3M since 2006 to identify projects that would result in cost savings, cost containment and assist the sector to operate more effectively and efficiently
- ❑ Also provided project management leadership and support for most E&E projects
- ❑ Advisory Committee has initiated an expansive portfolio of projects:
  - E-Funds for Cashless Schools
  - Attendance Management Research
  - Broadband Connectivity Research
  - Transportation Contracting Practices Tool Kit
  - Transportation Legal Entity Reference Guide
  - Employee Benefits Research
  - Asset Management Workshop
  - Green Schools
  - Professional Development Diploma Program in School Board Operations



# Summary

- ❑ Taken together, we believe these management initiatives will:
  - Support student achievement by minimizing the distractors
  - Increase public confidence and support for the public education system

