



REPORT TO

REGULAR BOARD

## REMOVAL OF MASTERS DEGREE REQUIREMENT FOR APPLICANTS TO VICE PRINCIPAL AND PRINCIPAL POSITIONS WITHIN THE TCDSB

*“We put no obstacle in anyone’s way, so that no fault may be found with our ministry.”  
Second Corinthians 6:3*

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February 14, 2019	February 21, 2019	<a href="#">Click here to enter a date.</a>
Adrian Della Mora, Executive Superintendent of Human Resources and Employee Relations		

### RECOMMENDATION REPORT

**Vision:**

*At Toronto Catholic we transform the world through witness, faith, innovation and action.*

**Mission:**

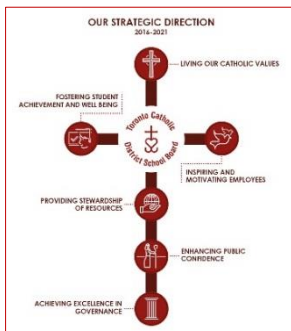
*The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.*

*We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.*

Rory McGuckin  
Director of Education

Dan Koenig  
Associate Director  
of Academic Affairs

Lloyd Noronha  
Associate Director  
of Facilities, Business and  
Community Development, and  
Chief Financial Officer



## A. EXECUTIVE SUMMARY

This report revisits a previous report which provided information about the need to remove the Board-mandated requirement of the commencement of a Masters' Degree for application to the position of Vice Principal, and the completion of a Masters' Degree as a condition of appointment to the position of Principal within the Toronto Catholic District School Board (TCDSB).

The legislated requirement of a holding a double specialist as a requirement for the principal qualification will be maintained, and further TCDSB programs of study directly related to the position of Catholic Vice Principal and Catholic Principal will be mandated.

*This report recommends that the requirements of teachers to commence a Master's Degree Program as a mandatory requirement for application to the position of Vice Principal be rescinded.*

*This report recommends that the requirements of Vice Principals to complete a Master's Degree Program as a condition of appointment to the position of Principal be rescinded.*

This new strategy will help remove barriers to those seeking school leadership, and will promote targeted leadership capacity building, thus enabling a greater number of candidates to interview for vice principal and later, principal. It also specifically addresses system succession planning needs associated with anticipated administrator attrition rates as *our analysis reveals that 35% of current elementary and secondary administrators are eligible to retire within 5 years.*

*The cumulative staff time required to prepare this report was 8 hours.*

## B. PURPOSE

This report recommends the removal of progress towards a Masters' Degree as a requirement to be considered for application to the position of vice principal, and completion of a Master's Degree for the appointment to the position of principal at TCDSB. There is an urgent need to increase the number of applicants for these administrative positions in light of projected attrition trends and concern relating to work intensification.

## **C. BACKGROUND**

1. Historically, the Toronto Catholic District School Board (TCDSB) has required all applicants to commence a Masters' Degree in order to be granted an interview for the position of vice principal. Further, a vice principal must have completed a Masters' degree to be appointed to the position of principal.
2. In general, Master's Degrees are earned in a variety of disciplines by a diverse group of people, allowing the transfer of knowledge to the appropriate employee role within the TCDSB.
3. With respect to Principals and Vice Principals, over the last five to ten years, the costs and time commitments associated with the completion of a Masters' Degree while fulfilling teaching and/or administrative duties have become a barrier to talented teachers seeking to become school leaders.
4. Members of the TCDSB Senior Leadership Team have debated the option of removing the Master's Degree requirement many times over the last five years. The majority of other boards in Ontario either never held a Masters' requirement for application to school administrative position, or have decided to remove this requirement to apply for a school administrative position. This has given them a competitive advantage in attracting and recruiting a greater number of applicants. (**Appendix A**).
5. An initial report was brought to the public session of the April 5, 2018, Student Achievement and Well Being, Catholic Education and Human Resources Committee proposing the removal of the Masters' Degree requirement for applicants to Vice Principal and Principal positions within the TCDSB.

## **D. ACTION PLAN**

### **Principal Retirements**

1. **Table 1** below lists the number of elementary and secondary Principal retirements in the past four (4) years, and the subsequent need to place Acting Principals into elementary and secondary schools.

**Table 1**

Year	ES Principal retirements as of June 30	SS Principal retirements as of June 30	ES and SS Acting Principals during the academic year
2014-2015	19	1	6
2015-2016	19	5	5
2016-2017	19	1	11
2017-2018	13	4	8

**Note:** *Table 1 highlights the fact that retirement rates and administrator leaves are creating a need for additional shortlisted candidates.*

2. A demographic analysis of the number of current administrators who will be eligible to retire within the next 5 years reinforces the importance of succession planning. The following points summarize areas for consideration:
  - a. Of the total number of administrators (Principals and Vice Principals) – ***14.9% are eligible to retire (Service Factor of 85) as of October 2, 2017:***
    - 60% of these administrators are from the elementary panel and
    - 40% are from the secondary panel.
    - 71% are females and
    - 29% are males.
  - b. 20% of administrators will be eligible to retire within 2.5 years
  - c. 31.4% of administrators will be eligible to retire within 5 years

**Decline in Applications for Vice Principals and Principals**

3. Applications to the position of Elementary and Secondary Vice Principal and Principal have declined significantly since the 2015-2016 school year. This decline in light of retirement rates creates a succession concern for the board. **Table 2** demonstrates this decline.

**Table 2**

<b>APPLICATIONS FOR SCHOOL ADMINISTRATOR (2015-2018)</b>				
<b>Posting</b>	<b>ES VP</b>	<b>SS VP</b>	<b>ES Principal</b>	<b>SS Principal</b>
January 2015	36	18		
October 2015			22	n/a
April 2016	55	33		
October 2016			26	21
March 2017	20	23		
September 2017			15	n/a
March 2018	17			
May 2018		11		
May 2018			6	
August 2018	14			8
November 2018		12	5	
<b>Application Decline</b>	<b>64% decrease 2016 to 2017</b>	<b>30% decrease 2016 to 2017</b>	<b>42% decrease 2016 to 2017</b>	<b>61.9% decrease 2016 to 2018</b>
	<b>30% decrease 2017 to 2018</b>	<b>47.8% decrease 2017 to 2018</b>	<b>66.7% decrease 2017 to 2018</b>	

**Equity Action Plan**

- The TCDSB’s Equity Action Plan calls for boards to identify systemic barriers to promotion and hiring and report on progress in meeting equity goals in their annual reports. This includes monitoring measurable increases in diversity on school board leadership teams. The decision to eliminate the Masters’ requirement will likely increase the number and diversity of applicants thus helping the TCDSB establish and strengthen leadership development programs.

**TCDSB Leadership Modules**

- The inclusion of targeted leadership development modules (refinement of leadership development series) for newly appointed Vice-Principals and Principals within their first three years in their respective positions will act as a strategic substitute for the Masters’ degree requirement.

## **E. METRICS AND ACCOUNTABILITY**

The Human Resources Department will monitor and assess the recommendations in this report through on-going collaboration with the Superintendent of Human Resources. It is important to note that a Masters' Degree will remain as a mandatory application requirement for those administrators applying for the position of Superintendent of Education.

## **F. IMPLEMENTATION, STRATEGIC COMMUNICATIONS AND STAKEHOLDER ENGAGEMENT PLAN**

Information about the revised requirements for the positions of Vice Principal and Principal will be communicated to the appropriate stakeholders, primarily teachers and vice principals.

## **G. STAFF RECOMMENDATION**

Staff recommend:

1. That the requirements of teachers to commence a Master's Degree Program as a mandatory requirement for application to the position of Vice Principal be rescinded.
2. That the requirements of Vice Principals to complete a Master's Degree Program as a condition of appointment to the position of Principal be rescinded.