



REPORT TO

**CORPORATE SERVICES, STRATEGIC
PLANNING AND PROPERTY
COMMITTEE**

**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.”
2 Corinthians 6:3*

| Created, Draft | First Tabling | Review |
|---|-------------------|---|
| January 28, 2021 | February 11, 2021 | Click here to enter a date. |
| Adrian Della Mora, Executive Superintendent of Human Resources and Employee Relations | | |

INFORMATION REPORT

Vision:

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

Mission:

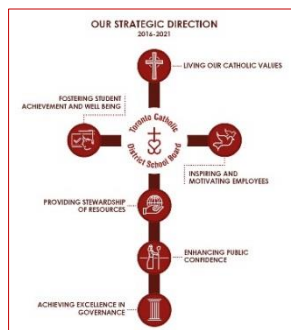
The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.

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

Brendan Browne, Ph.D.
Director of Education

Dan Koenig
Associate Director
of Academic Affairs

Steve Camacho
Acting Associate Director
Facilities, Business and
Community Development



A. EXECUTIVE SUMMARY

This report responds to a Trustee motion tabled at the Corporate Services Board meeting on January 21, 2021, requesting that a Board report which provided information about the Masters' Degree requirement for administrators be revisited.

In response to a report brought to the March 2020 Regular Board meeting, Trustees approved a motion that stated that to apply for the position of Vice-Principal, as a minimum, a candidate was required to be enrolled in their first course of a Master's program. The Trustee motion also stated that Principal candidates could be appointed without having completed their Master's degree on the proviso that they completed it within four years of being appointed to a principal position. Metrics provided in this report will speak to the impact of these changes and inform additional Trustee dialogue regarding this requirement.

Ultimately, Trustees will debate whether there is merit in further revising the criteria for those seeking school leadership positions. Board staff will continue to promote targeted leadership capacity building, which has enabled a greater number of candidates to interview for vice principal and later, principal. Discussions should be framed around ongoing 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 10 hours.

B. PURPOSE

This report provides feedback to Trustees to inform their discussion regarding the requirement of a Masters' Degree to be considered for application to the positions of vice-principal and principal at TCDSB. There is an urgent need to sustain/increase the number of applicants for these administrative positions in light of projected attrition trends and concerns relating to work intensification.

C. BACKGROUND

1. Historically, the Toronto Catholic District School Board (TCDSB) has valued the completion of a Masters' Degree to be considered for a school administrative position.
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. For 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 positions, 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.
6. After a Board motion at the March 2020 Regular Board meeting, Human Resources staff continues to monitor the impact of changes that arose from a Trustee motion that relaxed Masters Degree completion requirements.

D. ACTION PLAN

Principal Retirements

1. **Table 1** on the following page 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 |
| 2016-2017 | 19 | 1 | 11 |
| 2017-2018 | 13 | 4 | 8 |
| 2018-2019 | 16 | 3 | 1 |
| 2019-2020 | 6 | 2 | 9 |

Note: *Table 1 highlights the fact that retirement rates for June 2021 will, based on trend analysis and COVID-related challenges, will likely increase. 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

Increase in Applications for Vice Principals and Principals

3. Applications to the position of Elementary and Secondary Vice-Principal and Principal have increased significantly since the 2018/2019 school year. This sustained increase into 2021 favourably addresses issues associated with higher projected retirement rates. **Table 2** on the next page demonstrates this increase.

| Table 2 | | | | |
|--|-------------------------------------|----------------------------------|----------------------------------|----------------------------------|
| APPLICATIONS FOR SCHOOL ADMINISTRATOR (2015-2018) | | | | |
| Posting | ES VP | SS VP | ES Principal | SS Principal |
| September 2017 | | | 15 | n/a |
| March 2018 | 17 | | | |
| May 2018 | | 11 | 6 | |
| August 2018 | 14 | | | 8 |
| November 2018 | | 12 | 5 | |
| March 2019 | | | 11 | 8 |
| May 2019 | 27 | | | |
| September 2019 | | 18 | 13 | |
| *March 2020 | 26 | | | 13 |
| January 2021 | | 19 | 18 | |
| Application Increase | 86% increase 2018 to 2019/20 | 58% increase 2018 to 2021 | 39% increase 2019 to 2021 | 63% increase 2019 to 2020 |

*March 2020 – effective date for revised requirements based on Trustee motion.

Equity Action Plan

4. 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. We are committed to this work and we have finalized an equity statement and self-identification process for all job postings. The goal is to encourage candidates from BIPOC communities to apply and to monitor progress in diversifying the TCDSB’s leadership teams. We continue to identify initiatives that will strengthen leadership development programs.

TCDSB Leadership Modules

5. 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 continues to act as strategic support for leadership development.

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 currently remains a mandatory application requirement for those administrators applying for the position of Superintendent of Education.

F. STAFF RECOMMENDATION

This report is for the consideration of the Board.