



REPORT TO

STUDENT ACHIEVEMENT AND WELL BEING, CATHOLIC EDUCATION AND HUMAN RESOURCES COMMITTEE

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 27, 2018	April 5, 2018	Click here to enter a date.
Adrian Della Mora, Superintendent of Human Resources		

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.

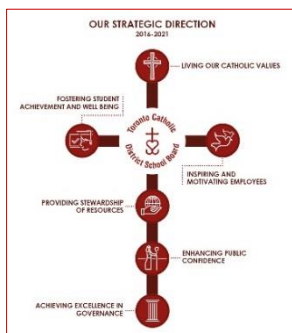
We educate students to grow in grace and knowledge to lead lives of faith, hope and charity.

Rory McGuckin
Director of Education

D. Koenig
Associate Director
of Academic Affairs

M. Puccetti
Acting Associate Director
of Planning and Facilities

Lloyd Noronha
Executive Superintendent
of Business Services and
Chief Financial Officer



A. EXECUTIVE SUMMARY

This report provides information about the need to remove the mandatory 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as a condition of appointment to the position of Principal within the Toronto Catholic District School Board (TCDSB) be rescinded. The legislated requirement of a holding a double specialist as a requirement for the principal qualification will be maintained.

This new strategy will 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. It also specifically addresses system succession planning needs associated with anticipated administrator attrition rates as *our analysis reveals that 31.4% 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.

C. BACKGROUND

1. In the past, 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 in order to be appointed to the position of principal. Masters' degrees are earned in a variety of disciplines, which facilitated the transfer of knowledge to the appropriate leadership role within the TCDSB.

2. 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.
3. Members of the TCDSB Senior Leadership Team have debated the option of removing the Masters requirement many times over the last five years. The majority of other boards in Ontario have already made the decision to remove a Masters’ requirement in order 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**).

D. ACTION PLAN

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 of the academic year	SS Principal retirements as of June 30 of the academic year	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
3. Ontario'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.
4. 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

This report is for the consideration of the Board.