



EASTERN ONTARIO STAFF DEVELOPMENT NETWORK
SUPERVISORY OFFICER'S QUALIFICATION PROGRAM

LEADERSHIP PRACTICUM HANDBOOK

June 2024

EASTERN ONTARIO STAFF DEVELOPMENT NETWORK SUPERVISORY OFFICER'S QUALIFICATION PROGRAM

THE LEADERSHIP PRACTICUM

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THE LEADERSHIP PRACTICUM

PURPOSE AND DESCRIPTION

Welcome to the Leadership Practicum component of the Supervisory Officer Qualification Program provided by the EOSDN. Candidates should have completed at least two modules and through inquiries have been thinking about how to integrate and apply the learning within a system perspective. Candidates will work with a mentor and the SOQP provider to develop a practicum that will be of benefit to the candidate and to the system. This handbook will assist in ensuring that the practicum fulfils all the requirements described in the Ontario College of Teachers SOQP Guideline.

Purpose

The Leadership Practicum is a system leadership initiative that is guided by the System-Level Leadership Framework, found in the Ontario Leadership Framework: A School and System Leader's Guide to Putting Ontario's Leadership Framework into Action.

It provides an in-depth educational experience designed to allow candidates to integrate and apply the content from the SOQP modules and their leadership competencies within a district school board or other educational setting of a similar nature. It allows candidates to deepen their skills as leaders who promote equity, inclusivity and system-wide well-being.

The leadership practicum will provide opportunities for candidates to demonstrate:

- anti-oppression foundation that addresses the impact of privilege and positionality in leadership to foster equity, diversity, inclusion, mental health and well-being
- system leadership and use of research and data
- self-assessment and monitoring of personal growth, lifelong learning, goals and career planning
- development of learning organizations and networks to enhance system vision and mandate.

Leadership Practicum Requirements

SOQP candidates will identify a specific leadership initiative based on their self-assessment throughout the four modules and in consultation with their SOQP provider and mentor (a qualified, experienced supervisory officer from a district school board or similar educational environment). The Leadership Practicum experience will involve collaboration with school board staff, school council, community representatives, employee organizations, unions or federations.

The duration of the Leadership Practicum will be a minimum of 50 hours. Candidates must complete all four modules and the Leadership Practicum within five years of beginning the SOQP (Teachers' Qualifications Regulation S. 35 (2), 1). The Leadership Practicum can only begin after it is approved by the SOQP provider.

The following Leadership Practicum suggestions are intended to serve as examples only:

- design and implement an integrated system strategy for fostering collective responsibility for enhancing equity and inclusion, developing positive identity and encouraging deep learning (for example, continuity of instruction in crises situations, the use of race-based data/statistics to inform curriculum delivery and human resources policies and practices)
- embed their understanding of how to engage in equitable leadership
- design and lead a system level initiative
- plan and lead a project initiated by the Ministry of Education
- initiate a collaborative process that critically reviews a School Board policy for presentation to the trustees
- lead a Human Resources hiring or recruiting initiative
- review and refine a finance process, budget operation or business flow
- assist with an Information Technology (IT) planning strategy, staff training, system and software renewal.

The Leadership Practicum is an in-depth educational experience designed to allow candidates to demonstrate their ability to integrate and apply the content from the SOQP modules and their own leadership competencies within a district school board or other educational setting of a similar nature.

The Practicum experience must provide the candidate with an opportunity to collaborate with and observe supervisory officers through work that falls within the roles and responsibilities of the supervisory officer. The Practicum should incorporate various aspects of system leadership – instruction, program, finance, legislation, policies and operations – and provide an opportunity to interact with stakeholders.

The Leadership Practicum is a required component of the Supervisory Officer’s Qualification Program comprising at least 50 hours (Ontario Regulation 347/02; s.24). Candidates must complete all four instructional modules and the Leadership Practicum within five years of beginning the SOQP (Ontario Regulation 176/10; s.35). As the SOQP provider, EOSDN tracks the candidate progress through the program and can advise regarding the timelines for completion.

Candidates are encouraged to think of the Leadership Practicum as the “culminating activity” of the program. The practicum, and the program exit activity (described below) provide opportunity for candidates to consolidate learning from the modules, to articulate thinking, to apply understanding of system perspectives to an authentic aspect of supervisory officer practice, to gauge impact as a system leader, and to reflect upon and share the experience.

THE LEADERSHIP PRACTICUM

COMPONENTS

Practicum Orientation/Registration

During or after the first module of the SOQP undertaken by the candidate, the Program Coordinator communicates the requirements and expectations of the practicum experience, including the criteria for the practicum proposals and the criteria for the evaluation of the practicum experience.

Candidates will download a copy of the *Leadership Practicum Handbook from the EOSDN website* – www.eosdn.on.ca/soqp and make contact with the Practicum Coordinator.

Candidates assume lead responsibility for the Leadership Practicum; within the practicum handbook is a checklist which will assist candidates in fulfilling the responsibilities and direct candidates to available supports.

After completion of two SOQP modules and approval in principle for the focus the candidate has identified for the practicum experience, candidates will complete and submit the registration form (*See Forms Section of the Handbook*) to the Practicum Coordinator, who signs and forwards it to the EOSDN office.

Leadership Practicum Requirements

SOQP candidates will identify, in consultation with the EOSDN practicum coordinator and their ongoing mentor, a specific leadership initiative for the practicum experience, ensuring alignment with the content and required elements described in the SOQP Guideline. Provincial leadership initiatives, research and advancements in the field will inform the Leadership Practicum.

The practicum experience will involve collaboration and engagement with appropriate school board staff, school council or community representatives and employee organizations. The practicum will place the candidate in the role of supervisory officer acting as a member of a district school board administrative team or similar educational leadership group.

Selection of a Practicum Mentor

The candidate and ongoing mentor will identify a qualified, experienced supervisory officer from a district school board or similar educational environment who will serve as the mentor for the leadership practicum. The choice of mentor will depend on the specific leadership initiative and how it relates to the responsibilities of a supervisory officer. (If the focus of the practicum falls within the responsibilities of the ongoing mentor, that mentor may serve as the practicum mentor.)

The practicum mentor must be approved by EOSDN, as the SOQP Provider.

(Candidates not currently working in a district school board will need to find a qualified, experienced supervisory officer in their setting to serve as mentor. This arrangement must be approved by EOSDN.)

Role of the Practicum Mentor

The practicum mentor has specific responsibilities, beginning with assisting the candidate in identifying an appropriate practicum focus relevant to the role of supervisory officer and developing the Leadership Practicum Proposal/Agreement and the Leadership Practicum Activity Plan, including the proposed schedule of activities, learning outcomes, assessment processes and evaluation criteria.

The mentor provides guidance ongoing support and regular feedback. The mentor attends meetings with the candidate and provides information to the EOSDN Practicum Coordinator regarding the progress and success of the practicum. The mentor ensures that the practicum includes opportunities to interact with supervisory officers and stakeholders.

A list of roles and responsibilities of all those involved in supporting the practicum is included in this handbook.

Leadership Practicum Proposal/Agreement

In consultation with the practicum mentor, the candidate completes the Leadership Practicum Proposal (*See Forms Section of the Handbook*) ensuring that the proposal meets the requirements described above.

The Leadership Practicum proposal should clearly state:

- Purpose, vision and relevance of the practicum – *why it matters?*
- Objectives and relationship of the Leadership Practicum to the Supervisory Officer's Qualification Program Guideline content – *why is it relevant?*
- Anticipated benefits of the Leadership Practicum (personal and system) – *what is the impact?*
- Identification of the assessment criteria and next steps for the Leadership Practicum – *what now?*

The practicum is intended to provide candidates with opportunity for new learning and leadership growth within a system perspective. While the experience may be complementary to the normal course of a candidate's duties, it must have significant aspects from which the candidate can extract new meaning and practice newly acquired skills. The practicum must have a system context and clearly reflect the work of supervisory officers.

The Leadership Practicum Proposal, signed by the candidate and endorsed by the mentor, is submitted to EOSDN for approval. The Practicum can only begin after it is approved by the mentor and EOSDN.

Once approved, the signed proposal represents a shared agreement among the candidate, the mentor, and the EOSDN as program provider.

Leadership Practicum Activity Plan/Log

Following formal approval of the proposal, the candidate and practicum mentor complete column one of the Leadership Practicum Activity Plan/Log which is forwarded to the Practicum Coordinator for approval. *(See Forms Section in the Handbook).*

Throughout the practicum candidates use the Activity Plan/Log to describe and document the implementation of the practicum, including dates and duration of all practicum activities. The documentation may include such things as meeting agendas, minutes, samples of work, photographs, videos and other visual artefacts. The log may also include professional learning activities such as conferences, workshops, job shadowing, research and professional reading related to the Leadership Practicum, as well as meetings with the mentors.

Candidates complete the Reflection column on the Activity Plan during the course of the practicum. The reflection column demonstrates how the learning from the modules supported the work of the practicum.

Regular Reporting

Candidates will meet regularly with their mentor to discuss ongoing learning and receive feedback. On-going communication takes place between the candidate and the Practicum Coordinator via telephone and email. Meetings of the candidate and mentor with the Practicum Coordinator will take place at the mid-point of the practicum experience and at the conclusion of the practicum experience. The candidate submits a written reflection report and up-to-date Activity Plan/Log to the Practicum Coordinator at the mid-point of the practicum and at the conclusion of the practicum. The Final Report includes the comments from the mentor.

Leadership Practicum Final Report

Candidates are required to prepare a final report of the Leadership Practicum. The final report may address the following areas and may include other requirements specific to your practicum as identified by EOSDN:

- Connections to Ministry and district school board initiatives
- Reference to relevant legislation, district school board policies and literature
- Financial considerations and details
- Consultation and engagement processes
- Sources and collection of data
- Benefits to students, families, caregivers, school staff, the district school board and the system as a whole with reference to the improvement of teaching and learning
- Evidence of effective system leadership

- Benefits to personal/professional learning
- Reflections on the Leadership Practicum in relation to the other four modules
- Relationship between the Leadership Practicum and the *Ethical Standards of the Teaching Profession*, the *Standards of Practice for the Teaching Profession* and the *Professional Learning Framework of the Teaching Profession*
- Alignment and relevance of the Leadership Practicum to the following: System-Level Leadership, Catholic System-Level Leadership and District Effectiveness Framework (DEF) found in the *Ontario Leadership Framework: A School Guide to Putting Ontario's Leadership Framework into Action* (2013); *The K-12 School Effectiveness Framework: A support for school improvement and student success* (SEF) (2013); and *Ontario First Nation, Métis and Inuit Education Policy Framework* (2007)
- Results and recommendations gleaned from the Leadership Practicum experience
- Mentor's report

The candidate submits the Final Report and completed Activity Plan/Log to the Practicum Coordinator for approval. Once approved, the Practicum Coordinator forwards the documents to the Program Coordinator in preparation for the Exit Celebration.

Exit Exercise/Celebration

As the SOQP provider, the EOSDN arranges for the candidate participation in an exit celebration, during which the candidate synthesizes the understandings and competencies developed during the four instructional modules and the leadership practicum. The practicum coordinator, program coordinator, candidate mentor and representative module facilitators attend the exit celebration.

The candidate presents their practicum and respond to questions, such as:

1. Describe how the practicum project relates to the OCT Core Inquiries and Standards.
2. Describe how leadership of the practicum relates to the work of supervisory officers.
3. How did you manage the educational and the political components of the practicum project?
4. Describe how the practicum project connects to anti-oppression foundations: equity, diversity, inclusion, mental health and well-being
5. Describe the most challenging and most rewarding aspects of this work. Reflecting back, would you have done anything differently?
6. What did the practicum experience teach you about yourself?

Candidates connect the content and processes addressed in the four instructional modules of the SOQP and show how these are incorporated within the practicum and ongoing leadership practice. The mentor provides observations on the leadership qualities and competencies candidates have demonstrated during the practicum.

Exit Exercises/Celebrations are normally scheduled for June and for October. While the practicum experience may be spread over more than one year, the following minimal timelines apply:

- Candidates wishing to participate in the **June Exit** must have submitted their Leadership Practicum documents and received approval for registration in the Leadership Practicum Module before October 15th of the previous year.
- Candidates wishing to participate in the **October Exit** must have submitted their Leadership Practicum documents and received approval for registration in the Leadership Practicum module before January 15th of the same year.

Assessment and Evaluation of Candidates

Evaluation of candidates in modules and the Leadership practicum is based on the required elements found in the Ontario College of Teachers' Supervisory Officers Qualification Program Guideline. A final synthesis experience in the program is provided to candidates in the form of an exit exercise/celebration. This experience reflects the in-depth knowledge and understanding gained as a result of engagement in the SOQP modules and Leadership Practicum. It includes critical reflections and self- analysis of a candidates' learning throughout the Program.

Additionally, successful completion of the practicum component of the Program is determined by evidence of the following, as shown in the Activity Plan/ Log, Reflections, Final Report and Exit Presentation:

- Regular entries showing ongoing commitment to the work of the Practicum
- Reflective insights into the role of the Supervisory Officer, with reference to the knowledge, skills and attitudes required
- Integration of learning/theory and practice in performing key aspects of the supervisory officer's role
- Integration of the Ethical Standards and Standards of Practice
- Thoughtful analysis of the challenges and opportunities presented by the practicum with reference to the Ontario Leadership Framework
- Substantial progress toward meeting the stated objectives of the Practicum Plan

The evaluation of the candidate's Leadership Practicum learning is the responsibility of the EOSDN Practicum Coordinator with input from the mentor and candidate and is finalized at the exit celebration. The Practicum Coordinator collects the Leadership Evaluation Form at the exit and forwards it to the EOSDN office. *(See Forms Section of the Handbook).*

THE LEADERSHIP PRACTICUM CHECKLIST OF CANDIDATE RESPONSIBILITIES

	Receive and Review the EOSDN Leadership Practicum Handbook
	Select practicum mentor and ensure mentor is approved by EOSDN practicum coordinator
	Determine a potential practicum proposal with input from the mentor and the practicum coordinator and obtain approval in principle from EOSDN, the provider
	Complete and submit the practicum registration form; confirm registration
	With the mentor, complete the Leadership Practicum Proposal/ Agreement Form and forward it to the practicum coordinator; confirm approval
	With the mentor, complete the first column of the Leadership Practicum Activity Plan/Log and forward it to the practicum coordinator; confirm approval
	Upon formal approval of the practicum project by practicum coordinator begin to work on the practicum
	Maintain an Activity Log and Reflective Journal, referencing the following: <ul style="list-style-type: none"> • integration of knowledge and skills from the four instructional modules • engagement with system and community stakeholders • related legislation, policy, research, financial considerations • professional learning activities; research and readings • dates and duration of activities; records of meetings
	Communicate regularly with the mentor to review progress and to ensure that the practicum is progressing in accordance with the approved proposal and is meeting the criteria for success
	At the mid-point submit a written reflection report and updated Activity Plan to the practicum coordinator
	Attend a mid-point meeting with the mentor and practicum coordinator
	Continue to implement the plan, maintain the Log and Journal, and meet regularly with the mentor; communicate with the practicum coordinator as needed
	Prepare the final report in accordance with the criteria from this handbook
	Submit the final report and completed Activity Plan to the practicum coordinator
	Upon notification of successful completion of the practicum from the practicum coordinator, prepare materials for the exit exercise
	Participate in the Exit Celebration.

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ROLES AND RESPONSIBILITIES

The EOSDN /Program Coordinator

- Develops, and reviews with candidates, the expectations, assessment processes and evaluation criteria for the leadership practicum
- Schedules, organizes and reports on the Exit Exercises for candidates completing SOQP
- Responds to appeals of unsatisfactory evaluation results
- Reports the successful completion of the SOQP to the Ontario College of Teachers (Academic) or to the Ministry of Education (Business)

Program Management/Registrar

- Assists candidates with registration procedures
- Provides candidates with practicum handbook
- Manages the SOQP database and maintains candidate records
- Collects program fees and issues tax receipts
- Liaises with and supports Practicum Coordinator

Program Delivery/Practicum Coordinator

- Coordinates the Leadership Practicum
- Ensures the candidates and mentors understand the requirements and responsibilities of the leadership practicum process
- Provides advice on the development of the leadership practicum proposal
- Approves the mentor and the leadership practicum proposal/agreement
- Supports and monitors the leadership practicum ensuring compliance with guideline
- Meets with the candidate and mentor at mid-point and at end of practicum
- Completes the summative evaluation of the candidate's leadership practicum
- Informs EOSDN of leadership practicum completion, or continuation

Leadership Practicum Mentor

- Co-develop with the Candidate and the Practicum Coordinator a Leadership Practicum which will provide the candidate with an authentic supervisory officer experience, relevant to system vision and goals
- Ensure the leadership practicum will benefit the candidate and the system
- Assist the candidate in explaining the anticipated impacts of the practicum within the system
- Ensure the candidate has opportunity to interact with supervisory officers and stakeholder groups as part the practicum activity
- Provide formative assessment, advice and support to candidate
- Provide input into the evaluation of the candidate's learning at the end of the practicum
- Participate in the exit celebration

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THE LEADERSHIP PRACTICUM - FORMS

- 1. LEADERSHIP PRACTICUM REGISTRATION FORM**
- 2. LEADERSHIP PRACTICUM PROPOSAL/AGREEMENT FORM**
- 3. LEADERSHIP PRACTICUM ACTIVITY PLAN/LOG/JOURNAL**
- 4. LEADERSHIP PRACTICUM EVALUATION FORM**
- 5. LEADERSHIP PRACTICUM PERMISSION TO SHARE FORM**

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REGISTRATION FORM

Submit to:

Barbara Fraser-Stiff, Practicum Coordinator

barb.fraserstiff@gmail.com Tel: 613-328-4346

Candidate: _____

Board/School: _____

Address: _____

Telephone: (Work) _____ Cell: _____

Email: _____

Practicum Mentor: _____

Board/Educational Institution: _____

Address (Business): _____

Telephone: _____ Email: _____

Leadership Practicum Information

Practicum Topic: _____

Date of Approval in Principle: _____

Signature of Practicum Coordinator: _____

The Eastern Ontario Staff Development Network

B137A Duncan McArthur Hall, Faculty of Education, Queen's University
Kingston, ON 613-533-6223 – eosdn@eosdn.on.ca - www.eosdn.on.ca

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LEADERSHIP PRACTICUM PROPOSAL/AGREEMENT

1. The candidate completes the leadership practicum proposal, with input from the mentor and advice from the Practicum Coordinator. The mentor must endorse the proposal.
2. The proposal is submitted to and must be approved by the Practicum Coordinator, on behalf the EOSDN as program provider, before the project begins.
3. Once approved, the signed proposal represents a shared agreement among the candidate, the mentor, and the EOSDN as program provider.

Submit to: **Barbara Fraser-Stiff, Practicum Coordinator**
barb.fraserstiff@gmail.com Tel: 613-328-4346

Section A: Candidate and Mentor Information

Candidate's Name: _____

Position: _____ Work Location: (Board/School) _____

Work Address: _____

Work Telephone: _____ Cell: _____

Candidate's E-mail: _____

Mentor's Name: _____

Employer: _____ Position: _____

Cell: _____ Work Telephone: _____

Mentor's E-mail: _____

Section B: Leadership Practicum Project Proposal

1. Title and brief description of the leadership project proposal.

2. Purpose and relevancy to the supervisory officer's role and system work.

3. Objectives, Outcomes and Relationship to Supervisory Officer Qualification Program content.

4. Connection to anti-oppression foundations: equity, diversity, inclusion, mental health and well-being

5. Anticipated benefits of this project for the candidate and the system. Opportunities for candidate to integrate knowledge/skills and have new learning.

6. Legislation, policy, research, stakeholder groups related to the project.

7. Criteria for candidate assessment and evaluation of the impact of the Practicum.

Proposal Submitted by:

Candidate's Signature

Date

Proposal Supported by:

Practicum Mentor's Signature

Date

Proposal Approved by:

Practicum Coordinator's Signature

Date

**EASTERN ONTARIO STAFF DEVELOPMENT NETWORK
SUPERVISORY OFFICER'S QUALIFICATION PROGRAM**

LEADERSHIP PRACTICUM ACTIVITY PLAN/LOG

Submit to: Barb Fraser-Stiff, Practicum Coordinator

Email: barb.fraserstiff@gmail.com

Tel: 613-328-4346

Candidates and practicum mentors use the first column on the chart below to document the Planned Activities and Timelines for the Practicum. It should be clear that activities are related to the practicum objectives and required elements of the Supervisory Officer's Qualification Program. Included in the Activity Plan are the times that the candidate and mentor will meet. This plan is submitted to the Practicum Coordinator for approval prior to beginning the activities. Any subsequent substantial modifications to this proposed Planed Activities and Timelines must be discussed with and approved by the Practicum Coordinator.

As the practicum proceeds, the candidate uses the chart to document and reflect on practicum process and progress. The candidate will include the dates and duration of all practicum activities and include summaries of discussions with the mentor and the practicum coordinator.

Leadership Practicum Activity Approval

Candidate's Name: _____

Candidate's Signature: _____ Date: _____

Practicum Mentor's Name: _____

Mentor's Signature: _____ Date: _____

Practicum Coordinator's Signature:

Date: _____

LEADERSHIP PRACTICUM ACTIVITY PLAN/LOG

Leadership Practicum Objective(s):

Planned Activities and Timelines	Activity Log – Record of Activities, Interactions, dates and times.	Reflection Journal

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LEADERSHIP PRACTICUM EVALUATION

This form is used to evaluate the candidate's Leadership Practicum and is completed at the Exit Celebration.

Exit Celebration Panel Comments (please use the back if necessary)

Candidate's Comments (please use the back if necessary)

Candidate's Signature: _____ Date _____

The candidate has submitted a final report and has met all the requirements of the Practicum for the Supervisory Officer's Qualification Program.

Practicum Coordinator's Signature: _____ Date: _____

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SHARING THE LEADERSHIP PRACTICUM

As a candidate in the EOSDN SOQP, you make connections with practicing and aspiring system leaders across the DSB/CDSBs in Eastern Ontario. You become part of the network that supports ongoing regional and coterminous collaboration among supervisory officers. Senior colleagues working in different school boards often rely on each other as they develop, interpret and implement policy, refine processes, and work with community partners.

Through the EOSDN, you have opportunity to share your practicum work with others in Eastern Ontario. Your practicum may have resulted in a deliverable, such as a new process or resource that would be helpful to other senior leaders. You will determine, with advice from your mentor and the practicum coordinator, whether you will make your practicum available and which parts of the practicum may be relevant to others.

By completing and submitting the following form, you and your employer are giving permission to EOSDN to make the information you provide about your practicum and how to contact you available to senior officials in the nine member boards of the Network. Then, if a colleague from another DSB/CDSB is engaged in similar work, they may choose to follow-up with you for more details.

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LEADERSHIP PRACTICUM PERMISSION TO SHARE

Contact Information:

Brief Description of the Practicum Process and Deliverables:

I hereby authorize EOSDN to make this information about my practicum available to the nine DSB/CDSBs that are members of the EOSDN:

Candidate's Name: _____

Candidate's Signature: _____ Date: _____

On behalf of the employing DSB/CDSB I support sharing information about this practicum with the nine DSB/CDSBs that are members of the EOSDN:

Practicum Mentor's Name: _____

Mentor's Signature: _____ Date: _____

Eastern Ontario Staff Development Network (EOSDN)
B137 Duncan McArthur Hall, Faculty of Education
Queen's University
Kingston, ON K7M 5R7
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Email: eosdn@eosdn.on.ca www.eosdn.on.ca

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