



EASTERN ONTARIO STAFF DEVELOPMENT NETWORK

SUPERVISORY OFFICER'S QUALIFICATION PROGRAM

LEADERSHIP PRACTICUM HANDBOOK

September 2019

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. You have completed at least two modules and through your inquiries have been thinking about how to integrate and apply your learning within a system perspective. It is now time for you to work with your mentor and your SOQP provider to develop a practicum that will be of benefit to you and to the system. This handbook will assist you in ensuring that your practicum fulfils all the requirements described in the Ontario College of Teachers SOQP Guideline.

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 is intended to be a *system* leadership initiative that is informed by the Core Inquiries within the SOQP guideline, and the descriptions of System-Level Leadership and Catholic System-Level Leadership found in the *Ontario Leadership Framework: A School and System Leader's Guide to Putting Ontario's Leadership Framework into Action* (2013) and by *Strong Districts and their Leadership*.

The Practicum experience must provide you, 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 opportunity for you 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 your provider, EOSDN tracks your progress through the program and can advise you regarding the timelines for completion.

Core Inquiries of the Supervisory Officer's Qualification Program

All aspects of the SOQP, including the Leadership Practicum, are framed by the core inquiries described in the OCT SOQP Guideline of July 2017. The SOQP focuses on the integration of knowledge, attitudes, skills and practices throughout all the modules to enable candidates to inquire critically into the significance of the following:

- Integrating the *Ethical Standards for the Teaching Profession* and the *Standards of Practice for the Teaching Profession* within professional practice
- Developing and sustaining learning communities that support equitable and inclusive education, promote quality, accountability, partnerships and innovation
- Fostering system coherence through focused directions, promoting collaborative cultures of inquiry, cultivating opportunities for deep learning and securing accountability
- Collaboratively developing strategic plans for school systems and identifying and/or developing structures for implementation
- Modeling a strong commitment to the purpose, mission, goals and objectives of publicly funded education within a democratic society
- Fostering responsibility and accountability for the learning, well-being and empowerment of all students
- Enhancing student voice, learning, well-being and leadership through the collaborative development, alignment and monitoring of system wide policies, programs, structures, processes, resources and staff
- Committing to collaborative cultures of ongoing personal and professional growth and well-being
- Promoting student success, well-being and lifelong learning in partnership with trustees, staff, school councils, families, caregivers, students and communities
- Facilitating collaborative and ongoing professional learning opportunities for principals, teachers and school board personnel
- Planning for and advocating for the appropriate human, material, capital, fiscal and technological resources and deploying these resources for efficient and effective management and leadership of school systems
- Managing and leading with attention to human relationships, due process and legislative and school board requirements
- Anticipating, initiating, participating in, facilitating, managing and embracing change
- Operating successfully in a dynamic environment that is characterized by increasing complexity and challenges
- Analyzing, explaining and applying legislation, statutes, regulations, government and board policies affecting education in Ontario to support social transformation

- Integrating First Nations, Métis and Inuit histories, cultures, traditions, worldview, governance and pedagogies
- Envisioning, collaborating and building partnerships with educational stakeholders concerning all aspects of provincial and school board issues and initiatives
- Affirming, supporting and promoting leadership qualities to inform professional efficacy in various contexts
- Promoting leadership from the 'centre' at the school and within local and provincial systems to support ownership and collective responsibility
- Anticipating, informing and responding to political contexts with respect to local, provincial, national and global trends and issues in education
- Communicating effectively as a system leader and agent of change
- Exploring the mindful use of technology to enhance communication
- Examining the effectiveness of organizational structures in fulfilling the core priorities of Ontario's education system and a democratic society
- Integrating the system leadership domains of the *Ontario Leadership Framework: A School and System Leader's Guide to Putting Ontario's Leadership Framework into Action (2013)* / *le Cadre de leadership de l'Ontario: Guide à l'intention des leaders scolaires et des leaders du système pour la mise en application du Cadre de leadership de l'Ontario (2013)* within professional practice.

You 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 you to consolidate your learning from the modules, to articulate your thinking, to apply your understanding of system perspectives to an authentic aspect of supervisory officer practice, to gauge your impact as a system leader, and to reflect upon and share your 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. You, as the candidate, 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.

As the candidate, you assume lead responsibility for the Leadership Practicum; within the practicum handbook is a checklist which will assist you with fulfilling your responsibilities and point you towards the supports that are available.

After completion of two modules and approval in principle for the focus you have identified for the practicum experience, you 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 core inquiries 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. Ideally, 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 your SOQP Provider.
(Candidates not currently working in a district school board will need 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 you 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 your meetings with and provides information to the EOSDN Practicum Coordinator regarding the progress and success of the practicum. The mentor ensures that your practicum includes opportunities to interact with supervisory officers and stakeholders.

Later in the handbook, you will find a list of roles and responsibilities of all those involved in supporting your practicum, which will be helpful to you and your mentor.

Leadership Practicum Proposal/Agreement

In consultation with the practicum mentor, you, as the candidate, complete 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 you 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, you and your 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, you as the candidate use the Activity Plan/Log to describe and document the implementation of the practicum, including dates and duration of all practicum activities. Documentation may include agendas, minutes, samples of work, evidence of professional learning activities such as conferences, workshops, job shadowing, research and professional reading relating to the practicum, and notes from meetings with the mentor.

Regular Reporting

You will meet regularly with your 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 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

As the candidate, you submit 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 your provider, the EOSDN arranges for your participation in an exit celebration, during which you synthesize the understandings and competencies you have 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. You, as the candidate, present your 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. What was the most difficult part of the practicum experience? Were there unforeseen circumstances?
5. What was the most rewarding aspect of the practicum experience?
6. What did the practicum experience teach you about yourself?

You connect the content and processes addressed in the four instructional modules of the SOQP and show how these are incorporated within the practicum and your ongoing leadership practice. The mentor provides observations on the leadership qualities and competencies you 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 core inquiries 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 synthesis 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 completes 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 report and a completed 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
	Forward a brief bio of education leadership experience to the practicum coordinator
	Participate in the Exit Celebration.

EASTERN ONTARIO STAFF DEVELOPMENT NETWORK SUPERVISORY OFFICER'S QUALIFICATION PROGRAM THE LEADERSHIP PRACTICUM

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:

Barb Fraser-Stiff, Practicum Coordinator

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

Candidate: _____

Board/School: _____

Address: _____

Telephone: (Work) _____ Fax: _____ (Work)

Best Personal Telephone _____ 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: **Barb 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: _____ Best Personal Telephone: _____

Candidate's E-mail: _____

Mentor's Name: _____

Employer: _____ Position: _____

Best Personal Telephone: _____ 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/core inquiry areas.

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

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

6. 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 the core inquiries 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 Planned 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
P: 613-533-6223 F: 613-533-2816
Email: eosdn@eosdn.on.ca www.eosdn.on.ca

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