



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

**THE LEADERSHIP PRACTICUM**  
**HANDBOOK**

**January 2015**

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

**THE LEADERSHIP PRACTICUM**

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

## THE LEADERSHIP PRACTICUM

### **Purpose and Description**

The Leadership Practicum is an in-depth experience designed to allow candidates to demonstrate their ability to integrate and apply the content from the SOQP modules and their own leadership experiences and competencies to a system portfolio or challenge. It involves a significant practical project that provides the candidate with an opportunity to experience the role and responsibilities of the supervisory officer. The practicum consists of at least 50 hours of practical experience in the workplace (Ontario Regulation 347/02; Section 24, Part 3).

The Leadership Practicum must have distinct objectives, guided by the expectations of the Supervisory Officer's Qualification Program and the Ontario Leadership Framework for Supervisory Officers and Catholic Supervisory Officers. The Practicum should be valuable to the candidate and to the system, and clearly demonstrate individual leadership, initiative and decision-making while incorporating knowledge and management of various aspects of system leadership (e. g., instructional program, human resources, finance, legislation, policies, and operations).

### **Expectations of the Supervisory Officer's Qualification Program**

The SOQP, including the practicum, focuses on the integration of knowledge, attitudes, skills and practices throughout all the modules to enable candidates to understand the importance of:

1. integrating the Ethical Standards for the Teaching Profession and the Standards of Practice for the Teaching Profession within professional practice
2. developing and sustaining learning communities that support equitable and inclusive education, promote quality and accountability, partnerships and innovation
3. demonstrating accountability for the achievement of all students
4. promoting student success and lifelong learning in partnership with trustees, staff, school councils, parents/guardians, students and communities
5. committing to cultures of ongoing personal and professional growth

6. ensuring the provision of ongoing professional learning opportunities for principals, teachers, and school board personnel
7. improving student achievement through the development, alignment, and monitoring of system wide policies, programs, structures, processes, resources and staff
8. planning for and advocating the appropriate human, material, capital, fiscal and technological resources and deploying these resources for efficient and effective management of school systems
9. managing and leading with attention to human relationships, due process and legislative and school board requirements
10. anticipating, initiating, facilitating and managing change
11. operating successfully in a dynamic environment that is characterized by increasing complexity and challenge
12. analyzing, explaining and applying legislation, statutes, regulations, government and board policies affecting education in Ontario
13. envisioning, collaborating and building partnerships with educational stakeholders concerning all aspects of provincial and school board issues and initiatives
14. modeling a strong commitment to the purpose, mission, goals and objectives of publicly funded education within a democratic society
15. affirming, supporting and promoting leadership qualities in others
16. anticipating and responding to political environments with respect to local, provincial, national and global trends and issues in education
17. communicating effectively as a system leader
18. developing strategic plans for school systems collaboratively and ensure that structures exist for effective implementation
19. examining the effectiveness of organizational structures in fulfilling the core priorities of Ontario's education system
20. integrating the leadership domains of the *Leadership Framework for Supervisory Officers* and of the *Leadership Framework for Catholic Supervisory Officers* within professional practice.

(From the Ontario College of Teachers, *Supervisory Officer's Qualification Program Guideline*, June 2011)

# THE LEADERSHIP PRACTICUM

## COMPONENTS

### **Practicum Orientation**

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. Each candidate receives a copy of the *EOSDN Leadership Practicum Handbook*.

### **Selection of a Mentor**

The candidate selects a mentor for the duration of the Leadership Practicum module. The mentor must be a qualified, experienced, practicing supervisory officer. Candidates may select the mentor who has supported them from beginning of the Program or choose a different mentor whose responsibilities more closely align with the focus of the Leadership Practicum. In accordance with SOQP guidelines, the mentor must be approved by the EOSDN, as program provider. The Practicum Coordinator approves the mentor.

### **Role of the Mentor**

The Mentor works with the candidate to identify an appropriate practicum focus and provides regular, ongoing support and feedback to the candidate. The Mentor assists the candidate with the development of the Leadership Practicum Proposal/Agreement, and the Leadership Practicum Activity Plan, with the proposed schedule of activities, learning outcomes, assessment processes and evaluation criteria. The Mentor attends meetings with and provides information to the Practicum Coordinator regarding the progress and success of the practicum.

### **Identification of the Leadership Practicum Project**

In consultation with the Mentor, the candidate identifies a specific leadership project related to the role of supervisory officer to which will be applied appropriate legislation, district policies and related research or theoretical concepts in a system setting. The practicum experience should place the

candidate in the role of supervisory officer acting as a member of the district school board administrative team (or a comparable senior educational leadership group), assuming responsibility for a significant leadership project, and engaging with system and community stakeholders. The practicum is intended to provide candidates with an opportunity for new learning and leadership growth. While a project may be complementary to the normal course of the candidate's duties, it must have significant aspects that are new or offer unique challenges from which the candidate can extract new meaning and practice newly acquired skills.

The candidate discusses the proposed practicum project with the EOSDN Practicum Coordinator in order to receive input and approval in principle.

### **Registration Form**

Upon approval in principle for the focus of the Leadership Practicum, the candidate completes and forwards the Registration Form (*See Forms Section of the Handbook*) to the Practicum Coordinator, who signs and forwards it to the EOSDN office.

### **Leadership Practicum Proposal/Agreement**

The candidate prepares and submits the Leadership Practicum Proposal which must be endorsed by the mentor (*See Forms Section of the Handbook*). Once approved by the EOSDN Practicum Coordinator, the proposal serves as the formal agreement among the candidate, the mentor, and the EOSDN as SOQP provider.

### **Leadership Practicum Activity Plan/Log**

Following formal approval of the proposal, the mentor and candidate complete the Leadership Practicum Activity Plan/Log which is forwarded to the Practicum Coordinator for approval. (*See Forms Section in the Handbook*). The candidate uses the Activity Plan to keep a log describing and documenting 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, research and professional reading relating to the practicum, and notes from meetings with the mentor.

## **Reflections**

As part of the Activity Plan/Log, the candidate documents reflections on professional learning and personal growth throughout the practicum. The reflections include descriptions of challenges and opportunities experienced during the practicum, as well as successes. This part of the log provides a means for candidates to document insights regarding the role of supervisory officers.

## **Regular Reporting**

The candidate meets regularly with the 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.

## **Final Report**

The candidate prepares an executive summary of approximately 2500 - 3000 words on the practicum learning experience. The report addresses the following points:

- statement of the practicum focus and purpose
- links to The Standards of Practice and the Ethical Standards for the Teaching Profession
- links to the Ontario Leadership Framework
- connection to the role of Supervisory Officer
- connection to Ministry and system vision/initiatives
- reference to relevant legislation, system policies and literature
- financial considerations and details
- sources and collection/analysis of data
- results and recommendations
- benefits to students, parents, school staff, the board, the system as a whole

- benefits to personal professional learning
- demonstration of application of theory to practice
- links to improving teaching and learning
- evidence of effective system leadership – qualities and skills required
- reflections on the practicum experience in relation to the other four modules
- mentor’s comments

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 Exercise.

### **Exit Exercise**

Candidates participate in an exit exercise upon successful completion of the four instructional modules and the practicum. The Practicum Coordinator, Program Coordinator, candidate mentor and representative module facilitators attend the exit exercise. The candidate presents the Practicum and responds to questions, such as:

1. Describe how the practicum project relates to the OCT 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?

The candidate speaks about how the knowledge and skills addressed in the four instructional modules of the SOQP were incorporated within the Practicum and his/her ongoing leadership practice. The mentor provides observations on the leadership qualities and competencies demonstrated by the candidate.

Exit Exercises 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 Exercise** 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 Exercise** 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**

Evaluation of candidates in modules and the practicum is based on the expectations found in the Ontario College of Teachers' Supervisory Officers Qualification Program Guideline.

In addition, 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 Exercise 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 Standards of Practice and Ethical Standards
- 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 exercise. The Practicum Coordinator completes the Leadership Evaluation Form at the Exit Exercise 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 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
	With the mentor, complete and forward the Leadership Practicum Proposal/ Agreement Form
	With the mentor, complete and forward the first column of the Leadership Practicum Activity Plan/Log
	Upon formal approval of the practicum project, begin to work on the practicum
	Maintain an Activity Log and Reflective Journal, referencing the following: <ul style="list-style-type: none"> <li>• integration of knowledge and skills from the four instructional modules</li> <li>• engagement with system and community stakeholders</li> <li>• related legislation, policy, research, financial considerations</li> </ul>
	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 an 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, to maintain the Log and Journal, and to 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 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 coordinator
	Participate in the Exit Exercise.

# 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 process, expectations and assessment 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 certifying organization

### **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 practicum completion

### **Mentor**

- Assists the candidate with the development of the Leadership Practicum proposal/agreement and determining the Activity Plan and Timelines
- Mentors and guides the candidate throughout the experience
- Provides formative assessment, advice and support to candidate
- Provides input into the evaluation of the candidate's learning at the end of the project
- Participates in the exit exercise with the candidate

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

**THE LEADERSHIP PRACTICUM - FORMS**

- 1. LEADERSHIP PRACTICUM REGISTRATION FORM**
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**EASTERN ONTARIO STAFF DEVELOPMENT NETWORK  
SUPERVISORY OFFICER'S QUALIFICATION PROGRAM  
THE LEADERSHIP PRACTICUM**

**REGISTRATION FORM**

**Submit to:**  
**David Fox, Practicum Coordinator**  
**cedarlanesolutions@bell.net Tel: 613-476-4879**

**Candidate:** \_\_\_\_\_

Board/School: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: (Work) \_\_\_\_\_ Fax: \_\_\_\_\_ (Work)

Telephone (Home) \_\_\_\_\_ Email: \_\_\_\_\_

**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](mailto:eosdn@eosdn.on.ca) - [www.eosdn.on.ca](http://www.eosdn.on.ca)

**EASTERN ONTARIO STAFF DEVELOPMENT NETWORK  
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**LEADERSHIP PRACTICUM PROPOSAL/AGREEMENT**

1. This form is to be completed by the candidate with input from the mentor and advice from the Practicum Coordinator as needed.
2. The form must be submitted to and approved by the Practicum Coordinator before the project begins.
3. Once approved, this form functions as a shared agreement among the candidate, the mentor, and the EOSDN as program provider.

Submit to: **David Fox, Practicum Coordinator**  
**cedarlanesolutions@bell.net Tel: 613-476-4879**

**Section A: Candidate and Mentor Information**

**Candidate's Name:** \_\_\_\_\_

Position: \_\_\_\_\_ Work Location: (Board/School) \_\_\_\_\_

Work Address: \_\_\_\_\_

Home Telephone: \_\_\_\_\_ Work Telephone: \_\_\_\_\_

Candidate's E-mail: \_\_\_\_\_

**Mentor's Name:** \_\_\_\_\_

Employer: \_\_\_\_\_ Position: \_\_\_\_\_

Home Telephone: \_\_\_\_\_ Work Telephone: \_\_\_\_\_

Mentor's E-mail: \_\_\_\_\_

## Section B: Leadership Practicum Project Proposal

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


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


3. Anticipated benefits of this project for the candidate and the system.


4. Opportunities for candidate to integrate knowledge/skills and have new learning.


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


6. Selected Supervisory Officer Qualification Program Expectations for assessment and evaluation of the leadership project.


Proposal submitted by:

\_\_\_\_\_  
**Candidate's Signature**

\_\_\_\_\_  
Date

Proposal Supported by:

\_\_\_\_\_  
**Mentor's Signature**

\_\_\_\_\_  
Date

Proposal approved by:

\_\_\_\_\_  
**Practicum Coordinator's Signature**

\_\_\_\_\_  
Date

**EASTERN ONTARIO STAFF DEVELOPMENT NETWORK  
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**LEADERSHIP PRACTICUM ACTIVITY PLAN/LOG**

**Submit to: David Fox, Practicum Coordinator**

**Email: cedarlanesolutions@bell.net**

**Tel: 613-476-4879 Cell# 613-921-7112**

Candidates and practicum mentors use the following format as they develop the Planned Activities and Timelines for the Practicum. It should be clear that activities are related to the practicum objectives and the expectations 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.

The Candidate also uses the form as an Activity Log and Reflection Journal. The form serves as a basis for discussion with the mentor and the practicum coordinator.

**Leadership Practicum Activity Approval**

Candidate's Name: \_\_\_\_\_

Candidate's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Mentor's Name: \_\_\_\_\_

Mentor's Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Practicum Coordinator's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**LEADERSHIP PRACTICUM ACTIVITY PLAN/LOG**

**Leadership Practicum Objective(s):**

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<b>Planned Activities and Timelines</b>	<b>Activity Log – Record of Activities, Interactions, etc.</b>	<b>Reflection Journal</b>

**EASTERN ONTARIO STAFF DEVELOPMENT NETWORK  
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**LEADERSHIP PRACTICUM EVALUATION FORM**

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

Exit Exercise 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: \_\_\_\_\_

**Eastern Ontario Staff Development Network**  
**B137 Duncan McArthur Hall, Faculty of Education**  
**Queen's University**  
**Kingston, ON K7M 5R7**  
**P: 613-533-6223      F: 613-533-2816**  
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