

MINISTRY OF EDUCATION

MINISTRY PAPER

4/15

UPDATE ON THE NATIONAL COLLEGE FOR EDUCATIONAL LEADERSHIP
(NCEL)

INTRODUCTION

Members are being asked to note the progress made by the Ministry of Education (MoE), through the National College for Educational Leadership (NCEL), established in 2011, to set and maintain standards for school leadership.

BACKGROUND

In 2013, the Inter-Development Bank (IDB) funded a local study to determine what in the Jamaican context, was an effective school. Leadership was identified as a significant variable (Watson-Williams & Fox, 2013). Fifty-seven per cent (57%) of the eight hundred and four (804) schools which were assessed up to June 2014 received a rating of satisfactory and above in leadership and management. **Forty-three per cent (43%) were deemed to be unsatisfactory.** As a consequence, the MoE is continuing its concerted thrust to improve the quality and effectiveness of leadership in the nation's schools.

ACHIEVEMENTS TO DATE

Since February 2013, NCEL has:

- Established a Steering Committee to provide technical direction to the development of the College's strategic goals, policies and programmes. The Steering Committee, which comprises sector representatives, is chaired by the Manager of the Joint Board of Teacher Education (JBTE). Its work is done through three sub-committees: Programme Development and Quality Assurance; Governance and Organizational Framework; and International Relations, Business Planning, Marketing & Stakeholder Communication.
- Introduced the:
 - **Effective Principals' Training Programme (EPTP)** which is designed to serve the developmental needs of school leaders through an emphasis on the practice of leadership. Five hundred and forty seven (547) Principals and Education Officers have been trained under the EPTP.
 - **Aspiring Principals' Programme (APP)** designed to adequately prepare individuals for the task of the principalship prior to recruitment. The post graduate level programme is delivered in partnership with the University of the West Indies, Mona. NCEL has engaged one cohort of forty (40) individuals. The second cohort is to be recruited in January 2015.
 - **The System and School Leaders' Coaching Programme (SSLCP)**, developed in partnership with the British Council as a proactive approach to helping school and system leaders improve their effectiveness and performance. Thirty (30) individuals who have completed training will be accredited in February 2015.

- **Leadership of Place (LoP)** to equip principals who lead schools in volatile communities to successfully manage the task. Thirty (30) principals were trained.
- **Information Communication Technology Leadership** was delivered to 70 leaders of institutions on the Tablets in Schools Project.
- Supported the:
 - **Leadership of Math (LoM)** Programme in collaboration with the National Math Team. The training covers the Operationalizing Instructional Leadership; the Role of the Principal/Head of Department in the Teaching and Learning of Math; Curriculum Development and Planning, and Assessment Practices. To date, 291 High School Principals and Heads of Departments have been trained. Training of 620 Primary School Principals will be completed in December 2014.
 - Training of 42 school leaders whose institutions are now piloting the **New Standards Curriculum**.

NCEL has also accomplished the following:

- Signed contract with the Government of the British Virgin Islands to train their principals. Similar relationships with other countries in the region are being pursued.
- Published in February and November 2014, the photographs and names of Education Officers and Principals who have done well in the EPTP.
- In December 2014, received a **Bright Spot Award** for the EPTP as an innovative approach to leadership development in the Caribbean from the Canadian Department of Foreign Affairs, Trade and Development's (formerly the Canadian International Development Agency).
- Pursued a Memorandum of Understanding with the Institut Aminuddin Baki (IAB) in Malaysia for bilateral support and technical assistance with respect to on-going professional development for system and school leaders. The College has been awarded a grant of US\$50,000 from the World Bank to support this partnership.
- Received a grant from the Organization of American States/InterAmerican Teacher Education Network to develop the UCLP in November 2014
- Been invited to present its work to the 46th Meeting of the CXC Council in December 2014.

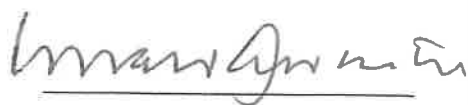
PROJECTIONS

- Projected for implementation in April 2015, are the:
 - **Executive Leadership Training Programme (ELTP)** for current and existing leaders within the Central Ministry and its agencies.
 - **School Financial Management and Administrative Training Programme (SFMATP)** for Bursars, Assistant Bursars, Clerical Assistants and teachers in primary schools with financial responsibilities.

- **University and College Administrators Leadership Programme (UCLP)** for senior administrators of the island's Universities and Colleges.
- **Middle Leaders' Training Programme (MLTP)** for Vice-Principals, Heads of Departments and Grade Coordinators.
- Implementation of a Learning Management System and Portal by March 2015;
- Introduction of an Executive Principals' League (EPL) to recognise excellence in the principalship, provide peer support and undertake philanthropic activities.

FINANCIAL IMPLICATIONS

NCEL has over the three quarters of the 2014/2015 Financial Year expended approximately J\$25M with another J\$26M committed for contracts that have been signed. It is projected to need some J\$22M to support its programmes during the upcoming financial year.



Ronald Thwaites, MP

Minister

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