

# Education sector leaders

## Methodology

In this sector the study examined:

- School board directors of the public and separate school boards in Toronto, York and Peel districts, obtaining data on 10 of 15 individuals.
- Board members and executives (presidents, vice presidents, provosts, and vice provosts) of GTA-based colleges and universities.

This study's independent research was supplemented with data provided by the Toronto District School Board (TDSB) on principals and vice-principals. Since new data was not available for 2009, data on promotions was obtained (Pardeep, 2010). A complete census of principals and vice-principals census is expected to take place in 2011.

## Findings

Overall, while there was considerable turnover in the sector, there was little change in the proportion of education leaders who are visible minorities (19.9% versus 19.8%) (see Table 8). The Toronto District School Board is the only one with a director who is a visible minority. Promotional data on principals in the Toronto District School Board revealed that, of the 108 promotions, 19 are visible minorities (18% of the total). Consequently this report has continued to report principals and vice-principals at 19.3% until the TDSB undertakes its next census. College leaders are the most diverse, with a total of 25.2% visible minorities among the leaders analyzed. University leaders are slightly less diverse, down to 20.6% from 21.3% last year.

Table 8. Visible minorities in the education sector

Education sector leaders	2009 Total number	2010 Total number	2009 Analyzed	2010 Analyzed	2009 % Analyzed	2010 % Analyzed	2009 VM	2010 VM	2009 % VM	2010 % VM
School board directors	18	15	11	10	61%	67%	0	1	0.0%	10.0%
TDSB principals and vice-principals	1,004	1,004*	924	924	92%	92%	178	178	19.3%	19.3%
University leaders	180	179	169	175	94%	98%	36	36	21.3%	20.6%
College leaders	133	132	87	103	65%	78%	22	26	25.3%	25.2%
<b>Total education leaders</b>	<b>1,335</b>	<b>1,330</b>	<b>1,191</b>	<b>1,212</b>	<b>89%</b>	<b>91%</b>	<b>236</b>	<b>241</b>	<b>19.8%</b>	<b>19.9%</b>

\*No data available for 2010.

## Chris Spence

Director of  
Education,  
Toronto District  
School Board



Dr. Christopher Spence became Director of Education for the Toronto District School Board on July 1, 2009. He has been widely recognized for his leadership and played a significant role in the development of a number of successful initiatives, including Boys 2 Men, Project G.O. (Girls Only) and the Read to Succeed Program, which motivates and teaches boys to read. Dr. Spence has a BA in criminology from Simon Fraser University, a B.Ed. from York University, an MA from the University of Toronto and a doctorate from the Ontario Institute for Studies in Education. He is the author of six books: *Achieving, Believing and Caring*; *The Skin I'm In: Racism, Sport and Education*; *On Time! On Task! On Mission!*; *Creating a Literacy Environment for Boys*; *Leading With Passion and Purpose*; and *The Joys of Teaching Boys*. His many awards include a Harry Jerome Award.

*"One of the reasons I got into education was because I wanted to make a difference. I started working in the criminal justice system, in detention centres – my thing was I'm going to try to get these kids before they get into detention and the school system is a place uniquely positioned to do that. For me it's about being an educator or a leader who feels he can make a difference. But there can be no leadership without followership, and I don't think people are going to follow you because of your background. They are going to follow you because of who you are, and what you stand for and what you hope to accomplish. The fact that I come from a diverse background is just value-added. I want kids to look at me and say 'That could be me. Anything is possible.'"*



## Helen Hayward

Chair,  
Board of Governors,  
Seneca College

Helen Hayward is a partner with Western Management Consultants in Toronto. For more than 20 years, Ms. Hayward has worked at the executive level in public and private sectors in planning, finance, human resources and agency liaison. As a management consultant, she has advised clients in public, nonprofit and private sectors on organizational effectiveness, board governance, facilitating strategic planning and leadership development. She recently co-authored the book *Strategic Planning for Associations and Not-for-Profit Organizations*. At the community level, she serves as the Chair of the Board of Directors for the Yee Hong Centre of Geriatric Care and as a member of its Governance Committee and Strategic Planning Committee. Ms. Hayward joined the Board of Seneca College in September 2005. She is serving a two-year term as Chair of the Board until August 2010.

*"As an international student who emigrated from Hong Kong to Canada, my values are grounded in corporate social responsibility, sustainable change and diverse engagement. I lead by example through mentoring young professionals and coaching visible minority leaders to accelerate their access to opportunities."*