

RTI Access Application

340/5/3591

File B – State Schools

DETE

section 47(3)(b) of the RTI Act - contrary to the public interest

Dear Professor [RTI Act - contra]

Thank you for the draft proposal outlining the services that you and Professor Levin will provide to Queensland next month outlining the services that you will provide to the Queensland Department of Education and Training. I would like to formalise an agreement between the Department and yourselves so that payment can be authorised.

Ms Julie Grantham, Director-General, has requested that you provide support, guidance and feedback to our department with a view to assisting us in our school improvement journey.

Timeline

1 February 2011 to 31 December 2011.

Purpose

1. To conduct an audit of education reform plans for Education Queensland and provide consultancy advice for strengthening the quality of implementation; and
2. To provide capacity building training and advice for senior leadership and for school-based leaders focusing on the quality of implementation.

Activities

1. Analyse documents on an ongoing basis;
2. Provide an on-site keynote address for a state conference and conduct a three day onsite audit in February/March, 2011 including a range of interviews with key stakeholders (Levin);
3. Conduct four or more Video Conference meetings with senior leadership (Fullan and Levin);
4. Conduct one day of on-site consultation in November (Fullan);
5. Conduct two days of on-site capacity building workshops in November (budgeted separately) (Fullan);
6. Submit a year-end audit report of up to 20 pages with advice for next steps for 2012. Report due: 31 December 2011.

Costings

Airfare, accommodation, incidentals and on-going consultancy for Prof Levin	\$30,000
Airfare, accommodation, incidentals, on-going consultancy and capacity building consultancy for the RTI Act - contrary to	\$40,000
Overhead at 10%:	\$7,000
Total Budget	AUD \$77,000

Payment Schedule:

15 March 2011	First interim audit report	\$30,000
15 September 2011	Second interim audit report	\$25,000
31 December 2011	Upon receipt of final report	\$22,000
Note: Two day capacity building workshop in November 2011 to be budgeted separately on the 50/50 financial framework as proposed.		

Would you please indicate your agreement by signing this letter (below) and returning the document to me by email at mark.campling@deta.qld.gov.au. Should you require further clarification, please contact me on telephone 61 7 3237 0121.

I look forward to working closely with you over the coming months.

Yours sincerely

MARK CAMPLING
Assistant Director-General
School Performance
Education Queensland

Ref: 11/30964

 Professor Ben Levin
 Canada Research Chair in Education
 Leadership and Policy at the Ontario Institute
 for Studies in Education
 University of Toronto
 / 02 / 2011

Section 47(3)(b) of the RTI Act - contrary to the public interest

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**Interim brief report to Queensland Department of Education - Ben Levin, Michael Fullan
March - 2011**

Positives

- There seems to be lots of good will in the system for the goals of the current reforms
- Senior staff in DETA clearly have a commitment and understand the goals
- You understand the importance of capacity building as a central strategy

Pressures

- no money
- it's a big complicated organization – 1400 schools, 36,000 teachers, very diverse and spread out
- political pressures – elections, previous commitments, etc.
- you have a longstanding culture of top-down and dependence
- far flung geography with big inequities across the system
- rapidly growing enrolment

Our understanding of your current theory of action for improvement

- you see improvement in teaching/instruction as central
- part of making this happen is a more prescribed curriculum with supports and resources
- improved teaching and learning is primarily driven by strong leadership at the school level
- DETA will provide support and monitoring structure - ARDs, regional resources,
- overall, the centre does strategy, schools do implementation

Central issue

Capacity to improve leadership and teaching

- In our view you don't currently have enough leadership capacity at the school level. Nor do we see a strong enough approach to develop that capacity. Relying primarily on 20 people (ARDs) plus some mentoring/coaching is unlikely to be sufficient given a relatively low starting point. Not clear how or if QELI will be involved. Not clear where responsibility for leadership development sits in the Department.
- In our view also you do not have a good enough overall approach to teacher learning and how to organize this for thousands of people. You are relying primarily on principals to do it but that is unlikely to work well enough given the above comments especially. If you want thousands of teachers to change their practice, you have to gear up more substantially.
- If your curriculum approach is too scripted, you will antagonize your teachers, and especially your best teachers. Providing good resources is worthwhile but you do not want the curriculum to be seen as something imposed on teachers
- better organization and use of PD is needed, including some consistent focus across the state.
- the teaching and learning audits appear to have been very useful; they are a key tool to build on for leadership and teaching development. The identification of effective instructional practices should be a primary goal.
- you should have an improvement leadership team in every school, cluster and region to focus the work
- build systems to share good practices across the state - this is currently weak

Other issues

- How to relate to the centre - it's not clear how far the Premier or her staff fully understand and support the strategy, plus the centre has some other education priorities (e.g. year 7) that could interfere
- Goals. The goal statement has too many things on it (including too many separate programs and initiatives). It is not sharp and clear enough in terms of system understanding of priorities.

- Alignment in the Ministry. Much work still to do on this to be sure that all parts of the organization understand the strategy and understand that their role is to support it. Appears good at senior level but not good enough at the 'working' level. Have to do more to ensure that the operating units are not making too many rules or demands on schools and that the level of support to schools improves
- Still too many separate documents, plans and information requests required from schools
- Regions are key so regional directors have to be centrally involved in the strategic as well as operational work. Finding the right level of regional variation is important – some but not too much.
- You would benefit from better feedback loops directly from schools (principals and teachers) on their perceptions of goals, strategies, progress and barriers)
- There appears to be a major gap between your IT strategy and your school improvement strategy.
- Have to be clearer on priorities to the system among all the various things going on.
- How to manage Commonwealth issues and integrate these with your agenda instead of their being separate initiatives
- Consider some effort to increase student voice
- Champion – what key role personifies your improvement agenda? DG can't do this herself but it's not clear who the key person is
- You have virtually no research capacity; need to think about how to get more benefit from existing research and connect it more strongly to practice
- Tons of good data available but still lots of room to get better at using it to guide practice
- Many worries about reorganizations. We suggest you commit to no further reorganization of the Department for at least next 2 years so people can get on with doing the work.
- We suggest you use quarterly senior team review meetings to go over status of all initiatives to keep focus on key priorities and build the team; probably want also to organize regular meetings of tier 2 and tier 3 managers to make sure people understand and are aligned to the priorities.

Our main recommendation at this time is that the department makes a new statement that conveys:

The core educational goals—small number of priorities that will be relentlessly pursued such as literacy, numeracy and high school graduation;

And the essence of the strategy to get there namely, instructional focus, teacher and leadership capacity, links to results, and a strong new two way partnership between the centre and the sector.

United in our pursuit of excellence

EDUCATION QUEENSLAND

Education Queensland system review

Final report

Michael Fullan and Ben Levin Report

Education Queensland Response
December 15, 2011



Queensland Government



Overview

A report by Professor Geoff Masters titled *A Shared Challenge: Improving Literacy, Numeracy and Science Learning in Queensland Primary Schools* (The Masters' Report) was commissioned by the Premier the Honourable Anna Bligh in December 2008 to make recommendations on improving student achievement in Queensland.

Since this report, the department has implemented a raft of initiatives aimed at driving achievement in state schools in Queensland. The agenda has been based on the recommendations of the Masters' Report and other international research on effective practices for continuous improvement in student learning.

The work is significant and includes:

- a roll out of more than 90 literacy and numeracy coaches in more than 170 schools
- 100 science facilitators and 15 regional managers to support best practice in science teaching in Years 4–7
- a *Roadmap for Curriculum, Assessment and Reporting* and a *Prep Roadmap*, developed to provide clear direction to teachers on five priorities to improve student learning
- 10 turn-around teams of experienced educators to work with Low SES National Partnership schools
- development and implementation of a Teaching and Learning Audit tool, with audits conducted in every state school in Queensland
- the launch of *United in our pursuit of excellence*, which outlines Education Queensland's agenda for improvement
- implementation of the Principals' Capability and Leadership Framework, which fosters knowledge, skills and understanding as well as an aligned Principals' Performance and Development Planning Process
- the implementation of a differential model of supervision and capability development for school principals
- development of Curriculum into the Classroom (C2C) resources to support schools to implement the Australian Curriculum.

This reform agenda has been firmly grounded in an evidence base, drawing on international best practice and research, including the internationally respected work of McKinsey & Company¹, Fullan², Levin³ and Elmore⁴.

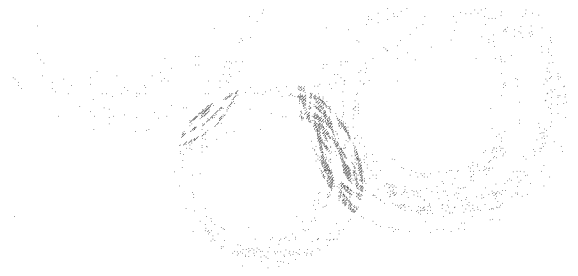
In order to ensure that these reforms are aligned with world's best practice, international experts Professor Michael Fullan and Professor Ben Levin were asked to undertake a Systems Review to examine the school improvement agenda being implemented across the Queensland education system.

¹Mourshed, M. Chijioke, C. and Barber, M. (2010) *How the World's Most Improved School Systems Keep Getting Better*, McKinsey and Company, London. Mourshed, M. and Barber, M. (2007) *How the World's Best Performing Schools Come Out On Top*, McKinsey and Company, London.

²Fullan, M. (2009) *The challenge of change: start school improvement now!* Hawker, Bronlow Education, Cheltenham. Fullan, M. (2010) *All systems go: the change imperative for whole system reform*, Hawker, Bronlow Education, Cheltenham.

³Levin, B. (2008) *How to change 5000 schools*, Education Press, Massachusetts.

⁴Elmore, R. (2004) *School Reform From The Inside Out: Policy, Practice, And Performance*. Harvard Education Press, Boston.



The initiatives implemented have already yielded outcomes, with NAPLAN results showing significant improvement in a number of domains and year levels from 2008 when the Masters' report was commissioned.

Throughout 2011, Levin and Fullan have undertaken a range of interviews and workshops with key educational leaders from across our system.

Fullan and Levin have provided feedback to Education Queensland during 2011 and have provided a report. The report has specified some foundational strengths of our state education system, as well as some key areas for improvement in order to achieve further successful whole system reform.

This paper provides an overview of the final report and recommendations provided by Professor Fullan and Professor Levin, and outlines the Department of Education and Training's response to their report.



The report

Background

Over the past 12 months we have been working with the Department of Education and Training to undertake a Systems Review of the state schooling system in Queensland.

The purpose of our work was to provide advice on the directions being taken by Education Queensland to drive improvement in state schools. Based on our work with education systems across the world, of what high performing education systems look like and effective ways of driving systems reform, we have participated in an ongoing conversation with the Minister, the Director-General and Deputy Director-General of Education, other executive leaders, school principals and other educational leaders in Queensland. Our work has had a two-pronged approach.

Firstly, we have supported some key directions that have been taken over the past 12 months. This has included workshops and conferences with educational leaders to explore key aspects of instructional leadership and the effective use of data to inform practice. We have also contributed to the development of a Principals' Capability and Leadership Framework which outlines the knowledge, skills and behaviours required to effectively lead an explicit school improvement agenda. Additionally, we have provided strategic feedback on *United in our pursuit of excellence*, which has been developed by Education Queensland to focus state schools toward improvements and to clearly outline the 'what', the 'how', the 'who' and ways in which capacity will be built.

Secondly, we have undertaken an examination of the system. This has included interviews with educational leaders and other stakeholders, and a review of key policies data and other documents.

Based on this work, we make the following comments and recommendations:

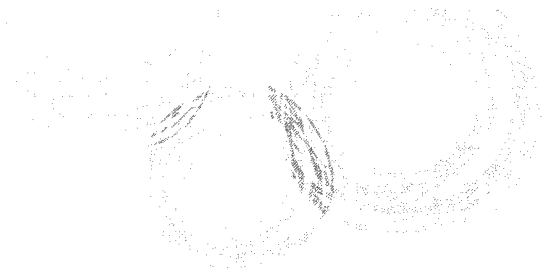
Strengths

1. Clear messages provided by Education Queensland

Education Queensland has developed consistent messages, emanating from the document *United in our pursuit of excellence*, which articulates the vision and agenda for school improvement. We commend this clear direction. The Director-General has played a key role in leading a clear and shared focus on school improvement. This is an important base on which to build.

2. The right tools

It is also evident that there are tools to support effective implementation of this agenda. Most notably, the Teaching and Learning Audits have established quality feedback around key curriculum, teaching, learning and assessment practices. The



process informs the future developmental needs of each school community and the system as a whole.

3. Relationships and support

Another vital element which creates a solid foundation for successful system reform is the strong relationships that the department has developed. Key stakeholders, such as the unions and parent and principal associations are consulted regularly, allowing collaboration and investment in a shared vision.

Opportunities

1. Common focus on goals and strategies

United in Our Pursuit of Excellence has articulated the improvement agenda; however this can be strengthened through a common focus on goals and strategies.

A Guiding Coalition, consisting of senior leadership as a total group, should work on establishing a common focus on goals and strategies, whereby there is a common and consistent stance evident in relation to the reform strategy. This understanding should be succinct, commonly expressed and address the core elements of the goals and strategy.

It is vital that this common focus is enacted by the Guiding Coalition, individually and in concert.

2. Consistency of delivery across the seven regions

Consistency of delivery relates closely with the common focus on goals and strategies. It is acknowledged that the geography and diversity of community contexts in Queensland require local solutions that meet the needs of local issues. However, the core goals and strategies must be consistent across the state in order to harness effective system reform.

3. Instruction as the driver

Attention is required on instruction as a reform driver. The following three components should be examined and repositioned as a set:

- instruction in relation to the new National Curriculum
- use of data as a strategy for improvement
- the instructional role of the principal.

Education Queensland has told us that the *Curriculum into the Classroom* (C2C) has received positive feedback from principals and teachers. We note this and believe that resources are important.

However, resources won't stand alone. Education Queensland needs to ensure that teachers use them as an enabler when they are relevant and useful and feel empowered to build upon what is provided, or move in a different direction, to extend



teacher professionalism. It is essential that 'instruction' be the focus of implementing C2C, and that care be taken to ensure that teacher ownership of instructional practices associated with C2C be fostered.

While there is an array of data available, simplified data profiles are required in order to integrate the assessment and instruction as a two-way proposition. This assessment-instruction nexus needs to be at the heart of the day-to-day strategy in order for data to be used in practice.

The instructional role of the principal is key to this set. Currently this role is being embraced in the system. However, it is currently a vague notion that requires more definitional and developmental work. It should be noted that clarifying instructional leadership has been identified as a common problem across Australia and in other countries and one that should continue to be developed.

Final comment

In summary, we commend Education Queensland for the development of clear messages, valuable tools and strong stakeholder relationships to pursue the school improvement agenda.

We believe a concentrated effort that integrates and in some ways simplifies the work around the three core recommendations above will take the system forward in a substantial way. Finally, we would say that there seems to be general agreement in the field that the direction of the reform is the right one. The next stage — 2012 — is crucial for ensuring that this agreement is consolidated in practice.

Professor Michael Fullan
Professor Emeritus
Ontario Institute for Studies in Education
University of Toronto
Special Advisor to the Premier and
Minister of Education in Ontario

Professor Ben Levin
Professor and Canada Research Chair
Ontario Institute for Studies in Education
University of Toronto



Education Queensland Response

Strengths

1. Clear messages provided by Education Queensland

Education Queensland is committed to the strong and unwavering focus delivered in our key school improvement agenda, *United in our pursuit of excellence*.

United in our pursuit of excellence articulates a commitment to teamwork and an unrelenting focus on improved student achievement through alignment and consistency. The document outlines how improvement will be achieved through focusing on core learning priorities and the consistent implementation of strategies that clearly outline the 'who', the 'what', the 'how' and how capacity will be built in schools. This agenda provides a clear focus for state schools, and the Education Queensland systems that support them.

2. The right tools

Many of the initiatives implemented by Education Queensland are unique and have the capacity to lead world practice on school improvement.

The Teaching and Learning Audit Instrument was developed by the Australian Council for Educational Research (ACER) under contract to the Department of Education and Training using international research.

Education Queensland's own experience of the Teaching and Learning Audits reflects the positive view of Professor Fullan and Professor Levin. Feedback from principals has been extremely positive, and points to the important role that the Teaching and Learning Audits can play in supporting principals and teachers to reflect on their practice, and to identify where there is room for improvement. Education Queensland is continuing to audit Queensland state schools in line with each school's quadrennial school review, the term after a new permanent principal is appointed or at the request of the principal.

3. Relationships and support

Education Queensland believes in developing collaborative relationships with key stakeholders in order to achieve best possible outcomes. Strong partnerships have been developed with a wide range of stakeholders throughout Queensland. This has been achieved through establishing proactive and diverse channels of communication, and through providing opportunities for stakeholders to provide input on all key policy decision-making processes.

While productive relationships with key stakeholders are vital, it is also important to provide opportunities for all parents, teachers and principals to share ideas and identify areas for improvement. In 2011, *Raising the Bar* forums were held across the state and feedback from this process will enrich future actions contributing to the lifting of standards across state schools.

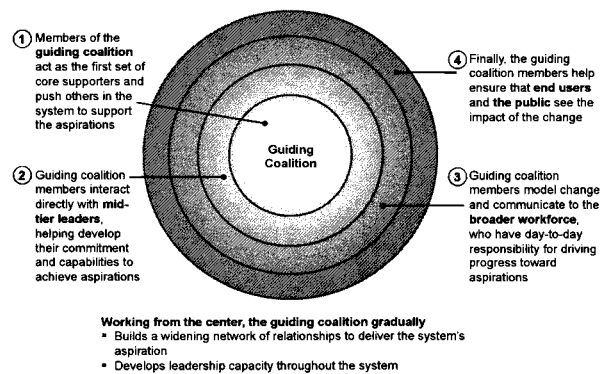
Opportunities

1. Common focus on goals and strategies

Fullan and Levin's recommendation to establish a common focus on goals and strategies through a Guiding Coalition is accepted. The concept of a Guiding Coalition requires representation from diverse perspectives and ensuring the key aim of strengthening the common focus on goals and strategies will build the shared agreement and commitment required for successful school improvement.

This Guiding Coalition will widen 'circles of leadership' through building leadership capacity and through a network of relationships, as well as working towards ensuring our educational workforce is also engaged in the reforms in order to truly effect system-wide change.

Consider what is necessary to build support for aspirations at each level of the system



SOURCE: John Kotter; Michael Fullan, *The Six Secrets of Change*

Source: www.slidefinder.net/b/barber_deliverology_hse_lectures_dec/9033612

We acknowledge that for this common focus to be successful the Guiding Coalition must be sustainable and in constant communication. We are committed to building mechanisms to make this achievable and ensure there is a common focus across the system on our goals and strategies.

2. Consistency of delivery across the seven regions

Fullan and Levin's recommendation to ensure consistency of goals and strategies across the state is accepted. We know from the large body of international research on educational reform that the change must embody the whole system in a consistent and coherent manner. Therefore, we are committed to cross-regional consistency.

Integrated and effective service delivery across the department is supported through the Integrated Service Delivery Board, which is comprised of the Executive Management Group and the seven Regional Directors. In addition to this board, mechanisms will be put into place whereby Regional Directors and Assistant Regional Directors will link in regularly to build and strengthen communication channels, supporting consistency



across the regions. This will include forums in which Central and Regional officers meet regularly to guide the implementation of *United in our pursuit of excellence*. These discussions will focus on tracking performance, sharing quality practices and ensuring that the goals for improvement are realised across the state. This group will also be charged with the job of ensuring consistency of operation and the development of key communication strategies across the state.

3. Instruction as the driver

Education Queensland has had overwhelmingly positive responses to C2C resources so far. It should be noted that C2C resources are not mandated, but rather are provided for Queensland teachers to support the implementation of the Australian Curriculum into our classrooms. We will continue to monitor the C2C resources and at the end of 2012 will analyse their effectiveness for teachers.

The messages from Fullan and Levin, in conjunction with other key international research which enforce instruction as a pivotal educational reform element, are clear. It is acknowledged that C2C is only one component of improving instruction in order to improve outcomes.

Building collective capacity

Instructional leaders create and develop a collaborative learning environment where learning is not confined to the classroom and is the objective of all educators. Instructional leadership is an important departure from the ancient model of administrator as authoritarian. It goes beyond curriculum leadership and focuses on the pedagogy (the how) and achievement. It develops the collective capacity of all staff members to ensure that the needs of every student are being met.

This collective capacity is a clear focus of the Teaching and Learning Audits, which operate under a peer review model which provides principals and teachers with the opportunity to collaboratively develop processes to improve outcomes in their schools, and across schools.

However, more can — and will — be done in this area. Education Queensland recognises the importance of leadership in driving outcomes in schools. In work that was conducted with Professor Geoff Masters, ACER, it was recognised that effective leaders are an essential component of the school reform agenda; they create high expectations, they provide clarity of vision, and can establish effective professional learning communities. Effective, distributed leadership across the system is the key to leading ongoing efforts to improve instructional practice.

To ensure student outcomes are improved, an innovative model to support the development and supervision of school leaders has been advanced. Principals are provided with opportunities to develop knowledge, skills and behaviours required to effectively lead within diverse school contexts, as well as building their skills to effectively develop collective capacity across the school.



A range of models are supporting principal capability development, including professional development courses, online (live and on demand) and on *OnePortal*, face-to-face coaching and mentoring. These targeted relationships are determined by the individual needs of the principal, in negotiation with their Assistant Regional Director, School Performance. A suite of multi-layered strategies to be used could include learning with and from other principal colleagues across and within schools, clusters, networks, regions and beyond; observing principal practice onsite and offsite; learning from other principals on the job; coaching and mentoring activities; professional development opportunities; and study tours.

Principals will identify specific benchmarks for improvement and design a whole-school explicit strategic improvement agenda to achieve them.

Data driven decision making

Data is the foundation of the *United in our pursuit of excellence* improvement agenda. The Department of Education and Training will continue to provide schools with the right data to support good decision making at a school level, a regional level and a Queensland-wide level. It is acknowledged, however, that just providing data is not enough. The focus of any data must be about student instruction and improving learning outcomes. We will continue to build collective capacity in data analysis, as well as reflect on progress in this area through domain two — analysis and discussion of data — of the Teaching and Learning Audit outcomes.

Final Comment

Fullan and Levin have identified that Queensland has adopted extremely strong approaches towards a reform agenda.

The strengths identified by Levin and Fullan are areas that Education Queensland has worked hard to get right. The recommendations outline three key areas for focus in order to further progress our school improvement agenda and will further embed the agenda as a system-wide reform that is the business of us all.

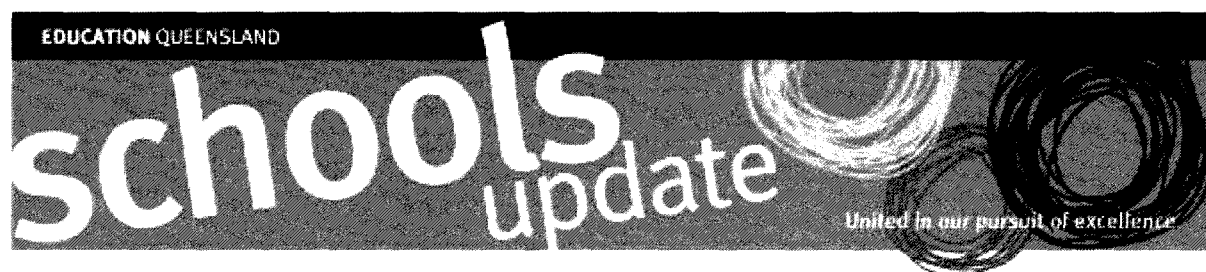
We have seen some early gains in improved literacy and numeracy outcomes, and improved Year 12 outcomes. Education Queensland is committed to building on these improvements and will continue to pursue an agenda to improve outcomes for students.

Pages 16 through 39 redacted for the following reasons:

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United in our pursuit of excellence

Independent Public Schools

The Minister for Education, Training and Employment John-Paul Langbroek today announced the first 26 Queensland state schools selected to become Independent Public Schools in 2013. This initiative recognises that the best decision making often happens at the local level, giving schools greater autonomy to meet the local needs of their students and community. Over the next four years there will be further opportunities for schools to apply to become Independent Public Schools.

More Support for Students with Disabilities

The More Support for Students with Disabilities (MSSWD) National Partnership Project is a Commonwealth Government initiative aiming to ensure Australian schools and teachers are better able to support students with disabilities. The department will be provided with \$32.9 million over two years to build workforce capacity by providing professional development, support and resources for school leaders, teachers and support workers. For more information visit the [MSSWD OnePortal page](https://oneportal.deta.qld.gov.au/Students/LearningandDisabilitySupport/MoreSupportforStudentswithDisabilities/Pages/default.aspx).

<https://oneportal.deta.qld.gov.au/Students/LearningandDisabilitySupport/MoreSupportforStudentswithDisabilities/Pages/default.aspx>

DETE continues support for Youth Support Coordinator Initiative

The Department of Education, Training and Employment (DETE) is committed to the support of young people who are at risk of disengaging from their education. The department will continue to allocate \$9.6 million to support young people in Years 10-12 to remain engaged with their education. The Department of Communities, Child Safety and Disability Services has announced they are withdrawing their contribution from the initiative. Current YSCI arrangements will remain in place until the end of the year. An update on arrangements for 2013 will be provided as soon as possible.

Curriculum into the Classroom

History and revised English, mathematics and science materials

Unit 1 of the revised C2C English, mathematics and science materials and the new history materials will be available from the beginning of Term 4. An upcoming *D-G Message* will outline important revisions to the C2C materials following feedback from teachers as well as how the independent learning materials (previously referred to as Distance Education materials) will be more closely aligned to the learning experiences described in lesson plans. For more information [subscribe to Teaching Learning Connect](https://team.oneportal.deta.qld.gov.au/sites/TLSubscribe/default.aspx).

<https://team.oneportal.deta.qld.gov.au/sites/TLSubscribe/default.aspx>

Staff

Principals' Conference from 28 February – 1 March 2013

The 2013 Principals' Conference will be held from 28 February – 1 March at the Brisbane Convention and Exhibition Centre. Professor Ben Levin will return as a guest presenter. Professor Levin oversaw a significant increase in student achievement and teacher morale as Deputy Minister of Ontario from 2004-2007 and has played a key role in Education Queensland's reform agenda. Schools will be required to fund and arrange their principal's transport and accommodation. There will also be a registration fee, however the department is working to offset school costs by securing sponsorship.

http://www.oise.utoronto.ca/lhae/Programs/Educational_Administration/Faculty_Staff/Faculty/Ben_Levin.html

World Teachers' Day 2012

Schools are encouraged to organise activities to celebrate the achievements of teachers this World Teachers' Day, to be held on Friday 26 October. On the day, the department will recognise service contributions of teachers as part of the Reward and Recognition program.

<http://education.qld.gov.au/hr/recruitment/teaching/world-teachers-day.html>

General news

Day for Daniel: 26 October

The national Day for Daniel is on Friday 26 October. Schools are encouraged to start planning an activity to promote personal safety to their students and the broader community. The Daniel Morcombe Foundation has assembled promotional packs for schools that register an event online. Activity ideas and a poster are available on the website.

<http://www.dayfordaniel.com.au/>

Safety in Schools Week

The annual Safety in Schools Week will be celebrated from 22 October – 26 October, with activities aimed at preventing accidents in everyday environments. School is the second most common location, after the home, for preventable accidents to children. There are 24 child safety computer game modules available to help students learn about safety and they can also participate in the Child Safety Computer Game School Challenge.

<http://www.kidsafeqld.com.au/school-safety>

www.edsoft.com.au/preventit

Anti-Poverty Week: 14 - 20 October

Anti-Poverty Week highlights the struggles of around one million Australians and many more people throughout the world. The Social Inclusion at School booklet provides a checklist for schools to examine how their operations affect students from low-income families and there is a list of activity ideas to promote Anti-Poverty Week at schools.

<http://www.antipovertyweek.org.au/>

<http://www.antipovertyweek.org.au/images/documents/Social%20Inclusion%20in%20Schools%20Booklet.pdf>

<http://www.antipovertyweek.org.au/images/documents/Social%20Inclusion%20in%20Schools%20Booklet.pdf>

Final week to invoice for 2012 AEDI Collection

Schools who participated in the 2012 AEDI Data Collection have until 28 September to submit an invoice to the Australian Government through the online system for reimbursement of teacher relief. All schools that completed checklists are eligible to receive funding of at least \$265. For further information please see the information sheet or contact the AEDI Helpline via email at aedi@srcentre.com.au or phone 1800 092 548.

www.aedidataentry.com.au

<https://oneportal.deta.qld.gov.au/Services/Finance/Forms/Documents/information-sheet-AEDI-2012-state-school-sector-funding-arrangements.pdf>

QCT Census of registered teachers

The Queensland College of Teachers (QCT) conducted its annual census of registered

teachers in Queensland schools during the period 13-15 June 2012. Schools that did not participate in this year's QCT census are requested to update their teacher staff lists through the QCT's online service facility.

<http://www.qct.edu.au/>

Deadline to change Outlook, Entourage or Mac Mail settings: 21 September

Access to DETE's email services from outside the network will change at the end of Term 3 2012 (Friday 21 September). Anyone using Microsoft Outlook, external email clients such as Thunderbird and Eudora, smartphones and tablet devices is required to change their email settings to ensure they continue to send/receive emails and meet the department's security standards. Step-by-step guides to change settings are available on the Smart Classrooms website.

<http://education.qld.gov.au/smartclassrooms/enterprise-platform/mis/webmail/index.html>

OneSchool September update now available

The OneSchool September update is now available on OnePortal. It includes information about:

- updates available from 4 October 2012
- the 2012–13 training program
- changes to Purchase IT
- managing suppliers
- remittance advice process
- school stocktake process.

<https://oneportal.deta.qld.gov.au/Services/InformationTechnology/Forms/Documents/OneSchoolSeptember2012Update22.pdf>

Kids Helpline 2011 Overview

The Kids Helpline 2011 Overview has recently been released. It provides an insight into the concerns and help-seeking trends of Australian children and young people. Kids Helpline provides confidential telephone and online counselling services to children and young people aged five to 25 years.

<http://www.kidshelp.com.au/grownups/news-research/research-reports/kids-helpline-overview.php>

New to Education Views news site

This week there a number of stories about the upcoming Showcase awards. DETE also has a comprehensive calendar on the Education Views website.

<http://education.qld.gov.au/projects/educationviews/>

School Newsletter items

There are many relevant stories parents and carers want to hear more about. Principals could include the following items in their school newsletter or on their school Facebook or Twitter pages.

Facebook/Twitter items

Twitter (for week beginning 17 September)

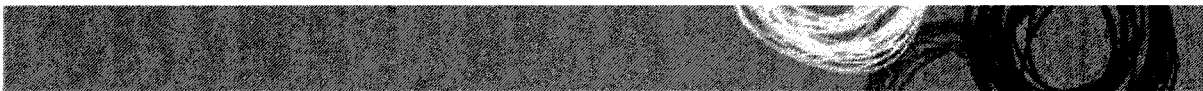
Last day of school is Friday 21 September. Don't forget every day counts. We look forward to seeing all of our students every day this week.

Visit the OnePortal document library for more ideas.

<https://oneportal.deta.qld.gov.au/News/SchoolUpdate/2012/Documents/Forms/AllItems.aspx>

For more news, visit Education Views online.

<http://education.qld.gov.au/projects/educationviews/>





Record Number **11/33085**

Title ****URGENT**** ATP - Principals' Conference 2011 - United in the Pursuit of Excellence - PROGRAM**

Current Location At Home Location: Community Engagement and Events CE&P since 4/3/2011 at 2:08 PM
Container

Record Type Memo or Minute

Memo/Minute Type Approval to Publish Form

All Contacts Senior Policy Officer 01 IP IP&SI (Author)
Principals (Addressee)

Organisation Indigenous Policy IP&SI SP&IR

Date Created 16/2/2011 at 10:34 AM

Date Due

Electronic Details In HP TRIM Store, Microsoft Word 97 - 2003 Document, 208 KB

Mov His 11/33085 Current Location Changed - Support Officer 02 CE&E CE&P - done by 'ttsch0' on 16/2/2011 at 10:35 AM; 11/33085 Current Location Changed - Executive Services Officer 01 SSP SS - done by 'ttsch0' on 16/2/2011 at 10:39 AM; 11/33085 Current Location Changed - Support Officer 02 CE&E CE&P - done by 'sctis0' on 16/2/2011 at 1:50 PM; 11/33085 Current Location Changed - Speech Support Officer PA&MIM CE&P - done by 'ttsch0' on 16/2/2011 at 2:16 PM; 11/33085 Current Location Changed - Executive Support Officer ODG - done by 'bxlun0' on 17/2/2011 at 10:26 AM; 11/33085 Current Location Changed - Community Engagement and Events CE&P - done by

Additional Reference

Notes "Friday, 18 February 2011 at 12:20:16 PM (GMT+10:00) Wetton, Rhondda:"
Changes made as requested by ODG and re-sent for approval via email. New artwork is enclosed here 11/35817.

"Thursday, 17 February 2011 at 10:26:38 AM (GMT+10:00) Lund, Bella:"
Approved by A/ED CCM, Ros Dunn. Progressing to ODG for DG approval. Hardcopy to follow.

"Wednesday, 16 February 2011 at 2:16:01 PM (GMT+10:00) Schmith, Talei:"
progressing to A/ED CCM for approval.

"Wednesday, 16 February 2011 at 1:49:57 PM (GMT+10:00) Tisdall, Sophia:"
Approved by ADG, SP forwarding back to CCM for further approvals.

"Wednesday, 16 February 2011 at 11:52:07 AM (GMT+10:00) Tisdall, Sophia:"
Forwarding to ADG, SP for approval.

"Wednesday, 16 February 2011 at 10:38:40 AM (GMT+10:00) Schmith, Talei:"
Progressing to ADG School Performance for approval.



Please note: This is approval for design only. It is not approval to upload onto the intranet or Internet. It is not approval for written content for reports or large documents. Content for reports or large documents usually require prior approval through a GBN to the D-G and Minister.

History of approval for written content prior to design and layout

Content was written by (name/title) Gail Lloyd-Apjohn

Content was checked by (name/title) Rhondda Wetton

Content was edited by (name/title) TBC – professional proofreader

Content was approved by GBN to DG and Min ☐ Yes ☒ No GBN TRIM No 09/

Details of material to be Printed (or converted to PDF)

Background, type and purpose of this material. (Explain the event or initiative related to this material - include a list of other associated materials).	Printed program for Principals' Conference 2011 - United in the Pursuit of Excellence . The printed program is to be inserted into the conference satchel and distributed to all delegates on registration. Additionally, the program will be available online on OnePortal, along with the pre-reading material.
Intended audience	All state schools principals and senior staff who have been invited to attend the conference
Attached material will be posted on the website	Yes
Attached material will be published in alternative formats to reach audiences from culturally and linguistically diverse backgrounds or people with a disability	(For example: Vodcast , Podcast , language translations, Auslan, Braille, other) N/A
Release date	Electronic version to be uploaded to the website ASAP Printed version to be distributed on 28 February at BCEC, South Bank
Quantity	2000 copies
All costs for production, print and distribution plus budget. (Detail unit cost per item, total cost and identify the budget source and the total budget available)	\$1173 is total cost ex GST to come from budget allocated to the Principals' conference, cost centre RTI Act - contra Cost per item is approximately \$0.59.
Distribution method	Via conference satchels distributed on registration at the conference, advance copy via website
Notes and special instructions	



Approval to Publish

Department of Education and Training print publications and PDFs.

Please note: This is approval for design only. It is not approval to upload onto the intranet or Internet. It is not approval for written content for reports or large documents. Content for reports or large documents usually require prior approval through a GBN to the D-G and Minister.

ATP TRIM No 10/ 33085	Project title Principals' Conference 2011 - United in the Pursuit of Excellence		
Contact person for Approval to Publish Gail Lloyd-Apjohn	Phone no 3405 4211	Unit/Division CCM	
Graphic Designer John Pennisi	Proof Reader TBC	Communications Officer Claire Going	

All signatures must be completed by Friday, 18 February 2011**Client**

Signature
Gail Lloyd-Apjohn
Please print name

Date
Senior Events Officer, CCM
Position

Director

Signature

Please print name

Date

Position

ADG

Signature
Mark Campling
Please print name

Date
ADG, School Performance
Position

DDG

Signature

Please print name

Date

Position

**Assistant
Director, CCM**

Signature

Date

**Executive
Director, CCM**

Signature
Rosalind Dunn

Date
A/Executive Director, CCM

**Director-
General**

Signature
☐ Approved with changes

Date

☐ Use of DG's
electronic signature

Initial

Date

Minister

Signature
☐ Approved with changes

Date

☐ Use of Minister's
electronic signature

Initial

Date



Record Number **13/232557**

Title **DG brief- Professor Ben Levin**

Current Location In Container '150/21/587 (In Container '550/29/98 (State Schools Home Storage Location)')' since 22/7/2013 at 10:03 AM

Container 150/21/587: Curriculum Provision - Implementation - State Schooling Implementation - Briefs

Record Type Brief or Question on Notice Response

Brief / QON Type DG Brief

All Contacts Principal Teaching and Learning Auditor SSI EQ (Representative)

Principal Advisor 01 SSP SS (Author)

Organisation State Schools - Performance SS

Date Created 10/7/2013 at 9:25 AM

Date Due

Electronic Details In HP TRIM Store, Microsoft Word 97 - 2003 Document, 61 KB

Mov His 13/232557 Current Location Changed - 150/21/587 (At Home Location) (Wednesday, 10 July 2013 at 9:26:06 AM) - done by 'cxsha7' on 10/7/2013 at 9:26 AM; 13/232557 Current Location Changed - Principal Corporate Governance Officer CSSS ODDG SS - done by 'cxsha7' on 10/7/2013 at 10:10 AM; 13/232557 Current Location Changed - Executive Assistant ODDG SS - done by 'cxsha7' on 10/7/2013 at 10:26 AM; 13/232557 Current Location Changed - Director ODDG SS - done by 'saarn0' on 10/7/2013 at 10:39 AM; 13/232557 Current Location Changed - Pending Location DDG State Schools - done by 'bwal0' on 10/7/2013 at 12:09 PM; 13/232557 Current Location Changed - Briefs

Additional Reference

Notes "Monday, 22 July 2013 at 10:02:52 AM (GMT+10:00) Sharp-Jones, Courtney:"
Closing and finalising to 150/21/587

"Thursday, 18 July 2013 at 3:38:09 PM (GMT+10:00) Arnfield, Shirley:"
Returned to Branch for any action if required. Please close, finalise and file. HARD copy in pigeon hole floor 22.

"Wednesday, 17 July 2013 at 11:04:27 AM (GMT+10:00) Dennett, Shauna:"
Signed version attached, HC available for collection from MESU

"Wednesday, 17 July 2013 at 9:19:25 AM (GMT+10:00) Gallagher, Anita:"
Approved by DG to MESU

"Tuesday, 16 July 2013 at 2:32:48 PM (GMT+10:00) Thompson, Judith:"
To Director MESU for progression to DG

"Tuesday, 16 July 2013 at 10:47:27 AM (GMT+10:00) Thompson, Judith:"
Received in MESU

"Thursday, 11 July 2013 at 8:43:08 AM (GMT+10:00) Arnfield, Shirley:"
endorsed by A/DDG EQ progressing to MESU

"Wednesday, 10 July 2013 at 12:09:28 PM (GMT+10:00) Walsh, Becky:"
Copy provided to DETE media team.

"Wednesday, 10 July 2013 at 11:36:32 AM (GMT+10:00) Walsh, Becky:"
Reviewed by Director ODDG EQ and minor edits made. To A/DDG EQ for endorsement.

"Wednesday, 10 July 2013 at 10:39:14 AM (GMT+10:00) Arnfield, Shirley:"
With Dir ODDG EQ for review

"Wednesday, 10 July 2013 at 10:26:39 AM (GMT+10:00) Sharp-Jones, Courtney:"
Approved by A/ADG SSI. To ODDG EQ for urgent progression.

"Wednesday, 10 July 2013 at 10:12:42 AM (GMT+10:00) Beswick, Caroline:"
Financials checked and verified.

"Wednesday, 10 July 2013 at 10:09:20 AM (GMT+10:00) Sharp-Jones, Courtney:"
To SGO for verification of financials.

Briefing Note

Director-General

Department of Education, Training and Employment

Action required: For Noting

Action required by: N/A

Routine – Information requested by Office of the Director-General

SUBJECT: PROFESSOR BEN LEVIN

Summary of key objectives

- Professor Ben Levin has been engaged by the Department of Education, Training and Employment on various occasions since 2011.
- On Monday 8 July 2013 Department of Education, Training and Employment (DETE) staff became aware that Police in Toronto, Canada charged Professor Levin with child pornography offences.

Key issues

1. In 2011 Professor Levin was engaged by the Department to make a presentation entitled: *World's best practices in education – how to make the most of the new reforms* to share the results of his research at the inaugural state school principals' conference.
2. While in Queensland, Professor Levin was also engaged to undertake an audit of Education Queensland (EQ) to further assist with the Department's school improvement agenda.
3. Professor Levin conducted an audit against the characteristics of effective education systems — providing a picture of how EQ compared against these characteristics, and providing key recommendations based on international best practice.
4. Senior officers, principals and stakeholders were interviewed by Professor Levin over three days (2 – 4 March 2011) to give a balanced view from all key sectors.
5. An interview schedule is provided as **Attachment 1**. All interviews were conducted either face to face or via video conference from Central Office. Professor Levin did not attend any school site or engage with school children during the audit.
6. This work resulted in a report provided to the Department titled "Education Queensland system review", which is published on the Department's website.
7. Professor Levin was also engaged to present two keynote presentations at the 2013 Principal's Conference – *Keeping the focus: How do principals organise their work so that they have the time to do the things that really matter?* and *Building and leading great schools*.
8. Ongoing discussions have been occurring with Professor Levin throughout 2012 and 2013 with the goal of ensuring that Education Queensland's key policy directions remain aligned with international best practice on school improvement. This included providing advice on a range of key initiatives including feedback on the *Strengthening Discipline Audit Instrument*.

9. The Department believes that other Australian agencies and departments who have worked with Professor Levin include:
- Australian College of Educators;
 - University of Melbourne;
 - University of Sydney;
 - University of Western Sydney;
 - Australian Education Union;
 - West Australian Principals Association;
 - Australian Institute for Teaching and School Leadership;
 - Victoria Institute for Education, Diversity and Lifelong Learning; and
 - Western Australia Education Department.

Implications

10. For the service provided by Professor Levin in 2011 to undertake an audit of Education Queensland and present at the 2011 Principals Conference, a fee of [RTI Act - contra] was paid by the Department.
11. Professor Levin was paid a presenters fee of [RTI Act - contra] for the 2013 Principals Conference. Additionally \$1,094 was paid for his accommodation and \$176.36 for a driver (from cost centre [RTI Act - contra]).
12. In the Monday 8 July 2013 edition, an article was published in the Toronto Sun outlining charges against Professor Ben Levin relating to child pornography offences.

Background

13. Professor Levin is Canada Research Chair in Education Leadership and Policy at the Ontario Institute for Studies in Education, University of Toronto.
14. He has previously served as Deputy Minister (chief civil servant) for Education for the Province of Ontario and Deputy Minister of Advanced Education and Deputy Minister of Education, Training and Youth for the Province of Manitoba, Canada.
15. In 2011, the Department engaged Professor Levin and Professor Michael Fullan (Professor Emeritus of the Ontario Institute for Studies in Education of the University of Toronto) to undertake a Systems Review of the state schooling system in Queensland.
16. Based on their work with education systems across the world, of what high performing education systems look like and effective ways of driving systems reform, they:
- undertook a review of key directions being taken by Education Queensland;
 - provided workshops and conferences with educational leaders to explore key aspects of instructional leadership and the effective use of data to inform practice; and
 - provided strategic feedback on *United in our pursuit of excellence*.

Right to information

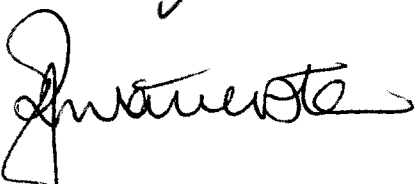
17. I am of the view that the contents or attachments contained in this brief **are not suitable** for publication.

Recommendation

That the Director-General

note the information on Professor Ben Levin's engagement by the Department of Education, Training and Employment.

NOTED / APPROVED / NOT APPROVED



DR JIM WATTERSTON

Director-General

Department of Education, Training and Employment

16 / 7 / 13

☐ Copy to Minister

Director-General's comments

--

Action Officer	Endorsed by:	Endorsed by:	Endorsed by:
Fiona Boulton	SGO	ADG	DDG
Principal	Caroline Beswick	Sharyn Donald	Patrea Walton
Advisor			
State Schooling Implementation	State Schooling Operations and Strategy	State Schooling Implementation	Education Queensland
Tel: 340 67487	Tel: 323 70752	Tel: 323 70121	Tel: 323 70618
		Mob:	Mob:
	Date: 10/07/2013	Date: 10/07/2013	Date: 10/07/2013

**Interviews with Professor Ben Levin & Queensland Department of Education staff and stakeholders
2 - 4 March 2011**

	Wednesday 2 March	Who	Venue	Notes
1	9:00 - 10:00	Various Principals nominated by the Director-General	Flr 19 Room 19.01	<u>**Teleconference required**</u> Andrew Helton - Greenlands State School (Small) on teleconference Ian Hall* - Graceville State School (Large) Andrew Hawke* - Clifford Park State School (Special School) Wade Haynes - Brisbane State High School *Car park arranged
2	11:00 - 12:00	Director-General	ODG, Flr 22	Julie Grantham - Director-General, Department of Education and Training
3	12:00 - 1:00	Yvana Jones	Flr 19 Conference room	Yvana Jones - Assistant Director-General, Teaching & Learning (This time previously booked for Cameron Dick - Minister for Education. Ministers office advised approx. 4:00pm 1/3/11 of ministers inability to attend, possible reschedule to Friday 2pm - 3pm.)
4	1:30 - 2:30	Ian Mackie	Flr 19 Conference room	Ian Mackie - Assistant Director-General, Indigenous Education & Training Futures
5	3:30 - 4:30			This time previously booked for Patrea Walton, A/ Deputy Director-General Education Queensland.

	Thursday 3 March	Who	Venue	Notes
6	8:00 - 9:00	Karen Howes David Curran Ken Collier	Flr 19 Conference room	<u>Assistant Regional Directors (School Performance)</u> Karen Howes* - Metropolitan Region David Curran* - Metropolitan Region Ken Collier* - North Coast Region * Car parks booked for all 3 ARDs
7	9:15 - 10:15	Patrea Walton	ODDG EQ, Flr 22	A/Deputy Director-General, Education Queensland
8	10:30 - 11:30	Bronwen Griffiths Annette Whitehead	Flr 22 DG's Boardroom	<u>Department of Premier and Cabinet</u> Bronwen Griffiths - A/Associate Director-General, Policy Annette Whitehead - Executive Director, Social Policy
9	12:00 - 1:00	Margaret Leary	Floor 19 Room 19.01	**Teleconference required** <u>Queensland Council of Parents and Citizens' Association (QCPCA)</u> President
10	2:00 - 3:00			
11	3:30 - 4:30	Principals Associations	Flr 19 Conference room	Queensland Association of State School Principals (QASSP): Hilary Backus, President & Jane Sedgeman (Principal) Queensland Secondary Principals Association (QSPA): Norm Fuller*, President & Ross Smith (Principal) Association of Special Education Administrators in Queensland (ASEQ) Ches Hargreaves*, President & Michael Brett* (Principal) Queensland State P-10/12 School Administrators' Association (QSP 10/12 SAA): Shaun Kanowski, President

	Friday 4 March	Who	Venue	Notes
12	9:00 - 10:00 (Videolink)	Clive Dixon Glen Hoppner	Flr 4 video conference room	<u>Regional Director's</u> Clive Dixon - Far North QLD Glen Hoppner - South East QLD (Conference set up by Jenny Harrison SE Region. Josh Mallet will escort Prof. Levin to video conference room @ 8.50am)
13	10:30 - 11:30	Mark Campling Marg Pethiyagoda Jeff Hunt	Flr 19 Conference room	Mark Campling - Assistant Director-General, School Performance Margaret Pethiyagoda - Executive Director, School Operations Jeff Hunt - Assistant Director-General, Corporate Strategy & Performance
14	11:30 - 12:00	Graham Atkins	ODDG, Flr 22	Graham Atkins - A/DDG Infrastructure Services
15	12:00 - 1:00	John Battams Steve Ryan	Flr 19 Conference room	<u>Queensland Teachers Union (QTU)</u> Steve Ryan* - President John Battams* - General Manager John Fitzgerald* (Principal) Lyn Winch (Principal) *Car parks booked
16	1:00 - 1:20	Greg Dickman	Flr 19 Conference room	Greg Dickman - Darling Downs & South West Teleconference required
17	2:00 - 3:00	Adam Black Tom Barlow	Flr 19 Conference room	Adam Black - Assistant Director-General, Finance and Chief Finance Officer Tom Barlow - A/Assistant Director-General, Human Resources
18	3:30 - 4:30	Richard Eden	ODDG, Flr 22	Deputy Director-General, Operations
19	4:30 5:30	Mark Campling	Flr 19 Conference room	Post interview debrief

Teleconference Details

Dial in 1800 617 894#

Participant code 668 186

Moderator code 668 1862#

 Video conference

 Teleconference



Number of Records 1

Record Number 11/359218

Title Brief to DG re: EQ System Review Report and Response

Current Location Executive Services Officer ES SA&SS since 16/5/2012 at 4:49 PM

Container

Record Type Brief or Question on Notice Response

Brief / QON Type DG Brief

All Contacts Executive Director School Administration and Student Support SSO (Author)
Executive Director School Administration and Student Support SSO (Representative)

Organisation School Administration and Student Support SSO SS

Date Created 12/12/2011 at 11:55 AM

Date Due

Electronic Details In HP TRIM Store, Microsoft Word 97 - 2003 Document, 63 KB

Mov His 11/359218 Current Location Changed - Administrative Officer 01 O&G EQ - done by 'ealux0' on 12/12/2011 at 12:01 PM; 11/359218 Current Location Changed - Cooper, Beverley - done by 'ealux0' on 12/12/2011 at 12:25 PM; 11/359218 Current Location Changed - Executive Services Officer 01 SSP SS - done by 'blcoo0' on 13/12/2011 at 9:29 AM; 11/359218 Current Location Changed - Executive Services Officer ES SA&SS - done by 'sxwoo4' on 15/12/2011 at 8:47 AM; 11/359218 Current Location Changed - Executive Officer 02 SO EQ - done by 'blcoo0' on 15/12/2011 at 9:39 AM; 11/359218 Current Location Changed - Pending Location DDG State Schools - done by 'saarn0' on

Additional Reference

Notes "Wednesday, 16 May 2012 at 4:48:36 PM (GMT+10:00) Zdraveski, Michelle:"
Forwarding to EA Beverley Cooper to file and close. No hard copy.

"Friday, 13 April 2012 at 10:48:56 AM (GMT+10:00) Arnfield, Shirley:"
Advised that this was posted on website on 23 March 2012 at request of Minister's Office now can be closed and finalised. NO HARD COPY

"Wednesday, 21 March 2012 at 3:21:20 PM (GMT+10:00) Klar, Louise:"
On advice from ODG, still awaiting DG decision. Progressing to ODG for further action.

"Wednesday, 7 March 2012 at 11:16:45 AM (GMT+10:00) Armstrong, Aimee:"
returning to Department, no hard copy has been located. Please update if approval/noting/endorsement is still required if not please close and finalise locally

"Tuesday, 31 January 2012 at 2:50:11 PM (GMT+10:00) Johnson, Carly:"
Received in ODG. Progressed to NICK SEELEY, DIRECTOR for DG consideration.

"Tuesday, 31 January 2012 at 1:54:31 PM (GMT+10:00) Kaloudrau, Kylie:"
to ODG for consideration

"Friday, 27 January 2012 at 4:11:31 PM (GMT+10:00) Kaloudrau, Kylie:"
rec'd in MESU

"Friday, 27 January 2012 at 1:43:40 PM (GMT+10:00) Arnfield, Shirley:"
Approved by DDG EQ. Hard copy delivered to MESU

"Wednesday, 25 January 2012 at 3:46:33 PM (GMT+10:00) Wayper, Liesl:"

"Tuesday, 24 January 2012 at 9:41:44 PM (GMT+10:00) Walsh, Becky:"
Reviewed by A/Director, ODDG EQ. E-mail sent to ED, GL&P seeking clarification re: any additional Principal Assocs to receive e-mail from DDG EQ (para 4).

"Tuesday, 24 January 2012 at 4:38:04 PM (GMT+10:00) Luxton, Emily:"
to Shirley Arnfield for approval by Lyn McKenzie

"Monday, 23 January 2012 at 2:35:04 PM (GMT+10:00) Luxton, Emily:"
With Sharon Mullins ED GL&P for approval

"Monday, 23 January 2012 at 1:45:08 PM (GMT+10:00) McAllister, Danielle:"
Amendments made following discussions between DDG and ED. Forwarding for ED approval.

"Tuesday, 17 January 2012 at 12:48:19 PM (GMT+10:00) Arnfield, Shirley:"

When printed this is an uncontrolled HP TRIM report and security restrictions apply



Continued...

Hi Bev

Returned to Branch (A/DDG EQ discussed with ED GLP)

"Wednesday, 21 December 2011 at 3:31:03 PM (GMT+10:00) Arnfield, Shirley:"
With A/DDG EQ for approval

"Wednesday, 21 December 2011 at 11:01:21 AM (GMT+10:00) Cooper, Beverley:"
Sharon Mullins ED GL&P has approved amendments and advised to return to ODDG.

"Wednesday, 21 December 2011 at 9:46:59 AM (GMT+10:00) Cooper, Beverley:"
With Sharon Mullins ED GL&P for approval of amendments.

"Tuesday, 20 December 2011 at 3:37:41 PM (GMT+10:00) McAllister, Danielle:"
Amendments made as per A/DDG notes. Forwarding for ED, GL&P approval.

"Tuesday, 20 December 2011 at 10:37:33 AM (GMT+10:00) Cooper, Beverley:"
Danielle - I believe the hard copy was collected by Emily Luxton and passed on to you for actioning.

"Monday, 19 December 2011 at 4:30:03 PM (GMT+10:00) Arnfield, Shirley:"
Returning to the Department for amendments as requested by A/DDG EQ. Hard cover to be delivered. thanks

"Friday, 16 December 2011 at 10:26:42 AM (GMT+10:00) Kitzelman, Angela:"
To A/DDG EQ for approval

"Thursday, 15 December 2011 at 2:20:26 PM (GMT+10:00) Arnfield, Shirley:"
received in ODDG EQ with A/Dir for review

"Thursday, 15 December 2011 at 9:38:23 AM (GMT+10:00) Cooper, Beverley:"
Hard copy delivered to GL&P. Forwarding to ODDG for urgent processing as per Sharon Mullins ED GL&P.

"Thursday, 15 December 2011 at 8:46:57 AM (GMT+10:00) Woods, Sophia:"
Approved by ADG,SP. Forwarding back to T&L for action as required.
Thanks

"Wednesday, 14 December 2011 at 2:16:14 PM (GMT+10:00) Woods, Sophia:"
Minor amendments made as requested by PA, School Performance. Forwarding to ADG,SP for approval upon his return to the office.

"Monday, 12 December 2011 at 5:08:46 PM (GMT+10:00) Cooper, Beverley:"
Approved by Sharon Mullins ED GL&P. To Mark Campling ADG School Performance for approval.

"Monday, 12 December 2011 at 1:29:42 PM (GMT+10:00) Cooper, Beverley:"
With Sharon Mullins ED GL&P for approval before going to Mark Campling and A/DDG EQ for approval.

DEPARTMENT OF EDUCATION AND TRAINING

GENERAL BRIEFING NOTE

TO: THE DIRECTOR-GENERAL

SUBJECT: EDUCATION SYSTEM REVIEW REPORT AND RESPONSE

Approved / Not Approved

Director-General

Date/...../.....

Date Action Required By: 03/02/2012

☐ Copy to Minister's Office

RECOMMENDATION

It is recommended that the Director-General:

- **approve** that the attached report from Professors Fullan and Levin and Education Queensland's response be placed on the Department's intranet site; and
- **approve** an additional link to Fullan's address to the Director's forum to be placed on the Department's intranet site.

Comments:

BACKGROUND

1. The attached report (Attachment 1) has three components:
 - a background to the work that has been occurring in Education Queensland, and Fullan and Levin's role in the systems review;
 - Fullan and Levin's summary report; and
 - Education Queensland's response to the summary report.
2. Fullan and Levin have approved the attached document, that proposes three key directions for the next steps in the reform agenda for state schools:
 - a common focus on goals and strategies through a guiding coalition;
 - ensuring consistency of delivery across the regions; and
 - focussing on instruction as a key reform driver.
3. Education Queensland agrees that these focus areas are important, and will ensure that initiatives over the next 12 months will include activities that are aligned with Fullan and Levin's recommendations.

KEY ISSUES

4. Pending your endorsement, the report will be placed on the Department's OnePortal site, on the United in our Pursuit of Excellence page. A soft communication strategy will be used to distribute the report to stakeholders. This will include:
 - an email from the Deputy Director-General to the Queensland Teachers Union, Queensland Association of State School Principals, Queensland Association of State School Teachers, Queensland Association of Special

Action Officer and Branch: Sharon Mullins | Executive Director | Government Liaison and Projects
Telephone: 3224 5530
TRIM No: 11/359218
Date brief completed by Action Officer: 23/01/2012

Education Leaders Inc. (QASEL), Queensland Council of Parents and Citizens Association, Queensland , Secondary Principals Association, Queensland State P-10/12 School Administrators' Association, Regional Directors, Assistant Regional Directors:

- a Schools Update message; and
- a Director-General's message.

5. In line with placing Fullan and Levin's report on the intranet, it is also proposed to place an additional link to the current vodcast of Fullan's recent address to the Director's forum on the OnePortal United in our Pursuit of Excellence page. This additional link will make this resource more accessible to a wider audience.
6. Following the endorsement of Fullan and Levin's summary report, discussions will commence on what role will be played by Fullan and Levin in 2012 as Education Queensland continues to implement its reform agenda.

LEGAL IMPLICATIONS

7. There are no legal implications.

FINANCIAL IMPLICATIONS

8. There are no financial implications.

MEDIA IMPLICATIONS

9. A media release is not required.

RIGHT TO INFORMATION

10. I am of the view that the contents or attachments contained in this brief **are suitable** for publication.

Executive Director: Sharon Mullins

Signature:	Date: / /
Recommended - <input type="checkbox"/>	Not Recommended - <input type="checkbox"/>

Comments:

Assistant	Director-General:	Mark	Campling
Signature:			Date: / /
Recommended - <input type="checkbox"/>		Not Recommended - <input type="checkbox"/>	

Comments:

Deputy	Director-General,	Education	Queensland:	Lyn	McKenzie
Signature: Electronic Approved					Date: 27/1/12
Recommended - <input type="checkbox"/>			Not Recommended - <input type="checkbox"/>		

Comments:

Action Officer and Branch: Sharon Mullins | Executive Director | Government Liaison and Projects
 Telephone: 3224 5530
 TRIM No: 11/359218
 Date brief completed by Action Officer: 23/01/2012

KEYES, Liz

From: MCALLISTER, Danielle
Sent: Wednesday, 7 March 2012 3:02 PM
To: MCALLISTER, Danielle
Subject: FW: release of levin and fullan

From: GRANTHAM, Julie
Sent: Friday, February 03, 2012 11:38 AM
To: MCKENZIE, Lyn; CAMPLING, Mark; MULLINS, Sharon; WALKER, Tracey
Subject: release of levin and fullan

I have approved the brief to release the Levin and fullan report/response. Before any release, can we get the media statements prepared. Given we have released costs etc before, include it again. Include also the other work that is included within the costs – seminars, videoconferences, qeli etc

Julie Grantham | Director-General | Department of Education and Training

Tel: (07) 3237 1070 | Fax: (07) 3221 4953 | julie.grantham@deta.qld.gov.au | www.deta.qld.gov.au

United in our pursuit of excellence

EDUCATION QUEENSLAND

Education Queensland system review

Final report

Michael Fullan and Ben Levin Report

Education Queensland Response
December 15, 2011



Queensland Government



Overview

A report by Professor Geoff Masters titled *A Shared Challenge: Improving Literacy, Numeracy and Science Learning in Queensland Primary Schools* (The Masters' Report) was commissioned by the Premier the Honourable Anna Bligh in December 2008 to make recommendations on improving student achievement in Queensland.

Since this report, the department has implemented a raft of initiatives aimed at driving achievement in state schools in Queensland. The agenda has been based on the recommendations of the Masters' Report and other international research on effective practices for continuous improvement in student learning.

The work is significant and includes:

- a roll out of more than 90 literacy and numeracy coaches in more than 170 schools
- 100 science facilitators and 15 regional managers to support best practice in science teaching in Years 4–7
- a *Roadmap for Curriculum, Assessment and Reporting* and a *Prep Roadmap*, developed to provide clear direction to teachers on five priorities to improve student learning
- 10 turn-around teams of experienced educators to work with Low SES National Partnership schools
- development and implementation of a Teaching and Learning Audit tool, with audits conducted in every state school in Queensland
- the launch of *United in our pursuit of excellence*, which outlines Education Queensland's agenda for improvement
- implementation of the Principals' Capability and Leadership Framework, which fosters knowledge, skills and understanding as well as an aligned Principals' Performance and Development Planning Process
- the implementation of a differential model of supervision and capability development for school principals
- development of Curriculum into the Classroom (C2C) resources to support schools to implement the Australian Curriculum.

This reform agenda has been firmly grounded in an evidence base, drawing on international best practice and research, including the internationally respected work of McKinsey & Company¹, Fullan², Levin³ and Elmore⁴.

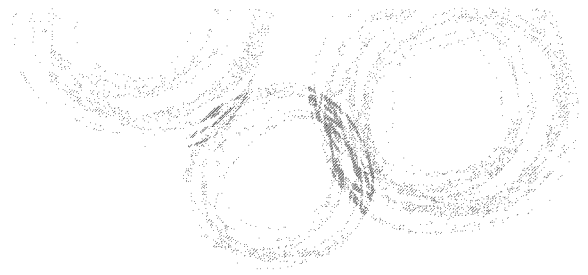
In order to ensure that these reforms are aligned with world's best practice, international experts Professor Michael Fullan and Professor Ben Levin were asked to undertake a Systems Review to examine the school improvement agenda being implemented across the Queensland education system.

¹Mourshed, M. Chijioke, C. and Barber, M. (2010) *How the World's Most Improved School Systems Keep Getting Better*, McKinsey and Company, London. Mourshed, M. and Barber, M. (2007) *How the World's Best Performing Schools Come Out On Top*, McKinsey and Company, London.

²Fullan, M. (2009) *The challenge of change: start school improvement now!* Hawker, Bronlow Education, Cheltenham. Fullan, M. (2010) *All systems go: the change imperative for whole system reform*, Hawker, Bronlow Education, Cheltenham.

³Levin, B. (2008) *How to change 5000 schools*, Education Press, Massachusetts.

⁴Elmore, R. (2004) *School Reform From The Inside Out: Policy, Practice, And Performance*. Harvard Education Press, Boston.



The initiatives implemented have already yielded outcomes, with NAPLAN results showing significant improvement in a number of domains and year levels from 2008 when the Masters' report was commissioned.

Throughout 2011, Levin and Fullan have undertaken a range of interviews and workshops with key educational leaders from across our system.

Fullan and Levin have provided feedback to Education Queensland during 2011 and have provided a report. The report has specified some foundational strengths of our state education system, as well as some key areas for improvement in order to achieve further successful whole system reform.

This paper provides an overview of the final report and recommendations provided by Professor Fullan and Professor Levin, and outlines the Department of Education and Training's response to their report.



The report

Background

Over the past 12 months we have been working with the Department of Education and Training to undertake a Systems Review of the state schooling system in Queensland.

The purpose of our work was to provide advice on the directions being taken by Education Queensland to drive improvement in state schools. Based on our work with education systems across the world, of what high performing education systems look like and effective ways of driving systems reform, we have participated in an ongoing conversation with the Minister, the Director-General and Deputy Director-General of Education, other executive leaders, school principals and other educational leaders in Queensland. Our work has had a two-pronged approach.

Firstly, we have supported some key directions that have been taken over the past 12 months. This has included workshops and conferences with educational leaders to explore key aspects of instructional leadership and the effective use of data to inform practice. We have also contributed to the development of a Principals' Capability and Leadership Framework which outlines the knowledge, skills and behaviours required to effectively lead an explicit school improvement agenda. Additionally, we have provided strategic feedback on *United in our pursuit of excellence*, which has been developed by Education Queensland to focus state schools toward improvements and to clearly outline the 'what', the 'how', the 'who' and ways in which capacity will be built.

Secondly, we have undertaken an examination of the system. This has included interviews with educational leaders and other stakeholders, and a review of key policies data and other documents.

Based on this work, we make the following comments and recommendations:

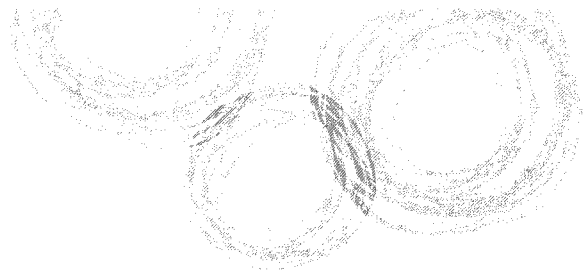
Strengths

1. Clear messages provided by Education Queensland

Education Queensland has developed consistent messages, emanating from the document *United in our pursuit of excellence*, which articulates the vision and agenda for school improvement. We commend this clear direction. The Director-General has played a key role in leading a clear and shared focus on school improvement. This is an important base on which to build.

2. The right tools

It is also evident that there are tools to support effective implementation of this agenda. Most notably, the Teaching and Learning Audits have established quality feedback around key curriculum, teaching, learning and assessment practices. The



process informs the future developmental needs of each school community and the system as a whole.

3. Relationships and support

Another vital element which creates a solid foundation for successful system reform is the strong relationships that the department has developed. Key stakeholders, such as the unions and parent and principal associations are consulted regularly, allowing collaboration and investment in a shared vision.

Recommendations

1. Common focus on goals and strategies

United in Our Pursuit of Excellence has articulated the improvement agenda; however this can be strengthened through a common focus on goals and strategies.

A Guiding Coalition, consisting of senior leadership as a total group, should work on establishing a common focus on goals and strategies, whereby there is a common and consistent stance evident in relation to the reform strategy. This understanding should be succinct, commonly expressed and address the core elements of the goals and strategy.

It is vital that this common focus is enacted by the Guiding Coalition, individually and in concert.

2. Consistency of delivery across the seven regions

Consistency of delivery relates closely with the common focus on goals and strategies. It is acknowledged that the geography and diversity of community contexts in Queensland require local solutions that meet the needs of local issues. However, the core goals and strategies must be consistent across the state in order to harness effective system reform.

3. Instruction as the driver

Attention is required on instruction as a reform driver. The following three components should be examined and repositioned as a set:

- instruction in relation to the new National Curriculum
- use of data as a strategy for improvement
- the instructional role of the principal.

Education Queensland has told us that the *Curriculum into the Classroom* (C2C) has received positive feedback from principals and teachers. We note this and believe that resources are important.

However, resources won't stand alone. Education Queensland needs to ensure that teachers use them as an enabler when they are relevant and useful and feel empowered to build upon what is provided, or move in a different direction, to extend

teacher professionalism. It is essential that 'instruction' be the focus of implementing C2C, and that care be taken to ensure that teacher ownership of instructional practices associated with C2C be fostered.

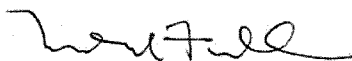
While there is an array of data available, simplified data profiles are required in order to integrate the assessment and instruction as a two-way proposition. This assessment-instruction nexus needs to be at the heart of the day-to-day strategy in order for data to be used in practice.

The instructional role of the principal is key to this set. Currently this role is being embraced in the system. However, it is currently a vague notion that requires more definitional and developmental work. It should be noted that clarifying instructional leadership has been identified as a common problem across Australia and in other countries and one that should continue to be developed.

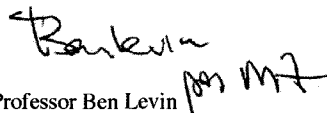
Final comment

In summary, we commend Education Queensland for the development of clear messages, valuable tools and strong stakeholder relationships to pursue the school improvement agenda.

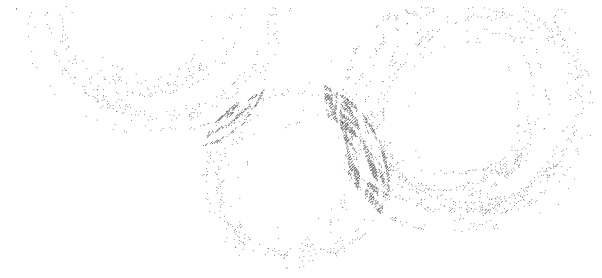
We believe a concentrated effort that integrates and in some ways simplifies the work around the three core recommendations above will take the system forward in a substantial way. Finally, we would say that there seems to be general agreement in the field that the direction of the reform is the right one. The next stage — 2012 — is crucial for ensuring that this agreement is consolidated in practice.



Professor Michael Fullan
Professor Emeritus
Ontario Institute for Studies in Education
University of Toronto
Special Advisor to the Premier and
Minister of Education in Ontario



Professor Ben Levin
Professor and Canada Research Chair
Ontario Institute for Studies in Education
University of Toronto



Education Queensland Response

Strengths

1. Clear messages provided by Education Queensland

Education Queensland is committed to the strong and unwavering focus delivered in our key school improvement agenda, *United in our pursuit of excellence*.

United in our pursuit of excellence articulates a commitment to teamwork and an unrelenting focus on improved student achievement through alignment and consistency. The document outlines how improvement will be achieved through focusing on core learning priorities and the consistent implementation of strategies that clearly outline the 'who', the 'what', the 'how' and how capacity will be built in schools. This agenda provides a clear focus for state schools, and the Education Queensland systems that support them.

2. The right tools

Many of the initiatives implemented by Education Queensland are unique and have the capacity to lead world practice on school improvement.

The Teaching and Learning Audit Instrument was developed by the Australian Council for Educational Research (ACER) under contract to the Department of Education and Training using international research.

Education Queensland's own experience of the Teaching and Learning Audits reflects the positive view of Professor Fullan and Professor Levin. Feedback from principals has been extremely positive, and points to the important role that the Teaching and Learning Audits can play in supporting principals and teachers to reflect on their practice, and to identify where there is room for improvement. Education Queensland is continuing to audit Queensland state schools in line with each school's quadrennial school review, the term after a new permanent principal is appointed or at the request of the principal.

3. Relationships and support

Education Queensland believes in developing collaborative relationships with key stakeholders in order to achieve best possible outcomes. Strong partnerships have been developed with a wide range of stakeholders throughout Queensland. This has been achieved through establishing proactive and diverse channels of communication, and through providing opportunities for stakeholders to provide input on all key policy decision-making processes.

While productive relationships with key stakeholders are vital, it is also important to provide opportunities for all parents, teachers and principals to share ideas and identify areas for improvement. In 2011, *Raising the Bar* forums were held across the state and feedback from this process will enrich future actions contributing to the lifting of standards across state schools.

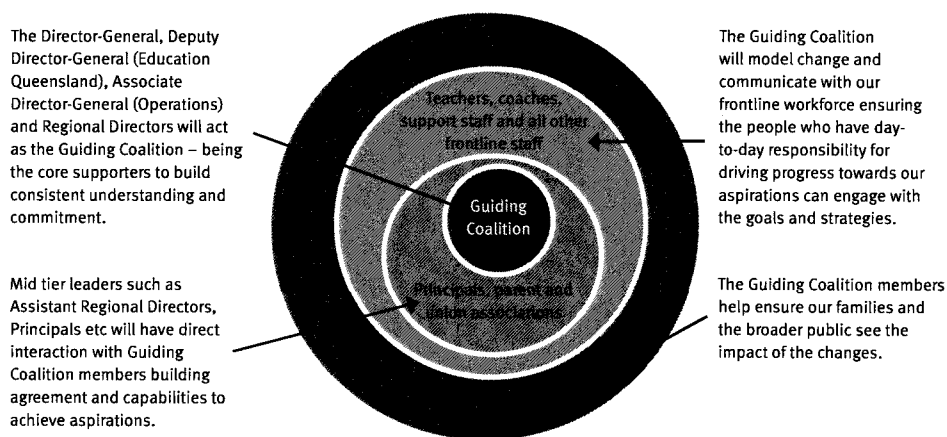
Recommendations

1. Common focus on goals and strategies

Fullan and Levin's recommendation to establish a common focus on goals and strategies through a Guiding Coalition is accepted. The concept of a Guiding Coalition requires representation from a group of people with significant influence in ensuring the key aim of strengthening the common focus on goals and strategies will build the shared agreement and commitment required for successful school improvement.

The Director-General, Deputy Director-General (Education), Associate Director-General (Operations) and Regional Directors form the nucleus of the Guiding Coalition. The Guiding Coalition will communicate a consistent message about the goals of state schools, and the department's commitment to the actions required to achieve these goals. The Guiding Coalition will work through the Executive Management Group⁵ and the Education Queensland Board⁶. Both these forums provide the Guiding Coalition with an opportunity to lead change and to ensure that there is involvement and commitment at the highest level of the organisation. This Guiding Coalition will widen 'circles of leadership' through the establishment of a network of relationships including our decision makers, educational workforce and stakeholders. This collective engagement is a crucial requirement in order to truly effect system-wide change (as demonstrated in the diagram below).

We acknowledge that for this common focus to be successful the Guiding Coalition must be sustainable and in constant communication. We are committed to building mechanisms to make this achievable and ensure there is a common focus across the system on our goals and strategies.

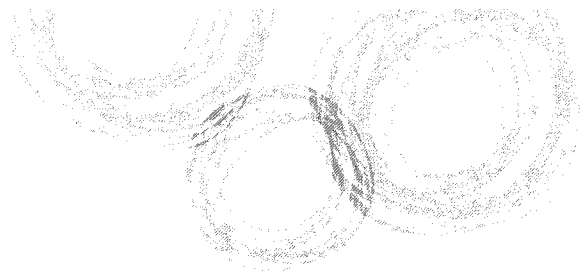


This diagram⁷ presents an iterative process, whereby communication travels in both directions. This two-way communication process is a crucial requirement in building the common understanding.

⁵The Executive Management Group consists of senior officers who report directly to the Director-General.

⁶The Education Queensland Board will consist of all officers who report directly to the Deputy Director-General, Education Queensland, and other senior officers from across relevant portfolios in the department.

⁷Adapted from Michael Barber (www.slidefinder.net/b/barber_deliverology_hse_lectures_dec/9033612), which is based on work by Michael Fullan.



2. Consistency of delivery across the seven regions

Fullan and Levin's recommendation to ensure consistency of goals and strategies across the state is accepted. We know from the large body of international research on educational reform that the change must embody the whole system in a consistent and coherent manner. Therefore, we are committed to cross-regional consistency.

Integrated and effective service delivery across the department is supported through the Integrated Service Delivery Board, which is comprised of the Executive Management Group and the seven Regional Directors. In addition to this board, mechanisms will be put into place whereby Regional Directors and Assistant Regional Directors will link in regularly to build and strengthen communication channels, supporting consistency across the regions. This will include forums in which Central and Regional officers meet regularly to guide the implementation of *United in our pursuit of excellence*. These discussions will focus on tracking performance, sharing quality practices and ensuring that the goals for improvement are realised across the state. This group will also be charged with the job of ensuring consistency of operation and the development of key communication strategies across the state.

3. Instruction as the driver

Education Queensland has had overwhelmingly positive responses to C2C resources so far. It should be noted that C2C resources are not mandated, but rather are provided for Queensland teachers to support the implementation of the Australian Curriculum into our classrooms. We will continue to monitor the C2C resources and at the end of 2012 will analyse their effectiveness for teachers.

The messages from Fullan and Levin, in conjunction with other key international research which enforce instruction as a pivotal educational reform element, are clear. It is acknowledged that C2C is only one component of improving instruction in order to improve outcomes.

Building collective capacity

Instructional leaders create and develop a collaborative learning environment where learning is not confined to the classroom and is the objective of all educators. Instructional leadership is an important departure from the ancient model of administrator as authoritarian. It goes beyond curriculum leadership and focuses on the pedagogy (the how) and achievement. It develops the collective capacity of all staff members to ensure that the needs of every student are being met.

This collective capacity is a clear focus of the Teaching and Learning Audits, which operate under a peer review model which provides principals and teachers with the opportunity to collaboratively develop processes to improve outcomes in their schools, and across schools.

However, more can — and will — be done in this area. Education Queensland recognises the importance of leadership in driving outcomes in schools. In work that was conducted with Professor Geoff Masters, ACER, it was recognised that effective



leaders are an essential component of the school reform agenda; they create high expectations, they provide clarity of vision, and can establish effective professional learning communities. Effective, distributed leadership across the system is the key to leading ongoing efforts to improve instructional practice.

To ensure student outcomes are improved, an innovative model to support the development and supervision of school leaders has been advanced. Principals are provided with opportunities to develop knowledge, skills and behaviours required to effectively lead within diverse school contexts, as well as building their skills to effectively develop collective capacity across the school.

A range of models are supporting principal capability development, including professional development courses, online (live and on demand) and on *OnePortal*, face-to-face coaching and mentoring. These targeted relationships are determined by the individual needs of the principal, in negotiation with their Assistant Regional Director, School Performance. A suite of multi-layered strategies to be used could include learning with and from other principal colleagues across and within schools, clusters, networks, regions and beyond; observing principal practice onsite and offsite; learning from other principals on the job; coaching and mentoring activities; professional development opportunities; and study tours.

Principals will identify specific benchmarks for improvement and design a whole-school explicit strategic improvement agenda to achieve them.

Data driven decision making

Data is the foundation of the *United in our pursuit of excellence* improvement agenda. The Department of Education and Training will continue to provide schools with the right data to support good decision making at a school level, a regional level and a Queensland-wide level. It is acknowledged, however, that just providing data is not enough. The focus of any data must be about student instruction and improving learning outcomes. We will continue to build collective capacity in data analysis, as well as reflect on progress in this area through domain two — analysis and discussion of data — of the Teaching and Learning Audit outcomes.

Final Comment

Fullan and Levin have identified that Queensland has adopted extremely strong approaches towards a reform agenda.

The strengths identified by Levin and Fullan are areas that Education Queensland has worked hard to get right. The recommendations outline three key areas for focus in order to further progress our school improvement agenda and will further embed the agenda as a system-wide reform that is the business of us all.

We have seen some early gains in improved literacy and numeracy outcomes, and improved Year 12 outcomes. Education Queensland is committed to building on these improvements and will continue to pursue an agenda to improve outcomes for students.



Number of Records 1

Record Number **13/80477**

Title **DDG GBN_thank you emails_keynote speakers and principal presenters at the 2013 Principals Conference**

Current Location In Container '150/21/586 (In Container '550/29/98 (State Schools Home Storage Location)')' since 26/4/2013 at 2:57 PM

Container 150/21/586: Curriculum Provision - Implementation - State Schooling Implementation - Correspondence

Record Type Brief or Question on Notice Response

Brief / QON Type DDG/ADG Brief

All Contacts Director SSP SS (Author)
Director SSP SS (Representative)

Organisation State Schools - Performance SS

Date Created 11/3/2013 at 3:11 PM

Date Due

Electronic Details In HP TRIM Store, Microsoft Word Document, 30 KB (Finalised on 26/4/2013)

Mov His 13/80477 Current Location Changed - Manager SI SSP - done by 'dfish17' on 11/3/2013 at 3:13 PM; 13/80477 Current Location Changed - Director SSP SS - done by 'dfish17' on 11/3/2013 at 3:25 PM; 13/80477 Current Location Changed - Executive Services Officer 01 SSP SS - done by 'dakem0' on 13/3/2013 at 4:07 PM; 13/80477 Current Location Changed - Principal Advisor 01 SSP SS - done by 'cxsha7' on 13/3/2013 at 4:45 PM; 13/80477 Current Location Changed - Senior Communications Officer SI SSP - done by 'fbou0' on 15/3/2013 at 1:58 PM; 13/80477 Current Location Changed - Principal Advisor 01 SSP SS - done by 'kcran38' on 18/3/2013 at 11:13 AM; 13/80477 Current

Additional Reference

Notes "Friday, 26 April 2013 at 2:56:44 PM (GMT+10:00) Sharp-Jones, Courtney:"
Enclosing & finalising.

"Friday, 26 April 2013 at 1:02:25 PM (GMT+10:00) Arnfield, Shirley:"
Approved by DDG EQ 4/4/2013

letter all placed in letterhead and email 26/4/2013

"Wednesday, 3 April 2013 at 3:06:21 PM (GMT+10:00) Arnfield, Shirley:"
With DDG EQ for consideration

"Monday, 25 March 2013 at 4:21:05 PM (GMT+10:00) Arnfield, Shirley:"
Received in ODDG EQ with A/Dir for review

"Monday, 25 March 2013 at 2:38:08 PM (GMT+10:00) Sharp-Jones, Courtney:"
Approved by ADG SSI. Moving to ODDG EQ. HC to follow.

"Wednesday, 20 March 2013 at 8:57:48 AM (GMT+10:00) Boulton, Fiona:"
With ADG SSI.

"Wednesday, 20 March 2013 at 8:28:03 AM (GMT+10:00) Sharp-Jones, Courtney:"
Moving to Fiona Boulton for review prior to ADG SSI

"Tuesday, 19 March 2013 at 2:03:31 PM (GMT+10:00) Cranitch, Kirsty:"
Thank you letters amended as per ADG request. Moved to Courtney Sharp-Jones for progress.

"Tuesday, 19 March 2013 at 1:46:05 PM (GMT+10:00) Sharp-Jones, Courtney:"
Moved back to Kirsty Cranitch to amend as per ADG SSI request.

"Monday, 18 March 2013 at 2:00:04 PM (GMT+10:00) Boulton, Fiona:"
With ADG SSI

"Monday, 18 March 2013 at 11:13:15 AM (GMT+10:00) Cranitch, Kirsty:"
Thank you letters amended. Moved to Fiona Boulton for progress.

"Friday, 15 March 2013 at 1:46:24 PM (GMT+10:00) Boulton, Fiona:"
Not approved. Returned to SCO SSI for amendment as per notes on hard copy.

"Thursday, 14 March 2013 at 1:45:37 PM (GMT+10:00) Boulton, Fiona:"
With ADG SSI

When printed this is an uncontrolled HP TRIM report and security restrictions apply



Continued...

"Wednesday, 13 March 2013 at 4:45:09 PM (GMT+10:00) Sharp-Jones, Courtney:"
Moving to Fiona Boulton for review prior to ADG SSI.

"Wednesday, 13 March 2013 at 4:06:43 PM (GMT+10:00) Kember, Deb:"
Reviewed and approved. To ADG SSI for approval to send to ODDG

"Tuesday, 12 March 2013 at 5:13:03 PM (GMT+10:00) Cranitch, Kirsty:"
Brief amended to include thank you notes for Ben Levin, John Hattie, George Otero and
presenting principals. Drafted emails attached.

"Monday, 11 March 2013 at 3:25:15 PM (GMT+10:00) Fisher, Debbie:"
Moved to Director, SSI, (Deb Kember) for review and progress.

DEPARTMENT OF EDUCATION, TRAINING
AND EMPLOYMENT

GENERAL BRIEFING NOTE

Approved / Not Approved
DDG EQ
Date... 4/7/13

TO: DEPUTY DIRECTOR-GENERAL, EDUCATION QUEENSLAND

SUBJECT: THANK YOU LETTERS FOR KEYNOTE SPEAKERS AND PRESENTING PRINCIPALS AT THE 2013 PRINCIPALS' CONFERENCE

RECOMMENDATION

It is recommended that the Deputy Director-General, Education Queensland:

- **approve** thank you emails to keynote guest speakers and presenting principals at the 2013 Principals' Conference (**Attachments 1-5**); and
- **send** emails to speakers and presenting principals.

Comments:

All letters ok to go

BACKGROUND

1. The 2013 Principals' Conference was held from 28 February to 1 March 2013.
2. Professor Ben Levin and Dr George Otero delivered keynote speeches, while several Queensland state school principals delivered presentations during the conference.
3. Professor John Hattie, Director, Melbourne Education Research Institute, University of Melbourne, provided a four-minute video on key research findings about the factors that positively impact student learning and achievement.

ISSUES

4. Thank you emails have been drafted from the Deputy Director-General, Education Queensland to Professors Ben Levin and John Hattie, and Dr George Otero (**Attachments 1-3**).
5. Thank you emails have also been drafted for the principals. There are two versions: one for principals who presented on the *Pedagogical framework* on 28 February, and one for principals who presented on the *Parent and Community Engagement Framework* on March 1 (**Attachments 4 and 5**).

Action Officer and Branch: Deb Kember, Director, State Schooling Implementation
Telephone: 32370312
TRIM No: 13/80477
Date brief completed by Action Officer: 11/03/2013

6. An excel file has been provided listing email addresses of all recipients (**attachment 6**):

- Attachment 1 – send to John Hattie.
- Attachment 2 – send to Ben Levin.
- Attachment 3 – send to George Otero
- Attachment 4 – send to the principals who presented on Thursday 28 February.
- Attachment 5 – send to the principals who presented on Friday 1 March.

LEGAL IMPLICATIONS

8. There are no legal implications.

FINANCIAL IMPLICATIONS

9. There are no financial implications.


MEDIA IMPLICATIONS

10. A media release is not required.

RIGHT TO INFORMATION

11. I am of the view that the contents or attachments contained in this brief **are suitable** for publication.

Assistant Director-General, State Schooling Implementation: Mark Campling

Signature: 	Date: / /13
--	-------------

Comments:

Action Officer and Branch: Deb Kember, Director, State Schooling Implementation
Telephone: 32370312
TRIM No: 13/80477
Date brief completed by Action Officer: 11/03/2013

Email address Section 47(3)(b) of the RTI Act - contrary to the public interest

Subject: Presentation at 2013 Principals' Conference

Dear Ben

Thank you for presenting the keynote speeches at our 2013 Principals' Conference. As always, your speeches were inspiring and informative, and I greatly appreciate your contributions.

Your presence and presentations at the Conference helped to inspire our principals and give them a renewed focus on pedagogy and strategies in how to implement it effectively in their schools.

The messages you shared throughout the event are so important. I thought your discussion regarding time management for principals really clarified for them how much more can be accomplished by focusing on an area which we know can be so easily forgotten. The questions the audience asked afterwards and the additional advice you were able to share showed how much they got out of this session.

I believe the audience really appreciated your detailed understanding of the current environment in Queensland state schools. Your discussion of the core principles of our Pedagogical Framework helped raise awareness of its requirements and how it could look in our schools and classrooms.

So thank you once again for your ongoing support and for complementing our programs with your expertise.

Yours sincerely

Lyn McKenzie
Deputy Director-General

Ref: 13/84096

KEYES, Liz

From: Ben Levin 47(3)(b) of the RTI Act - contrary to the public
Sent: Friday, 26 April 2013 10:24 AM
To: ARNFIELD, Shirley
Subject: RE: 2013 Principals' Conference

Thank you, much appreciated. Was my pleasure.
Ben

From: ARNFIELD, Shirley [<mailto:Shirley.ARNFIELD@dete.qld.gov.au>]
Sent: Thursday, April 25, 2013 8:21 PM
To: Ben Levin
Subject: 2013 Principals' Conference

Please find attached a letter to you from Ms Lyn McKenzie, Deputy Director-General Education Queensland.

Shirley Arnfield | Executive Assistant | Office of the Deputy Director-General
Education Queensland | Department of Education, Training and Employment
Floor 22 | Education House | 30 Mary Street | Brisbane Qld 4000
PO Box 15033 | City East | Qld 4002
T 07 323 70618 | E Shirley.Arnfield@deta.qld.gov.au

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Record Number **13/61390**

Title *****MINISTERIAL MEETING BRIEF REQUEST***MEETING: Minister Langbroek, Ben Levin (Canada - Principals' Conference Keynote speaker), Annette Whitehead and Lyn**

Current Location In Container '500/31/863-2 (In Container '500/6/2019 (Ministerial and Executive Services Unit Home Storage Location)')' since 7/3/2013 at 9:46 AM

Container 500/31/863-2: Strategic Management - Meetings - Ministerial Meetings/Events -FEBRUARY 2013

Record Type Request for Brief or Question on Notice

Brief / QON Request Type Min Request for Brief

All Contacts Ramstrom, Jan (Author)

Deputy Director-General State Schools (Representative)

Organisation Deactivated Users

Date Created 25/2/2013

Date Due 27/2/2013 at 3:00 PM

Date Closed 7/3/2013

Electronic Details In HP TRIM Store, Microsoft Word 97 - 2003 Document, 66 KB (Finalised on 7/3/2013)

Mov His 13/61390 Current Location Changed - Liaison Officer 01 OME M&ESU - done by 'jvram0' on 25/2/2013 at 4:23 PM; 13/61390 Current Location Changed - Executive Assistant ODDG SS - done by 'jvram0' on 25/2/2013 at 4:26 PM; 13/61390 Current Location Changed - Executive Services Officer 01 SSP SS - done by 'jxmal0' on 25/2/2013 at 4:36 PM; 13/61390 Current Location Changed - Senior Policy Officer 01 IP IP&SI - done by 'cxsha7' on 25/2/2013 at 4:42 PM; 13/61390 Current Location Changed - Principal Advisor 01 SSP SS - done by 'cxsha7' on 27/2/2013 at 11:41 AM; 13/61390 Current Location Changed - Executive Services Officer ES SA&SS - done by 'fbou0' on

Additional Reference

Notes "Thursday, 7 March 2013 at 9:48:27 AM (GMT+10:00) Swan, Ben:"
scanned signed version in TRIM. hardcopy of brief available for collection from MESU, Level 14.

Record closed in ESU Container

"Tuesday, 5 March 2013 at 4:22:22 PM (GMT+10:00) Gribble, Anthea:"
Minister NOTED. To MESU for scanning and finalisation.

"Friday, 1 March 2013 at 2:18:17 PM (GMT+10:00) Gribble, Anthea:"
Emailed MO

"Friday, 1 March 2013 at 10:37:59 AM (GMT+10:00) Armstrong, Aimee:"
A/DG endorsed - to Minister's office

"Thursday, 28 February 2013 at 12:14:25 PM (GMT+10:00) Armstrong, Aimee:"
rec'd in ODG - to Nick Seeley for consideration

"Thursday, 28 February 2013 at 11:14:11 AM (GMT+10:00) Hoppner, Letitia:"
to ODG for action

"Thursday, 28 February 2013 at 10:49:21 AM (GMT+10:00) Hoppner, Letitia:"
to SPO

"Thursday, 28 February 2013 at 10:18:48 AM (GMT+10:00) Hoppner, Letitia:"
Received MESU

"Wednesday, 27 February 2013 at 8:38:04 PM (GMT+10:00) Walsh, Becky:"
Reviewed by A/Director ODDG EQ. Progressed to DLO on ADG SSI sign-off.

"Wednesday, 27 February 2013 at 3:52:24 PM (GMT+10:00) Arnfield, Shirley:"
with A/Dir ODDG EQ for review

"Wednesday, 27 February 2013 at 2:57:47 PM (GMT+10:00) Boulton, Fiona:"
Input received from ED SSS&E. Approved ADG SSI. Moved and hard copy to ODDG EQ.

"Wednesday, 27 February 2013 at 1:27:03 PM (GMT+10:00) Boulton, Fiona:"
Not approved ADG SSI. Moved to ESO SSS&E for inclusion of dot points by ED SSS&E concerning Ben Levin's work with DETE in 2010. Please note this is already overdue so



Continued...

please return as soon as possible.

"Wednesday, 27 February 2013 at 11:41:45 AM (GMT+10:00) Sharp-Jones, Courtney:"
Moving to Fiona Boulton for review prior to ADG SSI.

"Wednesday, 27 February 2013 at 8:05:09 AM (GMT+10:00) Hoppner, Letitia:"
Reminder emailed

"Monday, 25 February 2013 at 4:42:26 PM (GMT+10:00) Sharp-Jones, Courtney:"
Moving to Gail Lloyd-Apjohn to arrange preparation. Due to ADG SSI no later than COB
26/2/13.

"Monday, 25 February 2013 at 4:36:40 PM (GMT+10:00) Mallet, Josh:"
Moved to SSI branch for action. Due to ODDGEQ 1pm Wednesday 27 February.

"Monday, 25 February 2013 at 4:25:24 PM (GMT+10:00) Ramstrom, Jan:"
** MINISTERIAL MEETING BRIEF REQUEST**

Please provide a ministerial meeting brief (IBN) referring to the attached request. If
clarification is required, please contact the requesting DLO in the MO on 64614.

DUE TO DLO BY 3PM WEDNESDAY 27 FEBRUARY 2013.

DUE TO MO BY 3PM THURSDAY 28 FEBRUARY 2013.

Note: Please consider that this brief must progress through MESU and have DG approval
prior to the MO deadline.
Thanks.

URGENT MINISTERIAL MEETING BRIEF REQUEST

Requested by: Departmental Liaison Officer (300 64614) YR

To: **Education Queensland**

Subject: **MEETING: Minister Langbroek, Ben Levin (Canada - Principals' Conference Keynote speaker), Annette Whitehead and Lyn McKenzie - Monday 4 March 2013**

Date/time required by MESU: 3PM WEDNESDAY 27 FEBRUARY 2013

Date/time required by MO: 3PM Thursday 28 February 2013

Today's date: **Monday, 13 July 2015**

- Please provide an IBN, for the Chief of Staff and Minister to note.

Key Meeting Details

When: **Monday 4 March 2013**

The brief should address/include, without restricting it to, the following:

1. Address any issues that may be raised-or may exist-regarding the meeting subject, attendees and/or venue.
2. Provide detailed information about any relevant contentious issues and suggested responses to those issues.
3. Provide only relevant background information that may assist understanding of any issues.

When a departmental representative is requested to attend, please ensure they have noted the appointment in diary for attendance. Please also advise the requesting officer of the rep and indicate in the briefing and in TRIM notes.

Thank you for your assistance in providing this information by the date/time required.

Action required

- ☒ Action Officer to prepare IBN using the template

Preparation instructions

- If this brief requires additional information from another branch/directorate within the department, please liaise with the appropriate person to submit one consolidated response.
- Please TRIM brief and any attachments to Coordinator Executive Briefings M&ESU indicating in the TRIM notes that it has been approved by the appropriate officers. Please bring Coordinator Executive Briefings M&ESU attention to urgent documents.
- Hard copies of the approved IBN (and any attachments) should be returned to Coordinator Executive Briefings M&ESU (floor 14), who will then process the brief through the relevant channels. Under **NO CIRCUMSTANCES** are briefings to be sent directly to the Minister's office.
- Any attachments and/or correspondence prepared for Ministerial signature should also be contained under this request and forwarded with request to Coordinator Executive Briefings M&ESU (floor 14).

PLEASE NOTE – the brief must progress through MESU and have DG approval prior to meeting the MO deadline.

Minister's Office File Ref:	
Department File Ref:	TRIM 13/63868

Briefing Note

The Honourable John-Paul Langbroek MP
Minister for Education, Training and Employment

Action required: For Noting

Action required by: N/A

Routine – Background information to support the Minister's meeting with Professor Ben Levin on 4 March 2013.

SUBJECT: Meeting with Professor Ben Levin on Monday 4 March 2013.

Summary of key objectives

- The Minister is scheduled to meet with Professor Ben Levin, Principals' Conference keynote speaker, Ms Annette Whitehead, Acting Director-General, and Ms Lyn McKenzie, Deputy Director-General, Education Queensland, on 4 March 2013 at 1.00pm.
- The meeting will provide an opportunity for the Minister to speak with Professor Levin in a more in-depth manner following the 2013 Principals' Conference.
- A key topic of discussion will be the progress of the department's *United in our pursuit of excellence* agenda for improvement for Queensland state schools since its launch at the inaugural Principals' Conference in 2011.
- The meeting also provides an opportunity to discuss Professor Levin's 2013 Principals' Conference keynote presentation, "Keeping the focus: How do principals organise their work so that they have the time to do the things that really matter?"

Key issues

1. Professor Levin is Canada Research Chair in Education Leadership and Policy at the Ontario Institute for Studies in Education, University of Toronto.
2. He has previously served as Deputy Minister (chief civil servant) for Education for the Province of Ontario and Deputy Minister of Advanced Education and Deputy Minister of Education, Training and Youth for the Province of Manitoba, Canada.
3. In 2011, the Department of Education, Training and Employment engaged Professor Levin and Professor Michael Fullan (Professor Emeritus of the Ontario Institute for Studies in Education of the University of Toronto) to undertake a Systems Review of the state schooling system in Queensland.
4. Based on their work with education systems across the world, of what high performing education systems look like and effective ways of driving systems reform, they:
 - undertook a review of key directions being taken by Education Queensland;
 - provided workshops and conferences with educational leaders to explore key aspects of instructional leadership and the effective use of data to inform practice; and
 - provided strategic feedback on *United in our pursuit of excellence*.
5. The systems review commended Education Queensland for the development of clear messages, valuable tools and strong stakeholder relationships to pursue the school improvement agenda.
6. Ongoing discussions have been occurring with Professor Levin throughout 2012 and 2013 with the goal of ensuring that Education Queensland's key policy directions remain aligned with international best practice on school improvement.

Minister's Office File Ref:	
Department File Ref:	TRIM 13/63868

Implications

7. There are no financial, legal or media implications.

Background

8. The 2013 Principals' Conference is being held on 28 February and 1 March 2013 at the Brisbane Convention and Exhibition Centre, South Brisbane.
9. The biennial conference is for all state school principals and selected senior departmental officers. It provides a strategic forum to discuss and progress the future direction of Queensland state schooling.
10. Professor Levin will deliver a keynote presentation at the conference.

Right to information

11. I am of the view that the contents or attachments contained in this brief are suitable for publication.

Recommendation

That the Minister **note** the information to support the Minister's meeting with Professor Levin on 4 March 2013.

NOTED

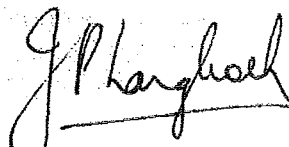
**APPROVED/NOT APPROVED
ENDORSED/NOTED**



FIONA CRAWFORD
Chief of Staff
Office of the Hon John-Paul Langbroek MP
Minister for Education, Training and
Employment

3, 3, 13

☐ Copy to Assistant Minister



JOHN-PAUL LANGBROEK MP
Minister for Education, Training and
Employment

5, 3, 13

Minister's comments

Action Officer
Senior Project Officer
Gail Lloyd-Apjohn

Tel: 324 74248

Endorsed by:
ED
Chris Brandt

Tel: 323 70474
Mob:
Date: 27/02/2013

Endorsed by:
ADG SSI
Mark Campling

Tel: 323 70121
Mob: the RTI Act - contrary to
Date: 27/02/2013

Endorsed by:
DG
Annette Whitehead

Tel: 323 71077
Mob:
Date: / /





Number of Records 1

Record Number **13/52414**

Title **Minister function brief - Leading from the Middle (QASSP)**

Current Location In Container '13/51576 (In Container '500/31/863-2 (In Container '500/6/2019 (Ministerial and Executive Services Unit Home Storage Location)')')' since 21/2/2013 at 10:29 AM

Container 13/51576: ***MINISTERIAL EVENT BRIEF REQUEST*** QASSP Associate
Administrator's Forum

Record Type Brief or Question on Notice Response

Brief / QON Type Min Requested Brief

All Contacts Senior Project Officer SSP&R SSO (Author)
Assistant Director-General State Schools - Operations SS (Representative)

Organisation State Schools Planning and Reporting SSO SS

Date Created 18/2/2013 at 12:06 PM

Date Due

Electronic Details In HP TRIM Store, Microsoft Word Document, 34 KB

Mov His 13/52414 Current Location Changed - Senior Project Officer SSP&R SSO - done by
'sxwoo4' on 18/2/2013 at 12:07 PM; 13/52414 Current Location Changed - 13/51576 (At
Home Location) (Thursday, 21 February 2013 at 10:29:04 AM) - done by 'sxwoo4' on
21/2/2013 at 10:29 AM

Additional Reference

Notes "Thursday, 21 February 2013 at 2:24:19 PM (GMT+10:00) Woods, Sophia:"
With Manager SSOS for review.

Minister's Office File Ref:	
Department File Ref:	13/52414

Briefing Note

The Honourable John-Paul Langbroek MP
Minister for Education, Training and Employment

Action required: For Noting

Action required by: N/A

Routine: information to support the Minister's attendance at the Queensland Association of State Schools Principals Associate Administrators' Forum – *Leading from the Middle* to be held on 2 and 3 March 2013.

SUBJECT: THE OFFICAL OPENING OF THE INAUGRUAL QUEENSLAND ASSOCIATION OF STATE SCHOOL PRINCIPALS (QASSP) ASSOCIATE ADMINISTRATOR'S FORUM – LEADING FROM THE MIDDLE.

Summary of key objectives

- The Minister is to provide a 10 minute opening speech plus question time at the Inaugural QASSP Associate Administrators' forum – *Leading from the Middle*.
- The forum will be held on Saturday 2 and Sunday 3 March 2013.
- The forum aims to ensure that the Associate Administrators (School Leaders) hear the same messages from the 2013 Education Queensland (EQ) Principals' Conference.

Key issues

1. The forum will feature keynote presenters:
 - Dr Ben Levin (Professor and Research Chair in Educational Leadership Policy at the Ontario Institute of Studies in Education, University of Toronto),
 - George Otero (Educational Consultant in Community Engagement, New Mexico); and
 - Justin Jones and James Castrisson (made history by completing the longest unsupported polar expedition of all time on 26 January 2012).
2. The forum is for middle leaders from state schools across Queensland.
3. The forum will immediately follow the 2013 EQ Principals' Conference to ensure a consistent message is provided to the Associate Administrators.
4. The Department provided instruction to all state school Principals that teacher professional development will only occur outside school hours (*Schools Update* of 31 January 2013).
5. Since this direction was issued, examples have been raised that highlight the need for slight flexibility in the provision of professional development for our teachers.
6. In particular, there are some circumstances where it is more cost effective for the professional development to occur during school hours, where students must be present for professional development or where the upskilling is at no additional cost to the State Government and yet still aligned to Queensland Government priorities.

Implications

7. There are no financial or legal implications.

Minister's Office File Ref:	
Department File Ref:	13/52414

Background

8. QASSP represents over 80% of state primary schools.
9. The forum will provide an opportunity for associate administrators (Heads of School, Deputy Principals, Heads of Special Education Services, Heads of Curriculum and Heads of Department) to listen to keynote presenters from the EQ Principals' Conference deliver their educational messages to ensure they are receiving the same information as their school Principals.

Right to information

10. I am of the view that the contents or attachments contained in this brief **are suitable** for publication.

Recommendation

That the Minister **note** the background information, for the Queensland Association of State Schools Principals Associate Administrators' Forum – *Leading from the Middle* to be held on 2 and 3 March 2013.

NOTED

**APPROVED/NOT APPROVED
ENDORSED/NOTED**

FIONA CRAWFORD
Chief of Staff
Office of the Hon John-Paul Langbroek MP
Minister for Education, Training and
Employment

JOHN-PAUL LANGBROEK MP
Minister for Education, Training and
Employment

/ /

/ /

☐ Copy to Assistant Minister

Minister's comments

--

Action Officer
Sophie Woods
Senior Policy Officer
Operations and Governance

Tel: 340 67497

Endorsed by:
ADG
Margaret Pethiyagoda
State Schooling Operations and
Strategy
Tel: 32370157
Date: 25 /2/2013

Endorsed by:
DG
Annette Whitehead
Education, Training and Employment
Tel: 323 71077
Date: / /

KEYES, Liz

From: LLOYD-APJOHN, Gail
Sent: Tuesday, 12 February 2013 3:46 PM
To: GLEESON, Rachel
Subject: RE: Directors' Forum - Ben Levin
Attachments: Schedule of meetings_Ben Levin_040313.doc

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Rachel
Responses included below.

Kind regards, Gail

From: GLEESON, Rachel
Sent: Tuesday, 12 February 2013 10:29 AM
To: LLOYD-APJOHN, Gail
Subject: Directors' Forum - Ben Levin

Hi Gail

I'm currently preparing the Directors' Forum Ministerial brief.

As discussed at our meeting last Friday, are you able to assist with the following information:

- Purpose of Professor Levin's visit – To give two keynote presentations at the 2013 Principals' conference and participate in a question and answer session which will include Lyn McKenzie, facilitated by Mark Campling.

1 Keeping the focus:

How do principals organise their work so that they have the time to do the things that really matter.

2 Building and leading great schools: *About the central tasks and challenges facing principals, taking into account some of the realities of the Queensland environment. Will talk about school improvement, and point to the importance of pedagogy and community engagement.*


- Topic of Directors' Forum presentation (will check in with Lyn McKenzie tomorrow and ask for topic)
- Type of meetings that will be undertaken on 4 March (schedule attached)
- A copy of the agenda. (schedule attached)

This information will be included in the brief as follows:

1. Professor Levin is visiting Education Queensland as part of 2013 Principals' Conference and has taken the opportunity to speak at the forum about xx (see above).
2. On 4 March 2013, Professor Levin will also be undertaking consultative meetings. The agenda developed by Education Queensland lists the meetings scheduled for Professor Levin on the day (**Attachment A**). (see attached)

Kind regards,
Rachel.

Rachel Gleeson | A/Principal Policy Officer, Corporate Reporting

13/51527 

Visit the DETE 2011-12 online Annual Report at www.dete.qld.gov.au/publications/annual-reports/11-12/index.html

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From: HERSCHELL, Karen
Sent: Friday, 8 February 2013 2:54 PM
To: GLEESON, Rachel; STACEY, Stephanie
Subject: FW: BIO - BEN LEVIN

From: LLOYD-APJOHN, Gail
Sent: Friday, 8 February 2013 2:53 PM
To: HERSCHELL, Karen
Subject: BIO - BEN LEVIN

Hi Karen

As discussed this morning, please find attached a bio and pic for Ben Levin.

Gail

Gail Lloyd-apJohn

Senior Project Officer | Indigenous Partnerships
Strategic Policy and Portfolio Relations | Queensland Department of Education, Training and Employment
Floor 21 | Education House | 30 Mary Street | Brisbane Qld 4000
PO Box 15033 | City East Qld 4002
T 07 3247 4248 | F 07 3235 4099 | M The RTI Act - contrary
E gail.lloyd-apjohn@dete.qld.gov.au | <http://dete.qld.gov.au/>

*We recognise the traditional owners of Queensland and their continuing connection to land, air and sea.
We pay respects to them and their cultures, and the elders both past, present and future.*

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Ben Levin meetings with stakeholders – 4 March 2013

These meetings provide an opportunity for stakeholders to talk to Ben; to reflect on our implementation strategies since the last conference; and to provide further insights. No formal report will be written. It is just an opportunity for Ben to give some verbal feedback to EQ.

Ben Levin meetings with RDs and ARDs – 4 March 2013

These meetings provide an opportunity for RDs and ARD to talk to Bens; to reflect on our implementation strategies since the last conference; and to provide further insights. It is also an opportunity for RDs and ARDs to have a deeper conversation regarding Ben's presentation. No formal report will be written. It is just an opportunity for Ben to give some verbal feedback to EQ.

Time	Meeting attendees	Organiser	Room booked
8.30-9.30am	Ben / Principals Associations (TBC – one representative from each association)	Courtney	Level 12 Boardroom
9.30-10.30am	Ben / P&Cs (one or two representatives)	Courtney	Level 12 Boardroom
10.30-11am	Morning tea	Courtney	Level 12 Boardroom
11-11.30am	Ben / Unions (one or two representatives from each union)	Courtney	Level 12 Boardroom
11.30am-12.30pm	Ben / Mark, RDs, ARDs – video conference (TBC)	Courtney	Level 12 Boardroom
12.30-1pm	Lunch	Courtney	Level 12 Boardroom
1-1.45pm	Meeting with Minister, DG, DDG and Ben (confirmed)	Josh Mallet	Minister's office
1.45-2pm	Debrief with DG and DDG following meeting with Minister (TBC)	Josh Mallet	DG's office (TBC)
2.30-3.30pm	Directors' forum	Karen Herschell / Lesley Robinson)	Level 12 Conference room
3.30-4:00pm	Debrief with DDG,EQ; ADG SSI and ADG SSOS	Courtney	Lyn's office



Record Number **13/41548**

Title **GBN - Confirmation of speaking arrangements 2013 Principals Conference**

Current Location In Container '500/20/435 (In Container '550/29/98 (State Schools Home Storage Location)')' since 27/2/2013 at 3:59 PM

Container 500/20/435: Strategic Management - Implementation - State Schooling Implementation - Administration

Record Type Brief or Question on Notice Response

Brief / QON Type Min Non-Requested Brief

All Contacts Senior Policy Officer 01 IP IP&SI (Author)

Director Community Engagement and Partnerships ODG (Representative)

Organisation Indigenous Policy IP&SI SP&IR

Date Created 7/2/2013 at 11:42 AM

Date Due

Electronic Details In HP TRIM Store, Microsoft Word Document, 40 KB

Mov His 13/41548 Current Location Changed - Senior Policy Officer 01 IP IP&SI - done by 'gxll01' on 7/2/2013 at 12:04 PM; 13/41548 Current Location Changed - McWaters, Joshua - done by 'gxll01' on 7/2/2013 at 12:32 PM; 13/41548 Current Location Changed - Executive Services Officer 01 SSP SS - done by 'jmcw0' on 8/2/2013 at 2:44 PM; 13/41548 Current Location Changed - Executive Assistant ODDG SS - done by 'fbou0' on 12/2/2013 at 9:13 AM; 13/41548 Current Location Changed - Director ODDG SS - done by 'saarn0' on 12/2/2013 at 4:22 PM; 13/41548 Current Location Changed - Pending Location DDG State Schools - done by 'saarn0' on 13/2/2013 at 9:28 AM;

Additional Reference

Notes "Wednesday, 27 February 2013 at 3:58:44 PM (GMT+10:00) Sharp-Jones, Courtney:"
Noted by ADG SSI. Closing and finalising.

"Monday, 25 February 2013 at 3:56:54 PM (GMT+10:00) Arnfield, Shirley:"
Returning to Branch for noting, any action required to be completed, close, finalise and file.

"Thursday, 21 February 2013 at 2:46:05 PM (GMT+10:00) Swan, Ben:"
scanned signed version in TRIM. hardcopy of brief available for collection from MESU, Level 14.

"Wednesday, 20 February 2013 at 3:05:43 PM (GMT+10:00) Gribble, Anthea:"
Minister NOTED. Objectives of brief confirmed. TO MESU for scanning and finalisation.

"Thursday, 14 February 2013 at 10:50:35 AM (GMT+10:00) Gribble, Anthea:"
Received in MO

"Thursday, 14 February 2013 at 9:00:39 AM (GMT+10:00) Gallagher, Anita:"
Endorsed by A/DG to Minister office

"Wednesday, 13 February 2013 at 3:26:51 PM (GMT+10:00) Armstrong, Aimee:"
rec'd in ODG - to Nick Seeley for consideration

"Wednesday, 13 February 2013 at 3:22:10 PM (GMT+10:00) Swan, Ben:"
to ODG for signature

"Wednesday, 13 February 2013 at 2:30:05 PM (GMT+10:00) Swan, Ben:"
recd electronically

"Wednesday, 13 February 2013 at 2:19:13 PM (GMT+10:00) Arnfield, Shirley:"
*****Super Urgent*****

Forwarding to MESU for urgent progression to Minister Office on ADG Approval. Branch needs Minister urgent confirmation of his attendance by 15/2/2013 as Program for conference needs to be at Printer on Friday 15/2/2013.

"Wednesday, 13 February 2013 at 9:28:37 AM (GMT+10:00) Arnfield, Shirley:"
Reviewed by A/Dir ODDG EQ minor edits progressing to DDG EQ for consideration

"Tuesday, 12 February 2013 at 4:22:12 PM (GMT+10:00) Arnfield, Shirley:"
With A/Dir ODDG EQ for review



Continued...

"Tuesday, 12 February 2013 at 9:12:51 AM (GMT+10:00) Boulton, Fiona:"
Approved ADG SSI. Moved and hard copy to ODDG EQ

"Friday, 8 February 2013 at 3:39:34 PM (GMT+10:00) Boulton, Fiona:"
With ADG SSI

"Friday, 8 February 2013 at 2:43:48 PM (GMT+10:00) McWaters, Joshua:"
Approved by ED CEP moving to Executive Services Officer SSI EQ for approval of
Assistant Director-General State Schooling Implementation EQ.

"Thursday, 7 February 2013 at 12:30:56 PM (GMT+10:00) Lloyd-Apjohn, Gail:"
GBN for approval by Chris Brandt, Mark Campling, Lyn McKenzie, Annette Whitehead to
confirm Minister's 'surprise' return to the Principals' conference on Friday 1 March at 4pm
for a question and answer session, replacing session in program for Annette Whitehead,
Director-General.

Minister's Office File Ref:	
Department File Ref:	13/41548

Briefing Note

The Honourable John-Paul Langbroek MP
Minister for Education, Training and Employment

Action required: For approval

Action required by: 15 February 2012

Urgent: Confirmation of attendance required to assist in the production and promotion of conference program.

SUBJECT: INVITATION TO ATTEND AND SPEAK AT THE 2013 PRINCIPALS' CONFERENCE

Summary of key objectives

- To confirm the Minister's availability to attend and conduct a question and answer session at the 2013 Principals' Conference at the Brisbane Convention and Exhibition Centre on 1 March 2013 at 4pm.
- To confirm that the Minister's office will prepare all speech notes necessary for the Minister's attendance at the 2013 Principals' Conference.

Key issues

1. The Department of Education, Training and Employment is holding a two-day conference on 28 February and Friday 1 March 2013 for all Queensland state school principals and key departmental stakeholders. The program is provided at **Attachment A**.
2. It is the second only conference of its type to be held in Queensland and will be an invaluable opportunity to build on the Department's united approach to state school excellence.
3. All state school principals have been requested by the Director-General to attend the conference.
4. All Regional Directors, Assistant Regional Directors, Executive Management Group, and Assistant Directors-General will also attend.
5. The number of expected attendees is approximately 1,300 delegates.
6. The Minister is confirmed to speak on 28 February 2013 as follows.
 - in the morning at the opening of the conference at 9.15am – for approximately 10 to 20 minutes; and
 - in the evening at the dinner for approximately 3 to 5 minutes
7. At the Minister's request, he will also attend and conduct a question and answer session at 4pm 1 March 2013 at the close of day two.
8. The Minister's office will prepare all speech notes necessary for the Minister's attendance at the 2013 Principals' Conference.

Implications

9. The 2013 conference is being run on a cost recovery basis. There will be a registration fee; however the Department is working to offset school costs by securing sponsorship. Schools will also be required to fund their principal's transport and accommodation.

Minister's Office File Ref:	
Department File Ref:	13/41548

Background

10. The Department held the inaugural Principals' conference in February /March 2011.
11. Following the inaugural conference, the document 'United in our pursuit of excellence' was written to clearly articulate Education Queensland's agenda for improvement — detailing the strategies that are being implemented across our system to ensure that every day, in every classroom, every state school student is learning and achieving within a safe, supportive, inclusive and disciplined learning environment.
12. The 2013 conference will consist of keynote presentations by two internationally renowned experts in educational reform and community engagement, and will include a series of breakout sessions based on local case studies that have demonstrated excellence.
13. Conference speakers will include:
 - the Director-General and Deputy Director-General, Education Queensland;
 - the Assistant Director-General, State Schooling Implementation;
 - Professor Ben Levin, Professor and Canada Research Chair in Education Leadership and Policy, University of Toronto; and
 - Dr George Otero, international education consultant and founder of the US-based Centre for Relational Learning.
14. The 2013 conference will examine the key priorities of the pedagogy and parent and community engagement strategies driving education improvement in Queensland. It will provide a strategic forum to reflect on achievements and to map the next moves.
15. The breakout sessions will be a series of workshops based on local case studies that have demonstrated excellence. Workshops will be conducted by principals.

Attachments

16. Draft Conference Program (**Attachment A**)

Right to information

17. I am of the view that the contents or attachments contained in this brief **are suitable** for publication.

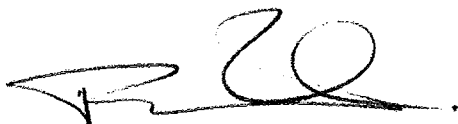
Minister's Office File Ref:	
Department File Ref:	13/41548

Recommendation

It is recommended that the Minister:

- ✓ **confirm** his availability to attend and conduct a question and answer session at the 2013 Principals' Conference at the Brisbane Convention and Exhibition Centre on 1 March 2013 at 4pm.
- ✓ **confirm** that the Minister's office will prepare all speech notes necessary for the Minister's attendance at the 2013 Principals' Conference.

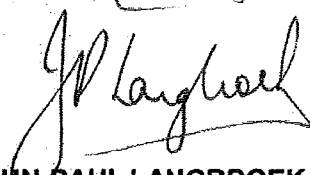
NOTED



FIONA CRAWFORD
Chief of Staff
Office of the Hon John-Paul Langbroek MP
Minister for Education, Training and
Employment

18 / 2 / 13

APPROVED/NOT APPROVED
ENDORSED/NOTED



JOHN-PAUL LANGBROEK MP
Minister for Education, Training and
Employment

19 / 2 / 13

☐ Copy to Assistant Minister

Minister's comments

Confirmed

Action Officer	Endorsed by:	Endorsed by:	Endorsed by:	Endorsed by:
Gail Lloyd- ApJohn	Chris Brandt,	Mark Campling	Lyn McKenzie	Annette Whitehead
Project Officer	ED CEP	ADG, SSI	DDG, EQ	A/DG, DETE
Approved	Approved			
Tel: 32474248	Tel: 32370474	Tel: 32370121	Tel:	Tel:
Mob:	Mob:	Mob:	Mob:	Mob:
	he RTI Act - contrary	he RTI Act - contrary		
Date: 7/02/13	Date: 8/02/13	Date: 12/2/13	Date: / /	Date: 14/2/13

2013 Principals' Conference

28 February and 1 March 2013

Brisbane Exhibition and Convention Centre, South Bank, Brisbane

THURSDAY 28 FEBRUARY 2013

TIME	SESSIONS				ROOM
7.30 am	Registration Tea and coffee available. Sponsor displays				
9 am	Opening performance North Lakes State College students				Great Hall
9.02 am	Master of Ceremonies Mark Campling , Assistant Director-General, State Schooling Implementation, Education Queensland, DETE				Great Hall
9.05 am	Acknowledgment of Country Uncle Albert Holt , Elder				Great Hall
9.10 am	Welcome Annette Whitehead , Director-General, DETE				Great Hall
9.15 am	Minister's address The Honourable John-Paul Langbroek MP , Minister for Education, Training and Employment				Great Hall
9.35 am	United in our pursuit of excellence – the journey so far! Mark Campling , Assistant Director-General, State Schooling Implementation, Education Queensland, DETE				Great Hall
10 am	Morning tea/sponsor displays				Mezzanine Foyer
10.50 am	United in our pursuit of excellence – ‘the how’ – our pedagogical framework Lyn McKenzie , Deputy Director-General, Education Queensland, DETE				Great Hall
11.20 am	MOVE TO WORKSHOPS				
11.30 am	Keeping the focus: <i>How do principals organise their work so that they have the time to do the things that really matter.</i> Professor Ben Levin , PhD, Professor and Canada Research Chair in Education Leadership and Policy, Ontario Institute for Studies in Education, University of Toronto (Great Hall)	Workshops – 11.30 am – 12.10 pm	A01	<i>Implementing a school-wide pedagogical framework to improve student outcomes</i> James Box , Principal, Caboolture State High School	M1
A02			<i>Framing a pedagogical framework</i> Patricia Thiedeman , Principal, Claremont Special School	P3	
A03			<i>Thinking is blooming at Elanora State School</i> Tricia Neate , Principal, Elanora State School	M2	
A04			<i>School transformation through differentiation and explicit instruction</i> Russell Denman , Principal, Fig Tree Pocket State School	M3	
A05			<i>Together – every teacher, every classroom, every day</i> Leisa Neaton , Principal, Frenchville State School	M4	
A06			<i>Implementing a pedagogical framework in a small two-teacher school</i> Denny Taylor , Principal, Kentville State School	P4	
A07			<i>Explicit instruction @ Miallo: Our signature pedagogy</i> Anet Ridley , Principal, Miallo State School	P2	
A08			<i>IMPACT: A pedagogical framework</i> Craig Larden , Principal, Park Lake State School	P1	
A09			<i>The head and heart of student-centred pedagogy – toward a whole school approach</i> Eunice Webb , Principal, Petrie Terrace State School	P9	
A10			<i>Implementation of a pedagogical framework</i> David Morris , Principal, Pimlico State High School	P10	
A11			<i>How a ripple grew into a wave</i>	P11	

TIME	SESSIONS				ROOM
	Workshops – 12.20 pm – 1 pm			Alan Whitfield, Principal, Toolooa State High School	
		A12	Riding the waves to success	Matthew Denzin, Principal, Trinity Beach State School	B1
		A13	Varsity learning forces	Jeff Davis, Executive Principal, Varsity College	B2
		A14	Quality pathways to success	Terry Heath, Principal, Yeronga State High School	B3
		MOVE TO SECOND WORKSHOP			
		B01	Implementing a school-wide pedagogical framework to improve student outcomes	James Box, Principal, Caboolture State High School	M1
		B02	Framing a pedagogical framework	Patricia Thiedeman, Principal, Claremont Special School	P3
		B03	Thinking is blooming at Elanora State School	Tricia Neate, Principal, Elanora State School	M2
		B04	School transformation through differentiation and explicit instruction	Russell Denman, Principal, Fig Tree Pocket State School	M3
		B05	Together – every teacher, every classroom, every day	Leisa Neaton, Principal, Frenchville State School	M4
		B06	Implementing a pedagogical framework in a small two-teacher school	Denny Taylor, Principal, Kentville State School	P4
		B07	Explicit instruction @ Miallo: Our signature pedagogy	Anet Ridley, Principal, Miallo State School	P2
		B08	IMPACT: A pedagogical framework	Craig Larden, Principal, Park Lake State School	P1
		B09	The head and heart of student-centred pedagogy – toward a whole school approach	Eunice Webb, Principal, Petrie Terrace State School	P9
		B10	Implementation of a pedagogical framework	David Morris, Principal, Pimlico State High School	P10
		B11	How a ripple grew into a wave	Alan Whitfield, Principal, Toolooa State High School	P11
		B12	Riding the waves to success	Matthew Denzin, Principal, Trinity Beach State School	B1
		B13	Varsity learning forces	Jeff Davis, Executive Principal, Varsity College	B2
		B14	Quality pathways to success	Terry Heath, Principal, Yeronga State High School	B3
1 pm	Lunch/sponsor displays				Mezzanine Foyer
2 pm	Keeping the focus: How do principals organise their work so that they have the time to do the things that really matter. Professor Ben Levin, PhD, Professor and Canada Research Chair in Education Leadership	Workshops – 2 pm – 2.40pm	C01	Success by design Anthony Whybird, Principal, Atherton State High School	M1
		C02	Aspects that enhance the development of a pedagogical framework Shona Boardman, Principal, Bajool State School	P2	
		C03	Leading for school improvement strategy: Latching on to excellence Suzanne Currin, Principal, Belgian Gardens State School	M2	

TIME	SESSIONS			ROOM
and Policy, Ontario Institute for Studies in Education, University of Toronto (Great Hall)		C04	<i>The Chancellor teaching and learning journey in recent times</i> Bevan Brennan , Executive Principal, Chancellor State College	M4
		C05	<i>Embedding good pedagogy</i> Paul Bancroft , Principal, Cleveland District State High School	P1
		C06	<i>Implementing the Australian Curriculum with students with disability</i> Andrew Hawke , Principal, Clifford Park Special School	P3
		C07	<i>High student success in a low SES NP school</i> Beth Petersen , Principal, Durack State School	P4
		C08	<i>James Nash's pedagogical framework journey</i> Darrin Edwards , Principal, James Nash State High School	P9
		C09	<i>A long and winding road: Our journey to the 'top of the range'</i> Jennifer Clarke , Principal, Mapleton State School	P10
		C10	<i>Building quality at Meringandan</i> Janelle Groves , Principal, Meringandan State School	P11
		C11	<i>Explicit instruction at Raceview</i> Robert Mills , Principal, Raceview State School	B1
		C12	<i>Pedagogical framework – an instructional leadership journey</i> Steven McLuckie , Principal, Southport State High School	B2
		C13	<i>The journey towards quality teaching and learning at Sunshine Beach</i> Jeff Geise , Principal, Sunshine Beach State School	B3
		C14	<i>The future of learning at Yarrilee</i> Ann Campbell , Principal, Yarrilee State School	M3
		MOVE TO SECOND WORKSHOP		
	Workshops – 2.50 pm – 3.30 pm	D01	<i>Success by design</i> Anthony Whybird , Principal, Atherton State High School	M1
		D02	<i>Aspects that enhance the development of a pedagogical framework</i> Shona Boardman , Principal, Bajool State School	P2
		D03	<i>Leading for school improvement strategy: Latching on to excellence</i> Suzanne Currin , Principal, Belgian Gardens State School	M2
		D04	<i>The Chancellor teaching and learning journey in recent times</i> Bevan Brennan , Executive Principal, Chancellor State College	M4
		D05	<i>Embedding good pedagogy</i> Paul Bancroft , Principal, Cleveland District State High School	P1
		D06	<i>Implementing the Australian Curriculum with students with disability</i> Andrew Hawke , Principal, Clifford Park Special School	P3

TIME	SESSIONS				ROOM
			D07	High student success in a low SES NP school Beth Petersen , Principal, Durack State School	P4
			D08	James Nash's pedagogical framework journey Darrin Edwards , Principal, James Nash State High School	P9
			D09	A long and winding road: Our journey to the 'top of the range' Jennifer Clarke , Principal, Mapleton State School	P10
			D10	Building quality at Meringandan Janelle Groves , Principal, Meringandan State School	P11
			D11	Explicit instruction at Raceview Robert Mills , Principal, Raceview State School	B1
			D12	Pedagogical framework – an instructional leadership journey Steven McLuckie , Principal, Southport State High School	B2
			D13	The journey towards quality teaching and learning at Sunshine Beach Jeff Geise , Principal, Sunshine Beach State School	B3
			D14	The future of learning at Yarrilee Ann Campbell , Principal, Yarrilee State School	M3
			3.30 pm	Afternoon tea/sponsor displays	
4.15 pm	Question and answer session Professor Ben Levin , PhD, Professor and Canada Research Chair in Education Leadership and Policy, Ontario Institute for Studies in Education, University of Toronto and Lyn McKenzie , Deputy Director-General, Education Queensland, DETE				Great Hall
4.45 pm	Day one closes				
6.45 pm	Conference dinner				
10 pm	Dinner closes				

FRIDAY 1 MARCH 2013

TIME	SESSIONS				ROOM
8.15 am	Registration Tea and coffee available. Sponsor displays				
9 am	Master of Ceremonies Mark Campling , Assistant Director-General, State Schooling Implementation, Education Queensland, DETE				Great Hall
9.05 am	Building and leading great schools: <i>About the central tasks and challenges facing principals, taking into account some of the realities of the Queensland environment. Will talk about school improvement, and point to the importance of pedagogy and community engagement.</i> Professor Ben Levin , PhD, Professor and Canada Research Chair in Education Leadership and Policy, Ontario Institute for Studies in Education, University of Toronto				Great Hall
10 am	United in our pursuit of excellence – ‘the who’ – our parent and community engagement framework Lyn McKenzie , Deputy Director-General, Education Queensland, DETE				Great Hall
10.30 am	Morning tea/sponsor displays				Mezzanine Foyer
11.15 am	Learning better together: <i>Research and practice to guide the implementation of family, school and community partnerships. Specific strategies for building relationships with parents and the local community that support children and young people’s learning will be offered, and international efforts shared.</i> Dr George Otero , Co-director, Centre for Relational Learning, Santa Fe, New Mexico (Great Hall)	Workshops – 11.15 am – 11.55 am	E01	<i>OneSchool: Supporting our schools to strive for greatness</i> Paul Kingston , Principal, Albany Creek State School	P3
			E02	<i>Yarning ‘bout learning</i> Angela Toppin , Principal, Cairns State High School	M1
			E03	<i>Community engagement for student outcomes</i> Leanne Nixon , Executive Principal, Calamvale Community College	M2
			E04	<i>Voices from the field</i> Mayrah Dreise , Principal, Dirranbandi P–10 State School	P4
			E05	<i>The village people</i> Suzanne Jolley , Principal, Eagleby State School	M3
			E06	<i>Edge Hill’s parent–community engagement framework</i> Paul Campbell , Principal, Edge Hill State School	M4
			E07	<i>All on board at Flagstone Creek</i> David Prestridge , Principal, Flagstone Creek State School	P1
			E08	<i>Enhancing student learning through effective parent and community engagement</i> Darren Wallwork , Principal, Gin Gin State High School	P2
			E09	<i>Parents and community – partners or problems?</i> Vivien Bampton , Principal, Harris Fields State School	P9
			E10	<i>Growing a learning community</i> Kylie Smith , Principal, Lawnton State School	P10
			E11	<i>Productive partnerships producing positive outcomes</i> Stephen Bobby , Principal, Mackay North State School	P11
			E12	<i>School success built on partnerships and a common desire to improve</i> Vicki Richards , Principal, Newmarket State School	B1

TIME	SESSIONS				ROOM
Workshops – 12.05 pm – 12.45 pm		E13	Engagement through true partnering Raymond Johnston , Principal, Tannum Sands State High School	B2	
		E14	School community engagement – ‘connected to every world’ John Norfolk , Principal, Woodridge State High School	B3	
	MOVE TO SECOND WORKSHOP				
	F01	OneSchool: Supporting our schools to strive for greatness Paul Kingston , Principal, Albany Creek State School	P3		
	F02	Yarning ‘bout learning Angela Toppin , Principal, Cairns State High School	M1		
	F03	Community engagement for student outcomes Leanne Nixon , Executive Principal, Calamvale Community College	M2		
	F04	Voices from the field Mayrah Dreise , Principal, Dirranbandi P–10 State School	P4		
	F05	The village people Suzanne Jolley , Principal, Eagleby State School	M3		
	F06	Edge Hill’s parent–community engagement framework Paul Campbell , Principal, Edge Hill State School	M4		
	F07	All on board at Flagstone Creek David Prestridge , Principal, Flagstone Creek State School	P1		
	F08	Enhancing student learning through effective parent and community engagement Darren Wallwork , Principal, Gin Gin State High School	P2		
	F09	Parents and community – partners or problems? Vivien Bampton , Principal, Harris Fields State School	P9		
	F10	Growing a learning community Kylie Smith , Principal, Lawnton State School	P10		
	F11	Productive partnerships producing positive outcomes Stephen Bobby , Principal, Mackay North State School	P11		
	F12	School success built on partnerships and a common desire to improve Vicki Richards , Principal, Newmarket State School	B1		
	F13	Engagement through true partnering Raymond Johnston , Principal, Tannum Sands State High School	B2		
	F14	School community engagement – ‘connected to every world’ John Norfolk , Principal, Woodridge State High School	B3		
12.45 pm	Lunch/sponsor displays				Mezzanine Foyer

1.45 pm	Learning better together: <i>Research and practice to guide the implementation of family, school and community partnerships. Specific strategies for building relationships with parents and the local community that support children and young people's learning will be offered, and international efforts shared.</i> Dr George Otero, Co-director, Centre for Relational Learning, Santa Fe, New Mexico (Great Hall)	Workshops – 1.45 pm – 2.30 pm	G01	Engage Matthew O'Hanlon , Principal, Beenleigh State High School	M1
			G02	<i>The Childers parent and community engagement strategy</i> Robyn Philpott , Principal, Childers State School	M2
			G03	<i>Coowonga community collaboration – the 'triple C' approach</i> Gillian Joyce , Principal, Coowonga State School	M3
			G04	<i>Believe and achieve</i> Corrine McMillan , Principal, Glenala State High School	M4
			G05	<i>High community involvement and high expectations equal success</i> William Carey , Principal, Graceville State School	P1
			G06	<i>Maximising your message to get better outcomes</i> Andrew Helton , Principal, Greenlands State School	P2
			G07	<i>Kallangur teaching for learning</i> Steven Vincent , Principal, Kallangur State School	P3
			G08	<i>One school, one agenda, one result</i> Myron McCormick , Principal, Kedron State High School	P4
			G09	<i>Building community capacity</i> David Ballin , Principal, Kingaroy State High School	P9
			G10	<i>From bullies to business</i> Melissa Jackson , Principal, Kirwan State School	P10
			G11	<i>PACE at Mossman</i> Vicki Sparkes , Principal, Mossman State School	P11
			G12	<i>North Lakes strives to be at the heart of its community</i> Tracy Corsbie , Executive Principal, North Lakes State College	B1
			G13	<i>Restoring a community's pride in its school</i> Carol Greenwood , Principal, Salisbury State School	B2
			G14	<i>Tamborine Mountain's community learning centre</i> Jason Smith , Principal, Tamborine Mountain State School	B3
		MOVE TO SECOND WORKSHOP			
		Workshops – 2.30 pm – 3.15 pm	H01	Engage Matthew O'Hanlon , Principal, Beenleigh State High School	M1
			H02	<i>The Childers parent and community engagement strategy</i> Robyn Philpott , Principal, Childers State School	M2
			H03	<i>Coowonga community collaboration – the 'triple C' approach</i> Gillian Joyce , Principal, Coowonga State School	M3
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				High School	
		H05	<i>High community involvement and high expectations equal success</i> William Carey , Principal, Graceville State School	P1	
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		H13	<i>Restoring a community's pride in its school</i> Carol Greenwood , Principal, Salisbury State School	B2	
		H14	<i>Tamborine Mountain's community learning centre</i> Jason Smith , Principal, Tamborine Mountain State School	B3	
3.15 pm	Afternoon tea/sponsor displays				Mezzanine Foyer
4 pm	Summary and closing remarks Annette Whitehead , Director-General, DETE				Great Hall
4.30 pm	Day two closes				

Professor Ben Levin PhD

Section 47(3)(b) of the RTI Act - contrary to the public interest

Record Number **11/26816**

Title Education Queensland System Review
Current Location Principal Advisor 01 SSP SS since 14/2/2011 at 1:58 PM
Container 11/24549: Attachment 3 - School Improvement - Ben Levin
Record Type Brief or Question on Notice Response
Brief / QON Type DG Brief
All Contacts Fletcher, Louise (Author)
Assistant Director-General State Schools - Performance SS (Representative)
Organisation Deactivated Users
Date Created 9/2/2011 at 11:14 AM
Date Due
Electronic Details In HP TRIM Store, Microsoft Word 97 - 2003 Document, 59 KB
Mov His 11/26816 Current Location Changed - Principal Advisor 01 SSP SS - done by 'ltfle0' on 9/2/2011 at 11:18 AM; 11/26816 Current Location Changed - Executive Services Officer 01 SSP SS - done by 'ltfle0' on 9/2/2011 at 11:41 AM; 11/26816 Current Location Changed - Executive Officer 02 SO EQ - done by 'ltfle0' on 9/2/2011 at 3:36 PM; 11/26816 Current Location Changed - Principal Advisor 01 SSP SS - done by 'saarn0' on 9/2/2011 at 4:38 PM; 11/26816 Current Location Changed - 11/24549 (At Home Location) (Thursday, 10 February 2011 at 9:04:10 AM) - done by 'saarn0' on 10/2/2011 at 9:04 AM; 11/26816 Current Location Changed - DG for Signature IOES, - done by 'agtun0' on

Additional Reference

Notes "Monday, 14 February 2011 at 1:58:09 PM (GMT+10:00) Valentine, Phillip:"
To Louise, Brief approved. Returning to the department for necessary action. hard copy to follow. thanks

"Friday, 11 February 2011 at 4:31:24 PM (GMT+10:00) Armstrong, Aimee:"
Executive Officer notified by email. Hardcopy available for pick-up from Floor 19.

"Friday, 11 February 2011 at 2:19:38 PM (GMT+10:00) Tunn, Amy:"
DG approved. Scanned signed version attached. Progressed to MESU for finalisation

"Thursday, 10 February 2011 at 4:22:48 PM (GMT+10:00) Tunn, Amy:"
Received in ODG. Progressed to Director, Nick Seeley for DG's consideration.

"Thursday, 10 February 2011 at 4:06:49 PM (GMT+10:00) Sharkey, Leonne:"
to ODG for DG consideration

"Thursday, 10 February 2011 at 1:13:14 PM (GMT+10:00) Arnfield, Shirley:"
Approved by A/DDG EQ

"Thursday, 10 February 2011 at 9:39:41 AM (GMT+10:00) Walsh, Becky:"
Further amendments made by PA ODDG EQ after discussion with ADG SP. Brief with a/DDG EQ, and copy to ODG.

"Wednesday, 9 February 2011 at 4:37:53 PM (GMT+10:00) Arnfield, Shirley:"
Reviewed by PA ODDG EQ returned for amendments as per telephone discussion between Louise Fletcher and Becky Walsh.

"Wednesday, 9 February 2011 at 3:34:32 PM (GMT+10:00) Tisdall, Sophia:"
Approved by ADG, SP. Forwarding to A/DDG, EQ for approval.

"Wednesday, 9 February 2011 at 12:01:45 PM (GMT+10:00) Tisdall, Sophia:"
Fowarding to ADG, SP for approval.

"Wednesday, 9 February 2011 at 11:41:11 AM (GMT+10:00) Fletcher, Louise:"
Brief RELATED to DG letter 11/24549

For ADG,SP approval and progression, please.

Relationship	Record Number	Date Registered
Related to	11/24549	7/2/2011

When printed this is an uncontrolled HP TRIM report and security restrictions apply

End of Report

DEPARTMENT OF EDUCATION AND TRAINING
GENERAL BRIEFING NOTE

Approved / Not Approved

Director-General

Date

[Signature]
10/2/11

Date Action Required By: 10/02/2011

TO: THE DIRECTOR-GENERAL

SUBJECT: EDUCATION QUEENSLAND SYSTEM REVIEW

RECOMMENDATION

It is recommended that the Director-General:

- **note** the information related to the up-coming System Review
- **approve** the list of potential staff and stakeholders to be interviewed during the Review (Attachment 2)
- **nominate** for interview:
 - Two Regional Directors
 - Three Assistant Regional Directors (School Performance)
 - Five State School Principals
- **endorse** email text to advice DET senior officers of Professor Levin's work with EQ (**Attachment 3** 11/26549).

Comments:

of Toronto. He specialises in the identification of the characteristics of effective education systems that achieve sustained school improvement.

KEY ISSUES

2. Professor Levin has been engaged to make a presentation entitled: World's best practices in education – how to make the most of the new reforms to share the results of his research at the up-coming principals' conference.
3. While in Queensland, Professor Levin has also been engaged to further assist with the Department's school improvement agenda and will undertake an audit of Education Queensland (EQ).
4. Professor Levin will conduct an audit against the characteristics of effective education systems – providing a clear picture of how EQ compares against these characteristics, and providing key recommendations based on international best practice (**Attachment 1**).

Action Officer and Branch: Louise Fletcher A/Principal Advisor School Performance
Telephone: 323 70948
TRIM No: 11/26816
Date brief completed by Action Officer: 9/02/2011

DEPARTMENT OF EDUCATION AND TRAINING
GENERAL BRIEFING NOTE

Approved / Not Approved

Director-General
Date/...../.....

Date Action Required By: 10/02/2011

TO: THE DIRECTOR-GENERAL

SUBJECT: EDUCATION QUEENSLAND SYSTEM REVIEW

RECOMMENDATION

It is recommended that the Director-General:

- **note** the information related to the up-coming System Review
- **approve** the list of potential staff and stakeholders to be interviewed during the Review (**Attachment 2**)
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 - Two Regional Directors
 - Three Assistant Regional Directors (School Performance)
 - Five State School Principals
- **endorse** email text to advice DET senior officers of Professor Levin's work with EQ (**Attachment 3** 11/26549).

Comments:

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Action Officer and Branch: Louise Fletcher A/Principal Advisor School Performance
Telephone: 323 70948
TRIM No: 11/26816
Date brief completed by Action Officer: 9/02/2011

5. A sample of senior officers, principals and stakeholders will be interviewed by Professor Levin over three days (2 – 4 March 2011) to give a balanced view from all key sectors (**Attachment 2**).
6. Your endorsement of the interviewee list is sought, as is your nomination of staff to be interviewed, namely:
 - a. Two Regional Directors
 - b. Three Assistant Regional Directors (School Performance)
 - c. Five State School Principals.
7. Email text has been prepared to advise senior officers of the Department about Professor Levin's work with EQ (**Attachment 3**).
8. The Assistant Director-General, School Performance will advise external stakeholders – the Queensland Teachers Union, Principal and Parent Association Presidents – about the audit and invite their participation.
9. A General Briefing Note will be prepared to invite the Minister to participate in this audit as an interviewee.

LEGAL IMPLICATIONS

10. Nil

FINANCIAL IMPLICATIONS

11. This work is estimated to amount to approximately \$80,000, within budget.

MEDIA IMPLICATIONS

12. A media release is not required at this time.

RIGHT TO INFORMATION

13. I am of the view that the contents or attachments contained in this brief **are not suitable** for publication.

Assistant Director-General, School Performance: Mark Campling

Signature: Sighted and signed	Date: 9 / 2 / 11
Recommended - <input checked="" type="checkbox"/>	Not Recommended - <input type="checkbox"/>

Comments:

A/Deputy Director-General, Education Queensland: Yvana Jones

Signature:	Date: / /
Recommended - <input type="checkbox"/>	Not Recommended - <input type="checkbox"/>

Comments:

Action Officer and Branch: Louise Fletcher A/Principal Advisor School Performance
 Telephone: 323 70948
 TRIM No: 11/26816
 Date brief completed by Action Officer: 9/02/2011

Education Queensland System Audit:: Professor Levin Interviewees: 2–4 March 2011

- Minister for Education and Training, Hon Geoff Wilson (NB: New Minister's schedule did not allow an interview to occur).
- Director-General, Education and Training, Julie Grantham
- Deputy Director-General, Corporate Services, Richard Eden
- A/Deputy Director-General, Infrastructure Services, Graham Atkins
- A/Deputy Director-General, Education Queensland, Patrea Walton
- Assistant Director-General, Teaching & Learning, Yvana Jones
- Assistant Director-General, Indigenous Education and Training Futures, Ian Mackie
- Assistant Director-General, Corporate Strategy and Performance, Jeff Hunt
- Assistant Director-General, Finance and Chief Finance Officer, Adam Black
- A/Assistant Director-General, Human Resources, Tom Barlow
- Assistant Director-General, School Performance, Mark Campling
- Executive Director, School Operations, Marg Pethiyagoda
- Regional Directors:
 - Clive Dixon, Far North Queensland
 - Glen Hoppner, South East
 - Greg Dickman, Darling Downs South West
- Assistant Regional Directors (School Performance):
 - Karen Howes, Metropolitan Region
 - David Curran, Metropolitan Region
 - Ken Collier, North Coast Region
- Principals nominated by the Director-General
 - Andrew Helton - Greenlands State School (small primary)
 - Ian Hall - Graceville State School (large primary)
 - Andrew Hawke - Clifford Park State School (special school)
 - Wade Haynes - Brisbane State High School
- Presidents of the state school Principals' Associations and one principal nominated by each:
 - QASSP, Hilary Backus (President) and Jane Sedgeman (Principal)
 - QSPA, Norm Fuller (President) and Ross Smith (Principal)
 - ASEQ, Ches Hargreaves (President) and Michael Brett (Principal)
 - QSP 10/12 SAA, Shaun Kanowski
- Queensland Teachers' Union (QTU)
 - Steve Ryan, President
 - John Battams, General Secretary
 - John Fitzgerald (Principal)
 - Lyn Winch (Principal)
- Representatives of the QCPCA
 - Margaret Leary (President)
 - Peter Levett

11/52912

**Potential Interviewees for Professor Levin
Education Queensland System Audit – March 2011**

Minister for Education and Training, Hon Geoff Wilson

Director-General, Education and Training, Julie Grantham

Deputy Director-General, Corporate Services, Richard Eden

A/Deputy Director-General, Education Queensland, Patrea Walton

Assistant Director-General, Teaching & Learning, Yvana Jones

Assistant Director-General, Indigenous Education and Training Futures, Ian Mackie

Assistant Director-General, Corporate Strategy and Performance, Jeff Hunt

Assistant Director-General, Finance and Chief Finance Officer, Adam Black

A/Assistant Director-General, Human Resources, Tom Barlow

Assistant Director-General, School Performance, Mark Campling

Two (of seven) Regional Directors: one urban and one provincial

Three (of 20) Assistant Regional Directors (School Performance)

Five Principals nominated by the Director-General

Executive Director, School Operations, Marg Pethiyagoda

Presidents of the state school Principals' Associations and one principal nominated by each:

- QASSP, Hilary Backus
- QSPA, Norm Fuller
- ASEQ, Ches Hargreaves
- QSP 10/12 SAA, Shaun Kanowski

Queensland Teachers' Union (QTU) President, Steve Ryan; General Secretary, John Battams, and two principals nominated by the QTU

Two representatives of the QCPCA

11/26846

FROM Julie Grantham
Director-General

TO DET Deputy Directors-General
Assistant Directors-General
Regional Directors
Assistant Regional Directors (School Performance)

SUBJECT: Professor Ben Levin and the assessment of effective education systems

Dear Colleagues

One of our strategic challenges articulated in the Department's Strategic Plan 2010 – 2014 is sustained improvements to student performance. In order to improve students' educational outcomes across all schools, the consistent message from international research is that of adopting and maintaining a system-wide approach that suits our context and is developed and implemented in a disciplined and focused way.

Professor Ben Levin, Canada Research Chair in Education Leadership and Policy at the Ontario Institute for Studies in Education, University of Toronto specialises in the identification of the characteristics of effective education systems that achieve sustained school improvement. I have engaged Professor Levin to share with us the results of his research at the up-coming principals' conference.

While he is in Queensland I have also invited Professor Levin to examine our department with a view to assisting us in our school improvement journey. Over the three days following the conference, Professor Levin will undertake an audit of Education Queensland.

I have asked Professor Levin to conduct an audit against the characteristics of effective education systems to provide a clear picture of where we are against these characteristics, as well as provide key recommendations based on international best practice. I believe this audit is timely given the fact that it is nearly two years since the Masters Report.

To this end, a sample of senior officers, Principals and stakeholders will be interviewed by Professor Levin during 2 to 4 March 2011 so that he may gain a balanced view from all key sectors. Staff of the Deputy Director-General, Education Queensland will be in contact with those of you I've nominated to be interviewed to arrange an appropriate interview time in the very near future.

If you would like to discuss this matter further I invite you to contact Mr Mark Campling, Assistant Director-General, School Performance on telephone (07) 3237 0121.

I encourage those interviewed to engage in open, honest and frank discussions with Professor Levin around the strengths of our system as well as to identify areas for improvement so that we can continue to reform and provide strong commitment to improving student outcomes.

Yours sincerely

Julie Grantham
Director-General

Ref: 11/24549



**Queensland
Government**

**Department of Education and Training
Integrated Services Delivery Board
Monday, 9 May 2011
Boardroom, Level 12, Education House
10.00am – 12.00pm
AGENDA**

- 1. Apologies**
 -
- 2. Minutes of previous meeting**
 - Nil
- 3. Business arising from previous meeting**
 - Terms of Reference paper
- 4. Key themes**
 - Hot issues
 - Innovative Service Delivery

STRATEGIC ISSUES FOR DISCUSSION

5. ISDB Operations (Richard Eden) paper + attachment
6. Operational Resourcing mapped against DET's Strategic Plan 2011-15 (Richard Eden) paper
7. Multi-campus branding/specialisation and Year 7 issues (Chris Rider/Graham Atkins) paper
8. Voluntary Separation Program (Craig Allen) paper
9. Ben Levin report findings (DG /Mark Campling) paper

STRATEGIC STANDING ITEMS

- 10. Regional Planning & Performance**
 - Regional Objectives & Performance Indicators (Richard Eden) paper
- 11. Agenda Items for next ISDB - 20 June 2011 (face-to-face Brisbane)**

11/104871



**Interim brief report to Queensland Department of Education
- Ben Levin, Michael Fullan
March - 2011**

Positives

- There seems to be lots of goodwill in the system for the goals of the current reforms
- Senior staff in DETA clearly have a commitment and understand the goals
- You understand the importance of capacity building as a central strategy

Pressures

- no money
- it's a big complicated organization – 1400 schools, 36,000 teachers, very diverse and spread out
- political pressures – elections, previous commitments, etc.
- you have a longstanding culture of top-down and dependence
- far flung geography with big inequities across the system
- rapidly growing enrolment

Our understanding of your current theory of action for improvement

- you see improvement in teaching/instruction as central
- part of making this happen is a more prescribed curriculum with supports and resources
- improved teaching and learning is primarily driven by strong leadership at the school level
- DETA will provide support and monitoring structure -ARDs, regional resources,
- overall, the centre does strategy, schools do implementation

Central issue

Capacity to improve leadership and teaching

- In our view you don't currently have enough leadership capacity at the school level. Nor do we see a strong enough approach to develop that capacity. Relying primarily on 20 people (ARDs) plus some mentoring/coaching is unlikely to be sufficient given a relatively low starting point. Not clear how or if QELI will be involved. Not clear where responsibility for leadership development sits in the Department.
- In our view also you do not have a good enough overall approach to teacher learning and how to organize this for thousands of people. You are relying primarily on principals to do it but that is unlikely to work well enough given the above comments especially. If you want thousands of teachers to change their practice, you have to gear up more substantially.
- If your curriculum approach is too scripted, you will antagonize your teachers, and especially your best teachers. Providing good resources is worthwhile but you do not want the curriculum to be seen as something imposed on teachers
- better organization and use of PD is needed, including some consistent focus across the state.
- the teaching and learning audits appear to have been very useful; they are a key tool to build on for leadership and teaching development. The identification of effective instructional practices should be a primary goal.
- you should have an improvement leadership team in every school, cluster and region to focus the work
- build systems to share good practices across the state - this is currently weak

Other issues

- How to relate to the centre - it's not clear how far the Premier or her staff fully understand and support the strategy, plus the centre has some other education priorities (e.g. year 7) that could interfere
- Goals. The goal statement has too many things on it (including too many separate programs and initiatives). It is not sharp and clear enough in terms of system understanding of priorities.
- Alignment in the Ministry. Much work still to do on this to be sure that all parts of the organization understand the strategy and understand that their role is to support it. Appears good at senior level but not good enough at the 'working' level. Have to do more to ensure that the operating units are not making too many rules or demands on schools and that the level of support to schools improves
- Still too many separate documents, plans and information requests required from schools
- Regions are key so regional directors have to be centrally involved in the strategic as well as operational work. Finding the right level of regional variation is important – some but not too much.
- You would benefit from better feedback loops directly from schools (principals and teachers) on their perceptions of goals, strategies, progress and barriers)
- There appears to be a major gap between your IT strategy and your school improvement strategy.
- Have to be clearer on priorities to the system among all the various things going on.
- How to manage Commonwealth issues and integrate these with your agenda instead of their being separate initiatives
- Consider some effort to increase student voice
- Champion – what key role personifies your improvement agenda? DG can't do this herself but it's not clear who the key person is
- You have virtually no research capacity; need to think about how to get more benefit from existing research and connect it more strongly to practice
- Tons of good data available but still lots of room to get better at using it to guide practice
- Many worries about reorganizations. We suggest you commit to no further reorganization of the Department for at least next 2 years so people can get on with doing the work.
- We suggest you use quarterly senior team review meetings to go over status of all initiatives to keep focus on key priorities and build the team; probably want also to organize regular meetings of tier 2 and tier 3 managers to make sure people understand and are aligned to the priorities.

Our main recommendation at this time is that the department makes a new statement that conveys:

The core educational goals—small number of priorities that will be relentlessly pursued such as literacy, numeracy and high school graduation;

And the essence of the strategy to get there namely, instructional focus, teacher and leadership capacity, links to results, and a strong new two way partnership between the centre and the sector.

KEYES, Liz

From: STACEY, Stephanie on behalf of ROBINSON, Lesley
Sent: Wednesday, 27 February 2013 11:55 AM
To: DL - All CO Directors; DL - TAFE Institute Directors; DL - Regional Directors; DL - All EMG Executive Management Group; DL - Assistant Regional Directors (School Performance); CAMM, Rod
Cc: ROBINSON, Lesley; HERSCHELL, Karen; GLEESON, Rachel; STACEY, Stephanie
Subject: Directors' Forum – Monday, 4 March 2013

Good morning

As you are aware, the first Directors' Forum for 2013 is scheduled to be held on Monday, 4 March 2013 from 2.30pm to 3.30pm.

We are pleased to advise that Ben Levin, Professor and Canada Research Chair in Education Leadership and Policy at the Ontario Institute for Studies in Education, University of Toronto will address the Directors' Forum.

Professor Levin has taken the opportunity to speak at the forum about 'Keeping the focus' and will share some reflections from the 2013 Principals' Conference where he is presenting a speech on 'How principals organise their work so that they have time to do the things that really matter'.

If you have any questions regarding the forum, please contact Karen Herschell, Director, Corporate Reporting on telephone 323 54004 or Rachel Gleeson, Principal Policy Officer on 323 41665.

Kind regards,
Lesley

Lesley Robinson | Executive Director

Governance, Strategy & Planning | Corporate Strategy and Performance

Department of Education, Training and Employment

Floor 20 | Education House | 30 Mary Street | Brisbane Qld 4000

T 07 323 71188 | F 07 3237 0013 | Web <http://deta.qld.gov.au/>

E lesley.robinson@deta.qld.gov.au

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From: Ben Levin [7(3)(b) of the RTI Act - contrary to the public interest]
Sent: Monday, 26 November 2012 6:38 PM
To: LLOYD-APJOHN, Gail
Cc: BREASLEY, Talei
Subject: RE: PROPOSAL AND AGREEMENT - 2013 PRINCIPALS' CONFERENCE - PROF BEN LEVIN

Gail – yes that is fine with me.
Ben

From: LLOYD-APJOHN, Gail [mailto:Gail.LLOYD-APJOHN@dete.qld.gov.au]
Sent: Monday, November 26, 2012 1:53 AM
To: Ben Levin
Cc: BREASLEY, Talei
Subject: PROPOSAL AND AGREEMENT - 2013 PRINCIPALS' CONFERENCE - PROF BEN LEVIN

Hi Ben

In order for me to finalise your arrangements to attend and speak at the 2013 Principals' Conference and the QASSP conference, can you please confirm the details of our arrangement by return email. This will serve as your proposal to us and confirmation of arrangements for DETE and QASSP. I have also included invoicing arrangements and details.

2013 Principals' Conference (DETE)

Thursday 28 February Two (2) keynote presentations 90 minutes (same content) – delegates will be split into two groups. One group listening to your keynote, and the other group will be in workshops and then it will reverse

Attend conference dinner

Friday 1 March One (1) keynote presentation 60 minutes – linking the Pedagogical research to the Parent and Community Engagement framework as discussed via teleconference with Mark Campling (refer DETE draft program)

QASSP Conference

Saturday 2 March Keynote speech (60 minutes) and two workshop sessions (60 minutes each – same content – refer draft QASSP program)

Miscellaneous costs: Any associated transfer and costs to attend QASSP conference from Brisbane/Gold Coast/Brisbane will be organised and paid for by QASSP

Professional fees

Fee: [7(3)(b) of the RTI Act - contrary to the public interest] (includes attendance and speaking at QASSP conference)
International/Domestic Travel: \$5,500 CAD (contribution to international and domestic travel costs. Total cost approximately \$11,000 CAD being shared with QUT)
Accommodation: 27 February and 4 March 2013 (Oaks Festival Towers) – these costs paid by DETE (**NB:** QUT will book and pay for your accommodation 4-8 March 2013 at Oaks Festival Towers)

Total costs associated with attendance at the above events will be incurred by Department of Education, Training and Employment. Costs associated with respect to your attendance at QASSP conference i.e. fees etc will be invoiced to QASSP through the Department of Education, Training and Employment after the event.

Your confirmation of this proposal and acceptance of these arrangements would be appreciated by return email.

Below is information required to be included on your Tax Invoice:

Please include the following information. However, I will need you to submit invoices in two equal instalments i.e. total fee RTI Act - contra plus travel costs \$5,500 approx = RTI Act - contra First instalment invoice = RTI Act - contra (as an example) to be paid by 14/12/12

You will need to specify on the tax invoice the services you will provide and for which you will be paid for. Please include something along the lines:

Professional fee of (CAD RTI Act - contra) for:

- two keynote speeches (90 minutes each – same topic) on Thursday 28 February and one keynote (60 minutes) on Friday 1 March 2013 at the Principals' Conference; and
- one keynote speech (60 minutes) and two workshops (same topic - 60 minutes each) at QASSP conference on 2 March 2013
- meetings with Minister for Education and DETE Director-General and Deputy Director-General Education Queensland, QASSP representatives as required

50% Business class airfares costs (Canada/Sydney/Brisbane return etc) = (CAD)xxxxx

Total tax invoice = (currency)xxxx

Payment terms: ??? FIRST INSTALMENT = xxxxxx

Because this is an international payment the amount of the tax invoice will have no GST (GST = 0).

You will need to specify on the tax invoice your address, business number bank details including: Account Name, Account Number, Bank Name, Bank Branch, Bank Address and International Bank Code (SWIFT Code).

Regards, Gail

From: Ben Levin [mailto:3)(b) of the RTI Act - contrary to the pu]
Sent: Friday, 9 November 2012 9:07 AM
To: LLOYD-APJOHN, Gail
Subject: RE: 2012 principals conference Qld

Section 47(3)(b) of the RTI Act - contrary to the public interest

Ben

From: LLOYD-APJOHN, Gail [mailto:Gail.LLOYD-APJOHN@dete.qld.gov.au]
Sent: Thursday, October 25, 2012 8:28 PM
To: Ben Levin
Cc: CAMPLING, Mark; MULLINS, Sharon; Regina Hui
Subject: RE: 2012 principals conference Qld

Hi Ben
Good to hear from you.

We are now in a better position to confirm our requirements and would like to set up a video conference / teleconference with you, Mark Campling and Lyn McKenzie sometime in the next couple of weeks to discuss content for the conference.

Potentially we could organise to connect the week commencing 5 November 2012. Mark currently has availability at the following times:

8am Monday 5 November (Brisbane time)	5pm Sunday 4 November (Toronto time)
8am Tuesday 6 November (Brisbane time)	5 pm Monday 5 November (Toronto time)

Or the following week:

8am Thursday 15 November (Brisbane time)	5pm Wednesday 14 November (Toronto time)
8am Friday 16 November (Brisbane time)	5pm Thursday 15 November (Toronto time)

At this stage, I am unable to confirm Lyn's availability, but will follow up once I confirm your availability or otherwise for the above times.

Do you have access to videoconferencing? If yes, we can organise a videoconference, alternatively, we could organise a teleconference depending on your circumstances.

The draft program currently has you speaking twice on the Thursday 28 (same presentation repeated) and once on Friday 1 March 2013 on a different topic. I have attached the draft program for your and a copy of the overview of the principals conference to give you a clearer understanding of the purpose of the event.

For your information, we have recently confirmed Dr George Otero from the Center for Relational Learning, Santa Fe, New Mexico as another keynote speaker. When speaking with George, he was excited to learn that you were involved in the conference and felt there would be a good alignment of topic content.

QUT

When I contacted Professor Alan Luke from QUT, he was unable to confirm QUT dates and requirements, however, he did indicate to me that QUT was not interested in a cost sharing arrangement with DETE.

QASSP requirements

QASSP are running their Associate / Deputy Principals' conference on Saturday 2 and Sunday 3 March 2013 and, at this stage, my understanding is that they would like you to speak as well as conduct a workshop on Saturday 2 March. They have tentatively booked a venue at Bond University, Robina, Gold Coast campus. I should be able to confirm these details when we teleconference.

If you let me know your availability for video or telephone conference, I will progress from this end.

Kind regards, Gail

Gail Lloyd-apJohn

Senior Project Officer | Indigenous Policy and Programs
Strategic Policy and Portfolio Relations | Queensland Department of Education, Training and Employment
Floor 21 | Education House | 30 Mary Street | Brisbane Qld 4000
PO Box 15033 | City East Qld 4002
T 07 3247 4248 | F 07 3235 4099 | M the RTI Act - contrary to
E gail.lloyd-apjohn@det.qld.gov.au | <http://det.qld.gov.au/>

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We pay respects to them and their cultures, and the elders both past, present and future.*

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-----Original Message-----

From: Ben Levin [mailto:47(3)(b) of the RTI Act - contrary to the public]
Sent: Thursday, 13 September 2012 12:49 PM
To: LLOYD-APJOHN, Gail
Subject: RE: 2012 principals conference Qld

Hi Gail and thanks.

On arrangements - we have to liaise with the RTI Act - contrary to on their event, and with the RTI Act - contran at QUT who wants me there I believe just before (those dates not confirmed yet).

On the event itself - I could do 2 sessions though they won't ever be quite identical... let's talk about the overall structure and how I can best contribute....OK? Do you have an outline for the event?

Ben

-----Original Message-----

From: LLOYD-APJOHN, Gail [mailto:Gail.LLOYD-APJOHN@deta.qld.gov.au]
Sent: Wednesday, September 12, 2012 9:55 PM
To: Ben Levin
Cc: CAMPLING, Mark
Subject: RE: 2012 principals conference Qld

Dear Ben

As you are aware through email correspondence with Mark Campling, Lyn McKenzie and myself, the 2013 Principals' conference is proceeding. The dates are confirmed as 28 February and 1 March 2013 and the event will be held at the Brisbane Convention and Exhibition Centre.

Over the next five to six months I will be liaising with you on logistics, payment, travel and program timings and Mark Campling will liaise with you on content for your sessions, which are still in development.

The project team for the conference met yesterday to discuss the program and workshop design concept. Lyn McKenzie has indicated a preference that the breakout groups/workshops have no more than 60 people at any one time to allow them to be more interactive. Because of the number of rooms available to us, this means we have to split the delegates in half so that half are listening to the keynote speaker and the other half are in workshops. We then swap them over (after lunch).

This means you would have to speak twice on the same subject for 90 minutes per session to the split groups. (see draft program). We understand that this will be quite onerous for you but ask if you could have a think about this and advise if you would be able to do two 90 minute sessions, plus a 30 minute session at 4.15pm to talk about research - all on the same day!

If this is not possible from your perspective, we will have to readjust the program concept.

I would appreciate your advice.

Kind regards, Gail

Gail Lloyd-apJohn
Senior Project Officer
Indigenous Education and Training Futures Department of Education, Training and Employment Level 21 | 30 Mary Street | BRISBANE QLD 4000 PO Box 15033, CITY EAST QLD 4002

T 07 3247 4248 | M the RTI Act - contrary to F 07 3235 4099 e gail.lloyd-apjohn@deta.qld.gov.au | www.deta.qld.gov.au |
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-----Original Message-----

From: Ben Levin [mailto:47(3)(b) of the RTI Act - contrary to the public]
Sent: Wednesday, 8 August 2012 3:09 AM
To: MCKENZIE, Lyn
Cc: LLOYD-APJOHN, Gail
Subject: RE: 2012 principals conference Qld

Anything further on this?
Ben

-----Original Message-----

From: MCKENZIE, Lyn [mailto:Lyn.MCKENZIE@deta.qld.gov.au]
Sent: Wednesday, June 20, 2012 12:00 AM
To: Ben Levin
Cc: LLOYD-APJOHN, Gail
Subject: RE: 2012 principals conference Qld

Hi Ben

It is lovely to hear from you. I hope you are well.

We have a conference planning committee meeting early next week. Is it OK if I get back to you after that meeting?

thanks
Lyn

-----Original Message-----

From: Ben Levin [mailto:47(3)(b) of the RTI Act - contrary to the public]
Sent: Wednesday, June 20, 2012 1:59 PM
To: MCKENZIE, Lyn
Cc: LLOYD-APJOHN, Gail
Subject: RE: 2012 principals conference Qld

Hi Lyn - given my schedule for 2013 is already filling, I'm hoping to confirm arrangements for this event in the near future. I have that week reserved as of now. Are you in a position to specify dates and tasks and to discuss compensation?

Hope all is well!

Ben Levin

-----Original Message-----

From: MCKENZIE, Lyn [mailto:Lyn.MCKENZIE@deta.qld.gov.au]
Sent: Monday, March 05, 2012 11:52 PM
To: Ben Levin
Subject: 2012 principals conference Qld

Hi Ben

Just confirming that we would love you to be part of our Principals conference in 2013- 28 feb and 1 march.

I hope you have availability.

Regards

Lyn Mckenzie

Deputy Director General Education Queensland

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Record Number **12/443218**

Title **Alternative Sourcing Strategy - Prof Ben Levin**

Current Location In Container '20/8/12 (At Home Location: Community Engagement and Partnerships Home Storage Location)' since 18/12/2012 at 10:00 AM

Container 20/8/12: Community Relations - Conferences - Principals' Conference

Record Type Attachments

Attachment Type Signature Page

All Contacts Senior Policy Officer 01 IP IP&SI (Author)

Director Community Engagement and Partnerships ODG (Representative)

Organisation Indigenous Policy IP&SI SP&IR

Date Created 26/11/2012 at 11:39 AM

Date Due

Electronic Details In HP TRIM Store, Microsoft Word 97 - 2003 Document, 387 KB

Mov His 12/443218 Current Location Changed - Speech Support Officer PA&MIM CE&P - done by 'tjbre0' on 26/11/2012 at 2:59 PM; 12/443218 Current Location Changed - 20/8/12 (At Home Location) (Tuesday, 18 December 2012 at 10:00:24 AM) - done by 'tjbre0' on 18/12/2012 at 10:00 AM

Additional Reference

Notes "Tuesday, 27 November 2012 at 11:01:41 AM (GMT+10:00) Breasley, Talei:"
E-mail to Corporate Procurement for approval

Department of Education, Training and Employment

APPROVAL OF AN ALTERNATE SOURCING STRATEGY

Form No: SPS014
Revision No.5
September 2012

1. REQUEST FOR APPROVAL				
TO	<input type="checkbox"/> Purchasing Delegate (up to \$20,000, seeking less than minimum quotation requirements) <input checked="" type="checkbox"/> Procurement Delegate (over \$20,000, seeking less than minimum quotation requirements)			TRIM REF: 12/443218
FROM	SCHOOL / INSTITUTE / CORPORATE BRANCH / UNIT		Community Engagement and Partnerships	
	CONTACT NAME		Gail Lloyd-apJohn	POSITION Senior Project Officer
	PHONE		07 3247 4248	DATE 26/11/12
2. PURCHASE DETAILS				
DESCRIPTION OF PRODUCT OR SERVICE		Engage Prof Ben Levin - Professor and Canadian Research Chair in Education Leadership and Policy, University of Toronto as a keynote speaker for the 2013 Principals' Conference		IS THIS A CONTRACT EXTENSION/ RENEWAL? <input type="checkbox"/> NO <input type="checkbox"/> YES If Yes, provide File/Trim Ref:
ESTIMATED START / END DATE		27/02/13 to 05/03/13	ESTIMATED COST ¹	the RTI Act - contrary (excl. GST)
3. ALTERNATE SOURCING STRATEGY				
WHAT SUPPLIER RESEARCH HAS DETERMINED THIS STRATEGY?		Prof Levin has played an extensive role in the reform agenda for Education Queensland. In 2011 he conducted an audit of education reform plan for Education Queensland and provided consultancy advice for strengthening the quality of implementation and provided capacity building training and advice for senior leadership and for school-based leaders focusing on the quality of implementation. His attendance at the 2013 Principals' Conference is a continuation of his involvement in the reform process.		
WHY IS THIS THE BEST SOLUTION? ²		Professor Levin is widely known for his work in educational reform, educational change, educational policy and politics and is considered an expert in this field. Professor Levin will base his keynote address on implementing a research-validated pedagogical framework to support excellence in teaching and learning practices. Prof Ben Levin's past experience and work with Education Queensland gives him a greater understanding and knowledge that other prospective lecturers/speakers could not provide.		
WHO ARE THE RECOMMENDED SUPPLIER/S TO SEEK A QUOTE?		Professor Ben Levin		
4. APPROVAL				

¹ Estimated cost is the total value of supply over the contract period, including extensions, if applicable.

² Attach or TRIM reference any supporting documentation to assist the purchasing/procurement delegate to establish an informed decision. **Uncontrolled copy.** Refer to Department of Education, Training and Employment Policy and Procedure Register at <http://ppr.det.qld.gov.au> to ensure you have the most current version of this document.

☐ **PURCHASING DELEGATE** (up to \$20,000, seeking less than the minimum number of quotation requirements)

The alternate sourcing strategy is ☐ **SUPPORTED** ☐ **NOT SUPPORTED**

COMMENTS: <Provide comments on your support or non support and any additional information for procurement delegate approval (if req'd)>

Name _____ Signature _____ Position _____ Date _____

☒ **PROCUREMENT DELEGATE** ³ (required if over \$20,000, seeking less than the minimum number of quotation requirements)

The alternate sourcing strategy is ☐ **SUPPORTED** ☐ **NOT SUPPORTED**

COMMENTS: <Provide comments on your support or non support and any additional request for further information (if req'd)>

Name _____ Signature _____ Position _____ Date _____

GUIDELINES:

This form is used to record the justification for not following the Minimum Competitive Offer Process as permitted by the department's Purchasing and Procurement Procedures and Alternate Sourcing Strategy policy. This document must be filed with the purchase details to provide a written justification for the decision and as a record for audit purposes.

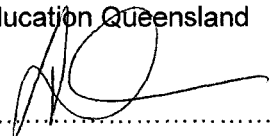
A Purchasing Delegate may approve an alternate sourcing strategy for purchases up to \$20,000, however if above this value, the approval of a Procurement Delegate must be obtained. Prior to submitting to the Procurement Delegate, the local Purchasing Delegate should review the request to confirm the proposed strategy is the best solution to achieve value for money and is justified and defensible.

For approvals over \$20,000, send to the Corporate Procurement Delegate at Procurement.Corporate@dete.qld.gov.au or for further assistance phone 1300 366 612. Corporate Procurement Branch will endeavour to provide a response within 2 working days of receipt.

³ For approvals over \$20,000, a copy of the endorsed form is to be placed on TRIM Corporate file 200/1/213.

**DEPARTMENT OF EDUCATION, TRAINING
AND EMPLOYMENT**

GENERAL BRIEFING NOTE

Approved / Not Approved
Deputy Director-General, Education Queensland

Date... 19/12/12

TO: DEPUTY DIRECTOR-GENERAL, EDUCATION QUEENSLAND

SUBJECT: PEDAGOGICAL FRAMEWORK

RECOMMENDATION

It is recommended that the Deputy Director-General, Education Queensland:

- **approve** the *Pedagogical Framework* (12/281305).

Comments:

BACKGROUND

1. It is expected that all Queensland state schools will enact a site-specific pedagogical framework from 2013, in line with state and regional requirements.
2. The *Pedagogical Framework* has been developed in consultation with stakeholders to guide schools in their renewed focus on how curriculum is delivered to ensure high quality teaching focussed on the achievement of every student.
3. The *Pedagogical Framework* clearly outlines the components of a schools' pedagogical framework as well as core systemic principles that need to be evident.
4. A package of further information and supporting materials is in development and will be launched at the Principals Conference in 2013.

CONSULTATION

5. The *Pedagogical Framework* was extensively reshaped and refined in response to input and feedback from John Hattie, Ben Levin and representatives of major stakeholder groups including:
 - Regional Directors and Assistant Regional Directors
 - Queensland Association of State School Principals
 - Queensland Association of Special Education Leaders
 - Queensland Secondary Principals' Association
 - Queensland Teachers Union
 - Queensland Council of Parents and Citizens' Associations
 - Brisbane School of Distance Education.

6. It is anticipated that the framework will be "launched" at the Principals' Conference in 2013. However, a range of activities are currently occurring to foster the effective implementation of the framework. This includes resources that are currently being developed to support the framework. Additionally, work is being undertaken to build traction in regions. The principals who have been leading high quality pedagogical practice will be utilised at the Principals' Conference, and the resources that are being developed will also be showcased at the conference.
7. It will be extremely important to ensure that Indigenous Perspectives are integrated in the Pedagogical Framework. Examples of high quality pedagogical approaches in Indigenous communities will be profiled in the resource materials. Clear links will be made between the pedagogical framework and lifting outcomes for indigenous students.

LEGAL IMPLICATIONS

8. There are no legal implications.

FINANCIAL IMPLICATIONS

9. The Pedagogical Framework, information package and supporting materials are being developed within existing resources and budget.

MEDIA IMPLICATIONS

10. A media release is not required.

RIGHT TO INFORMATION

11. I am of the view that the contents or attachments contained in this brief **are suitable** for publication.

Executive Director, State Schooling Strategy & Evaluation: Sharon Mullins

Signature	Date:
-----------	-------

Comments:

Executive Director, State Schooling Strategy & Evaluation: Sharon Mullins

Signature	Date:
-----------	-------


Comments:

Assistant Director-General, State Schooling Operations & Strategy: Marg Pethiyagoda

Signature <i>m Pethiyagoda</i>	Date: 3/12/12
--------------------------------	---------------

Comments:

Assistant Director-General, State Schooling Implementation: Mark Campling

Signature: 	Date: 3/12/12
--	---------------

Comments:

Action Officer and Branch: Robyn Rosengrave, Director, EQ State Schooling Operations and Strategy
Telephone: 3235 9877
TRIM No: 12/347207
Date brief completed by Action Officer: 10/10/2012

Pedagogical framework

Each school is required to have a pedagogical framework that is collaboratively developed with the school community to ensure 'high quality teaching focused on the achievement of every student'.¹

This requirement acknowledges the impact of quality teaching and the evidence that research-validated pedagogy – implemented with consistency across a school setting and supported by instructional leadership – improves student performance and develops successful learners.

Expectations

Schools implement a research-validated pedagogical framework that:

1. describes the school values and beliefs about teaching and learning that respond to the local context and the levels of student achievement
2. outlines processes for professional learning and instructional leadership to support consistent whole-school pedagogical practices, monitor the sustained impact of those practices on every student's achievement, and increase the impact
3. details procedures, practices and strategies – for teaching, differentiating, monitoring, assessing, moderating – that reflect school values and support student improvement
4. reflects the following core systemic principles.

Core Systemic Principles

Student-centred planning

- decisions based on knowledge of the students and their prior learning and attributes
- range of agreed data used to tailor learning pathways and target resources
- frequent monitoring and diagnostic assessment to inform differentiation.

High expectations

- comprehensive and challenging learning goals for each student based on agreed data sets
- deep learning through higher order thinking and authentic contexts

- Agreed procedures for ongoing induction, coaching, mentoring and support in teaching and learning for all staff.

Alignment of curriculum, pedagogy and assessment

- pedagogy aligned with curriculum intent and demands of the learning area/subject, general capabilities and cross-curriculum priorities
- assessment, with explicit criteria and standards, planned up front and aligned with teaching
- lesson design and delivery, including monitoring and data collection practices, consistent across the school and learning area
- moderation practices to support consistency of teacher judgment about assessment data.

Evidence-based decision-making

- teaching and learning informed by student performance data and validated research
- quality evidence of the sustained impact of the agreed teaching methods is used to inform teaching and learning
- agreed feedback practices for staff, parents and students.

Targeted and scaffolded instruction

- comprehensive range of agreed contemporary teaching strategies that support curriculum intent, engage students and exploit available technology
- differentiated and scaffolded teaching based on identified needs of students.

Safe, supportive, connected and inclusive learning environments

- consistent, whole-school approaches to classroom and behaviour management, recognition of difference, student well-being and development of student autonomy
- innovative, responsible and ethical use of digital technologies.

¹ *United in our pursuit of excellence: Improvement agenda 2011–2015*



Number of Records 1

Record Number **12/356633**

Title **Schools Update - 17 September 2012 - FINAL**

Current Location In Container '20/12/381 (Community Engagement and Partnerships Home Storage Location)' since 9/10/2012 at 1:25 PM

Container 20/12/381: Community Relations - Events - CCM Schools Update

Record Type Memo or Minute

Memo/Minute Type Memo

All Contacts Sayers, Steven (Author)

Wetton, Rhondda (Addressee)

Organisation Public Affairs and Media Issues Management CE&P

Date Created 18/9/2012 at 1:24 PM

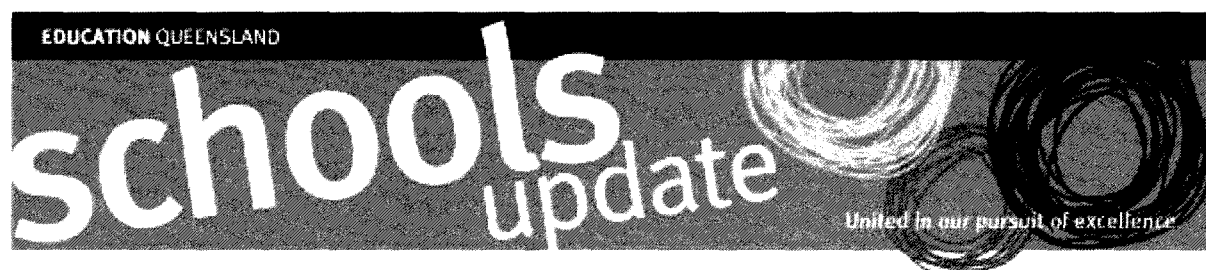
Date Due

Electronic Details In HP TRIM Store, Microsoft Word 97 - 2003 Document, 183 KB

Mov His 12/356633 Current Location Changed - Communications Officer 01 CU CE&P - done by 'sasay0' on 20/9/2012 at 9:08 AM; 12/356633 Current Location Changed - Speech Support Officer PA&MIM CE&P - done by 'sasay0' on 20/9/2012 at 11:11 AM; 12/356633 Current Location Changed - 20/12/381 (At Home Location) (Tuesday, 9 October 2012 at 1:25:39 PM) - done by 'tjbre0' on 9/10/2012 at 1:25 PM

Additional Reference

Notes "Thursday, 20 September 2012 at 11:11:36 AM (GMT+10:00) Sayers, Steven:"
Hi Talei, for your records here is the final version of the Schools Update for 17 September 2012. Cheers, Steve



United in our pursuit of excellence

Independent Public Schools

The Minister for Education, Training and Employment John-Paul Langbroek today announced the first 26 Queensland state schools selected to become Independent Public Schools in 2013. This initiative recognises that the best decision making often happens at the local level, giving schools greater autonomy to meet the local needs of their students and community. Over the next four years there will be further opportunities for schools to apply to become Independent Public Schools.

More Support for Students with Disabilities

The More Support for Students with Disabilities (MSSWD) National Partnership Project is a Commonwealth Government initiative aiming to ensure Australian schools and teachers are better able to support students with disabilities. The department will be provided with \$32.9 million over two years to build workforce capacity by providing professional development, support and resources for school leaders, teachers and support workers. For more information visit the [MSSWD OnePortal page](https://oneportal.deta.qld.gov.au/Students/LearningandDisabilitySupport/MoreSupportforStudentswithDisabilities/Pages/default.aspx).

<https://oneportal.deta.qld.gov.au/Students/LearningandDisabilitySupport/MoreSupportforStudentswithDisabilities/Pages/default.aspx>

DETE continues support for Youth Support Coordinator Initiative

The Department of Education, Training and Employment (DETE) is committed to the support of young people who are at risk of disengaging from their education. The department will continue to allocate \$9.6 million to support young people in Years 10-12 to remain engaged with their education. The Department of Communities, Child Safety and Disability Services has announced they are withdrawing their contribution from the initiative. Current YSCI arrangements will remain in place until the end of the year. An update on arrangements for 2013 will be provided as soon as possible.

Curriculum into the Classroom

History and revised English, mathematics and science materials

Unit 1 of the revised C2C English, mathematics and science materials and the new history materials will be available from the beginning of Term 4. An upcoming *D-G Message* will outline important revisions to the C2C materials following feedback from teachers as well as how the independent learning materials (previously referred to as Distance Education materials) will be more closely aligned to the learning experiences described in lesson plans. For more information [subscribe to Teaching Learning Connect](https://team.oneportal.deta.qld.gov.au/sites/TLSubscribe/default.aspx).

<https://team.oneportal.deta.qld.gov.au/sites/TLSubscribe/default.aspx>

Staff

Principals' Conference from 28 February – 1 March 2013

The 2013 Principals' Conference will be held from 28 February – 1 March at the Brisbane Convention and Exhibition Centre. Professor Ben Levin will return as a guest presenter. Professor Levin oversaw a significant increase in student achievement and teacher morale as Deputy Minister of Ontario from 2004-2007 and has played a key role in Education Queensland's reform agenda. Schools will be required to fund and arrange their principal's transport and accommodation. There will also be a registration fee, however the department is working to offset school costs by securing sponsorship.

http://www.oise.utoronto.ca/lhae/Programs/Educational_Administration/Faculty_Staff/Faculty/Ben_Levin.html

World Teachers' Day 2012

Schools are encouraged to organise activities to celebrate the achievements of teachers this World Teachers' Day, to be held on Friday 26 October. On the day, the department will recognise service contributions of teachers as part of the Reward and Recognition program.

<http://education.qld.gov.au/hr/recruitment/teaching/world-teachers-day.html>

General news

Day for Daniel: 26 October

The national Day for Daniel is on Friday 26 October. Schools are encouraged to start planning an activity to promote personal safety to their students and the broader community. The Daniel Morcombe Foundation has assembled promotional packs for schools that register an event online. Activity ideas and a poster are available on the website.

<http://www.dayfordaniel.com.au/>

Safety in Schools Week

The annual Safety in Schools Week will be celebrated from 22 October – 26 October, with activities aimed at preventing accidents in everyday environments. School is the second most common location, after the home, for preventable accidents to children. There are 24 child safety computer game modules available to help students learn about safety and they can also participate in the Child Safety Computer Game School Challenge.

<http://www.kidsafeqld.com.au/school-safety>

www.edsoft.com.au/preventit

Anti-Poverty Week: 14 - 20 October

Anti-Poverty Week highlights the struggles of around one million Australians and many more people throughout the world. The Social Inclusion at School booklet provides a checklist for schools to examine how their operations affect students from low-income families and there is a list of activity ideas to promote Anti-Poverty Week at schools.

<http://www.antipovertyweek.org.au/>

<http://www.antipovertyweek.org.au/images/documents/Social%20Inclusion%20in%20Schools%20Booklet.pdf>

<http://www.antipovertyweek.org.au/images/documents/Social%20Inclusion%20in%20Schools%20Booklet.pdf>

Final week to invoice for 2012 AEDI Collection

Schools who participated in the 2012 AEDI Data Collection have until 28 September to submit an invoice to the Australian Government through the online system for reimbursement of teacher relief. All schools that completed checklists are eligible to receive funding of at least \$265. For further information please see the information sheet or contact the AEDI Helpline via email at aedi@srcentre.com.au or phone 1800 092 548.

www.aedidataentry.com.au

<https://oneportal.deta.qld.gov.au/Services/Finance/Forms/Documents/information-sheet-AEDI-2012-state-school-sector-funding-arrangements.pdf>

QCT Census of registered teachers

The Queensland College of Teachers (QCT) conducted its annual census of registered

teachers in Queensland schools during the period 13-15 June 2012. Schools that did not participate in this year's QCT census are requested to update their teacher staff lists through the QCT's online service facility.

<http://www.qct.edu.au/>

Deadline to change Outlook, Entourage or Mac Mail settings: 21 September

Access to DETE's email services from outside the network will change at the end of Term 3 2012 (Friday 21 September). Anyone using Microsoft Outlook, external email clients such as Thunderbird and Eudora, smartphones and tablet devices is required to change their email settings to ensure they continue to send/receive emails and meet the department's security standards. Step-by-step guides to change settings are available on the Smart Classrooms website.

<http://education.qld.gov.au/smartclassrooms/enterprise-platform/mis/webmail/index.html>

OneSchool September update now available

The OneSchool September update is now available on OnePortal. It includes information about:

- updates available from 4 October 2012
- the 2012–13 training program
- changes to Purchase IT
- managing suppliers
- remittance advice process
- school stocktake process.

<https://oneportal.deta.qld.gov.au/Services/InformationTechnology/Forms/Documents/OneSchoolSeptember2012Update22.pdf>

Kids Helpline 2011 Overview

The Kids Helpline 2011 Overview has recently been released. It provides an insight into the concerns and help-seeking trends of Australian children and young people. Kids Helpline provides confidential telephone and online counselling services to children and young people aged five to 25 years.

<http://www.kidshelp.com.au/grownups/news-research/research-reports/kids-helpline-overview.php>

New to Education Views news site

This week there a number of stories about the upcoming Showcase awards. DETE also has a comprehensive calendar on the Education Views website.

<http://education.qld.gov.au/projects/educationviews/>

School Newsletter items

There are many relevant stories parents and carers want to hear more about. Principals could include the following items in their school newsletter or on their school Facebook or Twitter pages.

Facebook/Twitter items

Twitter (for week beginning 17 September)

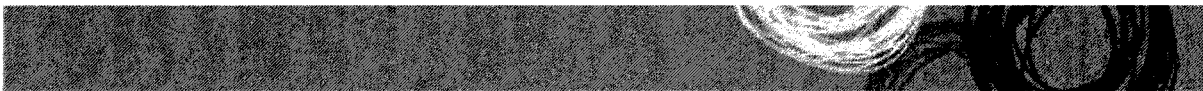
Last day of school is Friday 21 September. Don't forget every day counts. We look forward to seeing all of our students every day this week.

Visit the OnePortal document library for more ideas.

<https://oneportal.deta.qld.gov.au/News/SchoolUpdate/2012/Documents/Forms/AllItems.aspx>

For more news, visit Education Views online.

<http://education.qld.gov.au/projects/educationviews/>





Number of Records 1

Record Number **11/291481**

Title ****** MINISTERIAL MEETING REQUEST **** Minister to meet with Professor Michael Fullan and Ben Levin regarding - EQ System Review**

Current Location In Container '500/31/469-21 (At Home Location: Cabinet and Executive Services Home Storage Location)' since 24/10/2011 at 9:05 AM

Container 500/31/469-21: Strategic Management - Meetings - Requested Ministerial Briefs OCTOBER 2011

Record Type Request for Brief or Question on Notice

Brief / QON Request Type Min Request for Brief

All Contacts Assistant Director-General State Schools - Performance SS (Representative)

Date Created 19/10/2011 at 3:13 PM

Date Due 24/10/2011

Electronic Details In HP TRIM Store, Microsoft Word 97 - 2003 Document, 65 KB

Mov His 11/291481 Current Location Changed - Liaison Officer 02 OME M&ESU - done by 'aarm1' on 19/10/2011 at 3:14 PM; 11/291481 Current Location Changed - Senior Executive Officer SSP&R SSO - done by 'aarm1' on 19/10/2011 at 3:20 PM; 11/291481 Current Location Changed - Executive Services Officer 01 SSP SS - done by 'lakey0' on 20/10/2011 at 1:08 PM; 11/291481 Current Location Changed - Executive Officer 02 SO EQ - done by 'ltfle0' on 20/10/2011 at 2:23 PM; 11/291481 Current Location Changed - Liaison Officer 02 OME M&ESU - done by 'saarn0' on 21/10/2011 at 3:21 PM; 11/291481 Current Location Changed - 500/31/469-21 (At Home Location) (Monday, 24 October

Additional Reference

Notes "Monday, 24 October 2011 at 9:05:27 AM (GMT+10:00) Armstrong, Aimee:"
file closed

"Friday, 21 October 2011 at 3:20:32 PM (GMT+10:00) Arnfield, Shirley:"
Aimee
As discussed Thurs a brief is already on the way to MO.

"Thursday, 20 October 2011 at 2:23:01 PM (GMT+10:00) Fletcher, Louise:"
Moving back to ODDG,EQ for advice.

"Thursday, 20 October 2011 at 1:07:50 PM (GMT+10:00) Keyes, Liz:"
Moved to School Performance for urgent attention. Thanks

"Thursday, 20 October 2011 at 1:06:11 PM (GMT+10:00) Keyes, Liz:"
Seeking advice from ODDG EQ. Thanks

"Wednesday, 19 October 2011 at 3:16:05 PM (GMT+10:00) Armstrong, Aimee:"
** MINISTERIAL MEETING BRIEF REQUEST**

Please provide a ministerial meeting brief (IBN) referring to the attached request. If clarification is required, please contact the requesting DLO in the MO on 71068.

DUE TO DLO IN MO BY 2PM MONDAY 24 OCTOBER 2011

Note: Please consider that this brief must progress through MESU and have DG approval prior to the MO deadline.
Thanks.

URGENT MINISTERIAL MEETING BRIEF REQUEST

Requested by: Aimee Armstrong, Departmental Liaison Officer (323 71068) SBI

To: SCHOOL PERFORMANCE

Subject: Minister to meet with Professor Michael Fullan and Ben Levin
regarding - EQ System Review

Date/time required: 2PM MONDAY 24 OCTOBER 2011

Today's date: Wednesday, 8 July 2015

- Please provide an IBN, for the Chief of Staff to note.

Key Meeting Details

When: Monday, 7 November 2011
Where: Minister's Office, Education House
Contact: Josh Mallett 3237 0337
Discussion Topics: please see email contained within this request

Proposed agenda items, when available, will be provided at a later date

The brief should address/include, without restricting it to, the following:

1. Address any issues that may be raised-or may exist-regarding the meeting subject, attendees and/or venue.
2. Provide detailed information about any relevant contentious issues and suggested responses to those issues.
3. Provide only relevant background information that may assist understanding of any issues.

When a departmental representative is requested to attend, please ensure they have noted the appointment in diary for attendance. Please also advise the requesting officer of the rep and indicate in the briefing and in TRIM notes.

Thank you for your assistance in providing this information by the date/time required.

Action required

- ☒ Action Officer to prepare IBN using the template

Preparation instructions

- If this brief requires additional information from another branch/directorate within the department, please liaise with the appropriate person to submit one consolidated response.
- Please TRIM brief and any attachments to Coordinator Executive Briefings M&ESU indicating in the TRIM notes that it has been approved by the appropriate officers. Please bring Coordinator Executive Briefings M&ESU attention to urgent documents.
- Hard copies of the approved IBN (and any attachments) should be returned to Coordinator Executive Briefings M&ESU (floor 19), who will then process the brief through the relevant channels. Under **NO CIRCUMSTANCES** are briefings to be sent directly to the Minister's office.
- Any attachments and/or correspondence prepared for Ministerial signature should also be contained under this request and forwarded with request to Coordinator Executive Briefings M&ESU (floor 19).

PLEASE NOTE – the brief must progress through MESU and have DG approval prior to meeting the MO deadline.

KEYES, Liz

Subject: Meet with Professor Michael Fullan and Ben Levin re EQ System Review
Location: Minister's Office, Education House

Start: Mon 7/11/2011 1:30 PM
End: Mon 7/11/2011 2:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: Cameron Dick

Advisor Attending: David Smith
Dept rep: Julie Grantham

Contact: Josh Mallett 3237 0337

<<img-X191243-0001.pdf>>

Updated brief required - due 3 November 12.00pm



img-X191243-00...

KEYES, Liz

Subject: Meet with Professor Michael Fullan and Ben Levin re EQ System Review
Location: Minister's Office, Education House

Start: Mon 7/11/2011 1:30 PM
End: Mon 7/11/2011 2:00 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: Cameron Dick

Advisor Attending: David Smith
Dept rep: Julie Grantham

Contact: Josh Mallett 3237 0337

<<img-X191243-0001.pdf>>

Updated brief required - due 3 November 12.00pm



img-X191243-00...



Record Number 11/57135

Title 2011 Principals Conference - DGBN - Thank you letters

Current Location At Home Location: Community Engagement and Events CE&P since 18/3/2011 at 9:02 AM

Container

Record Type Brief or Question on Notice Response

Brief / QON Type DG Brief

All Contacts Events Manager P&E CC&M (Author)

Director Community Engagement and Partnerships ODG (Representative)

Organisation Deactivated Positions 2012

Date Created 11/3/2011 at 8:31 AM

Date Due

Date Closed 18/3/2011

Electronic Details In HP TRIM Store, Microsoft Word 97 - 2003 Document, 47 KB (Finalised on 18/3/2011)

Mov His 11/57135 Current Location Changed - Events Manager P&E CC&M - done by 'jpshe0' on 11/3/2011 at 8:32 AM; 11/57135 Current Location Changed - Finance Officer CE&P ODG - done by 'jpshe0' on 11/3/2011 at 8:50 AM; 11/57135 Current Location Changed - Speech Support Officer PA&MIM CE&P - done by 'bxlun0' on 11/3/2011 at 10:32 AM; 11/57135 Current Location Changed - Cabinet Executive Briefings M&ESU - done by 'bxlun0' on 11/3/2011 at 11:36 AM; 11/57135 Current Location Changed - Editing IOES - done by 'aarm1' on 11/3/2011 at 1:22 PM; 11/57135 Current Location Changed - DG for Signature IOES, - done by 'aarm1' on 14/3/2011 at 11:38 AM; 11/57135 Current Location Changed -

Additional Reference

Notes "Monday, 21 March 2011 at 2:20:53 PM (GMT+10:00) Meacock, Joel:"
RTS mail was sent

"Friday, 18 March 2011 at 9:02:10 AM (GMT+10:00) Nekeman, Sarah:"
Hard copy received. Noted by OED. Returning to Jane Shea. Closed and finalised.

"Wednesday, 16 March 2011 at 12:34:25 PM (GMT+10:00) Armstrong, Aimee:"
Executive Officer notified by email. Hardcopy available for pick-up from Floor 14.
Attachments A - D posted today. Att E - to CCM for attachment of certificates.

"Wednesday, 16 March 2011 at 11:17:34 AM (GMT+10:00) Tunn, Amy:"
DG approved. Scanned signed version attached. Progressed to MESU for finalisation and postage

"Monday, 14 March 2011 at 3:12:05 PM (GMT+10:00) Tunn, Amy:"
Received in ODG. Progressed to Director, Nick Seeley for DG's consideration.

"Monday, 14 March 2011 at 11:38:30 AM (GMT+10:00) Armstrong, Aimee:"
to ODG

"Friday, 11 March 2011 at 1:22:35 PM (GMT+10:00) Armstrong, Aimee:"
rec in MESU

"Friday, 11 March 2011 at 11:36:42 AM (GMT+10:00) Lund, Bella:"
Approved by A/ED CCM, Ros Dunn. Progressing to MESU.

"Friday, 11 March 2011 at 8:49:33 AM (GMT+10:00) Shea, Jane:"
Approved by Rhondda Wetton, Programs & Events. Forwarding for Executive Director for further approval.

DEPARTMENT OF EDUCATION AND TRAINING
GENERAL BRIEFING NOTE

~~Approved~~ / Not Approved

Director-General
Date

Jantha
13/11

Date Action Required By: 18/03/2011

TO: THE DIRECTOR-GENERAL

SUBJECT: PRINCIPALS' CONFERENCE – LETTERS OF APPRECIATION

RECOMMENDATION

It is recommended that the Director-General:

- **sign** the attached letters of appreciation to the keynote speaker, guest speakers and student performers involved in the 2011 Principals' Conference (**Attachments A-E**).
- **approve** the use of her electronic signature on the certificates of appreciation to student performers (**Attachment F**).

Comments:

BACKGROUND

1. Attended by almost 1300 principals, the 2011 Principals' Conference was held at the Brisbane Convention and Exhibition Centre, South Bank on Monday, 28 February and Tuesday, 1 March 2011.
2. Professor Ben Levin PhD, Professor and Canada Research Chair in Education Leadership and Policy, University of Toronto, provided the keynote address.
3. Uncle Albert Holt gave the acknowledgement of country at the conference opening.
4. Other guests speakers included Lesley Englert, board member and Queensland nominee, Australian Curriculum, Assessment and Reporting Authority; Tony Mackay, Chair, Australian Institute for Teaching and Learning Leadership; Dr Chris Sarra, Executive Director, Stronger Smarter Institute; Steve Ryan, President, Queensland Teachers' Union; and Dr Stephen Brown, Chief Executive Officer, Queensland Education Leadership Institute
5. The MacGregor State High School Percussion Ensemble performed at the conference opening, and selected students from *Creative Generation – State Schools Onstage* provided entertainment for the conference dinner.

Action Officer and Branch: Jane Shea, Principal Programs and Events Officer, Corporate Communication and Marketing
Telephone: 322 22721
TRIM No: 11/57135
Date brief completed by Action Officer: 7/03/2011



16 MAR 2011

Department of
Education and Training

Professor Ben Levin, PhD
Professor and Canada Research Chair in
Education Leadership and Policy,
University of Toronto
Department of Theory and Policy Studies in Education OISE/UT

Section 47(3)(b) of the RTI Act - contrary to the public interest

TORONTO ONTARIO CANADA

Dear Professor Levin 

Thank you for being the keynote speaker at the 2011 Principals' Conference at the Brisbane Convention and Exhibition Centre on Tuesday, 1 March 2011. Your willingness to share your extensive knowledge and views on world's best practices in education made an important contribution to the success of the conference.

As you are aware, the conference was a significant opportunity to share key strategic messages and discuss future directions for education in Queensland. With almost 1300 principals in attendance, this was the first time that every state school principal had gathered in the one place at the one time. The feedback from principals has been overwhelmingly positive and I know they have returned to their schools with new ideas, a shared sense of purpose and renewed energy to address the challenges that lay before us.

Once again, thank you so much for your enthusiasm and preparedness to make the conference successful and relevant. It was very much appreciated.

Yours sincerely



Julie Grantham
Director-General

Ref: 11/57169

Office of the Director-General
Floor 22 Education House
30 Mary Street Brisbane 4000
PO Box 15033 City East
Queensland 4002 Australia
Telephone +61 3237 0900
Facsimile +61 3237 1369
Website www.deta.qld.gov.au
ABN 76 337 613 647

Professor Ben Levin, PhD
Professor and Canada Research Chair in
Education Leadership and Policy,
University of Toronto
Department of Theory and Policy Studies in Education OISE/UT

Section 47(3)(b) of the RTI Act - contrary to the public interest

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Once again, thank you so much for your enthusiasm and preparedness to make the conference successful and relevant. It was very much appreciated.

Yours sincerely

Julie Grantham
Director-General

Ref: 11/57169



Record Number 11/55865

Title Departmental Letter to Ben Levin
Current Location In Container '150/21/586 (In Container '550/29/98 (State Schools Home Storage Location)')' since 19/4/2012 at 10:53 AM
Container 150/21/586: Curriculum Provision - Implementation - State Schooling Implementation - Correspondence
Record Type Outgoing - Initiated Correspondence
Outgoing Initiated Type Initiated Departmental Correspondence
All Contacts Principal Advisor 01 SSP SS (Author)
Fullan, Michael (Addressee)
Organisation State Schools - Performance SS
Date Created 10/3/2011 at 9:54 AM
Date Due
Electronic Details In HP TRIM Store, Microsoft Word 97 - 2003 Document, 45 KB
Mov His 11/55865 Current Location Changed - Executive Services Officer 01 SSP SS - done by 'sctis0' on 10/3/2011 at 9:58 AM; 11/55865 Current Location Changed - 550/29/98 (At Home Location) (Thursday, 19 April 2012 at 10:53:30 AM) - done by 'pxval0' on 19/4/2012 at 10:53 AM

Additional Reference
Notes "Thursday, 10 March 2011 at 10:07:16 AM (GMT+10:00) Tisdall, Sophia:"
Approved by Prof Fullan & Prof Levin. Signature page attached.

"Thursday, 10 March 2011 at 10:01:57 AM (GMT+10:00) Tisdall, Sophia:"
"Monday, 21 February 2011 at 1:31:42 PM (GMT+10:00) Tisdall, Sophia:"
Forwarded to Prof Ben Levin and Prof Levin.

"Friday, 18 February 2011 at 12:16:53 PM (GMT+10:00) Arnfield, Shirley:"
Noted by A/DDG EQ

"Thursday, 17 February 2011 at 1:36:45 PM (GMT+10:00) Walsh, Becky:"
Reviewed by PA, ODDG EQ. Edits made. ADG SP has the necessary financial delegation to progress the agreement. Copy provided to A/DDG EQ for noting.

"Wednesday, 16 February 2011 at 4:03:07 PM (GMT+10:00) Arnfield, Shirley:"
Received in ODDG EQ office

"Tuesday, 15 February 2011 at 10:22:37 AM (GMT+10:00) Tisdall, Sophia:"
Approved by ADG, SP. Forwarding to DDG, EQ for approval prior to forwarding. Hardcopy to follow.

"Monday, 14 February 2011 at 1:12:48 PM (GMT+10:00) Tisdall, Sophia:"
Forwarding to ADG, SP for approval.

Michael Fullan Enterprises

Section 47(3)(b) of the RTI Act - contrary to the public interest

Dear Professor

RTI Act - contran

Thank you for the draft proposal outlining the services that you and Professor Levin will provide to Queensland next month outlining the services that you will provide to the Queensland Department of Education and Training. I would like to formalise an agreement between the Department and yourselves so that payment can be authorised.

Ms Julie Grantham, Director-General, has requested that you provide support, guidance and feedback to our department with a view to assisting us in our school improvement journey.

Timeline

1 February 2011 to 31 December 2011.

Purpose

1. To conduct an audit of education reform plans for Education Queensland and provide consultancy advice for strengthening the quality of implementation; and
2. To provide capacity building training and advice for senior leadership and for school-based leaders focusing on the quality of implementation.

Activities

1. Analyse documents on an ongoing basis;
2. Provide an on-site keynote address for a state conference and conduct a three day onsite audit in February/March, 2011 including a range of interviews with key stakeholders (Levin);
3. Conduct four or more Video Conference meetings with senior leadership (Fullan and Levin);
4. Conduct one day of on-site consultation in November (Fullan);
5. Conduct two days of on-site capacity building workshops in November (budgeted separately) (Fullan);
6. Submit a year-end audit report of up to 20 pages with advice for next steps for 2012. Report due: 31 December 2011.

Costings

Airfare, accommodation, incidentals and on-going consultancy for Prof Levin	\$30,000
Airfare, accommodation, incidentals, on-going consultancy and capacity building consultancy for <small>of the RTI Act - contrary to t</small>	\$40,000
Overhead at 10%:	\$7,000
Total Budget	AUD \$77,000

Payment Schedule:

15 March 2011	First interim audit report	\$30,000
15 September 2011	Second interim audit report	\$25,000
31 December 2011	Upon receipt of final report	\$22,000
Note: Two day capacity building workshop in November 2011 to be budgeted separately on the 50/50 financial framework as proposed.		

Would you please indicate your agreement by signing this letter (below) and returning the document to me by email at mark.campling@deta.qld.gov.au. Should you require further clarification, please contact me on telephone 61 7 3237 0121.

I look forward to working closely with you over the coming months.

Yours sincerely

MARK CAMPLING
Assistant Director-General
School Performance
Education Queensland

Ref: 11/055865

 Professor Ben Levin
 Canada Research Chair in Education
 Leadership and Policy at the Ontario Institute
 for Studies in Education
 University of Toronto
 / 02 / 2011

 Michael Fullan
 Professor Emeritus of the Ontario
 Institute for Studies in Education
 University of Toronto
 CANADA
 / 02 / 2011

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MARK CAMPLING
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School Performance
Education Queensland

Ref: 11/30964

Section 47(3)(b) of the RTI Act - contrary to the public interest

Professor Ben Levin
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Leadership and Policy at the Ontario Institute
for Studies in Education
University of Toronto
 / 02 / 2011

Section 47(3)(b) of the RTI Act - contrary to the public interest

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I look forward to working closely with you over the coming months.

Yours sincerely

MARK CAMPLING
Assistant Director-General
School Performance
Education Queensland

Ref: 11/30964

Section 47(3)(b) of the RTI Act - contrary to the public interest

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 / 02 / 2011

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Documents - Detailed

Number of Records 1

Record Number **11/24406**

Title **A special message from the Director-General - Principals' Conference**

Current Location In Container '500/31/787 (In Container '500/31/784 (At Home Location: Office of the Deputy Director-General State Schools)')' since 7/2/2011 at 1:52 PM

Container 500/31/787: Strategic Management - Meetings - DDG State Schools - Invitations/Events

Record Type Incoming Correspondence to Department

Incoming to Dept Type Incoming Corporate Email

All Contacts Barlow, Carrie (Author)

Deputy Director-General State Schools (Addressee)

Organisation Public Affairs and Media Issues Management CE&P

Date Created 2/2/2011 at 4:39 PM

Date Due

Electronic Details In HP TRIM Store, E-mail Message, 1 KB

Mov His 11/24406 Current Location Changed - 500/31/628 (At Home Location) (Monday, 7 February 2011 at 1:52:52 PM) - done by 'jxma10' on 7/2/2011 at 1:52 PM

Additional Reference

Notes "Monday, 7 February 2011 at 1:52:52 PM (GMT+10:00) Mallet, Josh:"
This is the invitation to the Feb-March 2011 Principals conference.
Attached are the acceptances and session planner emails.

KEYES, Liz

From: BARLOW, Carrie on behalf of OFFICEDG, Communication
Sent: Wednesday, 2 February 2011 4:40 PM
Subject: A special message from the Director-General - Principals' Conference

Dear Colleagues

As you are aware, I have scheduled a Principals' Conference for Monday 28 February and Tuesday 1 March 2011 at the Brisbane Convention and Exhibition Centre.

The conference will address key topics such as the Principals' Capability and Leadership Framework, the role of the Assistant Regional Directors, teaching and learning, and discussions on the future direction of Education in Queensland.

The participant list for the two days will include Principals and Acting Principals of Queensland schools, the DET Executive Management Group, Deputy Directors-General, Assistant Directors-General, Regional Directors and Assistant Regional Directors.

Given the logistics of accommodating 1300 delegates, attendance will be restricted to the above groups.

As you are a member of one of the groups outlined, please ensure that you register your attendance by **Friday 18 February 2011** by completing the online registration form through [The Learning Place](#).

Registration for the conference is free and includes the conference dinner on Monday night 28 February 2011, morning tea, lunch and afternoon tea on both days.

I look forward to seeing you all at the 2011 Principals' Conference on 28 February.

Kind regards

Julie Grantham
Director-General

From: BARLOW, Carrie on behalf of OFFICEDG, Communication
Sent: Wednesday, 2 February 2011 2:39 PM
Subject: A special message from the Director-General - Principals' Conference

Dear Colleagues

You are invited to attend the Principals' Conference on Monday 28 February and Tuesday 1 March 2011 at the Brisbane Convention and Exhibition Centre. The participant list for the two days will include Principals, Regional Directors, Assistant Regional Directors as well as the senior executive service from central office.

This is the first time that every Principal and officers from regions and central office will be in the same location at the same time and as such it is a significant part of the reform agenda for Queensland schools. This initiative will give every Principal the opportunity to hear consistent strategic messages and to become part of a united team working together to achieve a world class education system.

The conference will address key topics such as the Principals' Capability and Leadership Framework, the role of the Assistant Regional Directors, teaching and learning, and discussions on the future direction of education in Queensland. It will also provide an opportunity for breakout sessions to discuss each of these topics and how they relate to you and your school. As each region's first term conference has been incorporated into the 2011 Principals' Conference, there is also time allocated on Tuesday 1 March for each region to discuss regional matters not covered under the major topics.

I am delighted to advise that we have been able to secure Professor Ben Levin Ph.D. (OISE, University of Toronto) to participate in the conference as a keynote speaker and panellist. Dr Levin is widely known for his work in educational reform, educational change, educational policy and politics. His work has been international in scope and his writings examine broad areas of education policy. His keynote address at the conference will be on 'world's best practices in education'.

Reading material will be distributed for you to read before attending the conference. This will be distributed to you as soon as it is finalised.

Please ensure that you register your attendance by Friday 18 February 2011 by completing the registration form online at [The Learning Place](http://www.learningplace.com.au/events/event.asp?pid=39185&calid=9372). Unfortunately, given the logistics of accommodating 1300 officers, it is necessary to only have one representative per school.

<http://www.learningplace.com.au/events/event.asp?pid=39185&calid=9372>

The cost of the conference will be met from the Education Queensland budget and includes the conference itself, conference dinner on Monday night 28 February 2011, morning tea, lunch and afternoon tea on both days. Travel including car parking and accommodation can be met from the school grant. There is some capacity to assist with costs for small schools and remote or isolated schools. I recognise that this is particularly important for those schools that require many days of travel and TRS replacement. For these schools, costs should be met from the school budget in the first instance and reimbursement processed following the conference.

Each participant is required to organise their own transport and accommodation. I have attached a list of nearby accommodation options. The Regional Director for your school is happy to assist if you require any assistance to facilitate your attendance.

I look forward to seeing all Principals at the 2011 Principals' Conference on 28 February.

Kind regards

Julie Grantham
Director-General

Please refer to the Queensland Government preferred hotel supplier list.

<http://oneportal.defa.qld.gov.au/Services/Finance/Travel/Domestic/Pages/default.aspx>

The following is a list of accommodation options close to Brisbane Convention and Exhibition Centre, South Bank or a short walk over the bridge to the city:

Hotel Name	Address	Tel	Website
Rydges	9 Glenelg Street South Bank	3364 0800	www.rydges.com/cwp/2011principalconf
Riverside Hotel	20 Montague Road South Bank	3846 0577	www.riversidehotel.com.au
Central Hillcrest Apartments	311 Vulture Street South Brisbane	3846 3000	http://www.centralhillcrest.com.au/
Edmondstone Motel	24 Edmondstone Street, South Brisbane	3255 0777	http://www.edmondstonemotel.com.au/rates/index.html
Parkview Apartments	41-49 Russell Street South Brisbane	3844 4433	http://www.parkviewapartments.com.au/contact_us.html
Mantra South Bank	161 Grey Street South Bank	3305 2500	http://www.mantra.com.au
Mercure Brisbane	85-87 North Quay Brisbane	3237 2300	www.mercurebrisbane.com.au
Ibis Brisbane	27-35 Turbot Street Brisbane	3237 2333	www.ibishotel.com
Royal on the Park	Corner Alice & Albert Streets, Brisbane	3221 3411	www.royalonthepark.com.au
Chifley at Lennons	Queen Street, Brisbane	3222 3222	www.chifleyhotels.com.au
The Sebel Suites Brisbane	95 Charlotte Street Brisbane City	3224 3500	http://thesebelsuitesbrisbane.com.au
Holiday Inn Brisbane	159 Roma St Brisbane	3238 2222	http://www.holidayinn.com.au

2011

Principals' Conference

United in our pursuit of excellence

Monday 28 February and Tuesday 1 March 2011
Brisbane Convention and Exhibition Centre

Tomorrow's Queensland:
strong, green, smart, healthy and fair

Toward 
Tomorrow's Queensland



Queensland
Government

Message from the Director-General

Today is a significant milestone in the reform agenda for education in Queensland. All principals and senior Department of Education and Training staff are in the one location, so it is an opportunity to share key strategic messages and discuss future directions for education in Queensland. This conference is about our students, our teachers and our principals.

Our system, informed by international and national research and the belief, creativity and passion of our people, is evolving and accelerating.

With our seven key priorities, every employee has an opportunity to contribute significantly to the department's performance. Central Office will further refine and focus its operation into a strategic portfolio providing clear direction and intent. This will result in efficient and effective local service delivery through regions, schools and, most importantly, the classroom. Our students deserve the best we can deliver, and to achieve this we must operate as a united team with discipline, clear accountabilities and high expectations.

As principals, you are the CEOs of your schools. It is your responsibility to ensure you have the skills and knowledge to fulfil your roles. You are the key drivers of improved teaching and learning. As a leader of the Department of Education and Training, your focus is on school performance, with a renewed emphasis on quality teaching and lifting the literacy and numeracy performance of every child.

Key topics include the Principals' Capability and Leadership Framework, the role of Assistant Regional Directors, and teaching and learning. Educational reformist Professor Ben Levin from the University of Toronto is participating as a keynote speaker and panellist. Breakout sessions allow you to discuss the topics and how they relate to you and your school.

In times of change we need strong leaders to guide and support us. We need strong leaders in our schools, and in our regional and central offices. We need this leadership to be fluid and seamless, supported by skilled and capable teams. It's time to work together to build a united team to achieve a world-class education system.



Julie Grantham
Director-General
Department of Education and Training

2011 Principals' Conference *United in our pursuit of excellence*



Julie Grantham

Director-General, Department of Education and Training

Ms Grantham was appointed Director-General for the Queensland Department of Education and Training in March 2009, having previously held the position of Director-General for the Department of Justice and Attorney-General.

As the Chief Executive Officer for one of Australia's largest government departments, Ms Grantham is responsible for the delivery of high-quality education services to more than 480 000 students in 1245 state schools, the regulation of 467 non-state schools, the delivery of vocational education and training to more than 240 000 students through 13 TAFE institutes, and the regulation of nine universities and 26 non-university higher education providers.

Ms Grantham has devoted her career to supporting public education in Queensland. She began her career as a teacher, and has held the positions of deputy principal, principal, Executive Director (Schools) and Assistant Director-General in Education.

Ms Grantham has a Diploma of Teaching, a Bachelor of Arts, a Bachelor of Education and a Masters in Leadership and Management.



Lyn McKenzie

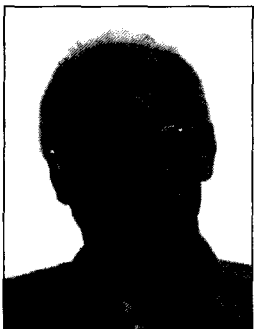
Deputy Director-General, Education Queensland, Department of Education and Training

As Deputy Director-General, Education Queensland, Ms McKenzie provides leadership in the development and implementation of innovative and effective education models and policies in Queensland's state schooling sector. In this role, she reports to the Director-General of the Department of Education and Training.

Ms McKenzie brings more than 23 years' experience in Queensland's education and vocational training sectors to her position. She has been a teacher, principal and Executive Director (Schools) in our state education sector, and has worked in education systems overseas.

Prior to her appointment as Deputy Director-General, Ms McKenzie was Assistant Director-General for Education Programs and Services in the Department of Education, Training and the Arts. In this position, she had a leadership role in non-state school resourcing, innovative schooling, and international education and training. She has also held senior positions within the Brisbane and Gold Coast institutes of TAFE.

An avid learner, Ms McKenzie was awarded her Executive Masters in Government Administration through Monash University in 2009. Key elements of this highly regarded program included Delivering Public Value, Regulatory Tools, Developing Public Policy, Government Economics and Decision Making Under Uncertainty. She has a Masters in Education and Training (2004), a Graduate Certificate in Business (2003), and a Bachelor of Education (Science – Biochemistry) (1985).



Professor Ben Levin, PhD

Professor and Canada Research Chair in Education Leadership and Policy, University of Toronto

Section 47(3)(b) of the RTI Act - contrary to the public interest

Program

MONDAY 28 FEBRUARY 2011

	7 am	Registration Tea and coffee available. Sponsor displays and ICT Genius Bar	Mezzanine Foyer and Plaza Level
LEADERSHIP	8.30 am	Performance: MacGregor SHS Percussion Ensemble Directed by David Adelt	Great Hall
	8.32 am	Master of Ceremonies Mark Campling, Assistant Director-General, School Performance, DET	Great Hall
	8.35 am	Acknowledgment of country Uncle Albert, Elder	Great Hall
	8.40 am	Welcome and overview Julie Grantham, Director-General, DET	Great Hall
	8.45 am	Official welcome Hon Geoff Wilson MP, Minister for Education and Training	Great Hall
	9.00 am	Leadership Julie Grantham, Director-General, DET	Great Hall
	9.45 am	Understanding the challenges 1. A high performance organisation 2. Leadership is the key 3. A system supporting classrooms and learning Dr Richard Eden, Deputy Director-General, Operations, DET	Great Hall
	9.55 am	Morning tea Sponsor displays and ICT Genius Bar	Mezzanine Foyer and Plaza Level
SUPERVISION, CAPABILITY AND REFORM	10.45 am	Education Queensland responding to the challenges 1. High performance organisation • The international scene (the system, McKinsey and other key research) • Australian and state determination • Schools' Differentiated Model Julie Grantham, Director-General, DET 2. Investment in performance • Principals capability development • Supervision of principals • Principals' Capability and Leadership Framework Mark Campling, Assistant Director-General, School Performance, DET	Great Hall
AUSTRALIAN CURRICULUM	11.40 am	Australian Curriculum in practice Lesley Englert, Board member and Queensland nominee, Australian Curriculum, Assessment and Reporting Authority	Great Hall
	11.55 am	Curriculum into the classroom Dr Richard Eden, Deputy Director-General, Operations, DET	Great Hall
	12.30 pm	Lunch Sponsor displays and ICT Genius Bar	Mezzanine Foyer and Plaza Level

2011 Principals' Conference *United in our pursuit of excellence*

MONDAY 28 FEBRUARY 2011 (continued)

REGIONAL BREAKOUT SESSION	1.30 pm	Regional breakout session: Delivering reforms in our regions 1. What are the key messages? 2. How will regions and principals manage: <ul style="list-style-type: none"> • leadership in a high-performing system? • principal supervision? • capability development? • Flying Start reforms? 	
		Metropolitan region Facilitator: Chris Rider , Regional Director, Metropolitan Region, DET	Great Hall 3
		Darling Downs South West region Facilitator: Greg Dickman , Regional Director, Darling Downs South West Region, DET	Plaza Rooms 3, 4 and 5
		North Coast region Facilitator: Greg Peach , Regional Director, North Coast Region, DET	Great Hall 4
		Central Queensland region Facilitator: Wayne Butler , Regional Director, Central Queensland Region, DET	Plaza Rooms 1 and 2
		South East Queensland region Facilitator: Glen Hoppner , Regional Director, South East Queensland Region, DET	VIP Concourse
		North Queensland region Facilitator: Mike Ludwig , Regional Director, North Queensland Region, DET	Great Hall
		Far North Queensland region Facilitator: Clive Dixon , Regional Director, Far North Queensland Region, DET	Mezzanine Room 1
	3 pm	Afternoon tea Sponsor displays and ICT Genius Bar	Mezzanine Foyer and Plaza Level
PANEL SESSION	3.30 pm	Panel session — the key strategic influences that we should be aware of as a system Facilitator: Mark Campling , Assistant Director-General, School Performance, DET Panel members: Tony Mackay , Chair, Australian Institute for Teaching and Learning Leadership Lesley Englert , Australian Curriculum, Assessment and Reporting Authority Board Member Chris Sarra , Executive Director, Stronger Smarter Institute Steve Ryan , President, Queensland Teachers' Union Steve Brown , Chief Executive Officer, Queensland Education Leadership Institute	Great Hall
	4.30 pm	Day one closes	
	6.45 pm	Dinner Speakers: Hon Geoff Wilson MP , Minister for Education and Training Julie Grantham , Director-General, Department of Education and Training Professor Ben Levin PhD , Professor and Canada Research Chair in Education Leadership and Policy, Ontario Institute for Studies in Education, University of Toronto	Exhibition Hall 1
	10 pm	Dinner closes	

TUESDAY 1 MARCH 2011

	7 am	Registration Tea and coffee available. Sponsor displays and ICT Genius Bar	
INSTRUCTIONAL LEADERS	8.30 am	Master of Ceremonies Mark Campling, Assistant Director-General, School Performance, DET	Great Hall
	8:32 am	Instructional leadership Julie Grantham, Director-General, DET	Great Hall
	8.45 am	World's best practices in education Professor Ben Levin, PhD Professor and Canada Research Chair in Education Leadership and Policy, Ontario Institute for Studies in Education, University of Toronto	Great Hall
	10 am	Morning tea Sponsor displays and ICT Genius Bar	Mezzanine Foyer and Plaza Level
REGIONAL BREAKOUT SESSION	11 am	Regional breakout session <ul style="list-style-type: none"> What are the key messages from Ben Levin? What are the key messages for our system and how we do work within our regions? What is the principal's role in leading quality teaching and learning practices within their school? 	
		Metropolitan region Facilitator: Chris Rider, Regional Director, Metropolitan Region, DET	Great Hall 3
		Darling Downs South West region Facilitator: Greg Dickman, Regional Director, Darling Downs South West Region, DET	Plaza Rooms 3, 4 and 5
		North Coast region Facilitator: Greg Peach, Regional Director, North Coast Region, DET	Great Hall 4
		Central Queensland region Facilitator: Wayne Butler, Regional Director, Central Queensland Region, DET	Plaza Rooms 1 and 2
		South East Queensland region Facilitator: Glen Hoppner, Regional Director, South East Queensland Region, DET	VIP Concourse
		North Queensland region Facilitator: Mike Ludwig, Regional Director, North Queensland Region, DET	Hospitality Suite
		Far North Queensland region Facilitator: Clive Dixon, Regional Director, Far North Queensland Region, DET	Great Hall
	12.30 pm	Lunch Sponsor displays and ICT Genius Bar	Mezzanine Foyer and Plaza Level
	1.25 pm	Hon Geoff Wilson MP, Minister for Education and Training Hon Anna Bligh MP, Premier of Queensland	Great Hall
	2.00 pm	Flying Start reforms Patreia Walton, Assistant Director-General, Student Services, DET	Great Hall
	2.25 pm	Summary of key messages Julie Grantham, Director-General, DET	Great Hall

2011 Principals' Conference *United in our pursuit of excellence*

TUESDAY 1 MARCH 2011 (continued)

2.30 pm Regional breakout session: general business

Metropolitan region

Facilitator: **Chris Rider**, Regional Director, Metropolitan Region, DET

Great Hall 3

Darling Downs South West region

Facilitator: **Greg Dickman**, Regional Director, Darling Downs South West Region, DET

Plaza Rooms 3, 4 and 5

North Coast region

Facilitator: **Greg Peach**, Regional Director, North Coast Region, DET

Great Hall 4

Central Queensland region

Facilitator: **Wayne Butler**, Regional Director, Central Queensland Region, DET

Plaza Rooms 1 and 2

South East Queensland region

Facilitator: **Glen Hoppner**, Regional Director, South East Queensland Region, DET

VIP Concourse

North Queensland region

Facilitator: **Mike Ludwig**, Regional Director, North Queensland Region, DET

Hospitality Suite

Far North Queensland region

Facilitator: **Clive Dixon**, Regional Director, Far North Queensland Region, DET

Great Hall

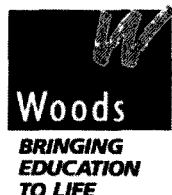
3.30 pm Conference to close within each region with key messages and actions

4 pm Conference ends

REGIONAL BREAKOUT SESSION

2011 Principals' Conference *United in our pursuit of excellence*

Gold sponsor



Morning tea sponsor

Lunch sponsor

Afternoon tea sponsor



Conference sponsor



Conference bag sponsor





**Queensland
Government**

Function Profile

Upon completion of this function profile please forward it to:

ann.lane@deta.qld.gov.au

*For any further information concerning this function, please contact
Ann Lane telephone (07) 3237 1070.*

Thank you for taking the time to complete this form.

**Julie Grantham
Director-General of Education and Training
PO Box 15033
CITY EAST QLD 4002
Telephone: (07) 3237 1070
Facsimile: (07) 3221 4953**

INFORMATION REQUIRED

Name of Organisation/Company	Department of Education and Training
Purpose of function	2011 Principals' Conference dinner
Director-General's Role	Introduce Professor Ben Levin as keynote speaker
Date of function	Monday 28 February 2011
Time at which the Director-General is to arrive	6.40 pm
Time at which the Director-General may appropriately depart	8.30 pm Official proceedings conclude at 8.30 pm and evening closes at 10 pm
Name, telephone number and fax number of person to contact regarding this function. (Please provide an after hours number in case contact is required then.)	Jane Shea Principal Programs and Events Officer Department of Education and Training Ph: <small>of the RTI Act - contrary to the</small> 3222 2721 Fax: 3836 0002
Venue of function (please include name of function room if applicable)	Exhibition Hall 1 Brisbane Convention and Exhibition Centre Cnr Merivale and Glenelg Street South Bank
Please advise of car parking arrangements	VIP parking has been arranged. See Attachment A for detailed instructions.

SPEECH DETAILS

Is the Director-General expected to address the function?	Yes
If an address is required, how long should it be?	2 minutes
Specify topic for address.	Introduce Professor Ben Levin
Do you wish to provide any background information relevant to the topic?	NO If yes, please attached
Is the Director-General the only speaker?	NO
Agenda/program to be provided prior to the function.	See Attachment B for program
Please indicate what equipment will be available for this presentation	<input type="checkbox"/> OHP <input type="checkbox"/> Datashow for Powerpoint
Please state who the Director-General should acknowledge at the commencement of the speech, eg. Members of Parliament, parents and citizens association/school council chair, others <i>***If acknowledgements not available at time of preparation, please forward to Ann Lane at least 2 days prior to event. ***</i>	Acknowledgements to be provided by Friday 25 February 2011 by Jane Shea, Principal Projects and Events Officer, phone 322 22721.
Please state who the Director-General should thank at the conclusion of the speech	Please see speech notes
Please advise if Ms Grantham's biography details are required for introduction at this function	No

GENERAL INFORMATION

Has the Minister for Education and Industrial Relations been invited to this function? If "yes", will he be attending?	Yes, and he will be attending
Please describe the audience profile	State school principals, sponsors and senior representatives from Education Queensland
Approximate number of people attending the function	Approximately 1300 guests
Please provide a list of dignitaries attending the function (if applicable)	See Attachment D
Are any MP's attending the function? If so, please name	Hon Cameron Dick MP, Minister for Education and Industrial Relations
Will Media be present at this function?	No
For any further information that would be of assistance to the Director-General please include here:	

DRESS REQUIREMENTS

What is the dress requirement for this function	Business
Photos: It would be appreciated if you could please forward a copy of any photos taken at this event to Rebecca Abdilla.	Rebecca Abdilla Department of Education, Training and the Arts PO Box 15033 City East QLD 4002 rebecca.abdilla@deta.qld.gov.au

LIST OF ATTENDEES

Name	Position	Company
Gina Archer	Committee Member/Aboriginal Community Elder	Queensland Indigenous Education Consultative Committee
Hilary Backus	President	Queensland Association of State School Principals
John Battams	General Secretary	Queensland Teachers' Union
Dr Stephen Brown	Chief Executive Officer	Queensland Education Leadership Institute
Hon Cameron Dick MP	Minister for Education and Industrial Relations	
Charmaine Driver	President	Australian Association of Special Education
Lesley Englert	ACARA Board Member	Curriculum Champion for National Curriculum
Norm Fuller	President	Queensland Secondary Principals' Association
Julie Grantham	Director-General	Department of Education and Training
Neil Grantham		
Ches Hargreaves	President	Association of Special Education Administrators in Queensland (ASEAQ)
Uncle Albert Holt	Aboriginal Community Elder	
Shaun Kanowski	President	Queensland State P-10/12 School Administrators' Association
Margaret Leary	State President	Queensland Council of Parents and Citizens' Associations
Prof Ben Levin		University of Toronto
Neil McDonald	Chair	Queensland School of Distance Education Principals Employment and Workplace Relations
Lorraine McGinnis	President	Isolated Children's Parents' Association
Robert McHugh	Chairperson	Queensland Studies Authority
Tony McKay	Chair	Australian Institute for Teaching and Learning Leadership
Catherine O'Sullivan	Queensland State Manager	Department of Education
Dr Chris Sarra	Executive Director	Stronger Smarter Institute
Ken Smith	Director-General	Department of the Premier and Cabinet
Allan Rafton	Chairman	Outdoor and Environmental education Principals' Association
Steve Ryan	President	Queensland Teachers' Union
John Ryan	Director	Queensland College of Teachers
Principals		
Sponsors		
Senior DET staff		

Principals' Conference - Dinner Program

**MONDAY 28 FEBRUARY 2011
Brisbane Convention and Exhibition Centre**

Time		Action	Location
6.40 pm		Director-General arrives and met by Rhondda Wetton	Merivales Terrace
6.45 pm		Guests arrive & seated	Exhibition Hall 1
6.45 pm	Entrée	Entrée preset	Exhibition Hall 1
7.00 pm	Entertainment	Opening entertainment <i>I Gotta Feeling</i> – dance segment (3 min)	Exhibition Hall 1
7.03 pm	Welcome	Voice over welcome Background music	Exhibition Hall 1
7.25 pm	Master of Ceremonies	Welcome by Master of Ceremonies, Mark Campling	Exhibition Hall 1
7.27 pm	Speech	The Hon Cameron Dick MP, Minister for Education and Industrial Relations (3 min)	Exhibition Hall 1
7.30 pm	Master of Ceremonies	MC introduces Julie Grantham	Exhibition Hall 1
7.31 pm	Key address	Introduction by Julie Grantham, Director-General, Department of Education and Training Key address by Ben Levin (10 min)	Exhibition Hall 1
7.41pm	Master of Ceremonies	MC announces dinner service	Exhibition Hall 1
7.45 pm	Dinner	Dinner served (background music)	Exhibition Hall 1
8.15 pm	Master of Ceremonies	MC introduces entertainment	Exhibition Hall 1
8.16 pm	Entertainment	<i>Lakme Flower Duet</i> – Annika Hinrichs & Adeline Williams (3 min) <i>Still Haven't Met You Yet</i> – Steve Fiedler (3 min) <i>Rain on Your Parade</i> – Mikayla Gedy (3 min)	Exhibition Hall 1
8.25 pm	Master of Ceremonies	MC close Background music	Exhibition Hall 1
8.30 pm	Tea, coffee	Tea, coffee & chocolates served	Exhibition Hall 1
10.00 pm		Dinner close	Exhibition Hall 1

Principals' Conference Dinner 2011
Exhibition Hall 1
Monday, 28 February 2011, 6.45pm

SHORT LIST

Acknowledgements for the Director-General

Note: This is a suggested, short list of acknowledgements.
A full list is also attached.

- I respectfully acknowledge the Yuggera (pron: Yugg-er-a) people and the Toorabul (pron: Too-ra-bull) people – the traditional Owners of the land on which we gather tonight – and pay my respects to their elders past and present

- **Cameron Dick MP**, Minister for Education and Minister for Industrial Relations;
- **Ken Smith**, Director-General, Department of the Premier and Cabinet
- **Professor Ben Levin**, PhD Professor and Canada Research Chair in Education Leadership and Policy, Ontario Institute for Studies in Education, University of Toronto

- **Conference speakers:**
 - Lesley Englert
 - Dr Chris Sarra
 - Steve Ryan
 - Tony Mackay
 - Dr Stephen Brown
 - Dr Richard Eden
 - Patrea Walton

- Representatives from the **Queensland Teachers' Union**, **Queensland College of Teachers** and **Queensland Studies**

Authority

- Presidents from the **principals' associations** and the **QCPCA**
- Representatives from the Department of Education, Employment and Workplace Relations, Isolated Children's Parents' Association and the Queensland Indigenous Education Consultative Committee
- Uncle Albert Holt
- Conference sponsors
- Senior officers of the Department
- Regional Directors and Assistant Regional Directors (School Performance)
- Principals

**Principals' Conference Dinner 2011
Exhibition Hall 1
Monday, 28 February 2011, 6.45pm**

Acknowledgements for the Director- General

**Note: This is a comprehensive list that may be reduced at the
Director- General's discretion.**

- I respectfully acknowledge the Yuggera (pron: Yugg-er-a) people and the Toorabul (pron: Too-ra-bull) people – the traditional Owners of the land on which we gather tonight – and pay my respects to their elders past and present
- Cameron Dick MP, Minister for Education and Minister for Industrial Relations;
- Ken Smith, Director-General, Department of the Premier and Cabinet

Master of Ceremonies

- Mark Campling, Assistant Director-General, School Performance, DET

Conference guests/speakers

- Professor Ben Levin, PhD Professor and Canada Research Chair in Education Leadership and Policy, Ontario Institute for Studies in Education, University of Toronto
- Lesley Englert, Board Member, Australian Curriculum, Assessment and Reporting Authority
- Dr Chris Sarra, Executive Director, Stronger Smarter Institute
- Steve Ryan, President, Queensland Teachers' Union

- Tony Mackay, Chair, Australian Institute for Teaching and Learning Leadership
- Dr Stephen Brown, Chief Executive Officer, Queensland Education Leadership Institute
- Dr Richard Eden, Deputy Director-General, Operations, DET
- Patrea Walton, Assistant Director-General, Student Services, DET

Unions, QCT and QSA

- John Battams, General Secretary, Queensland Teachers' Union
- John Ryan, Director, Queensland College of Teachers
- Bob McHugh, Chairperson, Queensland Studies Authority

Principals' associations

- Hilary Backus, President, Queensland Association of State School Principals
- Norm Fuller, President, Queensland Secondary Principals' Association
- Shaun Kanowski, President, Queensland State P-10/12 School Administrators' Association
- Ches Hargreaves, President, Association of Special Education Administrators in Queensland (ASEAQ)
- Allan Rafton, Chairman, Outdoor and Environmental Education Principals' Association
- Neil McDonald, Chair, Queensland School of Distance Education Principals

(Apology: Norm Hart, President, Australian Primary Principals Association)

Other stakeholders

- Margaret Leary, State President, Queensland Council of Parents and Citizens' Associations
- Catherine O'Sullivan, Queensland State Managers, Department of Education, Employment and Workplace Relations
- Charmaine Driver, President, Australian Association of Special Education
- Lorraine McGinnis, President, Isolated Children's Parents' Association
- Gina Archer, Committee Member/Aboriginal Community Elder, Queensland Indigenous Education Consultative Committee
- Uncle Albert Holt

Conference sponsors

Senior officers of the Department

Regional Directors and Assistant Regional Directors (School Performance)

Principals



Record Number **11/32594**

Title **EQ System Review - Invitation to the Minister**

Current Location In Container '150/21/586 (In Container '550/29/98 (State Schools Home Storage Location)')' since 19/4/2012 at 10:50 AM

Container 150/21/586: Curriculum Provision - Implementation - State Schooling Implementation - Correspondence

Record Type Brief or Question on Notice Response

Brief / QON Type Min Non-Requested Brief

All Contacts Fletcher, Louise (Author)
Director-General (Other)

Organisation Deactivated Users

Date Created 15/2/2011 at 4:01 PM

Date Due

Electronic Details In HP TRIM Store, Microsoft Word 97 - 2003 Document, 73 KB

Mov His 11/32594 Current Location Changed - Principal Advisor 01 SSP SS - done by 'ltfle0' on 15/2/2011 at 4:07 PM; 11/32594 Current Location Changed - Executive Services Officer 01 SSP SS - done by 'ltfle0' on 15/2/2011 at 4:55 PM; 11/32594 Current Location Changed - Executive Officer 02 SO EQ - done by 'sctis0' on 16/2/2011 at 10:13 AM; 11/32594 Current Location Changed - Cabinet Executive Briefings M&ESU - done by 'saarn0' on 18/2/2011 at 8:59 AM; 11/32594 Current Location Changed - DG for Signature IOES, - done by 'aarm1' on 18/2/2011 at 11:54 AM; 11/32594 Current Location Changed - ZZ Information Officer IOES for Finalisation, - done by 'agtun0' on 21/2/2011 at 10:25 AM;

Additional Reference

Notes "Friday, 4 March 2011 at 4:35:53 PM (GMT+10:00) Valentine, Phillip:"
to Sophia, Returning back to the department for filing. hard copy to follow. thanks

"Friday, 4 March 2011 at 11:54:35 AM (GMT+10:00) Armstrong, Aimee:"
Executive Officer notified by email. Hardcopy available for pick-up from Floor 14.

"Friday, 4 March 2011 at 10:31:29 AM (GMT+10:00) Tunn, Amy:"
Scanned signed version attached. Progressed to MESU for finalisation.

"Friday, 4 March 2011 at 8:52:28 AM (GMT+10:00) Martin, Jennell:"
noted by CoS. to ODG for scanning

"Friday, 25 February 2011 at 12:39:40 PM (GMT+10:00) Swan, Ben:"
Received in MO. to Policy Advisor.

"Friday, 25 February 2011 at 12:12:46 PM (GMT+10:00) Tunn, Amy:"
DG endorsed. Progressed to DLO in MO

"Thursday, 24 February 2011 at 3:59:44 PM (GMT+10:00) Tunn, Amy:"
Received in ODG. Progressed to Director, Nick Seeley for DG's consideration.

"Thursday, 24 February 2011 at 2:38:41 PM (GMT+10:00) Armstrong, Aimee:"
to ODG

"Thursday, 24 February 2011 at 2:34:52 PM (GMT+10:00) Walsh, Becky:"
The attachment "Characteristics of effective ed systems" has been updated by Professor Levin. Updated document now enclosed and brief can progress. MESU advised.

"Thursday, 24 February 2011 at 9:29:43 AM (GMT+10:00) Armstrong, Aimee:"
ready for progression to ODG - awaiting confirmation from Shirley re: attachment

"Monday, 21 February 2011 at 1:26:09 PM (GMT+10:00) Armstrong, Aimee:"
on hold

"Monday, 21 February 2011 at 10:25:54 AM (GMT+10:00) Tunn, Amy:"
Progressed back to MESU under instruction from Nick Seeley, Director, ODG. Nick has asked that brief be amended to reflect the change of Minister.

"Friday, 18 February 2011 at 1:26:37 PM (GMT+10:00) Tunn, Amy:"
Received in ODG. Progressed to Director, Nick Seeley for DG's consideration.

"Friday, 18 February 2011 at 11:54:33 AM (GMT+10:00) Armstrong, Aimee:"

When printed this is an uncontrolled HP TRIM report and security restrictions apply



Continued...

to ODG

"Friday, 18 February 2011 at 8:59:20 AM (GMT+10:00) Arnfield, Shirley:"
URGENT URGENT URGENT URGENT
Meeting is scheduled for 2/3/2011

"Friday, 18 February 2011 at 8:45:37 AM (GMT+10:00) Arnfield, Shirley:"
Approved by A/DDG EQ

"Wednesday, 16 February 2011 at 4:03:07 PM (GMT+10:00) Arnfield, Shirley:"
Received in ODDG EQ office

"Wednesday, 16 February 2011 at 10:13:31 AM (GMT+10:00) Tisdall, Sophia:"
Approved by ADG,SP. Forwarding A/DDG,EQ for approval. Hardcopy to follow.

"Tuesday, 15 February 2011 at 4:58:03 PM (GMT+10:00) Tisdall, Sophia:"
Forwarding to ADG,SP for approval.

"Tuesday, 15 February 2011 at 4:55:06 PM (GMT+10:00) Fletcher, Louise:"
For ADG,SP approval

Relationship	Record Number	Date Registered
Alternatively contains	11/26833	9/2/2011
Alternatively contains	11/26846	9/2/2011

When printed this is an uncontrolled HP TRIM report and security restrictions apply

End of Report

Minister's Office File Ref:	
Department File Ref:	11/28852

Briefing Note

The Honourable Geoff Wilson MP
Minister for Education and Training

Requested by: Minister's Office

Date requested: 9/02/2011

Action required by: 22/02/2011

Action required

- ☐ For meeting
☒ For information
- ☐ With correspondence
☐ With Question on Notice

Other attachments for Ministerial consideration

- ☒ Speaking points
☐ Draft media release
- ☐ Ministerial Statement
☐ Question on Notice
☐ Cabinet related document

SUBJECT: 2011 PRINCIPALS' CONFERENCE MINISTER'S ADDRESS

Proposal

That the Minister:

Note the information provided in support of the Minister's address to the 2011 Principals' Conference.

Urgency

The 2011 Principals' Conference will take place on 28 February and 1 March.

Fast Facts

Priority areas for the future of education include:

- Teacher quality
- School leadership
- Educational experience that caters to the whole student (social, emotional, physical, academic wellbeing)
- Partnerships with families and the community

The Department of Education and Training is implementing and has planned initiatives in each of these areas.

Confidential: On 31 January 2011, Government endorsed the Flying Start reforms and White Paper, subject to CBRC approval of funding.

The White Paper reforms deal with some of the priority policy areas for education in the 21st century.

Background

1. The Department of Education and Training (DET) is holding a two-day conference on Monday, 28 February and Tuesday, 1 March 2011 for all state school principals and key departmental stakeholders.
2. Professor Ben Levin Ph.D. (OISE, University of Toronto) will be a keynote speaker – the theme being 'World's best practices in education'.
3. The conference will deal with three major topics:
 - The Australian Curriculum
 - the Principals' Capability and Leadership Framework
 - an educational announcement which is still to be confirmed.
4. All state school principals have been requested by the Director-General to attend.
5. All Regional Directors, Executive Management Group and Assistant Directors-General will also attend.
6. The number of expected attendees is in the vicinity of 1,400 delegates.

Key issues

Minister's Office File Ref:	
Department File Ref:	11/28852

7. Strategic Policy and Research has been advised that the Minister will no longer deliver a speech to the Conference on the topic of the Future of Education. The following is provided for information.
8. Priority areas for the future of education include:
 - Teacher quality
 - School leadership
 - Educational experience that caters to the whole student (social, emotional, physical, academic wellbeing)
 - Partnerships with families and the community
9. The Department of Education and Training is implementing and has planned initiatives in each of these areas.
10. These include:
 - implementation of the Government Response to the Masters Report
 - Teacher Education Centres of Excellence
 - Queensland Educational Leadership Institute
 - Student Health and Wellbeing Framework
 - Learning beyond the school gate.

Priority Area	Examples of Current and Planned Initiatives
Teaching quality	Queensland College of Teachers Review of Teacher Pre-service Education Teacher Education Centres of Excellence Response to Masters Report Turnaround teams
School leadership	Queensland Educational Leadership Institute Principals' Capability and Leadership Framework
Educational experience that caters to the whole student (social, emotional, physical, academic wellbeing)	Australian Curriculum Code of School Behaviour Working Together Against Bullying Queensland Schools Alliance Against Violence School Health and Wellbeing Initiatives
Partnerships with families and the community	Queensland Ready Readers volunteers Fast Finder web directory Reading Awareness Campaign Reading training for parents of children aged Prep – Year 3

Information outside the scope of the application

Pages 171 through 172 redacted for the following reasons:

information outside the scope of the application

Minister's Office File Ref:	
Department File Ref:	11/28852

Note the information provided in support of the Minister's address to the 2011 Principals' Conference.

NOTED

MURRAY DANIEL
Principal Advisor

/ /

Principal Advisor's comments

Action Officer Louise Mahoney Principal Policy Officer Strategic Policy	Endorsed by: ED Andrew Walker	Endorsed by: ADG Gabrielle Sinclair	Endorsed by: ASSDG Zea Johnston	Endorsed by: DG Julie Grantham
		Strategic Policy and Research	Strategic Policy and Research and Office for Early Childhood Education and Care	
Tel: 32474214	Tel: 323 70614 Mob: Date: / /	Tel: 323 71327 Mob: Date: / /	Tel: Mob: Date: / /	Tel: Mob: Date: / /

Minister's Office File Ref:	ET/11/0045
Department File Ref:	11/32594

Briefing Note

Chief of Staff

Office of the Minister for Education and Industrial Relations

Requested by: Julie Grantham, Director-General

Date requested: 15/02/2011

Action required by: 22/02/2011

Action required

- ☒ For meeting
☐ For information

- ☐ With correspondence
☐ With Question on Notice

Other attachments for Ministerial consideration

- ☒ Speaking points
☐ Draft media release
- ☐ Ministerial Statement
☐ Question on Notice
☐ Cabinet related document

SUBJECT: EDUCATION QUEENSLAND SYSTEM REVIEW - INTERVIEW REQUEST

Proposal

That the Chief of Staff note the invitation for the Minister to attend a meeting with Professor Ben Levin on Wednesday, 2 March 2011 from 12noon - 1pm as part of the Education Queensland (EQ) System Review.

Urgency

1. Urgent – Meeting is scheduled for Wednesday, 2 March 2011.

Fast Facts

- The Director-General has approved the System Review of Education Queensland which is to be undertaken by Professor Ben Levin.
- Professor Levin will be in Queensland on 28 February and 1 March, 2011 to make a presentation at the 2011 Principals' Conference, entitled: "World's best practices in education."
- System Review interviews will occur between 2 and 4 March 2011.

Background

2. Professor Ben Levin is the Canada Research Chair in Education Leadership and Policy at the Ontario Institute for Studies in Education, University of Toronto. He specialises in the identification of the characteristics of effective education systems that achieve sustained school improvement. His biography is provided (**Attachment 1**).

Key issues

3. Professor Levin will conduct an audit against the characteristics of effective education systems – providing a clear picture of how EQ compares against these characteristics, and providing key recommendations based on international best practice.
4. The Director-General has approved a list of senior officers, principals and stakeholders to be interviewed by Professor Levin over three days (2 – 4 March, 2011) to give a balanced view from all key sectors.
5. The Director-General has also invited the Minister to participate in an interview by Professor Levin. The interview will be connected to the characteristics of effective education systems (**Attachment 2**).

Minister's Office File Ref:	
Department File Ref:	11/32594

Briefing Note

Chief of Staff

Office of the Minister for Education and Industrial Relations

Requested by: Julie Grantham, Director-General

Date requested: 15/02/2011

Action required by: 22/02/2011

Action required

- ☒ For meeting
☐ For information

- ☐ With correspondence
☐ With Question on Notice

Other attachments for Ministerial consideration

- ☒ Speaking points
☐ Draft media release
- ☐ Ministerial Statement
☐ Question on Notice
☐ Cabinet related document

SUBJECT: EDUCATION QUEENSLAND SYSTEM REVIEW - INTERVIEW REQUEST

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5. The Director-General has also invited the Minister to participate in an interview by Professor Levin. The interview will be connected to the characteristics of effective education systems (**Attachment 2**).

Minister's Office File Ref:	
Department File Ref:	11/32594

6. Other activities that will also form part of the System Review include:

- analysis of departmental documents on an ongoing basis
- four or more Video Conference meetings with senior leadership
- one day of on-site consultation in November
- two days of on-site capacity building workshops in November
- submission of a year-end audit report (due 31 December 2011) of up to 20 pages with advice for next steps for 2012.

Consultation

7. Relevant senior internal staff and key stakeholders including the Queensland Teachers Union, Queensland Council of Parents and Citizens Associations, and State School Principal Association Presidents have been informed of the up-coming System Review .

Media Implications

8. There are no media implications at this time.

Financial implications

9. The System Review is estimated to amount to approximately \$80,000 using funds from Education Queensland's existing budget.

Legal implications

10. There are no legal implications.

Remedial action

11. No remedial action required.

Attachments

12. Attachment 1 - Professor Ben Levin's biography
13. Attachment 2 - Professor Ben Levin's 'Characteristics of effective national / state / provincial ministries / departments of education'.

Right to information

14. I am of the view that the contents or attachments contained in this brief **are not suitable** for publication.

Minister's Office File Ref:	
Department File Ref:	11/32594

Recommendation

That the Chief of Staff **note** the invitation for the Minister to attend a meeting with Professor Ben Levin on Wednesday, 2 March 2011 from 12noon - 1pm as part of the Education Queensland (EQ) System Review.

NOTED

DAVID SMITH
Chief of Staff

/ /

Chief of Staff's comments

Action Officer
Louise Fletcher
A/Principal Advisor
School Performance
Tel: 70948

Endorsed by:
ADG
Mark Campling
School Performance
Tel: 323 70121
Mob: the RTI Act - contrary to
Date: / /

Endorsed by:
DDG/CO/ASSDG
Patrea Walton
Education Queensland
Tel: 323 70619
Mob:
Date: / /

Endorsed by:
DG
Julie Grantham
Tel:
Mob:
Date: / /

Attachment 1

Section 47(3)(b) of the RTI Act - contrary to the public interest

For further information:

http://www.oise.utoronto.ca/tps/Programs/Educational_Administration/Faculty_Staff/Faculty/Ben_Levin.html

TRIM: 11/32620

Pages 179 through 180 redacted for the following reasons:

Copyright material - access by inspection only



Record Number **11/25473**

Title **DG GBN: 2011 Principals' Conference: Letter to Presidents of P&C Associations**

Current Location In Container '20/8/14 (Senior Policy Officer 01 IP IP&SI)' since 27/11/2012 at 10:19 AM

Container 20/8/14: Community Relations - Conferences - NARIS conferences

Record Type Submission for Action

Sub for Action Type DG Submission for Action

All Contacts Wetton, Rhondda (Author)

Dunn, Rosalind (Representative)

Organisation Communications Unit CE&P ODG

Date Created 8/2/2011 at 11:08 AM

Date Due

Date Closed 17/2/2011

Electronic Details In HP TRIM Store, Microsoft Word 97 - 2003 Document, 45 KB (Finalised on 17/2/2011)

Mov His 11/25473 Current Location Changed - Manager Communications CE&E CE&P - done by 'rxwet0' on 8/2/2011 at 11:14 AM; 11/25473 Current Location Changed - Lund, Bella - done by 'rxwet0' on 8/2/2011 at 11:23 AM; 11/25473 Current Location Changed - Finance Officer CE&P ODG - done by 'rxwet0' on 8/2/2011 at 11:23 AM; 11/25473 Current Location Changed - Cabinet Executive Briefings M&ESU - done by 'bxlun0' on 9/2/2011 at 11:47 AM; 11/25473 Current Location Changed - Editing IOES - done by 'aarm1' on 9/2/2011 at 1:59 PM; 11/25473 Current Location Changed - DG for Signature IOES, - done by 'aarm1' on 10/2/2011 at 10:10 AM; 11/25473 Current Location Changed - ZZ

Additional Reference

Notes "Tuesday, 2 August 2011 at 11:20:15 AM (GMT+10:00) Sharpe, Vivienne:"
RTS: Letter to The President, P&C Assn, roma State College was returned to DET and received in MESU. This letter plus envelope is now in CCM's pigeon hole in MESU for collection by dept.
Emailed Sarah Nekeman and cc'd Bella Lund to please note.

"Thursday, 17 February 2011 at 11:18:00 AM (GMT+10:00) Lund, Bella:"
Ignore previous notes -

Noted by A/ED CCM, Ros Dunn. Returning to Gail Lloyd-apjohn. Closed and finalised.

"Thursday, 17 February 2011 at 11:17:08 AM (GMT+10:00) Lund, Bella:"
Noted by A/ED CCM, Ros Dunn. Returning to Jane Shea. Closed and finalised.

"Tuesday, 15 February 2011 at 3:46:43 PM (GMT+10:00) Armstrong, Aimee:"
letters posted. Executive Officer notified by email. Hardcopy available for pick-up from Floor 19.

"Friday, 11 February 2011 at 11:44:03 AM (GMT+10:00) Armstrong, Aimee:"
emailed Gail Lloyd-Apjohn re: distribution and printing

"Thursday, 10 February 2011 at 5:39:31 PM (GMT+10:00) Wetton, Rhondda:"

"Thursday, 10 February 2011 at 3:21:47 PM (GMT+10:00) Tunn, Amy:"
DG approved brief with minor edit to letter. Scanned signed version/s attached. Progressed to MESU for finalisation

"Thursday, 10 February 2011 at 12:16:12 PM (GMT+10:00) Smith, Jamie:"
Received in ODG. Forwarding hardcopy to Director ODG, Nick Seeley, for DG's consideration.

"Thursday, 10 February 2011 at 10:10:30 AM (GMT+10:00) Armstrong, Aimee:"
to ODG

"Wednesday, 9 February 2011 at 1:58:58 PM (GMT+10:00) Armstrong, Aimee:"
rec in MESU

"Wednesday, 9 February 2011 at 11:47:30 AM (GMT+10:00) Lund, Bella:"
Approved by A/ED CCM, Ros Dunn. Progressing to MESU.

"Tuesday, 8 February 2011 at 11:48:34 AM (GMT+10:00) Lund, Bella:"
Received in OED. Progressing to A/ED CCM, Ros Dunn for approval.

When printed this is an uncontrolled HP TRIM report and security restrictions apply



Continued...

"Tuesday, 8 February 2011 at 11:22:57 AM (GMT+10:00) Wetton, Rhondda:"
Hi Bella, Hard copy to follow today into Ros' in-tray for approval and forwarding ASAP.
Please note text has already been approved by Nick Seeley.

When printed this is an uncontrolled HP TRIM report and security restrictions apply

End of Report

DEPARTMENT OF EDUCATION AND TRAINING

GENERAL BRIEFING NOTE

Approved / Not Approved

Director-General
Date/...../.....

Date Action Required By: 14/02/2011

TO: THE DIRECTOR-GENERAL

SUBJECT: 2011 Principals' Conference: Letter to Presidents of Parents and Citizens Associations

RECOMMENDATION

It is recommended that the Director-General:

- **approve** the attached letters notifying the presidents of each Queensland Parents' and Citizens' (P&C) Association of the importance of the 2011 Principals' Conference
- **approve** the use of her electronic signature on these letters.

Comments:

BACKGROUND

1. The Director- General has requested that all Queensland state school principals attend the Principals' Conference on Monday 28 February and Tuesday, 1 March 2011 at the Brisbane Convention and Exhibition Centre.
2. This is the first time that every Principal and officers from regions and central office will be in the same location at the same time and as such is a significant part of the reform agenda for Queensland schools. This initiative will give every Principal the opportunity to hear consistent strategic messages and become part of a united team working together to achieve a world class education system.
3. The conference will address key topics such as the Principals' Capability and Leadership Framework, the role of the Assistant Regional Directors, Teaching and Learning, and discussions on the future direction of education in Queensland. It will also provide an opportunity for breakout sessions to discuss each of these topics and how they relate to you and your school. As each region's first term conference has been incorporated into the 2011 Principals' Conference, there is also time allocated on Tuesday, 1 March 2011 for each region to discuss regional matters not covered under the major topics.

Action Officer and Branch: Gail Lloyd-Apjohn, Senior Programs and Events Officer CCM
Telephone: 3237 1623
TRIM No: 11/25473
Date brief completed by Action Officer: 08/02/2011

4. The participant list for the two days will include Principals, Regional Directors, Assistant Regional Directors as well as the senior executive service personnel from central office.
5. Professor Ben Levin Ph.D. (OISE, University of Toronto) will participate in the conference as a keynote speaker and panellist. Dr Levin is widely known for his work in educational reform, educational change, educational policy and politics. His work has been international in scope and his writings examine broad areas of education policy. His keynote address at the conference will be on 'world's best practices in education'.
6. Principals have been asked to register their attendance by Friday, 18 February 2011 by completing the online registration form.

KEY ISSUES

7. Given the challenging times our school communities have endured so far this year as a result of the storms, floods and cyclones, it is proposed that the Director-General write to the president of each P&C Association advising that the conference is being held and the importance of the event.
8. A draft letter is attached from the Director-General's approval. The text has been approved by Mr Glenn Hoppner, Regional Director, South East Queensland region, and email approval for the text has been received from Mr Nick Seeley, Director, Office of the Director-General.

LEGAL IMPLICATIONS

9. N/A.

FINANCIAL IMPLICATIONS

10. N/A.

MEDIA IMPLICATIONS

11. A media release is not required

RIGHT TO INFORMATION

12. I am of the view that the contents or attachments contained in this brief **are suitable** for publication.

A/Executive	Director:	Rosalind	Dunn
Signature:	Sighted and Signed	Date: 9/02/2011	

Comments:

DEPARTMENT OF EDUCATION AND TRAINING

GENERAL BRIEFING NOTE

Approved / Not Approved

Director-General

Date

Date Action Required By: 14/02/2011

TO: THE DIRECTOR-GENERAL

SUBJECT: 2011 Principals' Conference: Letter to Presidents of Parents and Citizens Associations

RECOMMENDATION

It is recommended that the Director-General:

- **approve** the attached letters notifying the presidents of each Queensland Parents' and Citizens' (P&C) Association of the importance of the 2011 Principals' Conference
- **approve** the use of her electronic signature on these letters.

Comments:

BACKGROUND

1. The Director- General has requested that all Queensland state school principals attend the Principals' Conference on Monday 28 February and Tuesday, 1 March 2011 at the Brisbane Convention and Exhibition Centre.
2. This is the first time that every Principal and officers from regions and central office will be in the same location at the same time and as such is a significant part of the reform agenda for Queensland schools. This initiative will give every Principal the opportunity to hear consistent strategic messages and become part of a united team working together to achieve a world class education system.
3. The conference will address key topics such as the Principals' Capability and Leadership Framework, the role of the Assistant Regional Directors, Teaching and Learning, and discussions on the future direction of education in Queensland. It will also provide an opportunity for breakout sessions to discuss each of these topics and how they relate to you and your school. As each region's first term conference has been incorporated into the 2011 Principals' Conference, there is also time allocated on Tuesday, 1 March 2011 for each region to discuss regional matters not covered under the major topics.

Action Officer and Branch: Gail Lloyd-Apjohn, Senior Programs and Events Officer CCM
Telephone: 3237 1623
TRIM No: 11/25473
Date brief completed by Action Officer: 08/02/2011



15 February 2011

Department of
Education and Training

The President
Parents' and Citizens' Association
Allora State School
PO Box 6
ALLORA QLD 4362

Dear President

I am writing to advise that I have scheduled a conference for all Queensland State School principals. This conference will be held in Brisbane over two days on Monday, 28 February and Tuesday, 1 March 2011.

I acknowledge the challenging times our state has endured during this year as a result of the storms, floods and cyclones and thank you all for your commitment in ensuring the education of Queensland students remains paramount in our state.

The Department of Education and Training is working towards building a world class education system. We are looking at the research and world class practices to build on its strengths, and to make adjustments where necessary. The conference is about our students, our teachers and our principals and will address topics such as principal supervision and teaching and learning in an endeavour to make sure what happens in our classrooms is the very best it can be.

Having all principals in the one location with senior central and regional office staff is a significant milestone in the reform agenda for education in Queensland. It will be an opportunity for the delivery of key strategic messages and the opportunity to discuss and debate future directions for education in Queensland.

I hope that all parents' and citizens' associations will support the commitment and investment in our principals, our teachers and classrooms and our students. It is planned that our principals will provide a detailed briefing of the content and the intent of the conference upon their return to school.

Thank you for allowing your principal to attend and take part in this important strategic initiative.

Yours sincerely

A handwritten signature in black ink, appearing to read "J Grantham", with a long, sweeping horizontal line extending to the right.

Julie Grantham
Director-General

Ref: 11/25530

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Documents - Detailed

Number of Records 1

Record Number **11/35113**

Title **Principal's Conference 2011**

Current Location In Container '11/8296 (In Container '230/13/381 (In Container '500/15/15 (Ministerial and Executive Services Unit Home Storage Location)')')' since 17/2/2011 at 6:08 PM

Container 11/8296: Request for Parliamentary Briefings - 15, 16 and 17 February 2011 - EQ

Record Type Brief or Question on Notice Response

Brief / QON Type Parliamentary Brief

All Contacts Amfield, Shirley (Author)

Deputy Director-General State Schools (Representative)

Organisation Office of the Deputy Director-General State Schools

Date Created 17/2/2011 at 4:48 PM

Date Due

Electronic Details In HP TRIM Store, Microsoft Word 97 - 2003 Document, 57 KB

Mov His 11/35113 Current Location Changed - Executive Officer 02 SO EQ - done by 'saarn0' on 17/2/2011 at 4:49 PM; 11/35113 Current Location Changed - Parliament Executive Services - done by 'bwal0' on 17/2/2011 at 5:43 PM; 11/35113 Current Location Changed - 11/8296 (At Home Location) (Thursday, 17 February 2011 at 6:08:09 PM) - done by 'cmfre0' on 17/2/2011 at 6:08 PM

Additional Reference

Notes "Friday, 18 March 2011 at 3:55:20 PM (GMT+10:00) Cornwell, Andrea:"

"Thursday, 17 February 2011 at 5:44:28 PM (GMT+10:00) French, Corinne:"
RECEIVED, EMAILED TO DIRECTOR MESU.

"Thursday, 17 February 2011 at 5:43:26 PM (GMT+10:00) Walsh, Becky:"
Approved by ADG SP and a/DDG EQ. Moved to PES.

"Thursday, 17 February 2011 at 5:18:07 PM (GMT+10:00) Walsh, Becky:"
Principal Advisor, ODDG EQ prepared brief suing previously approved material from Premier brief and media statement.

To ADG SP & A/DDG EQ for consideration.

Pages 188 through 189 redacted for the following reasons:

Schedule 3(6)(c)(i) - Exempt information



Number of Records 1

Record Number **11/36746**

Title **EQ - Principals' Conference**

Current Location In Container '11/37290 (In Container '500/6/1769 (In Container '500/6/2266 (Ministerial and Executive Services Unit Home Storage Location)'))' since 21/2/2011 at 9:02 AM

Container 11/37290: Incoming Minister Briefs 2011- Education Queensland

Record Type Brief or Question on Notice Response

Brief / QON Type Min Requested Brief

All Contacts Kitzelman, Angela (Author)

Office of the Minister for Education and Training - External (Representative)

Organisation State Schools Planning and Reporting SSO SS

Date Created 21/2/2011 at 9:01 AM

Date Due

Electronic Details In HP TRIM Store, Microsoft Word 97 - 2003 Document, 137 KB

Mov His 11/36746 Current Location Changed - 500/6/1769 (At Home Location) (Monday, 21 February 2011 at 9:02:56 AM) - done by 'amkit0' on 21/2/2011 at 9:03 AM

Additional Reference

Notes FINAL BRIEFS PRINTED. PLEASE ADVISE MESU OF CHANGES.

"Tuesday, 22 February 2011 at 4:28:56 PM (GMT+10:00) Arnfield, Shirley:"
Approved by A/DDG EQ

Pages 191 through 192 redacted for the following reasons:

Schedule 3(6)(c)(i) - Exempt information