

**OFFICE OF THE DIRECTOR OF EDUCATION**

5050 Yonge Street, Toronto, Ontario M2N 5N8

November 1, 2018

Colleen Russell-Rawlins   
Associate Director

Equity, Well-Being, Engagement & School Improvement   
  
Dear Colleen,

During the 2018-2019 school year, I would ask you to focus on the following key areas while fulfilling all of the duties of your position:

* Collaboratively develop and monitor with superintendents how the equity, anti-oppression, and anti-racism commitments are incorporated into the school improvement process and connect to goals in achievement and well-being;
* Establish system standards for students, staff, and parents to meaningfully engage in the school improvement process;
* Identify new opportunities for students to influence decisions impacting their educational experience and outcomes;
* Extend the focus on well-being connected to the Student Census results and in recognition of the importance of physical well-being and the impact of technology on students’ well-being;
* Work effectively with the Board of Trustees;
* Coordinate a system strategy to mobilize the learning and leadership of staff in equity, anti-racism and anti-oppression in the context of transforming learning and improving student and parent engagement;
* Deliver an early years strategy which focuses on transitions, relationships and access to child care through working strategically with all stakeholders, and
* Coach and provide effective leadership to the superintendents with system responsibilities for Equity, Well-being and Engagement and Early Years to achieve the Year 1 Actions in the Multi-Year Strategic Plan (MYSP).

Along with the Associate Director Leadership, Learning and School Improvement I would ask you to provide effective leadership to Executive Superintendents in Learning Centres 2 and 3 by:

* Sharing responsibility for identifying evidence-based strategies that will leverage improvement and inform implementation of school improvement planning across the district;
* Deepening executive-level instructional leadership to ensure delivery on system commitments including deep learning and foundational skills, equity and anti-oppression;
* Monitoring the impact of system commitments in individual schools and across schools in the district;
* Building coherence and alignment in learning structures and other key areas across Learning Centres and district, and
* Providing support and direction in managing complex issues and situations that have implications for the district.

I would ask you to strategically co-lead with the following system leaders:

* Executive Officer of Governance to review the mandates of community advisory committees and provide recommendations to the Board;
* Associate Director of Leadership and Learning and School Improvement on ensuring effective implementation of school improvement;
* Associate Director of Leadership and Learning and School Improvement to create and implement a Leadership Capacity Plan (LCP) that identifies the foundational leadership practices and actions necessary to achieve the goals and priorities in the MYSP;
* Associate Director of Leadership and Learning and members of Executive Council to implement Towards Excellence in the Achievement and Well-Being of Black Students and Student Well-Being and Mental Health Action Plans;
* Associate Director of Leadership and Learning and School Improvement and Research Department to study the impact of our work in key areas of the Action Plans and MYSP;
* Associate Director of Leadership and Learning and School Improvement to ensure that equity, anti-racism and anti-oppression are meaningfully reflected in learning and leadership development, and
* Associate Director of Special Projects and the Associate Director of Leadership, Learning and School Improvement to challenge streaming and to co-develop an Academic Pathways Strategy to include a plan for professional learning for teachers, supports for parents and students to access outside the classroom, and opportunities for cross-panel collaboration in Grades 7 – 10.
* Executive Superintendent of Employee Services to support the Multi-Year Strategic Plan - Action Plans in the area of Staff Well-Being.

Thank you for your Executive leadership in TDSB.  
  
Sincerely,



John Malloy

Director of Education