

Carlene Jackson, Associate Director

Business Operations and Service Excellence

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December 2, 2019

Craig Snider
Executive Officer

Finance

Dear Craig Snider,

During the 2019-2020 school year, I would ask you to focus on the following key areas while fulfilling all of the duties of your position:

* Lead and model shared leadership through strong collaboration, integration and teamwork amongst the Business Services Department.
* Support the Multi-Year Strategic Plan – Action Plans: Allocate Human and Financial Resources Strategically to Support Student Needs, specifically to:
	+ Facilitate the review or the fundraising policy and procedure to ensure effective allocation of board resources to support student learning and well-being in an equitable manner;
	+ Working with Research to determine the effectiveness of resources allocated using the Learning Opportunities Index and determine if current indicators are still relevant; and
	+ Support the 2020-21 Budget process ensuring timely information is available to allow the Board of Trustees and Senior Staff can make budget decisions aligned with the equitable access to resources to ensure student achievement and well-being.
* Support and collaborate in the development of an enterprise risk management program for Toronto District School Board (TDSB).
* Provide effective support to the Finance, Budget and Enrolment Committee.

I ask that you collaborate intentionally and strategically with the following colleagues:

* Manon Gardner on the implementation of the Action Plans that support the Multi-Year Strategic Plan and the continued roll-out of the Service Excellence initiative;
* Kathy Witherow, Colleen Russell-Rawlins and the Executive Team on the implementation and support of the Action Plans that support the Multi-Year Strategic Plan; and
* Steve Shaw on the implementation of the Action Plans that support the Multi-Year Strategic Plan in the area of Facility Services and to support the Toronto Lands Corporation on operational issues.
* Andrew Gold in allocating the Board’s staffing resources using an equity perspective which maximizes student achievement and well-being for all students.

Please develop an action plan with deliverables, measurements and budget and the date when various aspects of the plan will be completed.

Sincerely,



Carlene Jackson

Associate Director

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