

**OFFICE OF THE DIRECTOR OF EDUCATION**

5050 Yonge Street, Toronto, Ontario M2N 5N8

December 2, 2019

Manon Gardner   
Associate Director  
School Operations and Service Excellence  
  
Dear Manon,  
  
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:

* Work effectively with Trustees through various committee work as well as the formal annual process used for the Long Term Program and Accommodation Strategy.
* Re-vision a secondary school education with a focus on facilities, access, and program options.
* Review the Optional Attendance Policy through a public consultation process with increased access in mind for both elementary and secondary students.
* Analyze findings and implement the recommendations of the French program review.
* Review and restructure the current Governance and Policy Services departments to increase service excellence.
* Work towards increased enrolment and support of students through the International Students and Admissions department.
* Implement budget reductions as they apply to your departments.
* Work closely with the Associate Director of Business Operations Carlene Jackson and the Strategy and Planning team to plan and execute accommodation reviews and to establish a plan for secondary school accommodation now and in the future.
* Work closely with Associate Director Kathy Witherow to plan and support future secondary programs that will come out of the review.
* Work closely with System Superintendent Uton Robinson to enhance creative and responsive options for students through Continuing Education, Adult Education and Focus on Youth, to serve a wide breadth of student needs.
* Work closely with Executive Officer Peter Singh to continue to support digital transformation at TDSB by developing innovative ways to digitize, automate and streamline our administrative systems and processes to improve business and operational efficiencies.
* Support our environmental policy and ongoing development of our Climate Change strategy.
* Support and supervise Superintendents and Officers.
* Maintain a focus on service excellence in all aspects of decision making, and
* Support the Director on any matters related to the entire system as assigned, especially those matters related to school operations.

Please develop an action plan with deliverables, measurements and budget and the date when various aspects of the plan will be completed.  
  
Thank you for your leadership in TDSB.  
  
Sincerely,



John Malloy

Director of Education