

**OFFICE OF THE DIRECTOR OF EDUCATION**

5050 Yonge Street, Toronto, Ontario M2N 5N8

January 1, 2018

Colleen Russell-Rawlins   
Executive Superintendent  
Learning Centre 3 and Responsible for Early Years  
  
Dear Colleen,  
  
During the 2017-2018 school year, I would ask you to focus on the following key areas while fulfilling all of the duties of your position:

* Lead our improvement efforts so that all early years learners are developing their oral language skills and students are reading by the end of Grade 1.
* Strengthen our Early Years Strategy by creating “seamless cultures” in schools where students are transitioning from home/childcare to kindergarten and when childcare programs are in schools.
* Implement Ministry mandated regulations and expectations related to Full Day Kindergarten and Early Years including the implementation of the Early Development Instrument (EDI) and EYE@K (online Kindergarten Registration and survey of early years experiences).
* Evolve the system of before-and-after programs (BASP) and strengthen the development of “seamless cultures” where children are transitioning from home or child care to school, and between BASP and school.
* Manage the transition of Parenting and Family Literacy Centres (PFLCs) to Ontario Early Years Child and Family Centres in partnership with other service departments e.g., Legal, Employee Services and Business Services.
* Manage all relationships between the City, the Board and other partners as it relates to childcare.
* Provide effective mentorship of the Early Years Advisory Committee.
* Lead Learning Centre 3 effectively by:
  + Supporting and supervising Superintendents;
  + Working effectively with Trustees;
  + Managing all issues that emerge in the schools in Learning Centre 3;
  + Leading superintendents to develop purposeful practice that monitors improvement and changes outcomes for vulnerable students;
  + Engaging the communities surrounding the schools you serve;
  + Extending Superintendents awareness of their own biases, privilege and invest in their capacity to facilitate these conversations with staff, students and community members.

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

* Christopher Usih (A)
* Pat Rocco, Carlene Jackson\*(B)
* John Malloy\*, Karen Falconer, Sandy Spyropoulos, Beth Butcher (C)

In order to achieve the following impacts for TDSB

1. Development of oral language skills in the early years.
2. A systemic and seamless approach to Before-and-After School Care.
3. Effective system implementation of the Learning Centres.

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 Executive leadership in TDSB.  
  
Sincerely,



John Malloy

Director of Education

\*Lead