

January 1, 2017

During the 2017 school year, Superintendents of Education will:

- **School Improvement:**

- Fulfill the expectations in our Vision for Learning in TDSB and our Integrated Equity Framework.
- Provide effective leadership to their Learning Network and in their Learning Centre.
- Visit schools regularly, in order to support school improvement.
- Provide coaching for principals and vice-principals by asking effective questions leading to changes in instructional and leadership practices.
- Support the development of authentic focus areas in every school and the development of a capacity plan for improvement.
- Engage effectively with administrator learning teams.
- Utilize the “learning conversation protocol” to facilitate the learning in their learning teams leading to improved student outcomes for all.
- Monitor progress:
 - Students reading by the end of Grade 1.
 - All students are being serviced effectively.
 - Students are supported by caring adults in an environment that is inclusive, safe and fosters a sense of belonging.
 - Students achieving their credits or certificates and graduating with opportunity for the next stage of their lives.
 - Students improving in Math, Literacy and the Global Competencies supported by Technology.
- Share leadership effectively in order to support academic optimism, achievement, well-being and equity for all students.
- Support principals to engage parents and communities in the school improvement process.

- **Responsiveness and Engagement (Operational Matters)**
 - Build positive relationships with principals, vice-principals, trustees, parents, staff and communities.
 - Respond to all issues in a timely manner:
 - Superintendent's office contacts the person raising the issue within 24 hours.
 - Superintendent will contact the person raising the issue within 48 hours.
 - Superintendent will strive to resolve the issue within 72 hours unless it is made clear that this timeline is not achievable. The Superintendent will work with their Executive Superintendent when the timeline is not achievable, explaining when they will be able to respond.
 - Manage all operational matters, with the appropriate staff, and support responsiveness between schools and system departments.
 - Advocate on behalf of their schools and in collaboration with their Executive Superintendent when issues arise that need system support.
- **Coordinating Function**
 - Collaborate with colleagues in each Learning Centre and the Executive Superintendent to create system coherence and to support effective communication and responsive practice in one of the following areas: Special Education, Employee Services, Global Competencies & Technology, Equitable & Inclusive Schools, School Effectiveness/Leadership, Early Years, Teaching & Learning.

Thank you for your leadership in TDSB.

Sincerely,

A handwritten signature in black ink, appearing to read 'John Malloy', with a stylized flourish at the end.

John Malloy
Director of Education