



September 8, 2023

Audley Salmon,
Associate Director, Learning Transformation and Equity

Subject: 2023-24 Letter of Responsibility for Learning Transformation and Equity

Dear Associate Director Audley Salmon,

Thank you for your continued service to the Toronto District School Board (TDSB) as the Associate Director responsible for Learning Transformation and Equity. The TDSB, along with many other school boards, has undergone unprecedented change these last few years, yet our focus on our students and their achievement remains resolute. The year ahead presents an opportunity to promote joy, engagement, and belonging in our schools to create the foundation for academic achievement and student success. To support this important work, we will require an unwavering focus on results which directly impact academic achievement, in preparation for the continued success of our students in life and work. Our pedagogical approach directly aligns with the [provincial education priorities](#) on student achievement and will support our performance on indicators prescribed by the ministry's Student Achievement Plan Framework.

To achieve this, I am asking that you focus on the following key areas for the 2023-24 school year:

- Lead the development of a Kindergarten-Grade 10 Literacy Strategy, reflecting the [Right to Read Inquiry Report](#), [Policy/Program Memoranda Number 168](#), "[Reading Instruction and Early Reading Screening](#)", and with the goal of improving students' confidence, enjoyment, and achievement in English and literacy.
- Lead the Combatting Hate and Racism Strategy, and oversee the implementation of strategies embedded within it and the introduction of the new Grade 6 Holocaust Curriculum, in alignment with provincial requirements, and monitor and report on its results in schools.
- Work together with the Associate Director, Instructional Innovation and Equitable Outcomes, schools, and Superintendents to identify and implement strategies to improve students' graduation rates and reduce disparities by identity.
- Collaborate with stakeholders to expand access and enrolment to job skills programs, such as Specialist High Skills Major, dual credit, Ontario Youth Apprenticeship, through the development of a plan to guide school and system-based actions and goals.



- Coach and mentor Learning Centre Executives and Central leaders in achieving results aligned with the Multi-Year Strategic Plan and provincial education priorities.

This is in addition to:

- Working collaboratively with the senior team and central leaders diligently and effectively to contribute to the development, implementation, and monitoring of operating and departmental budgets.
- Providing effective oversight by working with Superintendents, Principals, Vice-Principals, and central leaders to create the conditions for student and staff safety and well-being, and achievement.
- Supporting effective governance, working closely with Trustees and the Board of Trustees.
- Responding effectively to board decisions and fulfilling the duties of your position.

Thank you for your exemplary leadership and service to the TDSB.

Regards,

A handwritten signature in black ink, appearing to read 'C Russell-Rawlins'.

Colleen Russell-Rawlins
Director of Education
Toronto District School Board