



September 8, 2023

Leola Pon

Associate Director, Organizational Transformation and Accountability

**Subject:** 2023-24 Letter of Responsibility for Organizational Transformation and Accountability

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Dear Associate Director Leola Pon,

Thank you for your continued service to the Toronto District School Board (TDSB) as the Associate Director responsible for Organizational Transformation and Accountability. 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. The Associate Director will advance the TDSB Vision for Learning and Vision for Service, as well support the achievement of provincial education priorities, by transforming the TDSB into a higher performing, more responsive and more accountable organization.

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

- Effectively transform Employee Services over a five-year period (2023-2028).
- Year 1 implementation of an Employment Equity Plan as requested by the Board.
- Develop approaches alongside stakeholders for supporting employee engagement and attendance.
- Establish an Office of Strategic Transformation designed to strengthen the TDSB's processes for implementing, monitoring, and enhancing accountability for key initiatives.
- Work with Toronto Lands Corporation and TDSB staff, in support of structural governance through the development of a revised Service Level Agreement and Shareholder Direction.

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.



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- 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, achievement, and effective service delivery.
- 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 'Colleen Russell-Rawlins'.

Colleen Russell-Rawlins  
Director of Education  
Toronto District School Board