

**OFFICE OF THE DIRECTOR OF EDUCATION**

5050 Yonge Street, Toronto, Ontario M2N 5N8

November 1, 2018

Dr. Kathy Witherow

Associate Director

Leadership, Learning and School Improvement

Dear Kathy,

During the 2018-2019 school year, I would ask you to focus on the following key areas while fulfilling all of the duties of your position:

* Oversee the research and review, and develop a plan with recommendations of the effectiveness of our Intensive Support Programs (ISP) and Home School Programs (HSP Grades 4-8) focusing on student outcomes to ensure our schools are better supported in their efforts to create inclusive learning environments
* Provide strategic leadership for the capacity building of centrally assigned staff to focus on skills needed to support professional learning, school improvement, and supports for students with special needs to create inclusive learning environments;
* Work effectively with the Board of Trustees;
* Facilitate the creation of a system mathematics plan that focuses on the capacity building of teachers to use research-informed instructional and assessment practices to help all students develop strong math skills, and support school leaders to build their capacity in mathematics content knowledge for leading and identify effective mathematics classroom practices;
* Develop, and monitor the effectiveness of a system leadership development plan for aspiring, newly appointed, and experienced leaders to ensure school and system leaders have the knowledge and skills to improve outcomes for students
* Work collaboratively with, and coach, the leadership and portfolio responsibilities of the Executive Superintendent and System Superintendent of Leadership and Learning

I would ask you to work collaboratively with the Associate Director of Equity, Wellbeing, Engagement and School Improvement to provide effective leadership to Executive Superintendents in Learning Centres 1 and 4 by:

* Sharing responsibility for identifying evidence-based strategies that will leverage improvement and inform implementation of school improvement planning across the district
* Supporting implementation and monitoring of the impact of system commitments in individual schools and across schools in Learning Centres
* Deepening executive-level instructional leadership capacity to ensure delivery on system commitments including deep learning and foundational skills and equity
* Co-developing strategies to monitor coherence of function and alignment of structures across schools, Learning Networks, and Learning Centres to support the monitoring of school improvement planning
* Providing support and direction in managing effectively and learning from complex system issues

I would ask you to collaborate intentionally and strategically to co-lead with the following system leaders:

* Associate Director of Equity, Wellbeing, Engagement and School Improvement to create and implement a Leadership Capacity Plan (LCP) that identifies the foundational leadership practices and actions necessary to achieve our stated goals and priorities in the Multi-Year Strategic Plan, and to ensure that equity, anti-racism and anti-oppression are meaningfully reflected in areas of learning and leadership development
* Associate Director of School Operations and Service Excellence to participate in various global education networks, including Global Cities Education Network (GCEN), connected through visits, programs, and initiatives (ongoing), and develop a comprehensive strategy on international professional learning, international education, and the embedding global competencies across classrooms
* Associate Director of Special Projects and the Associate Director of Equity, Well-being, Early Years, Engagement and School Improvement to challenge streaming and to co-develop an Academic Pathways Strategy to include a plan for professional learning for teachers, supports for parents and students to access outside the classroom, and opportunities for cross-panel collaboration in Grades 7 – 10
* Associate Director of Business Operations and Service Excellence to review the Learning Opportunities Index (LOI) policy and procedure to ensure the tool is effective at helping the Board meet its strategic directions particularly supporting students in an equitable manner and ensuring that socio-economic status is not a barrier to achievement and well-being

Thank you for your Executive leadership in TDSB.

Sincerely,



John Malloy

Director of Education