

**OFFICE OF THE DIRECTOR OF EDUCATION**

5050 Yonge Street, Toronto, Ontario M2N 5N8

December 2, 2019

Colleen Russell-Rawlins   
Associate Director

Equity, Well-Being and School Improvement   
  
Dear Colleen,

During the 2019-2020 school year, I would ask you to focus on the following key areas while fulfilling all of the duties of your position:

* Support the implementation of the Year 1 expectations for family engagement in the school improvement process;
* Coordinate a system strategy that builds leadership capacity and furthers the learning of educators in transforming student learning through equity, anti-racism and anti-oppression and create resources to support effective implementation across schools and classrooms;
* Provide effective leadership and oversight of the Action Plans within Towards Excellence in the Achievement and Well-Being of Black Students;
* Coordinate the policy review of The Toronto District School Board’s Parent and Community Engagement Policy (P023) based on research and open consultation with key stakeholders and The Board of Trustees;
* Develop and implement a professional learning plan for providing effective literacy instruction for students in Kindergarten through Grade 8;
* Establish the newly amalgamated Public Engagement Office;
* Ensure each school has a school improvement goal connected to well-being; and
* Maintain a high level of service to children and families through our childcare programs and partnerships.

Along with the Associate Director Leadership, Learning and School Improvement I would ask you to provide effective leadership to the Executive Superintendent for Learning Centres 2 and 3 by:

* Ensuring effective implementation of school improvement working directly with Learning Centre Executive Superintendents, Superintendents of Education, and centrally assigned Learning Centre staff;
* Creating coherence and alignment in learning structures across Learning Centres, and
* Implementing our system commitment to challenge streaming and to have the majority of our students successfully studying at the academic level program of study in compulsory courses in Grade 9 and 10.

Thank you for your Executive leadership in TDSB.  
  
Sincerely,

John Malloy

Director of Education