



# New Leadership Team Highlights



May 2018

## New Changes to Senior Team Leadership Organizational Structure

Dear Colleagues,

With a renewed focus on higher achievement and well-being for all students, school improvement and service excellence in school board operations, changes have been made to the TDSB's senior leadership team structure. The changes also stem from the Board's commitment to fulfill its Multi-Year Strategic Plan, Vision for Learning and the Board's recently approved Integrated Equity Framework.

The change in leadership structure is also designed to:

- Provide more effective oversight and increased accountability for meeting our strategic commitments.
- Create and enhance a more collaborative, team approach in supporting schools and improve our responsiveness and agility to the needs of our students, parents/guardians, and staff.
- Unite Board departments to leverage a more focused and team approach to the services we provide for students and parents/guardians and internal services we provide to employees.
- Foster shared leadership and accountability among the senior management team and within and between Board departments for implementing the Board's strategic directions and meeting service excellence performance standards.

- Support superintendents as the point of contact and engagement for parents/guardians, staff and trustees.
- Continue to support our Learning Centre commitment to align resources closer to schools.
- A transformative change and improvement to how we support our students with special needs and their parents/guardians.
- A renewed focus in how we engage parents/guardians in the school improvement process.
- Promote and deliver service excellence from central departments to schools and employees.

The re-designed leadership structure will not increase the Board's number of senior team positions or the senior team management budget allocation except for one Executive Superintendent that will be funded by the Ministry of Education. (View the Senior Level Organizational Chart)

Please note, the highlights and organizational chart represents new and/or changing Senior responsibilities only.

A full organizational chart showing all departments will be available soon.

Sincerely,



Dr. John Malloy  
Director of Education

## Highlights of Organizational Chart Changes

Currently there are two Associate Directors of Education. The new structure has four Associate Directors of Education, three of which will have new portfolios. The new structure will see a high level of collaboration and team work among the four Associate Director of Education portfolios.

New Associates' portfolios include:

- Leadership, Learning and School Improvement
- Equity, Well-Being and School Improvement
- School Operations and Service Excellence



## Associate Director, Leadership, Learning and School Improvement (New)

Among the highlights of this new portfolio, the Associate Director Leadership, Learning and School Improvement will bring together our Teaching and Learning and Special Education/Section 23 departments so that we are meeting the needs of all learners in a seamless and more collaborative manner. The change will become effective by the start of the new school year.

In uniting these departments, our commitment to inclusion will continue. We will continue with congregated schools and programs (ISP) as options for those students who would be best served by this model while we implement a more inclusive model.

The current FTE complement within the two departments will continue as they are joined. In fact, with additional funding from the Ministry, there will likely be FTE increases.

The Associate Director of Leadership, Learning and School Improvement will coordinate the work of Executive Superintendents for Learning Centres Two and Three. Each Learning Centre will have six Superintendents.

The Leadership, Learning and School Improvement portfolio will also coordinate the work of a new Executive Superintendent, Leadership, supported by a Superintendent, Early Years and a Superintendent, Leadership and Learning. This Associate Director will also support our Model Schools and Urban Priority High Schools.

## Associate Director, Equity, Well-Being and School Improvement (New)

The Associate Director, Equity, Well-Being and School Improvement will oversee the Board's commitments to achievement, well-being and equity, including student voice and parent and community engagement. The current department of Parent and Community Engagement will become part of this new portfolio.

This position will also coordinate the work of the Executive Superintendents for Learning Centres One and Four. The Learning Centres will have 6 Superintendents.

This Associate Director will coordinate the work of a Superintendent, Equity, Anti-Oppression and Anti-Racism and a Superintendent, Student Voice, Parent and Community Engagement and Well-being. Professional services related to student well-being, mental health, physical, cognitive, social and emotional well-being will also be part of the Equity, Well-Being and School Improvement portfolio.

The Associate Director, Leadership, Learning and School Improvement and the Associate Director, Equity, Well-Being and School Improvement will oversee all 583 schools across TDSB in collaboration with the Learning Centre Executive Superintendents providing collaborative, coherent and responsive leadership to our schools.

## Associate Director, School Operations and Service Excellence (New)

The Associate Director, School Operations and Service Excellence will oversee all aspects of school operations to ensure that our procedures and processes are serving our schools effectively and efficiently. This position will liaise heavily with the Business Operations and Service Excellence portfolios. The Associate Director, School Operations and Service Excellence will lead all reviews related to "access and opportunity" as per our Integrated Equity Framework and our Multi-Year Strategic Plan. The Associate Director, will coordinate the work of Information Technology (I.T. will be moving from the Business Operations and Service Excellence portfolio to this new portfolio), which will have an expanded role that will now include Information Management.

Within the new portfolio of School Operations and Service Excellence an Executive Superintendent will oversee Continuing Education, Alternative Education, Adult Education, International Languages, Summer Programs and Partnerships and International Students and Admissions.

The work of the Board's Sustainability Office, Freedom of Information and Protection Privacy Office, Accessibility (AODA compliance) Office and International and Student Admissions will also be coordinated under the portfolio of School Operations and Service Excellence.



## Associate Director, Business Operations and Service Excellence (Existing with Minor Changes)

The Associate Director Business Operations and Service Excellence will continue to coordinate the work of the Finance, Facilities, Planning and Legal departments that will continue to be headed by Executive Officers. This portfolio will also coordinate the work of the Board's Employee Services department, which will continue to be headed by an Executive Superintendent. The Board's Health and Safety department will also report to Business Operations and Service Excellence.

## Executive Superintendent, Human Rights and Indigenous Education (New)

Funded by the Ministry of Education as part of its plan to promote and foster leadership in human rights and indigenous education within Ontario school boards, the TDSB will establish a new Executive Superintendent position overseeing human rights and indigenous education. The new Executive Superintendent will also coordinate the work of the Board's Caring and Safe Schools and the Employment Equity department.

## New Roles for Superintendents

Four Superintendents who are currently working in Learning Centres will fill four system positions to support our significant and important work at the system-wide level. These positions do not carry additional compensation; they are designed for leadership development. Further, each of these positions, including the position that currently exists at the system level (Equity, Anti-Oppression and Anti-Racism), will have six schools each and because of this responsibility they will be a part of a Learning Centre. These Superintendents will have a term appointment and will return to a Superintendent of Schools position at the end of the term.

Those four new positions are:

- Superintendent of School Operations (This Superintendent will assist the Employee Services Department as well)
- Superintendent of Early Years
- Superintendent of Leadership and Learning
- Superintendent of Student Voice and Well-Being

Each of the 24 remaining Superintendents in the Learning Centres will take on responsibility for no more than two additional principals.

## Other Senior Level Portfolios

### Governance and Board Services (As before with some changes)

Governance and Board Services portfolio will continue to be headed up by an Executive Officer with responsibility for coordinating the work of Trustee Services, Board and Committee meetings and agenda planning and the Policy department. Under the new reorganization, Board Services will oversee the governance functions for the Board's advisory committees. Under the new organizational chart, the Office of Freedom of Information and Privacy will be moved from Board Services to the new portfolio for the Associate Director, School Operations and Service Excellence.

### Government, Public and Community Relations (As before with no changes)

This portfolio will continue to be headed up by an Executive Officer with responsibility for Strategic Communications, Web Services, Marketing, Design and Creative services, Corporate and school-based Media Relations & Issues Management, and Intergovernmental and Community Relations.

## Recruitment and Implementation

Recruitment for new Associate Directors of Education positions will begin before the end of May 2018 with recommendations for appointment to be brought to Board mid-summer. Implementation of changes in the organizational chart will begin over the summer with full implementation by the start of the new school year.

More information on the senior team reorganization will be shared in the weeks ahead. If you have any questions about the changes please be in touch with your Executive Superintendent or Executive Officer.