



**Committee of the Whole
(Special Meeting)
Agenda**

CW:031A

Tuesday, October 6, 2020

4 p.m.

Electronic Meeting

Trustee Members

Alexander Brown (Chair), Michelle Aarts, Rachel Chernos Lin, Stephanie Donaldson, Trixie Doyle, Harpreet Gill, Parthi Kandavel, Shelley Laskin, James Li, Alexandra Lulka, Dan MacLean, Christopher Mammoliti, Chris Moise, Patrick Nunziata, Zakir Patel, Robin Pilkey, Yalini Rajakulasingam, David Smith, Anu Sriskandarajah, Jennifer Story, Chris Tonks, Manna Wong

The purpose of the meeting is to hear delegations and to consider private personnel matters.

Pages

1. **Call to Order and Acknowledgement of Traditional Lands**

2. **Declarations of Possible Conflict of Interest**

3. **Delegations**

To be presented

4. **Update From the Director Search Committee: Director Search Criteria**

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5. **Private Matters**

Separate Document (CW:031B)

6. **Adjournment**

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Director of Education – Toronto District School Board

Search Criteria – October 2, 2020

The sections for the Search Criteria are:

1. Role Opportunity
2. Role Priorities
3. Career Experience & Accomplishments
4. Education & Professional Development
5. Leadership Attributes & Personal Values

1. Role Opportunity:

Key Role Attractors Include the Following:

Evolve, implement, and lead learning innovation
Serve a diverse and complex school board and city
Working with multiple stakeholders and people in the community
Lead a complex/large public multi-educational institution/platform (K12 and Adult programs)
Oversee a large workforce/budget, multiple facilities



2. Role Priorities:

Top Priorities for the Director of Education – First 18 months (in no order):

Continue to lead the Board through its Covid-19 planning and safe return to school.
Continue to effectively lead and achieve greater equity within in the Board; build on the Board’s focus on inclusion, equity and anti-Black racism; demonstrate a deep commitment to unpacking race, gender identity, ability and socioeconomically diverse communities and ability to apply an intersectional framework in relation to the multiple sources of oppression; leading to systemic change to combat racism and discrimination.
Continue to ensure academic excellence, transformation, and achievement by our students through the implementation of effective educational and learning practices, including the evolution of remote learning pedagogy (e.g., distance education/digital/e-learning, outdoor education etc.), as well as a commitment to support all students with special education needs.
Continue to oversee, update, maintain momentum, and implement the Multi-Year Strategic Plan (MYSP) including the “Vision for Learning” plan.
Maintain and improve the public’s confidence and trust in the Board; build, positive relationships and engagement with parents and community partners.
Maintain/develop TDSB shared leadership approach, the Leadership Capacity Plan and prioritizing staff succession planning and morale.
Implement the new internal and external communications strategy.
Lead research in the service of evidence-based decision-making.



3. Career Experience & Accomplishments:

The ideal candidate for the Director of Education should possess the following experience and background (Top 7 are in order of priority):

Demonstrated meaningful leadership and a proven track-record in equity, diversity, inclusion, anti-racism, anti-Black racism, anti-oppression programs, Indigenous education, LGBTQ and related policies, and initiatives.
Professional knowledge and demonstrated leadership/respect in academic instruction and achievement; (public K-12, or possibly at the post-secondary level); “global mindset” with the vision and expertise to oversee transformation of all forms/models of learning innovation and instruction including remote/digital/e-learning, outdoor education, etc.
Engaging, building, and maintaining relationships/partnerships with multiple and diverse community members, parents, students, trustees, staff, unions/federations and government.
Leading a complex organization, multiple employees, and staff at all levels.
Demonstrated commitment to continuous improvement, service excellence, strategic planning and moving complex projects forward.
Serving the needs of children and youth in ensuring their mental and physical well-being.
An understanding and championing for special education and disability-related issues especially in identifying and removing barriers for adults, children/youth education environments and the application of the Accessibility for Ontarians with Disabilities Act (AODA).

Additional important criteria that was provided from the stakeholder consultations:

Demonstrated experience with funding models for public education and/or a large publicly funded organization; advocating with governments at all levels for the needs of a strong public education system.
Demonstrated experience in administration, fiscal management/finance (understanding of capital and operating budgets), operations management including oversight of facilities.
Experience managing, motivating, engaging large staff/employee teams at all levels to success, implementing leadership development and succession planning programs; creating a positive/unifying work environment.
Focused orientation for utilizing data driven models and metrics for decision making/standards.
Direct experience in working in a similar large urban centre with a highly diverse population.
An orientation for implementing ideas and complex projects through completion.
Proven commitment to good governance, risk management, compliance and establishing, working with and maintaining positive relationships with an elected board or similar body.
An excellent communicator with the ability to engage at all levels with a holistic message that is clear, genuine and understood; knowledge of a second language or multi-lingual would be an asset.



4. Education & Professional Development:

- A minimum Master’s level education and ideally post-graduate work, doctorate or similar and relevant certifications
- Demonstrated commitment to on-going learning and personal development
- Participation/leadership in public speaking and thought leadership

5. Leadership Attributes & Personal Values:

The Director of Education will embrace and be an advocate for the TDSB [Equity Leadership Competencies](https://www.tdsb.on.ca/About-Us/Equity/Equity-as-a-Leadership-Competency) (<https://www.tdsb.on.ca/About-Us/Equity/Equity-as-a-Leadership-Competency>)

The ideal candidate will also possess the following leadership attributes and personal values (in no order):

Building Trust/Transparency
Collaboration
Communication/Listening/Public Speaking
Empathy/Relationship Builder/Seeks Consensus
Intellectual Curiosity
Personal Integrity/Accountability
Political Acuity
Problem Solving/Inquisitive/Deals with Complexity/Critical Thinking
Resilience
Vision Builder/Strategic Orientation

Other:

Meets Ministry criteria in terms of qualifications as Supervisory Officer under the [Education Act](#) and/or Minister’s confirmation that the person to be appointed is eligible for the position

Link to [The Ontario Leadership Framework](#)

Client	Mandrake Consulting (Toronto District School Board)	Job No.	MM5-REC-001 WEB_v3
Date	October 2, 2020	Version No.	1 - online
Copywriter	M. Pereira	Out-by Date	TBC



Director of Education – Toronto District School Board

Leadership that Engages and Empowers All

The **Toronto District School Board (TDSB)** – www.tdsb.on.ca – is the largest and one of the most diverse school boards in Canada, serving over 247,000 K-12 students in 583 schools throughout Toronto, and more than 130,000 lifelong learners in its Adult and Continuing Education programs. Over 40% of TDSB graduates rank as Ontario Scholars, and more than 80% go on to university or college.

The Opportunity

The Director of Education is the most senior executive position in the Toronto District School Board (TDSB). For this pivotal role, the TDSB is seeking a highly qualified and exceptional leader who will continue to implement the Board’s Multi-Year Strategic Plan, diversity, inclusion, and equity initiatives, evolve the transformation in learning/instruction, run a highly complex and diverse organization, and foster outstanding relationships with stakeholders at all levels.

A well-recognized leader in public education, K-12, or similar, with a track-record of success, the new Director will bring inspirational leadership with commitment and passion for student success including a track-record of removing systemic barriers while enhancing student well-being and academic achievement.

The Director will share evidence and meaningful experience in implementing programs, policies and practices that achieve equitable outcomes using the frameworks of anti-oppression, anti-racism, anti-Black racism, and decolonization. In addition, the Director will demonstrate commitment to upholding human rights and eliminating all forms of discrimination.

The Director will have a keen understanding of, and direct experience in, the Greater Toronto Area and/or a similarly large and diverse urban population. With a “global mindset” and perspective, the Director will bring critical thinking, creativity and innovation to the TDSB along with a demonstrated record of turning vision into action. An advocate for engaging, partnering and collaborating with, the community, students, parents, and honouring the voice, experience, identity, and expertise of all.

The Director will lead a large team of staff and create a highly motivating workplace with a focus on leadership development. In addition, the Director will oversee the operations and administration of the Board and will demonstrate experience advocating with government for public education funding.

With a high level of personal integrity coupled with empathy and strong relationship-building capabilities, the Director will have exceptional communication skills.



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The Profile

The ideal candidate for the Director of Education mandate should possess the following experience and background:

- Demonstrated meaningful leadership and a proven track-record in equity, diversity, inclusion, anti-racism, anti-Black racism, anti-oppression programs, Indigenous education, LGBTQ and related policies, and initiatives.
- Professional knowledge and demonstrated leadership/respect in academic instruction and achievement (public K-12, or possibly at the post secondary system level); “global mindset” with the vision and expertise to oversee transformation of all forms/models of learning innovation and instruction, including remote/digital/e-learning, outdoor education, etc.
- Engaging, building, and maintaining relationships/partnerships with multiple and diverse community members, parents, students, Trustees, staff, unions/federations, and government.
- Leading a complex organization, multiple employees, and staff at all levels.
- Demonstrated commitment to continuous improvement, service excellence, strategic planning and moving complex projects forward.
- Serving the needs of children and youth in ensuring their mental and physical well-being.
- An understanding of, and championing for special education and disability-related issues, especially in identifying and removing barriers for adults, children/youth education environments, and the application of the Accessibility for Ontarians with Disabilities Act (AODA).

The Director of Education will embrace, and be an advocate for, the TDSB Equity Leadership Competencies: <https://www.tdsb.on.ca/About-Us/Equity/Equity-as-a-Leadership-Competency>

Additionally, the ideal candidate will possess the following leadership attributes and personal values:

- Building Trust/Transparency
- Collaboration
- Communication/Listening/Public Speaking
- Empathy/Relationship Builder/Seeks Consensus
- Intellectual Curiosity
- Personal Integrity/Accountability
- Political Acuity
- Problem Solving/Inquisitive/Deals with Complexity/Critical Thinking
- Resilience
- Vision Builder/Strategic Orientation

Education & Professional Development:

- At minimum, a master’s level education, ideally with post-graduate work, a doctorate or similar credentials, and relevant certifications
- Demonstrated commitment to ongoing learning and personal development
- Participation/leadership in public speaking and thought leadership
- Knowledge of a second language or multi-lingual would be an asset

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We invite all qualified and interested candidates to apply. Please send your resume and summary letter of application, in confidence, no later than **Monday, October 28, 2020, 5:00 pm EST**, to

Charles Lennox, at:

cmlennox@mandrake.ca

Only applicants selected for an interview will be contacted

The Toronto District School Board (TDSB) strives to meet the accommodation needs of persons with disabilities. Applicants are encouraged to make their needs for accommodation known in advance during the application process.

The TDSB is an equal opportunity employer and adheres to fair employment practices.



Mandrake

Acknowledgment of Traditional Lands

We acknowledge we are hosted on the lands of the Mississaugas of the Anishinaabe (A NISH NA BEE), the Haudenosaunee (HOE DENA SHOW NEE) Confederacy and the Wendat. We also recognize the enduring presence of all First Nations, Métis and Inuit people.

Reconnaissance des Terres Traditionnelles

Nous reconnaissons que nous sommes accueillis sur les terres des Mississaugas des Anichinabés (A NISH NA BEY), de la Confédération Haudenosaunee (HOE DENA SHOW NE) et du Wendat. Nous voulons également reconnaître la pérennité de la présence des Premières Nations, des Métis et des Inuit