



THE EDUCATION CENTRE - AURORA

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November 27, 2018

Susan Logue

Superintendent of Education, Caring and Safe Schools and Continuing Education

Dear Susan,

The Board of Trustees and the Senior Team have worked collaboratively with our community to renew our Strategic Plan. As a leadership team, we have aligned the Director's Annual Plan and Board Improvement Plan to meet the priorities and goals outlined by trustees. Additionally, we have successfully put into routine practice the Minister's Directions. In short, our leadership team is poised to align our efforts and work, to collaborate with precision and diligence to ensure positive outcomes are met for students, families and staff.

As the Superintendent of Caring and Safe Schools and Continuing Education, you play a central role in the management of conflict resolution that focuses on the best interests of students; support superintendent learning; and oversee the departments under the umbrella of Caring and Safe Schools and Continuing Education.

To enhance our alignment of purpose, I am asking that you work on the following specific priorities during that 2018-2019 school year that complement your role:

- Act as a champion for issues under your direction and provide timely and responsive support to all stakeholders focused on resolutions.
- Collaborate with the Principal and Vice-Principal of Continuing Education Services, Principal of International Education Services and International Languages Services, and Vice-Principal of Adult ESL Services, to develop training and implementation of a professional learning menu to support the professional learning and understandings of all departmental staff related to the four strategic priorities of the Trustee's Multi-Year Strategic Plan and the six goals of the Director's Annual Plan.
- Create caring and safe classroom environments particularly for those students and families that are underserved and/or are underperforming.
- Strengthen a collaborative approach among Superintendents of Schools to identify promising practices and evidence-based learning for the improvement planning processes related to Caring and Safe School environments, Student Discipline, International Education Services, International Languages, Adult ESL, and Continuing Education Services.
- Analyze the data related to student expulsions, suspensions, mediations and exclusions. Collaborate with the Associate Director of Education, Schools and Program and the Coordinating Superintendent of Indigenous Education and Equity to develop and pilot

interventions to improve outcomes for marginalized students, students with mitigating circumstances and students who are underperforming and underserved.

- Work collaboratively with the Student Discipline Committee (Trustees) to share data, interventions, programs and placements of students that have been referred to student discipline quarterly.
- Work alongside the Caring and Safe Schools team and community partners to support training, learning and understanding of new legislation regarding the legalization of cannabis and the impact on schools.
- Co-Lead the Caring and Safe Schools team in partnering with the Superintendent of Curriculum and Instructional Services and the Healthy Schools Team in order to make recommendations regarding safety responses for opioid overdoses.
- Develop the understanding of Senior Team and school staff through the implementation of Violence and Threat Risk Assessment Protocols, Restorative Practices Approaches, Roots of Empathy and Human Trafficking.
- Co-develop and refine, in partnership with York Regional Police, the Police and School Board Protocol 2018.
- Work collaboratively with the Principal of International Education Services to continue to monitor all students carefully with a well-being and mental health perspective.
- Establish on-going interdepartmental meetings including as appropriate Student Services, Communications, Legal, Finance, Inclusive School and Community Services, and Associate Directors to ensure improved communication, optimal service and increased safeguards for all stakeholders. Invite additional partners to participate, including York Regional Police and CAS.
- Continue to ensure all related forms that are associated with Caring and Safe Schools and Continuing Education reflect risk and liability management.
- Ensure all extended International Education Services programs, i.e. Summer Teach Abroad, are run at cost recovery and in the best interests of the board - reciprocal benefits.
- Determine appropriate enrollment of all international students to ensure safe, supportive and appropriate placements in schools.
- Conduct annual meeting with Trustees regarding International Languages including sharing of data, locations, issues and community requests.
- Support the ongoing development of union partnerships with all employee groups.
- Work collaboratively with the Principal, Vice-Principal and Supervisor of Continuing Education to enhance programs to meet the needs of enrolled students. Effectively run and maximize programs to the best of your ability including making improvements to marketing/advertising programs, including but not limited to e-Learning, aquatics, and summer programs.
- Work alongside Inclusive School and Community Services and Continuing Education staff to ensure the principles of equity are supported in the delivery of all programming to meet the diverse needs of students in our system, including delivery location, i.e. meeting the needs of the far north.
- Embed evidence gathering and monitoring in all elements of your practice - regular meetings with Associate Director of Education, Schools and Program.

I ask you to consider the above priorities and develop an implementation plan that includes timelines, outcomes and performance indicators. In ongoing meetings with the Associate Director of Education, Schools and Program, please provide updates to progress as appropriate.

Thank you for your leadership Susan and I look forward to working alongside you in the 2018-2019 academic school year.

Sincerely,

A handwritten signature in cursive script that reads "K. Friedman". The signature is written in dark ink and is positioned above the printed name.

Karen Friedman
Associate Director of Education, Schools and Program
York Region District School Board