

December 11, 2015

Recommendations from the TDSB Governance Advisory Panel

The province is committed to restoring public confidence and supporting high levels of student achievement and well-being at the Toronto District School Board (TDSB).

Below are the 20 recommendations from the TDSB Governance Advisory Panel Report, and the ministry's response to each.

Report recommendation	Ministry Response
Recommendation 1: That the Minister of Education immediately take steps to appoint a supervisor to work collaboratively with the board of trustees, the director of education and senior staff to implement the recommendations of this report.	The Ministry will not implement this recommendation.
Recommendation 2: That the board of trustees clarify and clearly communicate throughout the board and the community the roles and responsibilities of trustees and of the board of trustees in accordance with legislation and good governance practices.	The Ministry supports the implementation of this recommendation by the TDSB.
Recommendation 3: That trustees be required to participate in ongoing professional development throughout their term of office and that in the future all trustees be required to participate in comprehensive governance orientation immediately after taking office.	The Ministry will consult further with our education partners on this recommendation.
Recommendation 4: That the board of trustees and the ministry review trustee professional development supports to ensure there are appropriate supports for trustees, including student trustees, to fulfil their role.	The Ministry supports the implementation of this recommendation by the TDSB. The Ministry continues to review trustee professional development supports on an on-going basis.

<p>Recommendation 5: That the board of trustees engage in regular board self-assessments and measure its performance in relation to the goals set out in a redeveloped and realistic board multi-year strategic plan. As a transition measure, the board self-assessment should be conducted with the assistance of a third party.</p>	<p>The Ministry supports the implementation of this recommendation by the TDSB.</p>
<p>Recommendation 6: That trustees serve a maximum of three consecutive terms of office.</p>	<p>The Ministry will not implement this recommendation.</p>
<p>Recommendation 7: That the board of trustees develop appropriate criteria for the skills and experience required of an effective chair, including but not limited to governance experience and training, conflict-management and consensus-building skills, and demonstrated experience working on city-wide and/or board-wide issues.</p>	<p>The Ministry supports the implementation of this recommendation by the TDSB.</p>
<p>Recommendation 8: That an annual assessment of the chair is undertaken by the board of trustees to measure the chair's performance in relation to his or her duties and responsibilities as set out in legislation and board policy and in accordance with good governance practices.</p>	<p>The Ministry supports the implementation of this recommendation by the TDSB.</p>
<p>Recommendation 9: That the board of trustees expeditiously establish a mandate and structure for the two or more Education Centres, with particular attention to clarity about the roles and responsibilities of the trustees, executive superintendents, and school superintendents in these centres, as outlined in the panel's report. (Appendix C shows a model of this structure with three Education Centres, for illustrative purposes.)</p>	<p>The Ministry supports the implementation of this recommendation by the TDSB.</p>

<p>Recommendation 10: That the board of trustees establish and adequately staff offices for an integrity officer and ombudsman, reporting to the board of trustees. Further, that the board adequately staff its Human Rights Office, and that the human rights officer report directly to the director of education. The board should establish and communicate across the organization and within the community clear roles, responsibilities and accountabilities for each office, and provide that all three officers annually report their activities publicly through the board of trustees.</p>	<p>The Ministry will consult further with our education partners on this recommendation.</p>
<p>Recommendation 11: That the role of the secretary of the board be separated from the role of the director of education, and that the board hire a person with the requisite governance skills and experience to be the secretary of the board, and who will report to the board of trustees.</p>	<p>The Ministry will consult further with our education partners on this recommendation.</p>
<p>Recommendation 12: That there be greater transparency in how members of the senior administrative team are selected throughout the organization, including appropriate job descriptions and consistent processes for responding to job postings, as well as clearly communicated policies that include principles and strategies for performance evaluation at all levels of the organization.</p>	<p>The Ministry supports the implementation of this recommendation by the TDSB.</p>
<p>Recommendation 13: That the board of trustees work to expeditiously review and clarify the roles and responsibilities of the director of education, board secretary and associate directors to reflect the recommendations in this report.</p>	<p>The Ministry supports the implementation of this recommendation by the TDSB.</p>

<p>Recommendation 14: That the qualifications for the director of education be broadened to permit candidates who have equivalent academic qualifications from other jurisdictions to be eligible for the position, and that qualifications also include experience in areas of business management, finance and governance.</p>	<p>The Ministry will consult further with our education partners on this recommendation.</p>
<p>Recommendation 15: That the board restructure its administrative organization to create two or more local Education Centres staffed by not less than one school superintendent for every 20 schools. The Education Centres will conduct all business relating to the supervision of the smaller clusters of schools assigned to each school superintendent. (Appendix C shows a model of this structure with three Education Centres, for illustrative purposes.)</p>	<p>The Ministry supports the implementation of this recommendation by the TDSB.</p>
<p>Recommendation 16: That the board expand its use of community outreach workers to assist families to navigate the school system and other community supports for their children. The outreach workers will be hired by the school board and be employees of the board.</p>	<p>The Ministry supports the implementation of this recommendation by the TDSB.</p>
<p>Recommendation 17: That student trustees have a binding vote on matters before the board, with the exception of those matters that are discussed in closed meetings of the board in accordance with the Education Act.</p>	<p>The Ministry will not implement this recommendation.</p>
<p>Recommendation 18: That the board consult with student trustees, on behalf of the student body, and receive their recommendations on student trustee election eligibility; improved representative student trustee election process; student trustee representation by geographic areas; student trustee term restructuring; and SuperCouncil representation and communication with Grades 7–12. The board must give consideration</p>	<p>The Ministry supports the implementation of this recommendation by the TDSB.</p>

to the recommendations and respond in a timely manner.	
<p>Recommendation 19: That following a full year's operation, the supervisor undertake an assessment of the progress made by the board of trustees and board administration and make a recommendation to the Minister as to whether the board of trustees and board administration have met the following key performance indicators; if not, the ministry is to proceed to stage two of the recommendations of the TDSB Governance Advisory Panel.</p>	<p>Ministry staff will work closely with the Board's staff, trustees and director as implementation continues and will provide support as required.</p>
<p>Recommendation 20: If stage two is to be implemented, the ministry would take the following action:</p> <ul style="list-style-type: none"> • undertake the legislative and regulatory work required to establish two or more independent smaller school boards with a mandatory shared services corporation as outlined in the panel's report. (Appendix D shows a model of this structure with two boards, for illustrative purposes.) • determine a timeline for creating the new school boards that takes into consideration the timing of the 2018 municipal and school board elections. 	<p>Ministry staff will work closely with the Board's staff, trustees and director as implementation continues and will provide support as required.</p>

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