

STRATEGIC PLANNING RENEWAL PROCESS

PURPOSE:

The purpose of this report is to provide information and advise all stakeholders within the Halton Catholic District School Board, of the Board's intent to initiate, develop and implement a five (5) year Strategic Planning Renewal Process commencing September, 2009 and to encourage the active participation of all stakeholders in this process.

BACKGROUND INFORMATION:

In 1993, the then Halton Roman Catholic School Board, under the leadership of Director of Education of Cliff Byrnes, and Trustee/Chair Don Schrenk, initiated the development and implementation of a Board-wide Strategic Plan to provide direction and vision for the Board in numerous academic and non-academic areas for the period 1993 – 2000.

The process involved continuous input and collaboration among numerous stakeholder groups within the Board at that time, with the guidance of a Board-wide Strategic Planning Steering Committee. Through a lengthy and thorough consultation process and using various data gathering processes, the Steering Committee developed eight (8) broad objectives, accompanying strategies and indicators of success for each objective, that would be addressed during the period from 1993 – 2000. Specifically, this process of continual review, development, and implementation over the seven (7) years of the process focused on the following objectives:

1. To make partners aware of our Governing Values and Mission Statement,
2. To increase by 10% the system retention rate between our elementary and secondary schools by September 1994,
3. To increase the interaction of system community resources,
4. To ensure improved school board communications,
5. To establish staff development and on-going leadership programmes,
6. To promote the merits of our Catholic English language section,
7. To ensure a curriculum which will respond to system needs, and
8. To plan for and respond to technology throughout the system.

One of the outcomes of this Strategic Planning Process from 1993 – 2000 was the establishment of an Adhoc Committee called the Internal Systemic Audit Working Committee. This committee was composed of numerous stakeholder representatives including trustees, principals, vice principals and representatives from parent groups, unions and senior staff. Using data and information obtained through the Strategic Planning Process, this working group recommended five (5) distinct areas of organizational focus or intervention and a total of 35 strategies to address these areas of focus. See attached March 19, 2002 Board Report. Specifically, the five (5) areas of organizational focus were:

1. Leadership Screening and Accountability Measures
2. Relationship Building Opportunities
3. Protection of Organizational Integrity and Efficiency
4. Development of a Leadership Workshop
5. New Framework of Organizational Communication

At the February 8, 2007 Board Meeting, Director of Education, Lou Piovesan, presented a status report to the system on the outcomes achieved by the Board in addressing the five (5) broad areas of focus identified by the Internal Systemic Audit Committee. With this report the Internal Systemic Audit Committee is seen as having fulfilled its mandate. The responsibility of ongoing review of recommendations made by the Internal System Audit Committee will be a function of the Strategic Planning Renewal Committee.

COMMENTS:

Rationale for a Renewal of the Strategic Planning Process in 2009:

There are numerous local and provincial reasons that suggest a renewal of the strategic planning process is both timely and necessary for the Halton Catholic District School Board.

- **The Vision Statement: The Foundation for the Strategic Planning Renewal Process**
 - Since 2000, the Board's Mission and Vision Statement as well as its Governing Values have been revised, through a process of extensive consultation with stakeholders. Recent research on Educational Strategic Planning clearly indicates that a Board's Mission and Vision statements form the foundation for developing the goals, objectives and strategies to be developed and implemented by Boards in their Strategic Plans. A clear and well articulated Vision Statement in particular, empowers and motivates planners and stakeholders to move in a common direction to produce the educational outcomes desired by the vision. It serves as a guideline to measure progress toward the preferred future. The vision describes the activities of learners, staff, trustees, parents and all other community stakeholders.
- A formal, comprehensive strategic planning process examining both the academic and non-academic components of the HCDSB has not been undertaken since the Spring of 2000.
- To build on and continue ongoing review of recommendations made by the Internal Systemic Audit Committee.
- While the recommendations of the Internal Systemic Audit Committee were areas of focus and growth for the Board, the objectives and strategies developed by that committee focused largely on internal organizational issues and not issues related to improving student achievement, school improvement processes, and the Board's distinctively Catholic character and culture.
- The ongoing political challenge to Catholic education in this province demands that Catholic Boards, more than ever before, develop strategies to meet these challenges so that the distinctiveness and existence of Catholic education is preserved and enhanced in the schools of Ontario.
- Over the past five (5) years in Ontario's educational system, there has been a much more pronounced focus on Board level and school level planning to improve student achievement. The gathering and analysis of data through instruction, assessment and formalized standardized testing such as EQAO testing has provided Boards and schools with a great deal of additional information and data to improve individual student learning.
- Since 2000, the Ministry of Education has developed and implemented a variety of academic and non-academic initiatives that affect curriculum delivery, instruction, assessment, expectations and outcomes, that address student behaviour and focus on multiculturalism, equity and inclusiveness.
- The Ministry of Education is currently conducting extensive and comprehensive operational reviews of the business areas of school Boards. The reviews focus specifically on the following areas:
 - a) Governance and School Board Administration
 - b) Human Resources Management and School Staffing Allocation
 - c) Financial Management

d) School Operations and Facility Management

Each Board is required to respond to recommendations from these reviews to improve efficiency in these areas. A Strategic Plan is seen as the framework in which to implement these recommendations. (Note: the HCDSB is scheduled for Operational Review in June 2010).

- Recent Ministry-initiated amendments to the Education Act have implications for governance and School Board administration. It is anticipated that it will be incumbent upon boards to develop and approve multi-year strategic plans.
- The establishment of a Family of schools' organizational structure in 2009.
- In 2000, approximately 75% of our current principals and vice principals were not in administrative roles. In addition, a similar percentage is also indicative of current senior staff and trustee representation who were not in their present roles at that time.
- The rapidly changing demographic profile of the Region of Halton will require new programs and initiatives in order to meet the needs of a community.

Building on our Successes - The Strategic Planning Renewal Process in the HCDSB:

Strategic Planning is a means by which an organization constantly evaluates and renews itself to achieve a common goal. In order to achieve this goal, a Strategic Plan must deal with the longer term needs and specifically with growth and change. In education, the Strategic Planning process is developed and implemented to provide the vision, values and leadership needed to manage, guide and sustain that growth and change. It is a blueprint for expected outcomes and provides a framework to assist in reaching those desired outcomes.

The Strategic Planning and Renewal Process in the HCDSB will commence in September, 2009 and move through three (3) distinct phases over the course of the next five (5) school years:

- PHASE ONE: 2009 – 2010:
 - a) Building support for the plan by communicating the rationale for the Strategic Planning process to stakeholders;
 - b) Establishing a Strategic Planning and Renewal Steering Committee composed of members of Senior Staff and including, the Chair and Vice Chair of the Board and other as determined by the Director. The establishment of four (4) sub-committees lead by Superintendents responsible for the development of Strategic Planning and Renewal under the Board's four (4) identified priority areas of focus.
 - c) Gathering and examining new and existing data;
 - d) Developing the goals, strategies and expected outcomes, and measurable indicators under the four (4) areas of Strategic Priority for the Board (defined later in this report);
 - e) Communicating the plan to stakeholders. As part of the overall Communication Plan, trustees will receive frequent Information Reports and will be asked to provide ongoing input to the Strategic Planning Renewal Process. Specifically, Information Reports have been tentatively scheduled for presentation to trustees at Board meetings in November 2009, and February and April 2010. Other reports may be provided as requested and appropriate. Similarly, information reports will be scheduled and provided to community partners and to schools through local Catholic School Councils. A dedicated link to the Board's website, internal and external, will facilitate communication.
 - f) The intent is to bring a comprehensive multi-year strategic plan to the Board for approval prior to the approval of the 2010-2011 budget.

- PHASE TWO: 2010 – 2011
 - a) Initial implementation of the initiatives detailed with the Plan
- PHASE THREE: 2011 – 2014
 - a) Continued implementation and monitoring of programs toward full implementation of the Plan, and ongoing assessment of effectiveness and impact of initiatives undertaken.

The chart attached provides scope and sequence of activities for Phase One of the process that includes Action Steps, Timelines, and Areas of Responsibility, the creation of a system-wide Communication Plan and the establishment of a Strategic Planning Renewal Process Steering Committee.

The Role of Community Partners in the SPR Process:

Research indicates that the development and implementation of a successful Strategic Plan depends largely on the initial widespread understanding and communication of the process and the commitment to seeing it through by all stakeholders. The development phase of the process must also include widespread and frequent participation and consultation from stakeholder groups that usually include trustees, senior staff, teachers, parents, clergy, students, bargaining unit representatives and community.

- a) Trustees are integral to the Strategic Planning renewal process. The foundation of the process is the vision, developed by trustees with participation from senior staff. The Chair and Vice Chair will sit as members of the Strategic Planning Review Process (SPRP) Steering Committee that will guide the entire Strategic Planning Review Process. All trustees will be invited to provide ongoing input, review and approval at different stages of the process through regular scheduled Board Information reports, and through other structured opportunities for participation.
- b) Senior Staff will provide ongoing input and guidance to not only the SPRP Steering Committee but also to the four (4) Board Priority Focus Areas sub-committees. Members of senior staff will also act as Chairpersons for each of the four (4) sub-committees.
- c) Parents and students, Catholic School Councils, CPIC, SEAC, Clergy, Bargaining Unit Representatives, other community partners will provide ongoing input to the Steering Committee through their participation at the local level in activities on the “Vision Statement” (see attached) as well as in their participation in gathering new data via Focus Groups and Surveys.

Sources of Existing and Required Data:

Upon initial examination, it appears that there are several areas where data and information, of both a qualitative and quantitative nature, is already available to begin the Strategic Planning Renewal Process. The sources of this data include:

- a) The annual Board Improvement Plan and Special Education Plan
- b) The State of the System Survey results
- c) 360 Administrative survey results
- d) Suspension and Expulsion data
- e) EQAO, OSSLT results and other achievement data
- f) Information/recommendations from the Internal Systemic Audit Committee
- g) Halton Youth Survey

- h) Halton Social Profile
- i) Director's Annual Report
- j) Individual school surveys on various topics

While these sources of data provide existing recent data for examination and comment, it should be noted that the majority of this information is available as a result of input from internal stakeholder groups such as teachers, trustees, administrators, etc.

In June of 2001, as a follow up to the Strategic Planning process from 1993 – 2000, the Board developed and implemented a survey to be completed by all stakeholder groups including parents, students, clergy and other community members entitled, *"How Are We Doing?"*. Senior staff will develop a similar survey and will organize and facilitate parent, student and community focus groups to be used as an integral part of the process for gathering data in Phase One of this process.

Broad Priority Areas of Focus for the Strategic Plan:

Based upon the initial examination of existing data and in order to accurately align itself with the Board's Mission and Vision and also with such things as current Ministry of Education initiatives and expectations, the Ministry Operational Review Process, Student Improvement Planning processes, and the demonstration of our distinct Catholic identity, the following four (4) broad Areas of Priority will be the focus areas in which the SPRP develops and implements Goals, Strategies and Indicators of Success during the identified five (5) year renewal period.

1. Strengthening the distinctively Catholic character of our schools and programmes;
2. Enhancing school effectiveness and improving student achievement;
3. Building capacity with all educational partners, and
4. Improving levels of service and support to schools.

CONCLUSION:

The Strategic Planning Renewal Process will bring clarity and a shared sense of purpose to our work as a Catholic School Board, and will sharpen the focus in areas that are identified as priorities. By adopting a planned and strategic approach to our common goal of providing excellence in Catholic education, it will allow for the appropriate allocation of human, financial and educational resources. It will also provide a framework by which our progress towards our goals can be monitored and measured against clearly identified and mutually agreeable indicators.

The success of our system over our first forty years is the direct result of the vibrant and active partnership between all the various stakeholders in education: students, parents, pastors, professional educators and support staff, administrators, trustees and community members.

The Ontario Catholic Conference of Bishops recognized the importance of this active partnership twenty years ago when they released a pastoral letter "This Moment of Promise" (1989). They wrote:

"Our distinctive model of cooperation must be developed even further so that together we may help to realize the promise of this moment. Significant changes within our Church and within our culture have made a responsibility on the part of many groups in the church, both necessary and possible."

As outlined within this report, the face of education in Ontario continues to change rapidly. The Strategic Planning Renewal Process ensures that we remain open to reviewing, updating and revising our current methods of operations and procedures in order to ensure that the needs of our Catholic learners are being met in a way that is responsive, responsible and realistic in today's context. It provides a vehicle by which we, as an organization, can emphasize, or in some cases, discover new responses and new solutions to the specific challenges which the moment offers us.

Most significantly, the Strategic Planning Review Process provides an opportunity for all stakeholders to renew our collective commitment to the Mission and Vision of Catholic education within the Halton Catholic District School Board. In this way, we can bring planned, methodical solutions to the challenges we face, fully realize the potential of the opportunities currently before us, and ultimately fulfill the promise of Catholic education as the Bishops of Ontario have called upon us to do.

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DIRECTOR OF EDUCATION AND SECRETARY OF THE BOARD

¹ Baron M., Boschee E., "Performance Based Education: Developing Programs Through Strategic Planning", Ontario Institute for Studies in Education, 2008

HALTON CATHOLIC DISTRICT SCHOOL BOARD
“THE ROAD AHEAD” – THE STRATEGIC PLANNING RENEWAL PROCESS
Year One 2009 – 2010 – Development Phase Framework

ACTION	TIMELINE	RESPONSIBILITY
a) Establishment of dedicated site on StaffNet and Board Public website that makes preliminary announcement of upcoming Strategic Planning Renewal Process (SPRP) initiative	August 1, 2009	L. Stocco, J. Langill, P. Silva
b) Senior Staff preview of Information Report to Board of Trustees at September 15, 2009 Board Meeting to include: <ul style="list-style-type: none"> • Rationale for SPRP • Action Steps required and associated timelines/responsibilities • Involvement/role of stakeholder groups • Establishment and role of a SPRP Steering Committee • Links to Mission Statement, Vision and Governing Values • Data gathering and analysis 	August 24 th 31 st , September 8 th Admin Meeting	J. Langill (Chair, Lead) M. Pautler Senior Staff
c) Present “Letter to Leaders” Report to Senior Staff, Sr. Managers, Ps & VPs at Annual Admin Meeting	September 1 st Admin Meeting	J. Langill M. Pautler Senior Staff
d) New Board “Vision Statement” presented at Board meeting as foundation of SPRP Release Vision within the broader community through Press Releases.	September 15 th Board Meeting	
e) Announcement of local school communication “Vision Activity” to principals for Catholic School Councils, staff and Student Councils and school communities at FOS meetings. (see attached)	Week of September 23 rd	Staff Development Services P/VPs
f) Present Information Report on “Vision” and SPRP to SEAC, and to Senior Staff for sharing with their respective departments. To include FOS “Vision Activity”.	September 28 th	J. Langill, S. Rossini
g) Present Information Report on “Vision” and SPRP to Catholic Parent Involvement Committee (CPIC). To include FOS “Vision Activity”.	September 30 th	J. Langill
h) Present Information Report on “Vision” and SPRP to Trustees. To include FOS “Vision Activity”.	October 6 th Board Meeting	J. Langill

ACTION	TIMELINE	RESPONSIBILITY
i)	Present Information Report to Halton Deanery and solicit membership to SPRP Steering Committee	October 1 – 10 th J. Langill, M. Tessari
j)	Present Information Report to OECTA and CUPE Presidents	October 1 – 14 th M. Pautler, J. Langill
k)	Initial meeting of SPRP Steering Committee to include: <ul style="list-style-type: none"> • Roles • Summary of Process • Timelines • Establishment of Sub-Committees • Refinement of Communication Plan 	Week of October 19 th J. Langill + stakeholders Staff Development Services Group Representatives
l)	Communication Plan and publish and presentation to Trustees and Senior Staff at Board Meeting Board Meeting Information Report to Trustees for input (November, February, April)	Week of November 3 rd J. Langill SPRP Steering Committee
m)	Identifying existing sources of data and developing instruments for new data gathering	November – December 2009 Research Department SPRP Steering Committee
n)	Analysis of existing and new data	January – February 2010 Research Department SPRP Steering Committee
o)	Development, implementation strategies and performance indicators for four (4) Board Priority Areas: <ol style="list-style-type: none"> 1. Strengthening the distinctively Catholic character of our schools and programmes 2. Enhancing school effectiveness and improving student achievement 3. Building capacity with all educational partners 4. Improving levels of service and support to schools 	March – April 2010 Research Department
p)	Presentation of plan to Board of Trustees and other stakeholder groups	May 10 th – School Services May 17 th – P/VPs May 18 th – Board May 19 th – Catholic Council of Chairs May 31 st – SEAC Week of June 1 st – Presidents, Bargaining Units June 17 th – CPIC SPRP Steering Committee

DIRECTIONS FOR "VISION STATEMENT" ACTIVITY

THIS ACTIVITY IS TO BE COMPLETED BY BOTH YOUR STAFF AND CATHOLIC SCHOOL COUNCIL MEMBERS AS WELL AS YOUR STUDENT COUNCIL AT SECONDARY SCHOOLS

BEFORE BEGINNING THE ACTIVITY

1. Put the poster/chart up on the wall on to a surface that will allow you to write on the poster. Have it situated so that all those who are attending the meeting can view it.
2. Invite all of your support and teaching staff to participate in this activity. If you are doing the activity at a staff meeting, it is suggested that you do this as the first activity/item so that support staff are present. Extend the invitation to secretarial and custodial staff.
3. Distribute the Press Release, *"Halton Catholic Board Celebrates 40th Anniversary with New Vision"*.
4. Distribute the *"Strategic Planning Renewal Process"* pamphlet
5. Distribute the sheets (2), *"Catholic Learning Community, Our Vision in Action"*.

FACILITATING THE "VISION STATEMENT ACTIVITY"

1. You will need to decide if you want to divide your entire group into smaller groups or do the activity with the whole group at once.
2. Read the Vision Statement printed on the poster (it's also on the activity sheets) and ask the staff to draw any comparisons or similarities between the Mission Statement, Focus on Faith Theme and the Vision Statement (these are all printed on the "Catholic Learning Community" sheets.) **DISCUSS.**
3. Spend a few minutes discussing the importance of the Vision Statement as a foundation for the Strategic Planning and Renewal Process. Emphasize that the SPRP will encourage their input throughout the process and that they will receive frequent updates on the progress of the initiative. Indicate that there is a dedicated link on the Board's website and on StaffNet. Use the "Strategic Planning Renewal Process" pamphlet to assist.
4. Explain that 4 key phrases have been selected from the Vision Statement. The group is then to read and respond to the questions on the sheets related to each of these key phrases.
5. Have each group or individuals share their responses with the entire group. The facilitator should record the responses under the appropriate sections of the poster or have the group members write responses on post it notes and then place them under the appropriate statement. Subsequently, the facilitator records the responses on the poster. Photographs or other imagery may also be used.
6. After completing this sharing/discussion, explain that this activity is being done with numerous other community partners in our Board, i.e. parents, parent groups, trustees, senior staff, teachers and support staff etc. The collective responses to this activity from all groups will be collated and will serve as the starting point for beginning the Strategic Planning and Renewal Process. It will establish where we are and lead us to begin to think of where we need to go over the next five (5) year period.
7. The facilitator **MUST** copy the responses from the poster on to the charts on the "Catholic Learning Community, Our Vision in Action" sheets and send them to their Superintendent **by November 30th**.
8. It is suggested that your poster remain up in a conspicuous place so that staff may record any examples of activities that they witness throughout the year which correspond to a particular key phrase from the Vision Statement. This activity may be repeated or discussed on an ongoing basis as the year progresses.



Catholic Learning Community Our Vision in Action

The Halton Catholic District School Board is a model learning community, widely recognized as distinctly Catholic, providing exceptional Education, while nurturing the call to love and to serve as a people of faith, living out God's plan.

Model Learning Community	Distinctively Catholic	Exceptional Education	Nurturing the Call to Love and Serve



Catholic Learning Community Our Vision in Action

Mission (Purpose): The Halton Catholic District School Board, in partnership with home and Church, is dedicated to providing excellence in Catholic education by developing Christ-centred individuals enabled to transform society.

Vision (Direction): The Halton Catholic District School Board is a model learning community, widely recognized as distinctively Catholic, providing exceptional education, while nurturing the call to love and to serve as a people of faith, living out God's plan.

Focus on Faith Theme (Call to action rooted in Gospel Values): Hear the Word of the Lord, Learn To Do Good, Seek Justice

Model Learning Community	We are a model learning community
Distinctively Catholic	We are distinctively Catholic?
Exceptional Education	We provide exceptional education?
Nurturing the Call to Love and Serve	We nurture the call to love and serve?