

STRATEGIC PLANNING AND RENEWAL PROCESS

STATUS AND UPDATE

PURPOSE:

To provide trustees with a brief status summary of the Board's Strategic Planning and Renewal "*Fulfilling the Promise*".

SUMMARY:

FULLFILLING THE PROMISE ~ STRATEGIC PLANNING AND RENEWAL:

The success of our system over the past forty years is the direct result of the vibrant and active partnership between all the various stakeholders in education: students, parents, parishes, professional educators and support staff, administrators, trustees and community members. The importance of this active partnership was recognized by the Ontario Conference of Catholic Bishops in its 1989 pastoral letter "*This Moment of Promise*". As the face of education in Ontario continues to change rapidly, our Strategic Planning Renewal Process provides an opportunity for all stakeholders to renew our collective commitment to the Mission and Vision of Catholic education within our 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.

WHAT IS THE STRATEGIC PLANNING AND RENEWAL PROCESS?

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 VISION AS THE FOUNDATION FOR STRATEGIC PLANNING:

In the 2008 – 2009 school year, trustees and senior staff participated in a process to review the Board's Mission and Vision Statement. In addition, the Board's theological theme "*Focus on Faith*" was developed. The result of this process was the revision of the Mission Statement (our Board's purpose), a new Theological theme that emphasized Catholic social teaching and focused on Our Catholic Graduate Expectations and a renewed Vision Statement (our Board's direction). It is our Board's vision that serves as the foundation for our Strategic Renewal Planning and Renewal Process.

THE PRIORITY AREAS OF FOCUS:

Based upon the initial examination of existing data and in order to accurately align itself 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 broad Areas of Priority were identified as the focus areas in which the Strategic Planning and Renewal Process develops and implements Goals, Strategies and Indicators of Success during the renewal period.

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

BRINGING THE VISION TO LIFE WITH OUR SCHOOL COMMUNITIES AND STAKEHOLDER GROUPS:

ACTIVITY ONE – “The New Vision Statement”

Using the four key components taken from the Board’s Vision Statement, identify activities or behaviours from your school community that reflects these statements (*refer to the large chart*).

Results: Affirmation, Consistency, Catholic Centred, Student Centred

ACTIVITY TWO – “Moving Forward, Providing Direction”

Using the four key components taken from the Board’s Vision Statement, provide suggested activities that your school/the Board should enhance, by completing the following phrases:

1. “We want students who are.....”
2. “We want staff who are.....”
3. “We want parents who are.....”
4. “We want communities who are.....”
5. “We want our Board.....”

Results: *Achieving, Believing, Belonging!*

Achieving, Believing, Belonging!: **Desired Outcomes, Priorities and Strategic Commitments**

Using the two “Vision” activities noted above, and the sorting of the residual information from them, as well as sorting through data acquired from numerous available data and testimony sources and focus groups and meetings, the Board Steering Committee was able to group our priorities, outcomes and commitments into one of three broad groups. Although these three broad areas are presented separately, it is understood that they are connected and interdependent. Our Catholic identity is the philosophical foundation upon which our Faith-based education system is built, and as such, is embedded in all of the Board’s strategic direction and priorities which are outlined in the attached report entitled *Achieving, Believing, Belonging!* Priorities and Strategic Commitments.

CREATING CONDITIONS FOR SUCCESS:

A key understanding that has emerged through the Strategic Planning and Renewal Process and which cuts across these areas is a recognition that underlying Conditions for Success serve as a foundation for organizational effectiveness and efficacy in all areas, and that organizational focus on enhancing these conditions for success will enhance our outcomes. We will commit to the creation of optimal conditions for success by:

- establishing comprehensive principles of practice
- committing to clear and consistent communication
- focusing on results
- strengthening governance and accountability
- embracing innovation and continuous improvement

WHAT TRUSTEES CAN EXPECT AS NEXT STEPS IN THE SPRP:

Over the course of the remaining months in this school year, trustees can expect a series of Staff Reports outlining Specific Actions and Timelines that are currently being undertaken in each of the Strategic Commitment areas under *Achieving, Believing, Belonging!* as well as in the area of Creating Conditions of Success.

DATE OF BOARD MEETINGS	ACTIVITY STAFF REPORTS	DETAILS
January 18, 2011	Staff Report	Flow chart, overview of process and next steps
February 1, 2011	Staff Report	Data sources used to collect data during process, ex. EQAO, Halton Youth Survey
February 15, 2011	Staff Report	<p>“Achieving”</p> <ul style="list-style-type: none"> ➤ desired outcomes ➤ strategic commitments ➤ current efforts ➤ emerging directions
March 1, 2011	Staff Report	<p>“Believing”</p> <ul style="list-style-type: none"> ➤ desired outcomes ➤ strategic commitments ➤ current efforts ➤ emerging directions
March 22, 2011	Staff Report	<p>“Belonging”</p> <ul style="list-style-type: none"> ➤ desired outcomes ➤ strategic commitments ➤ current efforts ➤ emerging directions
April 5, 2011	Staff Report	<p>Creating Conditions for Success</p> <ul style="list-style-type: none"> ➤ desired outcomes ➤ strategic commitments ➤ current efforts ➤ emerging directions <p>Key priorities and objectives 2011 - 2012</p>
May 3 and 17, 2011	Staff Reports	Impact of action steps on budget process to Trustees
June 7 and 21, 2011	Action Reports	Board Improvement/Operational Plan

These activities may necessitate new or revised requirements for financial support and will therefore play an integral part in discussions among trustees and senior staff regarding the budget approval process.

Once Action Steps outlined in the Strategic Commitment areas are aligned with **budget considerations**, necessary revisions will be incorporated into the **Board Improvement and Operational Plans**, presented annually to trustees.

REPORT PREPARED AND SUBMITTED BY: J. LANGILL
SUPERINTENDENT OF EDUCATION

REPORT APPROVED BY: M. W. PAUTLER
DIRECTOR OF EDUCATION AND SECRETARY OF THE BOARD



Achieving...Believing...Belonging!

Priorities and Strategic
Commitments





Achieving...Believing...Belonging!

Fulfilling the Promise: Strategic Directions 2010-2015

Vision:

*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.*

Mission:

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.

Strategic Priorities:

*Enhancing school effectiveness and improving student achievement
Strengthening the distinctively Catholic character of our schools and programs
Building capacity with all educational partners
Improving levels of service and support to schools*

In 1989, the Ontario Catholic Conference of Bishops celebrated the province's commitment to publicly funded Catholic education, recognized the active and vibrant partnership of students, parents, parishes, educational professionals, support staff, administrators, trustees and community that has always existed in support of Catholic education, and encouraged the partners to continue to work together to fulfill the rich promise of Catholic education.

As a community, the Halton Catholic District School Board remains committed to working in partnership. Today, and in the future, this vision invites each one of us – parents, students, teachers, principals, chaplains, support staff, trustees, clergy, supervising staff to work together as a community of believers committed to putting the values of our faith into practice in the daily life of the school, the home and in all of society.

Our Strategic Priorities have defined our path to achieve our goals, and identified where we need to focus as we work together in fulfilling the promise of Catholic education. Although the three broad areas - **Achieving, Believing, Belonging** - are presented separately, it is understood that they are connected and interdependent. Our Catholic identity is the philosophical foundation upon which our faith-based education system is built, and as such, is embedded in all of the Board's strategic directions and priorities.



Achieving...Believing...Belonging!

Fulfilling the Promise: Strategic Directions 2010-2015

We focus on *Achieving*

Our Priority: Enhancing School Effectiveness and Improving Student Achievement

“As a publicly funded school system, student achievement is our primary mandate”

HCDSB is committed to provide exceptional education by meeting the learning needs of each child in order that they may realize their full God-given potential. We will prepare all elementary students to be ready for success at the secondary level, and will prepare all secondary students to be ready for success in their chosen pathway – apprenticeship, college, university, or workplace.

Our Strategic commitments:

- **Assessment and Instruction**
We will focus on critical literacy and higher order thinking skills through consistent implementation of research-based assessment and instructional strategies within a culture of high expectations.
 - **Innovation and Technology**
We will identify the skills, knowledge, values and attitudes to support the needs of twenty-first century learners, and explore and implement structures and programs necessary to provide breadth of learning opportunities to meet the needs and aspirations of all learners.
 - **Leadership**
We will create, enhance, and promote leadership opportunities that engage all staff as transformational leaders in order to strengthen staff capacity for instructional leadership, to enhance organizational effectiveness, and to support succession planning.
 - **Professional Learning**
We will create, enhance, and provide opportunities for all schools and departments to engage in active professional life-long learning, mentorship, and coaching.
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Achieving...Believing...Belonging!

Fulfilling the Promise: Strategic Directions 2010-2015

We focus on *Believing*

Our Priority: Strengthening the Distinctively Catholic Character of our Schools and Programs

“As a Catholic School Board, our mission is grounded in the gospels, our vision in the person of Jesus Christ who calls us to serve, support and encourage our students to grow in their personal faith”

HCDSB is committed to being a model learning community, widely recognized as distinctively Catholic. The distinctiveness of Catholic Education is a reflection of the distinctive characteristic of Catholicism itself, and these characteristics must be reflected in the whole of the curriculum of Catholic schools: the content taught, the process of teaching, and the environment at the school.

Our Strategic Commitments:

- **Define and celebrate our Catholic Identity**
We will ensure a deep understanding of Catholic identity for all partners, through the development of a framework and process to support ongoing reflection and review of Catholic culture in our schools and work places.
 - **Faith Formation**
We will create, enhance, and provide opportunities for all staff, students, and members of the extended community to know and live their faith, to engage in personal faith formation, and to grow in their desire to serve others.
 - **Emphasize Catholic Graduate Expectations**
We will consistently use the lens of Catholic Graduate Expectations to ensure students, staff, and parents understand and are supported in the expectation that Catholic values and world view are infused into all aspects of curriculum.
 - **Emphasize the Catholic social teachings**
We will promote and support student, staff, and community opportunities to engage in Social Justice issues and activities as an expression of faith in action.
 - **Home, School Parish Partners**
We will enhance, promote and support strong and positive partnerships between home, school, and parish.
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Achieving...Believing...Belonging!

Fulfilling the Promise: Strategic Directions 2010-2015

We focus on *Belonging*

Our Priority: Building Capacity with all Educational Partners

“As a Catholic learning community, we must focus on belonging”

HCDSB is committed to a vision of education in which involvement and engagement of community members is encouraged, bringing to life the partnership described by the Ontario Bishops to fully share the responsibility for Catholic Education, ensuring partners and participants feel a genuine sense of belonging.

Our Strategic Commitments:

- **Student Voice**
We will create, enhance and promote opportunities for student leadership and engagement in School, Board, Parish and community initiatives.
 - **Parent Engagement**
We will provide the supports and tools needed to connect parents to their child’s school, involve them in the life of the school community, and to engage them fully in their child’s education.
 - **Community Engagement**
We will actively create and promote opportunities for community outreach and capacity building with all educational partners to improve student achievement and well-being.
 - **Equity, Diversity, Multiculturalism, and Inclusion**
We will develop, implement and monitor an Equity, Diversity and Inclusion strategy that supports an environment that models language and practices reflecting a Catholic world view.
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Achieving...Believing...Belonging!

Fulfilling the Promise: Strategic Directions 2010-2015

We focus on *Creating Conditions for Success*

Our Priority: Improving Levels of Service and Support to Schools

“Underlying conditions for success serve as a practical foundation for organizational effectiveness. In improving levels of service and support to schools, we strengthen our ability to achieve our outcomes.”

Our Strategic Commitments:

- **Establish Principles of Practice**
Develop, implement and monitor a distinct set of core values and principles that guide the behaviours and practices of all staff, departments and schools across the Halton Catholic District School Board.
 - **Family of Schools**
Complete the design and extend the implementation of a Family of Schools’ model which focuses on providing responsive, efficient and effective administrative service and support to schools.
 - **Communicate with Clarity**
Develop and implement a plan to provide clear, open and transparent communication with, and service to, students, staff, parents, parishes and Catholic school communities.
 - **Focus on Results**
Adopt a results based accountability framework that ensures evidence-informed decision making as the standard approach in all aspects of organizational planning, program evaluation and systematic improvement efforts.
 - **Strengthen Governance and Accountability**
Strengthen governance and enhance accountability by delineating respective roles and responsibilities, reviewing organizational alignment with strategic priorities, and by effectively monitoring and consistently reporting on organizational effectiveness.
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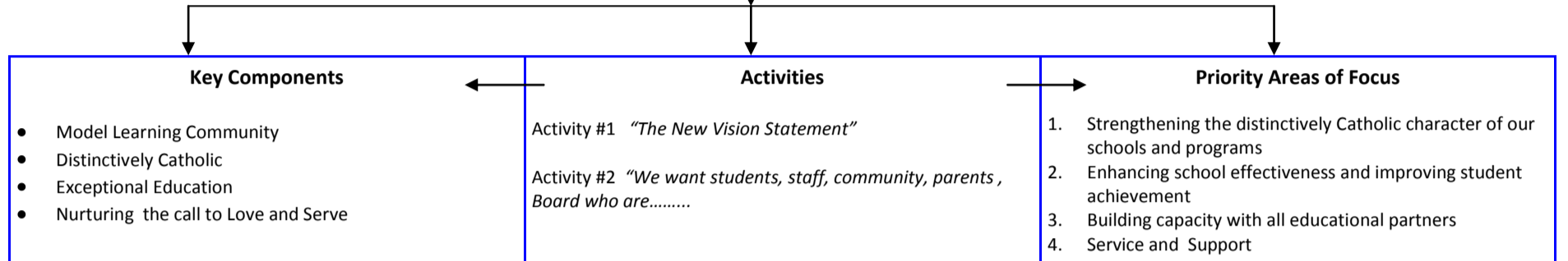


**SUMMARY OF ACTIVITIES AND RESULTS
2010-2015**

FOCUS ON FAITH— OUR THEOLOGICAL THEME
Catholic Social Teaching / Catholic Graduate Expectations
(Actions Rooted in Gospel Values)

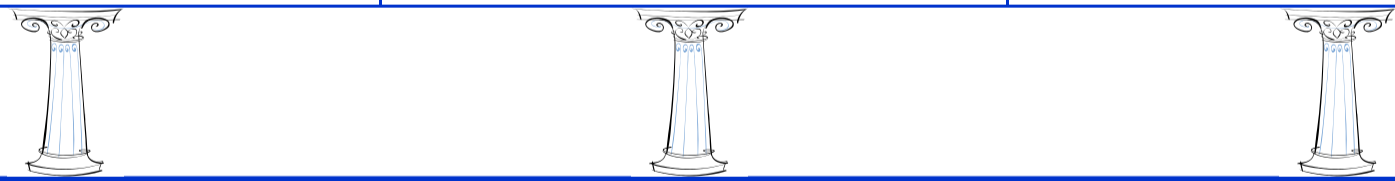
GOVERNING VALUES/MISSION (Purpose)
The Halton Catholic District School Board in partnership with home and Church, is dedicated to providing excellence in Catholic education by developing Christ-centred individuals enabled to transform society.

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 serve** as a people of faith, living out God’s plan.



Achieving success and excellence
Believing in our Faith and modeling it daily
Belonging to an active Catholic learning community

Achieving		Believing		Belonging	
DESIRED OUTCOME	PRIORITIES	DESIRED OUTCOME	PRIORITIES	DESIRED OUTCOME	PRIORITIES
<ul style="list-style-type: none"> Remain at top of EQAO scores Responsive to needs of all students Increased elementary to secondary retention Schools are innovative 21st century-learning environments Committed to excellence 	Enhancing School Effectiveness Strategic Commitments: <ul style="list-style-type: none"> Assessment & Instruction Innovation & Technology Leadership Professional Learning 	<ul style="list-style-type: none"> Students know the foundations/teachings of the Catholic faith Staff and students model the faith and their actions reflect a Catholic world view 	Strengthening the distinctively Catholic character of our schools and programs Strategic Commitments: <ul style="list-style-type: none"> Define and celebrate Catholic identity Faith Formation Emphasize Catholic Graduate Expectations Emphasize Catholic Social Teachings Home, School, Parish Partnership 	<ul style="list-style-type: none"> A culture that nurtures staff engagement within and between all employee groups Parents are actively and purposefully engaged in their child’s school A culture that nurtures religious vocations 	Building Capacity with all Educational Partners Strategic Commitments: <ul style="list-style-type: none"> Student Voice Parent Engagement Equity and Inclusion Safe Schools



CREATING CONDITIONS FOR SUCCESS

PRIORITIES: IMPROVING LEVELS OF SERVICE AND SUPPORT TO SCHOOLS STRATEGIC COMMITMENTS:

- ESTABLISH PRINCIPLES OF PRACTICE
- COMMUNICATE WITH CLARITY
- FOCUS ON RESULTS
- STENGTHEN GOVERNANCE AND ACCOUNTABILITY

