

STRATEGIC PLANNING AND RENEWAL PROCESS

SYSTEM PRIORITIES 2011-2012

PURPOSE:

To provide trustees with the system priorities identified for the 2011 – 2012 school year. These annual priorities reflect the broad strategic directions and are derived from the specific strategic commitments approved by the Board as part of the Board's comprehensive Strategic Planning and Renewal Process.

BACKGROUND:

In June, 2010, the Halton Catholic District School Board adopted a multi-year strategic plan, "Fulfilling the Promise: Strategic Directions 2010-2015". Developed with input from trustees, staff, parents, community members and students, the strategic commitments reflect the key areas of focus for our Board, and the tagline of our Strategic Plan, "*Achieving, Believing, Belonging*" captures the underlying intent of all initiatives undertaken by our Board. Our vision and strategic directions provide guidance for the meticulous planning processes which staff undertake to develop annual system priorities, operational plans, our Board Improvement Plan and School Improvement Plans.

The starting point for the Strategic Plan is our Vision, which proclaims that "*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 an organization, we will best accomplish this Vision by focusing on "*Achieving, Believing and Belonging*". We will focus on **Achieving**, because as a publicly funded school system, student achievement is our primary mandate and assisting students to realize their full God-given potential is moral imperative. We will focus on **Believing**, because as a Catholic school board, our mission is grounded in the gospel, our vision in the person of Jesus Christ who calls us to serve, and our particular mandate is to support and encourage our students to grow in their personal faith. We understand that involvement and engagement are important and so we will focus on **Belonging** because we define ourselves as a Catholic learning community, and true community both requires and creates a sense of belonging.

Although our three broad areas, "*Achieving, Believing, Belonging*", have been, and for planning purposes often are presented and detailed separately, it is understood that all are connected, and interdependent. Of even greater significance, it is understood that our Catholic identity is the 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.

It is also understood that a foundation of organizational alignment, effectiveness and efficacy in all areas is a key enabler, and that organizational focus on enhancing these **Conditions for Success** will enhance and support progress towards our outcomes.

Our Strategic Plan, approved by Board in June, 2010, establishes the broad priorities that will continue to guide our system over the next four years. By addressing and focusing on these areas of priority we purposefully and intentionally build a strong foundation upon which the strategic commitments and specific actions in each of the "*Achieving, Believing and Belonging*" sections of the Board's Strategic Plan will be developed. In support of these directions, the Board annually identifies specific system priorities that are determined to be essential developmental steps in this multi-year process. While the specific system priorities may change annually as specific initiatives are launched, developed, and

brought to natural completion, the broad directions remain constant, providing the stability required for the system to maintain the sustained focus necessary to attain our goals.

The specific annual priorities, and other initiatives and activities undertaken by staff in support of our strategic directions will be detailed in a series of comprehensive action plans or operational plans which are developed by staff, lead by our Senior Administrative team, and will be subsequently presented for the information of trustees. The budget currently being developed for the approval of the Board by June, 2011, will reflect the identified system priorities. Progress reports will be provided to Board at regular intervals throughout the 2011-2012 school year, reporting action, progress, and indicators of success tied to each of these system priorities.

NEXT STEPS:

Senior Staff are currently involved in the ongoing process of identifying, revising and prioritizing the numerous specific actions outlined in previous reports.

Each specific action designed to focus on supporting the identified System Priorities will be assigned a budget estimate (where applicable), a timeline for implementation and subsequent review, and appropriate staff assigned to lead the implementation process.

This process will be completed simultaneously with the Board's internal budget process and will be presented to trustees in June 2011.

CONCLUSION:

The System Priorities reflect the Strategic Directions approved by Board, and are synthesized and from the specific actions identified and as presented in the four previous summary reports. These Strategic System Priorities will become our primary areas of focus and direction in the 2011 – 2012 school year.

The System Priorities 2011-2012 are organized according to the four Areas of Focus. **Please note** that they will be reviewed again at Monday's Administrative Council Meeting and will be forwarded to trustees, under separate cover, as Appendix 'A' following the meeting.

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System Priorities 2011 - 2012

*Achieving.....*we will:

- Support teachers by building capacity with all Consultants and Itinerant Teachers as Instructional Coaches through focused staff development.
- Develop and communicate a comprehensive 21st Century Teaching and Learning Strategy that will guide K – 12 planning for all programs.
- Implement various Pathway Programs including AP (Advanced Placement), IB (International Baccalaureate) programs and an Alternative Education program.
- Enhance, expand and promote leadership opportunities that engage all staff as transformational leaders in order to build capacity for instructional leadership, to enhance organizational effectiveness, and to support succession planning.
- Provide opportunities for all schools and departments to engage in active life-long professional learning, mentorship, and coaching.
- Develop, communicate and implement consistent core beliefs and principles to guide instructional practice of all staff.

*Believing.....*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.
- Promote and support students, staff, and community opportunities to engage in Social Justice issues and activities as an expression of faith in action.
- Enhance, promote and support strong and positive partnerships between home, school and parish to celebrate the distinctive characteristics of Catholic schools.

*Belonging.....*we will:

- Create, enhance and promote opportunities for student leadership and encourage parent engagement in school, Board, parish and community initiatives.
- Implement and support structures to access Student Voice at a school and system level.
- Consolidate programs and services to support Safe Schools and Bullying Prevention.
- Establish and promote a charitable foundation to provide equity of educational opportunity.
- Embrace all requirements for Board and schools as outlined in the Equity and Inclusive Education Strategy as an expression of gospel values.
- Support Student mental health initiatives with enhanced staffing and supports.

*Creating Conditions for Success.....*we will:

- Develop and implement a strategic Communications Plan in response to recommendations in the Communication Audit Report.
- Develop and implement a three-year Education Technology Plan aligned with 21st Teaching and Learning Strategy.
- Create consultation and advisory processes to enhance communication between service providers and schools and maintain and strengthen collaborative relationships between all departments.
- Strengthen Governance through continued staff development and trustee education, policy development, and enhanced Board reporting.
- Ensure that all Catholic Education Centre Departments establish annual operational plans, aligned with Strategic Directions and Priorities.
- Review organization of Senior Staff and to ensure alignment of roles and responsibilities and enhance organizational effectiveness.
- Develop and implement appropriate action steps in response to all recommendations in the Operational Review.
- Develop and implement an Energy Management and Conservation Plan.
- Update long term enrollment data, review long term accommodation plans and develop a long term plan for facilities renewal.