



## 2013-2014 Strategic Directions and System Priorities

### ~Director of Education~

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In January 2009, the Board of Trustees approved a new multi-year Strategic Plan for the Windsor-Essex Catholic District School Board. This document entitled “Foundations of Faith and Learning 2009-2014” established the two foundational system priorities of Faith Formation and Student Achievement. Post Supervision we will engage our partners in Catholic Education towards the development of a new multi-year strategic plan which will be unveiled as part of the second annual report on the State of the Board in January 2015.

As Director of Education I submit the following as my Strategic Priorities for 2013-2014:

#### ***Faith Development***

- Continue to work with Bishop Fabbro and the Windsor and Essex Deaneries in support of Catholic Education.
- Continue to engage and support the F.A.C.E. (Friends and Advocates of Catholic Education) Committee and their Initiatives.

- Based upon the Faith Development Review Initiative, begin to engage our school communities in a broader discussion regarding our mandate as stewards of Catholic education.
- Continue to foster support throughout the system for our Catholic Character Development document “Our Journey to Holiness”.
- Expand the relationship with Assumption University.
- Look for opportunities to showcase our successes in the areas of Faith Development and Social Justice to both our Catholic Community and the entire Windsor Essex region.
- Continue to embrace and reinforce the Ontario Catholic School Graduate Expectations as the desired outcomes for all of our students as they pursue educational excellence.

### **Student Achievement**

- Student Achievement remains a top priority and I will continue to ensure our strategies are aligned with the Ministry of Education in working toward the goal of increased Student Achievement, closing the gap in achievement levels for all students and to increasing confidence for publicly funded Catholic education.
- Continue with ongoing support of professional development for all employees through training, mentoring and sharing best practices in order to enrich the educational experiences of all of our students.
- Focus upon significant improvement in numeracy skills.

- Ensure that Student Achievement and individual school improvement plans are at the forefront of system initiatives. Set as a goal, not only improvement in all areas of EQAO assessment but also to be the highest achieving Catholic Board in the Province of Ontario.
- Continue to improve all initiatives relative to student mental health and well-being as critical supports to student achievement.

### **Corporate Management**

- Continue to strengthen policies and processes in order to ensure sustainable financial stability.
- Eliminate the Capital Deficit prior to the target date of the 2017-2018 fiscal year.
- Put processes in place towards the development of financial reserves in the areas of Capital, Operations and Special Education.
- Increase and enhance interdepartmental consultation and co-operation.
- Continue to assess facility usage in the context of declining enrolment through Accommodation Review.
- Investigate the establishment of innovative programming as a means to increase enrolment, enhance the student experience and create pathways to high quality long term employment for those entrusted to our care.

**Public Confidence**

- Begin an extensive public consultation process towards the development of a long term strategic plan for 2015-2018.
- Enhance public engagement through the Parent Involvement Committee and the Catholic School Advisory Councils.
- Develop a Budget Priorities Survey in order to solicit meaningful input from all of our partners in Catholic education.
- Enhance accountability, transparency and public confidence through the development of a Strategic Communications Plan.



***Paul A. Picard, Director of Education***



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**Associate Director of Education - Student Achievement K - 12**  
**Executive Superintendent of Corporate Services**  
**Executive Superintendent of Human Resources**

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### ***STRATEGIC DIRECTIONS***

#### ***Build Strong Catholic Identity and Community to Nurture the Distinctiveness of Catholic Education***

- To support and enhance an inclusive environment for all students through a variety of sources, such as, social skills training and equity and diversity training.
- To promote healthy student mental health and well-being in our students by providing proactive and universal approaches to build resilience through problem-solving and coping strategies.

- To enhance our distinctive Catholic education system by providing meaningful and ongoing Catholic faith formation for all students and employees by building positive relationships with families, parishes, the Diocese and the broader Catholic Christian community.
- To cultivate a holistic environment that focuses on the academic and spiritual growth of both staff and students by celebrating service to the community through faith development programs such as “Our Journey to Holiness” and staff faith formation opportunities.
- To continue to enhance and support inclusionary practice and provide opportunities to engage in social justice experiences for all students and staff through diverse programming as an expression of faith in action.

### ***Advance Student Achievement for All***

- To foster early learning opportunities for our youngest students in order to assist each child in building a strong foundation for future success.
- To continue to offer a caring, safe, play-based learning environment that encourages spiritual, emotional, physical and cognitive development of all children.
- To enhance inquiry-based learning environments which provide children the opportunity to develop strong problem-solving skills and higher order thinking skills.
- To advance student achievement in the area of primary reading through the continuation of Peer Assisted Learning Strategies (P.A.L.S.) in JK through to Grade 3.

- To implement focused small group instruction in reading strategies.
- To promote the use of assistive technology to enhance reading and writing for students with a variety of learning needs, i.e. iPads, iPods, specialized software, etc.
- To create a deeper understanding of mathematical concepts through problem-solving processes in order to elicit critical thinking.
- To increase student achievement through informed teaching and descriptive feedback by analyzing samples of student work, determining gaps and providing the necessary interventions.
- To increase enrolment in secondary school programming in co-operative education, Ontario Youth Apprenticeship Program (O.Y.A.P.), dual credits and Specialist High Skills Major (SHSM) by utilizing the Individual Pathway Planning (I.P.P.) strategies.
- To analyze board secondary indicator data on student achievement, including Grade 10 OSSLT, Grade 9 EQAO math, pass rates including mark distribution, and credit accumulation to identify additional programming needs and appropriate responses to meet the board targets for graduation rates.
- To advance student achievement through the development and implementation of the Board Improvement Plan for Student Achievement (BIPSA), and the alignment of School Improvement Plans (SIP) on the pillars of Faith Development and Student Achievement.

## ***ENABLING STRATEGIES***

### ***Provide Supports for Success***

- To provide safe, caring, inclusive and accepting school environments in which every student can achieve to his/her potential.
- To enhance student achievement for all students who require individualized programming through an Individual Education Plan (I.E.P.) by continuing to monitor the I.E.P. development process.
- To foster learning opportunities for students in the Life Skills program through technology and special literacy and numeracy programming.
- To enhance the implementation of the WECDSB's Mental Health Strategy in cooperation with school personnel, parents, support staff, ministry and community partners, in conjunction with the WECDSB's Student Support Services Team.
- To facilitate professional development for board personnel in self-regulation strategies and techniques, which may relate to substance abuse, anxiety and depression.

### ***Enhance Technology for Optimal Learning***

- To assist staff and students in collaborating on new initiatives.



- To focus on critical thinking when faced with a challenge.
- To enhance individual creativity in the learning process.
- To promote cloud-based computing.
- To encourage staff and students to become curators of knowledge who efficiently and effectively communicate responsibly in the digital world.
- To expand on the use of assistive technology in supporting and fostering independence through structured learning strategies.

### ***Building Partnerships***

- To strengthen our Catholic partnerships by implementing the second year of the Faith Development Review Initiative with Catholic organizations such as the Diocese of London, Windsor and Essex Deaneries and Assumption University in order to support faith formation opportunities for students and staff.
- To strengthen partnerships through the Ontario Early Years Centers and Focus on Youth Programs in order to build a strong foundation for learning for students and their families.

- To strengthen partnerships with local police associations as a proactive measure to building inclusive school climates that focus on developing healthy and respectful relationships throughout the whole school and surrounding community.
- To continue to work collaboratively with community providers who support students and their families with mental health and well-being, medical, and/or physical and therapeutic needs.

### ***Strengthen Human Resource Practices***

- To exercise transparent and fair hiring practices for all labour groups.
- To preserve denominational rights and Catholic values as we develop the Long Term Occasional Teacher Hiring List according to Regulation 274.
- To continue to form a liaison with School Board's Cooperative Inc. (SCBI) and Manulife in order to refine best practices as they relate to attendance support.
- To develop and implement an Attendance Support Program (ASP) and a Disability Management Program (DMP) in cooperation with all stakeholders, i.e. Trustees, Union Affiliates, Principals, Senior Administration.
- To interpret and incorporate all Memorandum of Understanding (MOU) and Regulatory/Legislative language into practice, i.e. Short Term Leave Disability Plan, Early Retirement Incentive Plan, Voluntary Leave Without Pay Plan, etc.

- To continue to refine the procedures related to enrolment projections and staffing in conjunction with Business Services to ensure financial compliance with budget and Ministry of Education funding and regulations.
- To commence with the development of comprehensive collective agreement proposals as we move towards collective bargaining for all labour groups at the completion of the 2013-2014 academic year.

### ***Ensure Responsible Fiscal and Operational Management***

- Embrace environmental stewardship through efforts to streamline procedures, reduce paper and convert certain paper-based processes and records to digital.
- Enhance confidence of stakeholders in the operation of the Board by addressing remaining recommendations in recent operational and financial reviews. Specifically, review the establishment of an investment policy and periodically reporting to the Board on investment activity.
- Review potential implementation of electronic funds transfers for vendor payments.
- With centralized leadership of Business and Facilities Services, develop closer alignment of Finance with Plant Operations to enhance budget management of capital projects and plant operations/maintenance accounts.
- Monitor potential shared services opportunities to promote effective and efficient use of resources with the goal of improving service.
- Foster a strong accountability framework across the Board through development, implementation and communication of an official signing authority policy aligned with the Board's purchasing policy.

- Develop a multiyear plan for elimination of the capital deficit, including periodic reporting of progress to the Board of Trustees.

### ***Enhance Accessibility***

- To continue to make improvements in access to Board facilities for persons with disabilities in accordance with the Ontario Integrated Accessibility Standards Regulation.

### ***Address Changing Demographics***

- To complete a comprehensive review of current and projected future demographics to establish multi-year projections of changing enrolment patterns across the Board's service area.
- To develop an updated plan, based on enrolment projections, with respect to future school capacity requirements, potential attendance area boundary changes and formal accommodation reviews through stakeholder and broader community consultation.

### ***Promote Environmental Stewardship***

- To continue to seek out new technologies to further reduce energy consumption in Board facilities and activities.
- To expand the use of environmentally friendly products in all facets of the Board's operations.

***Pursue Efficiencies in Operations***


- To build on past efforts to continuously improve operational processes in order to increase the effectiveness and efficiencies of operations.
- To benchmark activities against other service providers to ensure that the Board is receiving value in all of its operational expenditures.



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