



## 2014-2015 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 2014-2015:

#### *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.
- Work with all of our partners to maximize a welcoming Christian environment for all who choose Catholic education.

### **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 continue to strive 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 in partnership with parents and community agencies.
- Advocate strongly for inclusion as the preferred education option for our students with special education needs.

### **Corporate Management**

- Continue to strengthen policies and processes in order to ensure sustainable financial stability.
- Put processes in place toward the elimination of the capital deficit prior to the target date of the 2017-2018 fiscal year.
- Put processes in place toward 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.
- Review and adjust boundaries through a consultative process in order to mitigate the impact of potential school accommodation initiatives.

- 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.
- Begin a consultative process toward the expansion of French Immersion programming.

### **Public Confidence**

- Subsequent to the Municipal Election of 2014, in collaboration with the new Board of Trustees, 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.
- Expand the scope of the 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.
- Continue to offer a comprehensive State of the Board Report to our constituents and the broader Catholic Community (January 2015).



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



## 2014-15 Strategic Directions and System Priorities

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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 introduce the “All About Me Portfolio” Kindergarten to Grade 6.
- To implement focused small group instruction in reading strategies.
- To expand 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 build content knowledge of mathematical concepts, such as proportional reasoning, with staff and students.
- 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.

- To reinforce the importance of assessment and data collection in order to make informed judgments regarding student learning.

## ***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 monitoring the implementation of the new web-based IEP.
- To expand learning opportunities for students with special learning needs through technology and literacy and numeracy programming through structured learning.
- To continue to support 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 support school-based identified needs related to student mental health and well-being.
- To continue to support successful transitions for students from entry to exit.



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

- To assist staff and students in redefining learning through integrated technology.
- To encourage creativity in the learning process by fostering change in traditional classroom practice.
- To promote cloud-based computing, competency and blended learning.
- 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 for students with special learning needs.

### ***Building Partnerships***

- To strengthen our Catholic partnerships by implementing the third 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 support 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 continue in our commitment to staff development and performance excellence through administration of established performance management processes.
- To continue to exercise transparent and fair hiring practices for all labour groups.
- To develop a comprehensive and transparent hiring rubric to be implemented for the selection process of all new teachers for Long Term Occasional Teacher Hiring.
- To preserve denominational rights and Catholic values as we develop the Long Term Occasional Teacher Hiring List according to Regulation 274.
- To continue the partnership with School Board's Cooperative Inc. (SCBI) and Manulife in order to refine best practices as they relate to attendance support and disability management for all employee groups.

- To fully 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 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 in the fall of 2014.
- To ensure that the collective bargaining process and ultimately new collective agreements contain all provincially and locally negotiated language.
- To fully implement an efficient and automated Absence Replacement System for all employee groups.
- To continue to market and develop the Board's International Education Program.

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

- Continue with the ongoing implementation of the multiyear plan for elimination of the capital deficit, including periodic reporting of progress to the Board of Trustees.
- Augment the accountability framework across the Board through development, implementation and communication of procedures aligned with the Board's financial and purchasing policies.

- Foster improvements to already implemented environmental stewardship practices through streamlining procedures and converting paper-based processes and records to digital formats.
- Enhance confidence of stakeholders in the operation of the Board by addressing remaining recommendations in recent operational and financial reviews.
- Examine the potential implementation of electronic funds transfers for vendor payments.
- Build on current shared services by exploring additional opportunities to promote effective and efficient use of resources with the goal of improving service.

### ***Pursue Efficiencies in Operations***

- To build on past efforts to continuously improve operational processes in order to maximize the effectiveness and efficiencies of operations as benchmarked against other service providers.

### ***Ensure Effective Utilization of School Capacity***

- To develop an updated plan for the future with respect to future school capacity requirements, potential attendance area boundary changes and formal accommodation reviews through stakeholder and broader community consultation, based on the recently completed comprehensive review of demographics and the development of enrolment projections.

***Promote Improved Accessibility***

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

***Enhance Environmental Stewardship***

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



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