



## Strategic Directions and System Priorities for 2017

Submitted by: Senior Administration



In December 2015, the Board of Trustees approved a new Mission Statement and a 3-year (2016-2019) Multi-Year Strategic Plan for the Windsor-Essex Catholic District School Board. The Multi-Year Strategic Plan established five foundational system priorities. They are, Our Students; Our Faith; Our Innovative Programs; Our Resources and Our Team.

### *Our Mission Statement*

*In keeping with the virtues of our Catholic faith,  
we are called to know every student,  
to inspire them to follow the example of Jesus,  
and empower them with the knowledge and skills  
they need to live purposeful, meaningful lives.*

## **Our Priorities and Our Goals**

### ***Our Students***

- To understand and know each student, in order to better promote their intellectual, spiritual, emotional, and physical well-being
- To guide and direct our students towards the pathways that work best for them, while helping them establish goals that are consistent with their individual aspirations
- To focus on the success of our most vulnerable, by creating positive, welcoming, safe learning environments where every child can achieve success

### ***Our Faith***

- To create an atmosphere that nurtures the faith journey of all our students and encourages them to put into practice the virtues inherent in our faith
- To foster mutual respect for other beliefs while remaining true to our core Catholic principles and values
- To seek out creative ways of strengthening connections between faith and academics through curriculum

### ***Our Innovative Programs***

- To create a culture of innovation that embraces the realities of a rapidly changing world
- To expose students to experiential learning that is related to exciting career paths in a variety of sectors, while being ever mindful of the potential for expansion into promising new areas that provide even greater opportunities for our students
- To further the use of advanced technology in our schools, constantly seeking new methods to enhance student learning

### ***Our Resources***

- To be prudent, wise and responsible stewards of our resources
- To focus our resources on providing outstanding learning experiences for our students, while exploring and cultivating new community partnerships that can lead to exciting new learning opportunities
- To ensure that the priorities identified in the multi-year strategic plan shape the board's budget and strategically direct our resources to support evidence-based student achievement initiatives

### ***Our Team***

- To provide meaningful professional development for everyone on our team
- To encourage all our employees, our ratepayers, and the broader Catholic community to commit to the faith formation and achievement of our students
- To foster a culture where we celebrate the success of our staff and students by recognizing their achievements

## **- Director of Education -**

### ***Supporting Our Students***

- Student Achievement remains a top priority. I will continue to ensure our strategies are aligned with those of the Ministry of Education in working toward the goals of achieving excellence, ensuring equity and promoting well-being for all students and to enhancing public confidence in our Catholic education system.
- 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.
- Continue to 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.
- To further the use of advanced technology in our schools, fostering creativity and empowering student learning.
- 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.
- Continue to advocate for inclusion as the preferred education option for our students with special education needs, while providing safe, caring, inclusive and accepting school environments in which every student can achieve to his/her potential.

### ***Promoting Our Faith***

- Continue 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, our local Bishops, Deaneries and the broader Catholic Christian community 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.

- Continue to engage our school communities in a broader discussion regarding our mandate as stewards of Catholic education.
- Continue 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”, staff faith formation and retreat opportunities.
- 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.
- 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.
- Continue to work with all of our partners to maximize a welcoming Christian environment for all who choose Catholic education.

### ***Enhancing Our Innovative Programs***

- Continue to create a culture of innovation that embraces the realities of a changing world and expose students to experiential learning that is related to exciting career paths in a variety of sectors, while being ever mindful of the potential for expansion into promising new areas that provide even greater opportunities for students, i.e. Centres of Excellence, Robotics, Construction, Masonry, Agribusiness, Skills Academies, Science, Technology, Engineering, Mathematics (STEM), Specialized Arts Programming, and more.
- Continue to expand academic opportunities by offering the International Baccalaureate Middle Years Program (MYP) and to further expand the Secondary School International Baccalaureate Diploma Program.

### ***Maximizing Our Resources***

- Continue to strengthen policies and processes in order to ensure sustainable financial stability.
- Continue with the ongoing implementation of the multi-year plan for elimination of the capital deficit, including periodic reporting of progress to the Board of Trustees.

- Continue to 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 review and adjust boundaries through a consultative process in order to mitigate the impact of potential school accommodation initiatives.
- Focus our resources on providing outstanding learning experiences for our students, while exploring and cultivating new learning opportunities through community partnerships that lead to exciting new learning opportunities.
- Continue with the expansion of French Immersion programming within our current French Immersion sites.

### ***Our Team Approach***

- 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 ongoing implementation of the Strategic Communications Plan.
- Continue the development of succession plans to ensure the achievement of top performance and maintain the long-term competitive advantage of the Board.
- Foster a culture where we celebrate the success of our staff and students by recognizing their achievements.
- Continue to support the Board's Mission, Priorities and Goals with an emphasis on student achievement and faith development through strategic leadership and service delivery in order that all may realize their full potential.
- Continue to offer a comprehensive State of the Board Report to our constituents and the broader Catholic Community.

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

- Executive Superintendent of Corporate Services / Associate Director –**
  - Executive Superintendent of Student Achievement K–12 –**
  - Executive Superintendent of Innovation and Experiential Learning –**
  - Executive Superintendent of Business –**
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### ***Building 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.

## ***Advancing 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 continue with pedagogical documentation to facilitate educator insight, reflection and next steps for student learning in the Early Years.
- To begin implementation of the reporting process for Early Years through Communication of Learning.
- 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 continue focused small group instruction in reading through “Guided Reading” strategies.
- To expand the use of assistive technology as a tool to enhance reading and writing for students with a variety of learning needs, i.e. iPads, Chromebooks, specialized software, etc.
- To continue Cross Panel conversations with grade 7, 8 and 9 teachers in both Literacy and Numeracy.
- To implement the Renewed Math Strategies K-12, with a focus on students, teachers, principals and parent engagement.
- 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 with staff, specifically in the area of measurement and number sense.

- To increase student achievement through informed teaching and descriptive feedback by analyzing samples of student work, determining gaps and providing the necessary interventions.
- To continue to increase enrolment in secondary school programming within our: Academies, Co-operative Education Program, the Ontario Youth Apprenticeship Program (O.Y.A.P.), Dual Credits and the Specialist High Skills Major (SHSM) Program by utilizing the Individual Pathway Planning (I.P.P.) strategies.
- To expose students to experiential learning through innovative programs that will lead to exciting career opportunities.
- To provide alternative educational programming (Supervised Alternative Learning; Continuous Intake Co-operative Education; E-learning; Adult Education; Work Matters) that meets the needs of our diverse student population.
- To continue to market, develop and expand the International Education Program.
- To analyze board secondary indicator data on student achievement, including Grade 9 EQAO Math, Grade 10 OSSLT, 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 judgements regarding student learning.
- To facilitate early identification of students at risk, with enhancements to the Student Tracker Tool.
- To continue to track our English Language Learners (ELL's) and provide appropriate programming at both elementary and secondary.
- To continue to expand academic opportunities such as Middle Years Program (MYP) and expansion of the Diploma Program (DP) at Assumption College Catholic Middle School and Cardinal Carter Catholic Middle School and Secondary School.

## ***Providing Supports for Student 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 web-based IEP.
- To expand learning opportunities for students with special learning needs through structured learning with the support of technology embedded in literacy and numeracy programming.
- To continue to support the Board's Well-Being Strategy in cooperation with school personnel, parents, support staff, ministry and community partners, in conjunction with the WECDSB's Student Support Risk and Review Committee.
- 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.

## ***Enhancing Technology for Optimal Learning***

- To assist staff and students in redefining learning through integrated technology.
- To further the use of advanced technology in our schools, fostering creativity and empowering student learning.
- To continue to promote cloud-based computing, competency and blended learning, as well as expand the instructional practice including Coding and Robotics throughout the system.
- 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.

## ***Strengthening Community Partnerships***

- To strengthen our Catholic partnerships by implementing the fifth 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 and Family Centres, Child Care Providers, Focus on Youth, and Summer Learning 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.

## ***Maximizing Our Human Resources to Support the Learning Environment***

- To successfully implement all collective agreements, including extension agreements, in a fiscally responsible manner.
- To support policies and initiate practices that promote employee integrity, respect in the workplace, performance excellence, accountability, diversity, and inclusion.
- To continue to exercise transparent and fair hiring practices for all labour groups.
- To support the Board's Mission, Priorities and Goals with an emphasis on student achievement and faith development through strategic leadership and service delivery in order that all may realize their full potential.
- To demonstrate ongoing commitment to employee wellness and health and safety programs towards creating a working environment that supports the physical, psychological and social well being of employees.
- To ensure fiscal responsibility by providing reliable enrolment projections and staffing allocations in accordance with Ministry of Education funding and regulations.

## ***Maximizing Our Resources to Ensure Responsible Fiscal and Operational Management***

- Establish a multi-year financial plan that provides for a budget that is balanced with available resources and discontinued reliance on accumulated surplus (reserves).
- Continue with the ongoing implementation of the multi-year plan for elimination of the capital deficit, including periodic reporting of progress to the Board of Trustees.
- Complete the implementation of the new computerized financial management system to enhance business processes and improve overall operational efficiency.
- Review emerging and existing Board programs and services to ensure ongoing feasibility (cost-benefit analysis).
- Advance pending property matters and surplus school sales with consideration to Provincial community hub strategies.
- Develop and implement a revised Purchasing /Procurement policy and procedures that align with the overall strategy and goals of the Board, is compliant with legislation and provincial guidelines, and incorporates sector best practices.
- Establish an investment policy that provides for mitigation of risk and maximization of potential returns on idle cash.
- Pilot Electronic Funds Transfers (EFT) for vendor payments with complete roll-out by mid 2018.

## ***Maximizing Our Resources to Ensure Effective Utilization of School Capacity and to Pursue Efficiencies in Operations***

- Focus funding to the core goal of student safety and welfare by providing positive learning environments for all students in the system.
- Build on current shared services by exploring additional opportunities to promote effective and efficient use of resources with the goal of improving service.

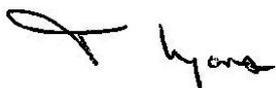
- Continue to plan and promote improved accessibility at all sites to position the Board to achieve the Accessibility for Ontarians with Disabilities Act mandatory requirement for full accessibility by 2025.
- Promote ongoing initiatives to reduce energy usage and to enhance environmental sustainability throughout the Board's facilities.
- Utilize the new computerized maintenance management system to monitor productivity and identify areas for potential improvements to operations.
- Maintain an effective and efficient operation that provides high quality schools and classrooms in the face of increasing regulations and costs, aging buildings and decreasing funding.

### ***Pursuing Partnerships to Build Upon Our Innovative Programs***

- Explore opportunities with business, industry, government and academia to create exciting experiences for students in the areas of innovation and entrepreneurship, STEM and skilled trades.

### ***Promoting Improved Accessibility***

- The Board remains committed to providing an environment that fosters independence, dignity and respect in all of its facilities and will strive to ensure that the principle of equity and of opportunity is reflected and valued in its learning and working environments.
- To continue the practice of identifying, removing and preventing barriers to people who work, learn and participate in the Windsor-Essex Catholic District School Board community including students, staff, parents, guardians and visitors.



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