

REPORT TO BOARD OF TRUSTEES

September 24, 2019

Deb Crawford, Director of Education

SUBJECT: Development of ‘Catholic Education + Future Ready’ – Our New Strategic Plan – 2019 - 2024

PREPARED BY: Deb Crawford, Director of Education

BACKGROUND:

With the support of Executive Council, throughout the 2018-2019 school year and over the summer months, I have led a process to develop a new strategic plan for St. Clair Catholic. It has been a thorough and highly collaborative journey with all of our partners in Catholic education – students, parents, staff, our parishes, community partners and the trustees. It was our goal from the beginning to ensure that all voices were heard and that as the strategic plan was rolled out, all participants would be able to see that their contributions were valued and helped inform the final document.

Communication throughout this process has been key; and we have relied on our use of the *Thoughtexchange* platform to help us reach as many stakeholders as possible – more than 2,300 stakeholders contributed 3,344 thoughts and rated the thoughts of others nearly 111,700 times.

January 9, 2019 – You Tell Us Thoughtexchange Kickoff

Our January 9, 2019 kick-off at the Catholic Education Centre brought together a team of system champions, including teaching and support staff, students, community partners, senior administration and trustees. This was our first opportunity to collaborate and exchange ideas, as we began to build excitement and system engagement and set a vision for our new strategic plan. Our main purpose for the day was to:

- Ensure our focus was on our students and the Board as a Catholic learning community;
- Ensure that participants understood the process going forward, that they felt they were heard and that they would see their thoughts reflected in the final work; and
- Support participants to hear all voices in the *Thoughtexchange*, as we worked to determine our strategic priorities.

Following the kick-off event, the *Thoughtexchange* was launched, with direct email invitations to participate to all stakeholders and through a successful media campaign. A video that helped to explain the *Thoughtexchange* consultation was an important part of the launch.

The *Thoughtexchange* was followed-up with a second meeting of the system champions team on February 15.

February 15, 2019 – You Tell Us Follow-up Meeting

The February 15 session was an opportunity for system champions to return and interact with the *Thoughtexchange* results. Through discussion, participants began to develop a full

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understanding of, and agreement on, the broad strokes of what would form the vision, mission, core values and strategic priorities of the new strategic plan.

Participants reviewed survey data from the January exchange and began to develop the next steps to identify emerging priorities and synthesizing information to shape the new plan.

These themes were further developed at a final meeting of the system champions in June.

June 10, 2019 – You Tell Us Meeting

In June, stakeholders were invited to preview the main strategic priorities that emerged throughout our consultations and discussions about vision, mission, values and strategic priorities.

The champions were asked to comment on where they saw their voices in the draft plan and how it spoke to them in terms of the previous consultation sessions. Participants also reviewed the steps that had been taken from the launch of the *Thoughtexchange* through to the current point in the strategic planning process.

Executive Council

Since the June meeting, Executive Council, as a team, has visited and revisited the strategic plan as a regular standing item. Information taken directly from the *Thoughtexchange* consultation has been synthesized and developed into new mission and vision statements.

Our Vision:

Catholic Education + Future Ready

Our Mission:

Learning together today, transforming tomorrow

From these overarching themes, we have drilled down to develop values that are the main pillars representing who we are as an organization, cognizant of the ideas that were presented through the exchange.

Our Values:

- *Respect rooted in love*
- *Excellence for all*
- *Accountability to God, self and others*
- *Engagement in our work*
- *Called to serve our world*

Drafts were developed and reviewed with our system teams, as we began the process of setting priorities, which will help to create our annual targets and a system action plan to drive the school improvement planning process.

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Our Priorities:

- Learning & Innovation – Teaching transferable skills, critical thinking and creativity
- Faith & Well-Being – Living Catholic values to foster caring, inclusive and safe spaces
- Partnerships – Engaging families, parish and community
- Catholic Citizenship – Inspiring ethical, responsible stewardship

At the August 29, 2019 Administrators Meeting, the draft plan was presented to principals, vice principals and managers; and on September 19, 2019 school administration began working with the document at the Catholic Leadership Meeting, as they start to understand how it can be used to achieve system goals and strategic priorities.

CONCLUSION:

Success for all drives everything that we do at St. Clair Catholic. Our new multi-year strategic plan *Catholic Education + Future Ready* sets direction and identifies system goals that will support our students and staff. This new plan, and the action plans that result from it, will create the foundation for how we ensure we are a strong Catholic school system that is 'future ready' and working to 'transform learning for tomorrow' for our Catholic graduates.

I am very pleased to present this new strategic plan to the Board of Trustees. It represents many hours of hard and thoughtful work on behalf of senior administration and trustees; but, most importantly, it is the result of wide-ranging and rich collaboration through engagement with all stakeholders and partners across the system. As a result, I believe we have developed a strategic plan that is a fitting reflection of St. Clair Catholic as a faith-filled learning organization that will guide us to a future of success for all of our students.

RECOMMENDATIONS:

That the St. Clair Catholic District School Board receive the report: *Development of 'Catholic Education + Future Ready' – Our New Strategic Plan – 2019-2024*, for information.

That the St. Clair Catholic District School Board endorse '*Catholic Education + Future Ready' – Our New Strategic Plan – 2019-2024*.

St. Clair Catholic District School Board Action Plan 2019-2020



LEARNING & INNOVATION

Teaching transferable skills, critical thinking and creativity

Goals 2019-20 (What?)	Key Actions (How?)	Monitoring (How will we measure and know it is working?)
Improve transferable literacy and numeracy skills for all students	<p>Leverage collaboration between Special Education and Student Success for student programming in applied courses</p> <p>Improve mathematics achievement Implement math scope and sequence Integrate the fundamentals of math including financial literacy</p> <p>Implement Student Dashboard monitoring in all classrooms Integrate Lexia into comprehensive literacy programming</p> <p>Integrate explicit teaching of listening skills in elementary and secondary French Immersion classrooms</p> <p>Develop a committee to create and implement a system strategic technology plan</p>	<p>Increased % achievement level 3 and 4 for applied level courses</p> <p>Increased achievement in mathematics as measured in standardized tests and other assessments in Grades 3 and 6 Increased development of financial literacy skills K-12</p> <p>Increased usage and improved reading level for students accessing Lexia</p> <p>Improved student listening skills in Grades 1-12 French Immersion classrooms</p> <p>Improved consistency of access and use of technology Improved equitable access to digital tools</p>
Develop critical thinking and creativity to explore real world problems	<p>Develop a consistent understanding of critical thinking and creativity</p> <p>Engage students in meaningful, real-world, authentic experiences</p>	<p>Increased evidence of learning that builds critical thinking and creativity</p> <p>Increased use of technology to support innovative, higher level thinking by students</p>



CATHOLIC CITIZENSHIP

Inspiring ethical, responsible stewardship

Goals 2019-20 (What?)	Key Actions (How?)	Monitoring (How will we measure and know it is working?)
Designate capital funding to provide future ready, innovative school facilities and infrastructure	Internal audit for asset management will inform capital funding priorities for planning and expenditure	Recommendations from the internal audit will be addressed on a priority basis.
Schools and workplaces will respond to digital, environmental and social justice challenges	<p>We will identify and take action in response to the following needs:</p> <ul style="list-style-type: none"> → Digital - targeted curriculum and policy implementation → Environmental - response to Board Pastoral theme by departments and schools → Catholic social justice and Ontario Catholic Graduate Expectations embedded into all curriculum 	<p>Increased participation as digital citizens who participate in a positive, safe and socially responsible manner</p> <p>Increased response to Catholic social justice and environmental challenges at the local and global level</p>



FAITH & WELL-BEING

Living Catholic values to foster caring, inclusive and safe spaces

Goals 2019-20 (What?)	Key Actions (How?)	Monitoring (How will we measure and know it is working?)
Live our Catholic values through prayer and actions	Develop and implement system pastoral plan	All schools will participate in "Year of Prayer" and, "Care for Our Common Home" initiatives
Support safe and inclusive Catholic learning and working spaces	<p>Implement school climate survey Develop and implement a staff engagement survey to inform plans to support staff well-being, and inclusive environments</p> <p>Develop a consistent understanding and implement physical literacy activities in target schools</p> <p>Continue to implement the next phase of the Indigenous Education plan</p> <p>Implement the <i>Faith and Wellness: A Daily Mental Health Resource: Strategies for classroom teachers</i></p> <p>Use Board Certified Behaviour Analyst expertise to support the development of school based student plans</p> <p>Corporate Services will develop and implement a plan that responds to the diversity of needs in schools and workplaces related to physical space requirements</p>	<p>School Wellness Plans will address identified needs Staff Wellness Plans will address identified needs</p> <p>Increased evidence of physical literacy activities in target schools</p> <p>Building cultural competency about Indigenous culture across the system</p> <p>Implementation of Wellness Kits in all schools Evidence of an integrated approach to school well being as demonstrated in feedback survey</p> <p>Enhanced utilization of Board Certified Behaviour Analyst expertise to address individual student needs and support staff developing strategies to increase positive behaviours as outlined in well-being plans</p> <p>Identified needs will be addressed on a priority basis</p>



PARTNERSHIPS

Engaging families, parish and community

Goals 2019-20 (What?)	Key Actions (How?)	Monitoring (How will we measure and know it is working?)
Improve communication to engage families, parish and communities	Develop and implement the Board Communication Strategy	Effective communication practices for sharing information with all staff, parents and community
Increase and enhance reciprocal community partnerships	<p>Develop relationships with post secondary institutions, municipalities, employers and training delivery agencies</p> <p>Increase experiential learning opportunities</p>	<p>Increased number of community partnerships that build awareness and participation in skilled trades, apprenticeships and technology pathways</p> <p>Increased opportunities for students to learn outside the classroom or school community</p>