



REPORT TO BOARD OF TRUSTEES
June 21, 2016

Dan Parr, Director of Education

SUBJECT: Director's Focus and Professional Learning Plan

PREPARED BY: Dan Parr, Director of Education

BACKGROUND:

Please see attached.

RECOMMENDATION:

That the St. Clair Catholic District School Board receive the report, *Director's Focus and Professional Learning Plan*, for information.

DIRECTOR'S FOCUS AND PROFESSIONAL LEARNING PLAN

2016-17

By Dan Parr, Director of Education
June 2016.

I respectfully submit my third annual Focus and Professional Learning Plan. I am honoured to serve as the Director of Education for the St. Clair Catholic District School Board and am humbled by the opportunities that emerge each day in this role: opportunities to learn, lead, and serve. The responsibilities of this role are found in our Board's policy on the Director of Education's Role and Accountability:

POLICY STATEMENT:

As the Board's single official link to the operating organization, the Director of Education's performance will be considered to be synonymous with operational performance. Thus all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Director of Education. The decisions of the Board, when it acts as a corporate body, are binding on the Director of Education.

To ensure the integrity of the position of the organizational hierarchy, the Board of Trustees will only give direction to evaluate, or require the assistance of the Director of Education. Decisions or instructions of individual trustees, officers or committees are not binding on the Director of Education, except in rare instances when the Board has specifically authorized such exercise of authority. In the case of Board members or committees requesting information or assistance without Board authorization, the Director of Education may refuse or defer such requests that require a material amount of staff time or funds, or are disruptive.

POLICY GOALS:

The Director of Education's contributions should be stated as performance in two areas:

- 1. Organizational accomplishment of the Strategic Plan;*
- 2. Organizational operation within the boundaries of prudence and ethics established in Board policy.*

In my performance as director, my professional objectives and commitments originate in our board's mission statement, as I strive to provide effective leadership toward our core priorities:

- Living our faith;
- Promoting educational achievement and innovation;
- Fostering stewardship, leadership, and social justice

My Annual Progress Report of the goals of our Strategic Plan provides you and the entire SCCDSB community with a concise measurement of the achievement of our stated goals. Because the Director's performance is synonymous with operational performance, this document (attached) should be the foundation for my performance appraisal.

Additionally, in the table below, I report on the status of the Next Steps I committed to in my annual report to you last year: **Green = completed.** **Yellow = in progress.**

As in past reports, I have organized these goals according to the Catholic system-level leadership capacities of The Ontario Leadership Framework, published in 2012 by the Ontario Institute for Education Leadership.

1. Setting Directions and Accomplishing Goals:

Catholic system leaders ensure that the Catholic message is in the system’s life, spirit, relationships, operating procedures, and directions and is widely known, understood and shared by all members. I will address this responsibility by:

<u>Goals</u>	<u>Status of my 2015-16 Commitments</u>	<u>My 2016-17 Commitments</u>
<p>Communicating the shared vision of the Board of Trustees for faith formation and Catholic education.</p> <p>Ensuring greater familiarity with the board’s mission statement as the foundational statement of who we are, what we aspire to be, and what we promise to the Catholic families whose children are entrusted to our care.</p> <p>Communicating our <i>Plan for Excellence in our Catholic Schools: 2014 and Beyond</i>, to ensure that it functions as our blueprint and roadmap for our collective work in Catholic education.</p> <p>Continuing the implementation of our <i>Plan for Excellence in our Catholic Schools: 2014 and Beyond</i>, with a defined, cyclical, and transparent process of reporting our progress to trustees, to the system, and to the community.</p> <p>Closing the achievement gap for all students by setting high expectations for learning and quality of instructional methods that incorporate digital technologies, are rooted in evidence-based research, and are inclusive of learners with special needs.</p>	<p>Increased use of the communication/branding tools by all leaders throughout the system: in progress.</p> <p>Increased emphasis by all system leaders on the importance of the Mission statement as our foundation of decisions, actions, and direction: in progress.</p> <p>Develop and communicate annual targets for each of our three strategic priorities: completed.</p> <p>Develop and implement an annual “Progress Report” on our system’s annual targets, to inform the board of trustees, the system, and our families: completed.</p> <p>Build the Director’s Annual Report on an annual “Progress Report” of our system’s targets: completed.</p> <p>Re-configure, Executive Council to ensure the full-time attention of three superintendents of education on schools, learning, and faith development: completed.</p> <p>Continue to set high targets for Student Achievement in 2015-16 and beyond: in progress.</p>	<p>None of our goals or targets are attainable without the commitment of our employees. Therefore, in this third year of our <i>Plan for Excellence in our Catholic Schools</i>, presumably half-way through the life of our strategic plan, we will facilitate a consultation with all staff members to measure their awareness of and commitment to the core priorities of our mission.</p> <p>At the completion of 2016-17, all board policies and procedures will have undergone a thorough vetting and approval process. The five-year cycle of policy reviews will carry on after this.</p>

2. **Networking and Aligning:**

Catholic system leaders motivate and work with others to create a shared culture and positive climate that reflects the mandate of a Catholic school system. I will address this responsibility by:

<u>Goals</u>	<u>Status of my 2015-16 Commitments</u>	<u>My 2016-17 Commitments</u>
<p>Working in collaboration with the Board of Trustees, our parents, the Diocese of London, Catholic agencies, and community partners to strengthen and deepen support and appreciation for publicly funded Catholic education.</p> <p>Creating a renewed focus on maximizing the enrolment of our Catholic population within our elementary and secondary schools as evidence of the Catholic community's confidence in us.</p>	<p>On Bishop Fabbro's request, I will co-chair, with Vicar-General Father John Comiskey, the Bishop's task force on parish-school relations in light of the new organizational model for parishes in the London diocese: complete.</p> <p>The important task of maximizing our elementary and secondary enrolment will be removed from CFAC and placed directly into Supervisory Officers' portfolios in 2015-16: in progress.</p>	<p>Coinciding with the bishop's communication of his plan for parish re-organization in the diocese, the completed work on parish-school relations will be communicated and implemented.</p> <p>While early indications of retention data are positive, additional steps will be taken in 2016-17 to ensure this topic is addressed through respectful conversations in an ongoing manner.</p>

3. **Leadership Development:**

Catholic system leaders commit to the faith formation and professional growth of all staff, motivating them to discipleship and servant leadership. I will address this responsibility by:

<u>Goals</u>	<u>Status of my 2015-16 Commitments</u>	<u>My 2016-17 Commitments</u>
<p>Supporting professional collaboration as the research-based and professionally respectful way to develop the teaching profession.</p> <p>Ensuring an intentional realization of 21st-Century learning throughout our system through the development of a specific, scalable blueprint for implementation with strategic investment in professional development and technologies.</p>	<p>We will maximize our funds devoted to professional teacher collaboration as our chosen approach to building the capacity of all teachers to meet the needs of more students: complete.</p> <p>These goals will continue to be targets in 2015-16 and beyond. They will not go away: in progress.</p>	<p>Teacher capacity-building will continue to be collaborative and with emphasis on 21st-century global competencies. With narrower and deeper emphasis on mathematics.</p>

4. Building Relationships:

Catholic system leaders stimulate high levels of interaction among school leaders driven by their shared sense of responsibility for system improvement. I will address this responsibility by:

Goals	Status of my 2015-16 Commitments	My 2016-17 Commitments
<p>Fostering positive relations with all employee groups through respectful dialogue and through the negotiation of collective agreements arrived at through collective bargaining within the local and provincial context.</p> <p>Ensuring that the fiscal trust of the supporters and ratepayers of the St. Clair Catholic School Board is earned through the effective use and frugal stewardship of public funds.</p> <p>Nurturing our relationships with:</p> <ul style="list-style-type: none"> • Catholic partners such as King’s University College, the Diocese of London, our parishes in the deaneries, Catholic school boards across the province; • Community partners such as municipal governments, Health Units, our MPP’s, community organizations and the Early Years staff. <p>Ensuring that our relationships with Lambton College, St Clair College, and local employers are strengthened and expanded, to maximize our post-secondary and experiential learning opportunities for our students.</p>	<p>Make substantial progress in 2015-16 on our new, more cost-effective model of Executive Council. This new model places greater concentration of leadership on schools and learning, places greater leadership of HR under our HR Executive Manager, and does so on a cost-neutral basis: achieved.</p> <p>Continue to ensure that our Strategic Plan is the lens through which Executive Council views the budget-development process: in progress.</p> <p>Provide a concrete succession plan for the position Business Supervisory Officer: achieved.</p> <p>All relationship-building strategies will continue and deepen in 2015-16: in progress.</p>	<p>Our Long-Term Capital Plan will form the basis of our collaboration with school communities and regional and municipal partners as we embark on school consolidations and boundary reviews, beginning in Chatham in 2016-17.</p>