

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 2020-2021



LEARNING & INNOVATION

Teaching transferable skills, critical thinking and creativity

Goals 2020-21 (What?)	Key Actions (How?)	Monitoring (How will we measure and know it is working?)
Improve transferable literacy and numeracy skills for all students	<p>Develop understanding of the revised math curriculum through implementation grades 1-8. Use diagnostic and formative assessments to identify student learning needs in mathematics, respond through targeted instruction to improve student achievement.</p> <p>Integrate special education and student success services to support students in virtual and face to face environments in secondary schools.</p> <p>Integrate Lexia into comprehensive literacy programming and implement Student Dashboard monitoring in all classrooms.</p> <p>Integrate explicit teaching of listening skills in French Immersion classrooms.</p> <p>Create and implement a system strategic technology plan with the Leveraging Digital Committee.</p>	<p>Deepened understanding of revisions as shown by teacher surveys in December and May.</p> <p>Improvement in student math achievement term over term measured through analysis of triangulated data through (observations, conversations, products).</p> <p>Increased % achievement level 3 and 4 for applied and college level courses.</p> <p>Increased usage of Lexia and improved reading level for students accessing Lexia as measured through various metrics.</p> <p>Improved student listening skills as measured through triangulated data (observations, conversations, products).</p> <p>Equitable access and use of technology and digital tools across the system.</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>



PARTNERSHIPS

Engaging families, parish and community

Goals 2020-21 (What?)	Key Actions (How?)	Monitoring (How will we measure and know it is working?)
Improve communication to engage families, parish and communities	<p>Implement the Board Communication Strategy.</p> <p>Increase regular, ongoing personalized communication with families to enhance partnerships between school and home both formally and informally.</p>	<p>Effective communication practices for sharing information with all staff, parents and community, measured by metrics.</p> <p>Improved communication as measured through analysis of student and parent feedback.</p>
Increase and enhance reciprocal community partnerships	<p>Maintain relationships with post secondary institutions, municipalities, employers and training delivery agencies.</p> <p>Increase virtual experiential learning opportunities for students.</p>	<p>Increased community partnerships that build awareness and participation in skilled trades, apprenticeships and technology pathways.</p> <p>Increased opportunities to learn outside the classroom or school community leveraging technology and virtual opportunities.</p>



FAITH & WELL-BEING

Living Catholic values to foster caring, inclusive and safe spaces

Goals 2020-21 (What?)	Key Actions (How?)	Monitoring (How will we measure and know it is working?)
Live our Catholic values through prayer and actions	Implement Year 2 of the Pastoral Plan.	<p>Evidence of exploration and implementation of Development and Peace resources across the system.</p> <p>Promotion and integration of the Ontario Catholic Graduate Expectations across the system.</p> <p>Increased participation in adult faith formation leveraging technology.</p> <p>Implementation of Growing in Faith/Growing in Christ program in all grade 7 classrooms.</p>
Support safe and inclusive Catholic learning and working spaces	<p>Develop consistent understanding and implement Social Emotional Learning, resiliency and coping methods, implementing strategies in classrooms to develop coping skills, calming strategies and resilience.</p> <p>Develop understanding of the SEL Strand in the revised Math Curriculum.</p> <p>Implement school climate survey</p> <p>Develop and implement a staff engagement survey to inform plans to support staff well-being, and inclusive environments.</p> <p>Implement the cultural competency phase of the Indigenous Education Plan.</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>Integration of Social-Emotional Activities in classrooms as measured through observations/surveys. Improvement in coping skills, calming skills and understanding the link between the brain and mental health.</p> <p>Improved student attitude in math as measured by student surveys and teacher observations.</p> <p>School Wellness Plans will address identified needs and staff wellness plans will address identified needs.</p> <p>Increased participation in cultural competency experiences for staff and students across the system.</p> <p>Identified needs will be addressed on a priority basis.</p>



CATHOLIC CITIZENSHIP

Inspiring ethical, responsible stewardship

Goals 2020-21 (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	We will increase student participation as Catholic digital citizens who leverage technology to participate in a positive, safe and socially responsible manner.	Measurable increase in opportunities where technology is used to make a positive impact on others.