



Strategic Priorities ACTION PLAN

2011-2012



- ❖ *Spiritual Growth*
- ❖ *Enhanced Relationships*
- ❖ *Effective Communication*
- ❖ *Improved Student Learning*
- ❖ *Staff Learning*



Peterborough Victoria
Northumberland and Clarington
Catholic District School Board

MOTTO

*Imparting the Spirit
Through Education*



MISSION STATEMENT

*To provide all students with a Catholic education
that includes the knowledge, skills, and values required
to live a meaningful and faith filled life.*



VISION STATEMENT

*Our entire educational
community will take
responsibility for
Catholic education.*

GUIDING PRINCIPLES

We will live the Christian message and promote the cause of Catholic education.

We are responsible for sharing the Gospel message and promoting Catholic education. This principle emphasizes the service role that we have in our school communities as well as the responsibility we have of developing and maintaining a hospitable, compassionate, and understanding environment.

We will ensure that students come first.

All individuals and departments supporting the mission of the Catholic School Board must identify objectives and strategies that enhance the quality of education and services. Board Policies and Board Plans can serve as a starting point to help individuals and departments identify specific objectives and strategies.

We will operate effectively.

We are responsible for examining the organizational structure, and initiating and supporting changes to improve effectiveness. We are equally responsible and accountable for the financial and material resources at our disposal.

We will develop and maintain alliances.

We have individual and group responsibilities to develop partnerships. We need to identify potential partners and work with them for the greater good of the community.

We will communicate effectively.

We have a responsibility to invite participation and feedback, and to keep people informed.

We will be responsible for personal renewal.

Personal renewal refers to taking control of our physical, social, spiritual, and mental well being. We have an individual responsibility for staying abreast of developments in our field work.



Spiritual Growth

Strategic Priority 1.0:

Build positive relationships with families, parishes, and the Diocese.

Objective 1.1:

Create opportunities for the Catholic School Council, Parish Council, and school staff to meet.

Strategies:

- ❖ Plan and host a Priest-Principal Meeting.
- ❖ Design a school-based Pastoral Plan for the Principal and Priest to lead entitled “ACT Plan – Animating Catholic Teaching”.
- ❖ Arrange a meeting between the Catholic School Council and the Parish Council at least once per year.
- ❖ Request that the name of the Catholic School Council Chair be included in the Parish Bulletin.

Objective 1.2:

Review the development of spiritual themes and the existing Board motto.

Strategy:

- ❖ Prepare a report to the Board on this matter on or before June of 2012.



Objective 1.3:

Invite representatives from the Parish Council to attend school events (e.g. Sacrament Celebrations, Kindergarten Parent Information Nights, Book Fairs, Volunteer Night, etc.).

Strategies:

- ❖ Send invitations from the principal to their local Parish Council(s) in a timely manner for attendance at school events.
- ❖ Send school newsletters to the local Parish Council(s) for the school.

Objective 1.4:

Support and promote Diocesan events for youth (ie. SONFest, Rosary Apostolate).

Strategy:

- ❖ Share Diocesan events with school Principals and/or Board administration and include events in school newsletters and Board publications.

Objective 1.5:

Review the “look” of all Catholic school entrances to ensure that they are welcoming and reflect the importance of faith development and learning in a Catholic school.

Strategy:

- ❖ Include the recommendations for school entrances from the “ACT Plan – Animating Catholic Teaching” document.

Strategic Priority 2.0: Continue to nurture the Catholic Graduate Expectations effectively with our children and their parents.

Objective 2.1: Promote the Catholic Graduate Expectations (CGEs) throughout the Board.

Strategies:

- ❖ Include Catholic Graduate Expectations CGEs in school agenda books, school and department newsletters, employee handbooks, post in classrooms, and embed into all curricula and professional development.
- ❖ Include training in the Catholic Graduate Expectations and the teachings of faith underpinning them in the New Teacher Induction Program and at the Director's Meetings.
- ❖ Develop a Catholic Graduate Expectations retreat package for students in grades 8 and 12 that is age appropriate.

Strategic Priority 3.0: Strengthen and develop the role of our Catholic School Councils to be witnesses and faith leaders in their school communities.

Objectives 3.1: Publicize and highlight the role of the Catholic School Council in supporting faith development at the school through Board and Diocesan publications.

Strategies:

- ❖ Promote the Faith leadership provided by Catholic School Councils in school publications.
- ❖ Request media coverage through the Board's Communication Services for social justice activities.

Objective 2.2: Implement social justice initiatives that nurture spiritual growth, mobilize student council leaders and include speakers on faith growth.

Strategies:

- ❖ Include Catholic social justice school-based initiatives in the Catholic School Improvement Plan with a special emphasis on the horn of Africa for 2011-2012.
- ❖ Integrate Catholic social teaching in Board-wide initiatives such as Speaker's Forum, Catholic Student Council Symposium, Me to We (Leaders Today) and Good Samaritan Emergency Response Fund.



Objective 3.2: Promote the presence of a parish representative and/or the Parish Priest on every Catholic School Council.

Strategy:

- ❖ Maintain and expand clergy presence on Catholic School Council on an ongoing basis through meetings between Director and Bishop.

Objective 3.3:
Develop strategies for Catholic School Councils to facilitate and support faith development within families.

Strategy:

- ❖ Devote a Catholic Parent Engagement Committee session to this activity to determine current practice and gaps, and share resources from the Catholic Herald and VEYO.

Strategic Priority 4.0:
Continue to support all teachers in their responsibility as catechist through in-service in the stages of faith development and implementation of the Family Life and Religious Education programs.

Objective 4.1:
Provide professional development on Family Life and Religious Education programs.

Strategy:

- ❖ Provide in-service training on the Family Life and Religious Education program as well as job embedded professional development through the Office of Faith Development.

Objective 4.2:
Host Religious Education Courses for teachers.

Strategy:

- ❖ Continue to partner with OECTA/OCSTA to host Religious Education Courses for teachers.

Objective 3.4:
Dedicate part of the Catholic School Council meeting agenda to faith development, the church calendar, and Catholic Virtue of the Month.

Strategy:

- ❖ Include a Faith item on every Catholic School Council agenda as a priority using the resource 'Leading Like Jesus' – S3 Leadership as a discussion starter.

Objective 4.3:
Coordinate book studies about spiritual growth within schools, family of schools and/or Board as needed.

Strategy:

- ❖ Support and/or lead book studies through the Office of Faith Development.

Objective 4.4:
Create a web site page where teachers can access effective religious education lessons from the catechetical program or Fully Alive.

Strategy:

- ❖ Provide religious education lessons through the Office of Faith Development on the intranet.



**Objective 4.5:
Ensure consistency in religious
education at the secondary level.**

Strategies:

- ❖ Use the Religious Education Guideline from the Institute for Catholic Education and mandated texts.
- ❖ Continue to provide in-service training re. the binder entitled '*Secondary Religion Courses and Resources for Secondary Schools*'.

**Objective 4.6:
Implement the revised elementary
catechetical program and Fully
Alive.**

Strategy:

- ❖ Implement the grade 8 revised text for *Fully Alive* during the 2011-2012 school year.

**Objective 4.7:
Include Spiritual growth pathways
in the New Teacher Induction
Program.**

Strategy:

- ❖ Include opportunities for new staff to grow in their faith in each session as well as participate in a retreat distinctly tailored for New Teacher Induction Program participants.

**Objective 4.8:
Produce a daily e-prayer for staff
and link it to prayers for teachers to
use with students.**

Strategies:

- ❖ Develop an e-mail 'Thought for the Day' which links with the liturgical season and an appropriate prayer, scripture passage or reading for the day.
- ❖ Develop different forms of prayer that includes a model prayer to model community at prayer, and the use of symbols, music, scripture, art, drama, and dance.
- ❖ Develop a Book of Traditional Prayers and Mass responses in English and French for staff.
- ❖ Support the implementation of the new Roman Missal starting in the season of Advent, 2011 by attending Diocesan workshops and providing a professional development resource for school-based Faith Days.

**Objective 4.9:
Publish a Board newsletter which
focuses on faith development and
religious education.**

Strategy:

- ❖ Publish a monthly newsletter entitled '*Faith Matters*'.

Strategic Priority 5.0: Expand opportunities for all staff to grow in their own faith journey.

Objective 5.1:
Maintain a budget with funds for staff retreat and release time for spiritual development.

Strategy:

- ❖ Provide an opportunity for ten staff to participate in a silent retreat during the seasons of Advent and Easter coordinated by the Office of Faith Development.

Objective 5.2:
Create a role description for the School Board pastoral team and a list of expectations.

Strategy:

- ❖ Include the role description in the Animating Catholic Teaching (ACT) Plan for each school.

Objective 5.3:
Provide opportunities through the Office of Faith Development, as requested by staff, to offer Ignatian prayer groups and then expand to possible spiritual direction and offer Benedictine prayer, and “Maranatha” prayer.

Strategy:

- ❖ Provide opportunities through the Office of Faith Development to those staff interested in these forms of faith development.

Objective 5.4:
Ensure that there is a “faith at work” or social justice component for some faith development opportunities.

Strategy:

- ❖ Promote “faith at work” opportunities such as Habitat for Humanity, Me to We, Ontario Eco Schools, Development and Peace, etc.



Enhanced Relationships

Strategic Priority 1.0:

Improve two-way communication, consultation and collaboration.

Objective 1.1:

Provide opportunities for Board stakeholders/representatives to meet and discuss common educational issues.

Strategy:

- ❖ Facilitate consultation meetings with key stakeholders (OCSTA, OECTA, CUPE, CPCO, and CPIC) throughout the year.

Objective 1.2:

School administration will receive training to enhance collaborative decision-making and effective communication.

Strategies:

- ❖ Provide principals with training on one of the principals' professional learning days.
- ❖ Provide vice-principals with training on a professional learning day.

Objective 1.3:

School-based support staff will attend monthly staff meetings.

Strategies:

- ❖ Arrange the schedules of support staff to allow for their attendance at monthly staff meetings.
- ❖ Hold regular meetings for the staff of the Catholic Education Centre.

Objective 1.4:

Individual staff will be consulted regarding the effectiveness of program delivery and Board operations.

Strategies:

- ❖ Offer at every staff in-service, opportunities for feedback.
- ❖ Develop an online staff survey to gather feedback on a variety of Board services that are provided to staff.





Strategic Priority 2.0:
Facilitate forums of conversation among all the partners to further the Goals of Catholic Education.

Objective 2.1:
Provide every new employee with information about the Board with particular emphasis on the uniqueness of working in a Catholic community.

Strategy:

- ❖ Review and update annually the new employee orientation package with particular emphasis on the uniqueness of working in a Catholic community.

Objective 2.2:
Enhance the understanding of Catholic education with all members of our faith community and seek input regarding the vision of Catholic education.

Strategy:

- ❖ Develop a forum on Catholic education which will be open to all members of our community.

Objective 2.3:
Provide information that will support parents as partners in the Faith education of their children.

Strategies:

- ❖ Dedicate a section of the Central Library and all school libraries for educational resources for families to borrow that will support further development of their own faith journey and enhance their understanding of the role of Catholic education.
- ❖ Enable parents to search for materials from their home computer and provide borrowing privileges to every family.
- ❖ Promote the availability of these resources through school newsletters.

Strategic Priority 3.0:

Provide opportunities for training for staff that will enhance positive relationships, teamwork, conflict resolution, and public relations.

Objective 3.1:

Provide professional development for all employees using a variety of effective delivery models that will focus on conflict resolution, teamwork, and provide excellent service to our employees and publics through public relations.

Strategies:

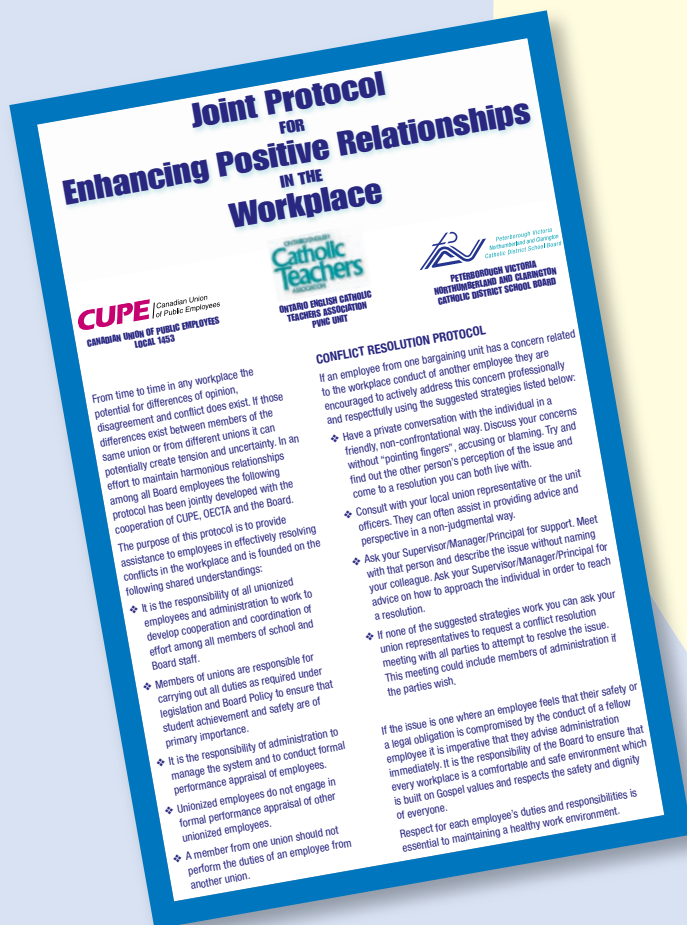
- ❖ Purchase effective DVDs that will be housed in the central library for distribution.
- ❖ Purchase and make available online training workshops through the intranet.
- ❖ Provide staff the opportunity to receive further training on PD days.

Objective 3.2:

Board staff will work toward making all schools safe through effective partnerships with community agencies and the implementation of the Community Threat/Risk Assessment Protocol.

Strategies:

- ❖ Provide budget funds in support of the continued implementation of the Community Threat/Risk Assessment Protocol.
- ❖ Provide Violent Threat/Risk Assessment training for senior administration, all school administration, and appropriate school-based staff.
- ❖ Ensure that designated Board staff maintain certification as Violent Threat/Risk Assessment Trainers.



Strategic Priority 4.0:
Establish an employee recognition program.

Objective 4.1:
Establish an Employee Recognition Committee that will include representation from all employee groups.

Strategies:

- ❖ Consolidate what is currently being done and develop a system of recognition with a budget recommendation.
- ❖ Investigate new ways of recognizing the outstanding efforts of employees.
- ❖ Continue to host the Retirement Dinner to provide a platform for recognition for retiring staff.



Strategic Priority 5.0:
Encourage parents as partners in the life of the school and the education of their child.

Objective 5.1:
Promote the Ministry initiative on parent engagement including suggestions on how to expand opportunities for engagement.

Strategies:

- ❖ Focus the Catholic Parent Involvement Committee meeting on the sharing of current projects and the development of new ideas for Parents Reaching Out (PRO) grant applications.
- ❖ Discuss and develop suggestions for Catholic School Councils to increase parent engagement.

Objective 5.2:
Support parents with the education of their children by simplifying access to information regarding community agencies that might provide additional help.

Strategies:

- ❖ Provide links on the Board web site to local and regional community service agencies.
- ❖ Profile community agencies that focus on the family in school newsletters.
- ❖ Provide space in our schools for the distribution of agency materials.
- ❖ Encourage Catholic School Councils to discuss which agencies would best support their community at a Catholic School Council meeting.

Effective Communication

Strategic Priority 1.0:

Implement recommendations from 2009 Communications Audit.

Objective 1.1: Create a new Board web site, and all school web sites.

Strategy:

- ❖ Develop content for new Board Web Site, and school Web Sites.
- ❖ Publicly launch the new Board Web Site, and new School Web Sites.

Objective 1.2: Establish a small 'intranet' committee.

Strategies:

- ❖ Develop content for the new Intranet site.
- ❖ Meet periodically with key staff members to ensure the content and usability of the Board intranet are maintained.
- ❖ Launch new Intranet Site to staff.

Objective 1.3: Enhance Parent Communication.

Strategies:

- ❖ Establish consistent communication protocols for teacher-parent communication.
- ❖ Install a Board wide 'blast' messaging telephone system to be used for important messages to parents.
- ❖ Provide basic newsletter training to school secretaries.

Objective 1.4: Improve Media Relations.

Strategies:

- ❖ Provide Media Training to all new school administrators.
- ❖ Provide Advanced Media Training to interested Superintendents and school administrators.

Objective 1.5: Promote the Board locally and provincially.

Strategies:

- ❖ Establish an external Board newsletter for distribution (3 times yearly) to external publics.
- ❖ Improve signage at main entrance to Catholic Education Centre.
- ❖ Provide appropriate visitor parking at the Catholic Education Centre.
- ❖ Provide updated Board related information and Board news on the 'flat' screen in the reception area at the Catholic Education Centre.
- ❖ Develop a 'west' Lakeshore strategy for communicating to the media.



Objective 1.6: Enhance 'internal' Communications.

Strategies:

- ❖ Develop and implement a system for archiving/filing long term storage procedures for email and attachments that corresponds to the Board's Corporate Records Management System.
- ❖ Include school support staff in communications activities.
- ❖ Provide opportunities for all staff to attend staff meetings.

Objective 1.7: Enhance corporate identity of the Board.

Strategies:

- ❖ Implement Board and School Graphics Standards Manual.
- ❖ Review existing corporate identity and implement improvements.
- ❖ Review staffing/responsibilities in Communication Services as per Communication Audit recommendations.



Strategic Priority 2.0: Develop a Communication Plan that reflects Communication Audit recommendations are aligned with Strategic Priorities.

Objective 2.1: Communication Committee/Team will review the Board Communication Audit recommendations.

Strategy:

- ❖ Implement recommendations from the Communication Audit.

Objective 2.2: Develop a Communication Plan.

Strategy:

- ❖ Produce a public document that outlines the Board's communication goals, strategies, timelines and measurement of success for communications activities and projects.

Improved Student Learning

Strategic Priority 1.0:

Identify each student's abilities and building upon his/her diverse God given gifts.

Objective 1.1:

Provide early exposure to a wide variety of career opportunities focussing on emerging careers and areas identified by students that are of particular interest to them or that match their diverse God given gifts.

Strategies:

- ❖ Implement interest and talent surveys for students.
- ❖ Make available to students resources and opportunities such as the OYAP booklet, Student Success video clips, Career Cruising software, course planner and Community College campus visits.

Strategic Priority 2.0:

Use a variety of instructional and assessment strategies based on research and effective practices to enhance student achievement.

Objective 2.1:

Provide job embedded professional learning as a priority.

Strategies:

- ❖ Utilize Collaborative Inquiry Learning models in all schools for professional learning; ie. Teaching Learning Critical Pathways, Early Primary Collaborative Inquiry, PRIME training, Collaborative Inquiry Learning in Mathematics, etc.

Objective 1.2:

Promote the Principles of Equity and Inclusive Education.

Strategy:

- ❖ Implement and integrate Board Policy 706, Valuing Diversity into the Catholic Board Improvement Plan and Catholic School Improvement Plans to reflect equity and inclusivity.



- ❖ Provide Assessment Partners and informal Assessment Leads in schools.
- ❖ Continue and expand school based and Board level Professional Learning Communities.
- ❖ Continue new teacher Induction Program plenary sessions and mentoring.
- ❖ Provide opportunities for teachers to visit each others' classrooms using the Provincial Discussion Table fund.

Objective 2.2:
Enhance teacher learning by attending conferences and Ministry training events.

Strategy:

- ❖ Use Ministry grants, Provincial Discussion Table or school budget funds as appropriate for teachers to attend conferences or Ministry training events.

Objective 2.3:
Enhance staff learning by gathering together for a Professional Development Day.

Strategy:

- ❖ Individual schools or groups of schools will gather on one Professional Development Day during the school year for learning focused on needs of the staff and the schools.

Strategic Priority 3.0:
Use technology and resources effectively.

Objective 3.1:
Align the use of technology in schools with the strategic priorities and the Catholic Board Improvement Plan.

Strategies:

- ❖ Implement focus group discussions involving senior administration, Computer Services, principals, appropriate staff and IBM staff to review the use of technology.
- ❖ Review Board Intranet site and staff portals to ensure they meet staff needs.

Objective 2.4:
Enhance the role of the principal as the Instructional Leader in the school.

Strategy:

- ❖ Continue Principal Learning Teams, based on principal and system based needs.

Objective 2.5:
Expand e-Learning opportunities.

Strategies:

- ❖ Continue e-Learning as a focus as a valid learning pathway.
- ❖ Implement e-Learning as a consultancy role in Learning Support Services.
- ❖ Make e-Learning courses available and list them in course calendars for all secondary schools.
- ❖ Ensure guidance teachers encourage students to consider e-Learning where appropriate.

Objective 3.2:
Provide technology training for staff, involving integration of technology into instructional and assessment practices.

Strategies:

- ❖ Continue Fast Forward 2.0 with teachers in grades 4 to 8.
- ❖ Continue Integrated Technology as part of the consultant role in Learning Support Services.



Strategic Priority 4.0:
Support parents with their role as the primary educator in their child's life.

Objective 4.1:
Involve parents on an ongoing basis in school events and student education.

Strategies:

- ❖ Welcome all parents through Catholic School Council activities.
- ❖ Host school events and activities such as Curriculum Nights/Open House nights, Secondary School Grade 8 Parent Nights, Parent-Teacher Nights and student led conferences to welcome and promote parent involvement.
- ❖ Initiate parent communication through regular phone calls between educators and parents, monthly newsletters, optional workshops, Ready for Kindergarten Nights, etc.
- ❖ Encourage partnerships between schools and local agencies; e.g. Kinark, Police Services, Public Health.

Staff Learning

Strategic Priority 1.0:

Encourage all employees to be life-long learners supported by staff development that is based on our Catholic faith, system, school and individual needs.

Objective 1.1:

Create a learning environment for all staff.

Strategies:

- ❖ Identify all staff groups and skill sets within those groups.
- ❖ Provide employee information through Managers to Human Resource Services.
- ❖ Maintain records in Human Resource Services with current staff qualifications.

Objective 1.2:

Create individual department and school budgets to support staff in professional development and skills training.

Strategies:

- ❖ Reflect professional development for staff in school-based and department budgets.
- ❖ Embed professional development opportunities in the instructional day when financially possible.
- ❖ Use the teacher Annual Learning Plan to help shape professional development opportunities.

Objective 1.3:

Conduct surveys to identify Professional Development and training opportunities requested by staff. Analyze data on what skills people currently have and what skills they would like – Staff Gap Analysis.

Strategy:

- ❖ Determine and plan for the Professional Development needs of the staff through each department.



Strategic Priority 2.0:
Provide more research-based professional learning on effective practices.

Objective: 2.1:
Encourage professional learning goal setting and plan development integrating the Spiritual theme where possible.

Strategies:

- ❖ Research, communicate, and provide professional development and training on web sites, intranets, staff newsletters, bulletin boards, staff meetings and through the use of DVDs, available at Central Library.
- ❖ Implement Teacher Learning Critical Pathways to complement priorities in School Improvement Plan.

Strategic Priority 3.0:
Provide professional learning opportunities for all employees.

Objective 3.1:
Sustain system leadership capacity by fostering a culture of coaching/mentoring, shadowing, network learning and professional learning communities.

Strategies:

- ❖ Gather succession planning data, develop a plan or continuum for the school and business side of operations by liaising with all departments.
- ❖ Mentor all new teachers, secretaries, custodians in their first year(s).
- ❖ Offer on-line and on-site coaching/training or interested leaders.
- ❖ Offer formal and informal mentoring for aspiring/newly appointed school leaders, and provide feedback and guidance for professional growth.
- ❖ Continue implementating the Annual Growth Plan process for all teachers, principals, and vice-principals.

Objective 3.2:
Promote and model a collaborative learning culture across the system.

Strategies:

- ❖ Implement manager/superintendent Annual Growth Objectives and Performance Appraisal process.
- ❖ Implement higher order/21st century leadership and learning that builds digital literacy across the system that supports and engages all users.
- ❖ Implement a corporate culture where all stakeholders see themselves as leaders and learners.
- ❖ Use feedback from participants to modify/update available professional learning opportunities.

Strategic Priority 4.0:

Include appropriate representation of all employee groups when assembling of committees or seeking input.

Objective 4.1:

Develop protocols for the formation of Board committees that will increase transparency and accountability.

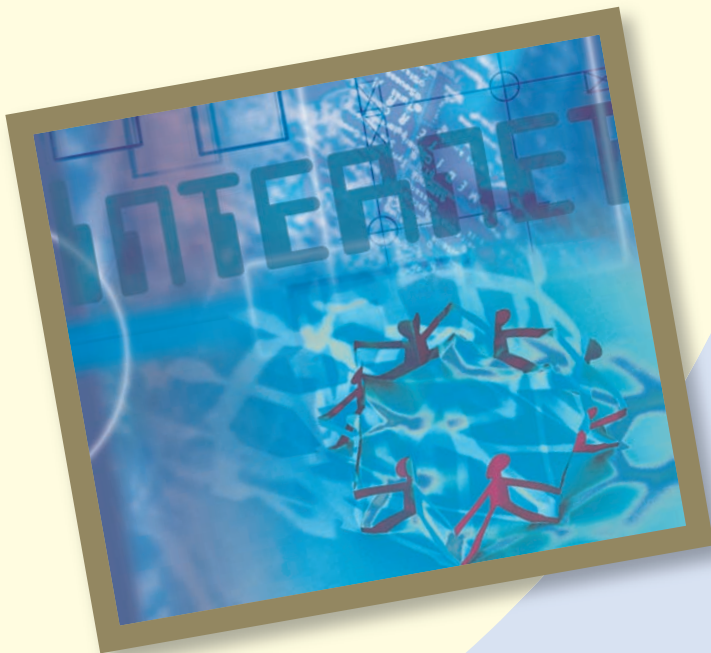
Strategies:

- ❖ Develop Terms of Reference for all Board committees.
- ❖ Develop a standardized process for selection of committee members.
- ❖ Publicize committees and membership on the intranet.



Strategic Priority 5.0:

Provide more opportunities for the sharing of effective practices between employee groups.



Objective 5.1:

Enhance accessibility and use of technology.

Strategy:

- ❖ Provide training for all staff as required.

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The Peterborough Victoria Northumberland and Clarington Catholic District School Board, like every school Board in Ontario, is governed by a Board of Trustees. They are elected by separate school taxpayers every four years during municipal elections and are directly accountable to the community. The current seven Trustees have been elected to serve from December 1, 2010 to November 30, 2014. The student Trustee is elected annually by the Members of the Student Liaison Committee and approved by the Board.



**PETERBOROUGH VICTORIA NORTHUMBERLAND AND CLARINGTON
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