



Peterborough Victoria
Northumberland and Clarington
Catholic District School Board

CATHOLIC SCHOOL COUNCIL CHAIRS

News Bulletin

OCTOBER 2007
ISSUE #5

SPIRITUAL THEME 2007-2008

Believe, Love, Act:

"Love One Another As I Have Loved You"

JOHN 13:34

A YEAR OF VIRTUES

Welcome back again, to a great new school year. As this year unfolds, each school will focus on our "Catholic Virtues into Action" project. Each month schools will look at developing these virtues:

September – **Respect**
October – **Empathy**
November – **Justice**
December – **Patience**
January – **Responsibility**
February – **Compassion**
March – **Forgiveness**
April – **Stewardship**
May – **Tolerance**
June – **Honesty**

- ❖ we are an integral part of Church and its mission to evangelize youth
- ❖ we have the right and duty to teach our religious beliefs
- ❖ we share a common set of symbols, celebrations, and prayers
- ❖ we truly teach the whole child – spiritual, physical, social, academic, and emotional needs
- ❖ we have a common history and rich tradition and we are part of a story that spans thousands of years – the story of God's relationship with His people
- ❖ we have a deep connectedness to our students, parents, and colleagues because, for the most part, we share the bond of our common faith.

The heart and soul of Catholic education is the character of Jesus Christ who proclaims the good news that God wills for us the fullness of life.

Our Catholic schools are perceived to be places of welcome, word, worship, witness, and welfare, where the sacredness of the individual is balanced with the common good. At the same time, our schools are top-performing, quality educational institutions, committed to excellence, this is the magic mix for making a positive difference for good in society.

A Catholic school differs from a public school in both foundation and substance.

In our PVNCCDSB schools:

- ❖ we are able to pose certain questions, such as: What does the Bible say about this situation? What does Jesus tell us about how to respond to this kind of dilemma? What does the Church teach us in regard to this?
- ❖ we construct knowledge in a Catholic/Christian way. This means that, not only do we believe in the permeation of faith throughout all subjects, but that we critically transmit cultural knowledge through the lens of our faith.

We should not be afraid of proclaiming our Catholic values, including those fundamentals that are contained in the Ten Commandments, the three major Virtues of Faith, Hope, and Love, the gifts of the Holy Spirit, and The Beatitudes.

Character education fundamentally means that we are up front and clear with our students and their families about the explicit values our schools stand for and espouse. Our country and our world need people who have solid personal foundations from which to operate.

Virtues, the qualities of character, are more basic than values, and young people need to be taught what virtues look like in practice, e.g. respect, empathy, justice, patience, responsibility, compassion, forgiveness, stewardship, tolerance, and honesty.

The Catechism defines VIRTUE as "an habitual and firm disposition to do good. It allows the person not only to perform good acts, but to give the best of him/herself ... The goal of a virtuous life is to become like God."

ST. GREGORY OF NYSSA

1
A YEAR OF
VIRTUES

CONTINUED IMPROVEMENT IN
EQAO ASSESSMENTS
NEW LITERACY INITIATIVES
AT PVNC

OPA ASSESSMENT PROJECT
OAPCE CONFERENCE -
SUBMITTED BY
MICHELLE GRIEPSMA,
PVNC DIRECTOR, OAPCE

THE WEEK WITHOUT VIOLENCE
GRADE 9 -
TAKE A KID TO WORK DAY
SPECIAL EDUCATION -
A GUIDE FOR PARENTS
CAREER EXPLORATIONS WEB SITES
LEADERSHIP PROGRAM COMES
TO PVNCCDSB SCHOOLS

LEADERSHIP PROGRAM COMES
TO PVNCCDSB SCHOOLS
CONTINUED

SECONDARY SCHOOLS
AND STUDENT SUCCESS

ONTARIO YOUTH
APPRENTICESHIP PROGRAM
HUMAN PAPILLOMA VIRUS -
GARDASIL VACCINE PROGRAM

MESSAGE FROM
MOST REVEREND JAMES WINGLE
RE: HPV

SPEAKERS' FORUM 2007
OUR CATHOLIC SCHOOLS
2006-2007
PARENTS REACHING OUT GRANTS
ONTARIO PROVINCIAL
PARENT BOARD

BOARD APPROVES
NEW STRATEGIC PRIORITIES

CONTINUED IMPROVEMENT IN EQAO ASSESSMENTS

Primary, Junior, and Grade 9 results show that our Board has maintained solid progress and outperformed the province in most areas.

FIVE YEAR TREND

	PRIMARY	2002/03	2003/04	2004/05	2005/06	2006/07
Province	Reading	50%	54%	59%	62%	62%
	Writing	55%	58%	61%	64%	64%
	Mathematics	57%	64%	66%	68%	69%
PVNC Board	Reading	53%	59%	61%	65%	69%
	Writing	56%	58%	59%	61%	67%
	Mathematics	62%	64%	68%	74%	74%

	JUNIOR	2002/03	2003/04	2004/05	2005/06	2006/07
Province	Reading	56%	58%	63%	64%	64%
	Writing	54%	54%	59%	61%	61%
	Mathematics	53%	57%	60%	61%	59%
PVNC Board	Reading	56%	56%	61%	70%	71%
	Writing	50%	51%	53%	63%	61%
	Mathematics	48%	51%	55%	66%	66%

	GRADE 9	2002/03	2003/04	2004/05	2005/06	2006/07
Province	Applied	22%	25%	26.5%	35%	35%
	Academic	66%	68%	68%	71%	71%
PVNC Board	Applied	22%	30%	28%	42%	42%
	Academic	63%	66%	69%	67%	63%

NEW LITERACY INITIATIVES AT PVNC

New this year, all elementary schools in our Board have a “Literacy Partner”. These literacy partners are released from their own classrooms for a half or full day each week to work with their staff members on literacy initiatives. They will also be given professional development opportunities every six weeks throughout the school year. We are very excited to welcome our literacy partners to help improve literacy skills in our students!

All grades 7 and 8 teachers in the Board have had a day of literacy training in September. Teachers were trained on a new reading assessment tool called the Developmental Reading Assessment. Teachers were also given a set of boy-appealing glossy magazines to encourage independent reading in their intermediate classrooms.

All grade 5 teachers will be given a new language program in October, which is developed with cross curricular links for teachers to assist in integrating literacy into all subject areas.

The Board is continuing to support our new Integrated Literacy Program with all kindergarten to grade 3 students. Last year's implementation was a huge success in developing oral language skills in our students.

For our struggling readers, our 5th Block program continues to assist those students in the early years who need that extra support to get on the road to reading!

OPA ASSESSMENT PROJECT

The MOE provided the Ontario Psychological Association (OPA) with \$20 million to help decrease wait times for professional assessments in school boards. PVNC received \$160,000 from the OPA Assessment Project to provide for an additional 100 psychological and 20 language assessments of students in kindergarten to grade 4 and to follow up the assessment recommendations with special

education consultant support for teachers with the goals of improving teacher capacity and student achievement. This project has a time line of September 2006 to August 2008 and has been monitored by a committee consisting of professional assessment staff, the coordinator of special education, and several special education consultants.

OAPCE CONFERENCE - SUBMITTED BY MICHELLE GRIEPSMA, PVNC DIRECTOR, OAPCE

The Peterborough Victoria Northumberland and Clarington Catholic District School Board recently had the distinction of co-hosting the Ontario Association of Parents in Catholic Education (OAPCE) Parent Conference and 68th Annual General Meeting held in Peterborough, Friday, June 1 to Sunday, June 3, 2007. The theme for this year's conference was "Empowering Catholic Learning Communities". All partners in Catholic education were invited and encouraged to come together in prayer, celebration, constructive discussion, and reflection throughout the weekend.

There are many challenges and changes facing education in Ontario and parents are strengthened in our ability to advocate for our children by becoming informed of these challenges and sharing ideas with others.

Several hundred community members, along with 152 conference delegates from across the province, attended the Friday evening opening event to hear keynote speaker, Marc Kielburger, an accomplished social advocate, human rights activist, leadership specialist, and best selling author. Marc's presentation, "Me to We: Achieving True Well-Being - Through Social Involvement," inspired everyone present. He shared incredible personal stories and many valuable insights to help us to change both our own lives and those lives around us for the better. He challenged us and gave us hope.

Sr. Joan Cronin, Executive Director of the Institute for Catholic Education (I.C.E), delivered the keynote address for Saturday followed by practical workshops which highlighted the gifts of local students, teachers, principals, parents, and clergy and offered strategies for the home, parish, and school community to help our children succeed. Workshop titles included:

- ❖ Raising Spirited Catholic Children - It Takes a Whole Community to Make Disciples

- ❖ Speaker's Forum
- ❖ Catholic School Council Development/Conflict Resolution
- ❖ Differentiated Learning
- ❖ Engaging Parents: Improving Student Achievement
- ❖ Secondary Social Justice "Awareness" Activities
- ❖ Focusing Your Council Through A Catholic Lens
- ❖ Student Success - Learning to 18

The Honourable Kathleen Wynne, Minister of Education, addressed the delegates and dignitaries Saturday evening during the conference banquet and awards ceremony. Ms. Wynne shared many personal stories reinforcing the importance of parental involvement in education. Each year, individuals are recognized during the conference for their outstanding contribution to Catholic education. The commitment and example of these dedicated volunteers continues to encourage parents to be active members in our schools and in the education of our children.

The weekend ended on a "high-note" as Fr. Paul Massel and the St. Alphonsus Family Liturgy Team enriched our conference experience with music and song from their Family Liturgy program.

New friends were made and experiences shared.

We thank all individuals and organizations who donated both their time and resources to make this recent conference an outstanding success.

It is with great appreciation and anticipation that we announce the 2008 Conference and 69th Annual General Meeting to be held in Hamilton, April 25 - 27, 2008, "Weaving the Catholic Partnership". For more information about the OAPCE or the upcoming conference, contact the OAPCE office @ 1-877-828-2081 or visit

www.oapce.on.ca

THE WEEK WITHOUT VIOLENCE

This year the YWCA of Canada will be launching the 10th Anniversary of the Week Without Violence. This year this worthwhile event occurs from October 13-21.

The YWCA Week Without Violence is a nationwide effort, organized to unite all Canadians against the violence that exists in our communities. The WWV encourages young people and communities to identify realistic and sustainable alternatives to violence. PVNCCDSB is an active participant in promoting Week Without Violence activities and events within our schools, with the goal of working together to create respectful and safe communities for all Canadians.

GRADE 9 - TAKE A KID TO WORK DAY

On Wednesday November 7, 2007, all grade 9 students across Canada will be participating in the annual "Take a Kid to Work Day". Students will spend the day in a work environment with a parent, relative, or family friend and will experience first hand the world of work. Parents are encouraged to discuss this day with their son or daughter and identify where he/she will be going on that day. Students will have class time dedicated to preparing them for this day and discussions will centre around safety and other necessary topics. Please contact the Guidance/Co-op office at your local Catholic secondary school should you have any questions about this event.

SPECIAL EDUCATION - A GUIDE FOR PARENTS

The PVNC Special Education brochure for parents is now available online. The guide explains terms and procedures related to Special Education and can be found on the board website at <http://www.pvnccdsb.on.ca/library/Special%20Education/parentguide.pdf>

If you have any difficulties with the above link, go to the Board website at www.pvnccdsb.on.ca

Choose the tab that says "Board Information" then select "Publications" and scroll down the page until you see the publications that start with S.

CAREER EXPLORATIONS WEB SITES

Ontario School Counsellor's Association
www.osca.ca

Ontario Workinfontet
www.onwin.ca

CanadianCareers.com
www.canadiancareers.com

Career Directions
www.careerdirectionsonline.com

Job Futures
www.jobfutures.ca

Ontario Job Futures
www.ontariojobfutures.net

Ontario Skills Passport
<http://skills.edu.gov.on.ca>

Workapedia.ca
www.workapedia.ca

Youth in Motion
www.youth-in-motion.ca

LEADERSHIP PROGRAM COMES TO PVNCCDSB SCHOOLS

LEADERS TODAY

Marc Kielburger, Chief Executive Director
Craig Kielburger, Co-founder

Leaders Today will provide PVNCCDSB with an integrated and sustainable leadership program that will promote civic engagement, Catholic character education, and community

service for students in our elementary and secondary schools.

Leaders Today, in co-operation with Nelson/Thompson Learning, will work with our Board to develop and administer a program that will inspire, motivate, and provide tangible tools to youth to further their social involvement.

This initiative will involve a three-pronged approach:

- (1) Provide selected students, fifteen to twenty elementary students from grades 6 to 8 per school, with a copy of TAKE ACTION, and fifteen secondary students per school with a copy of TAKE MORE ACTION. These resources will serve as an academic basis for their social involvement, providing them with tangible tools and resources to become sociably active.
- (2) (a) In each elementary school, Leaders Today will conduct a whole school motivational presentation as well as a half-day workshop for selected student ambassadors.

(b) In each secondary school, Leaders Today will conduct a whole school motivational presentation as well as a three full day workshop for selected student ambassadors.

Student workshops will involve the following components:

1. introduction to social advocacy
 2. steps to becoming socially involved
 3. tenants of leadership vis-a-vis the Catholic faith
 4. leadership skills of “volunteer ambassadors”
 5. how to inspire/motivate peers about social issues.
- (3) Leaders Today will also provide ongoing support and follow-up resources for participants who will serve as the “volunteer ambassadors” for the program.

SECONDARY SCHOOLS AND STUDENT SUCCESS

Graduation rates have risen over the past two years and credit accumulation rates continue to rise. More attention will be devoted to students in grades 7 and 8, where strategies have been in place to support the critical transition from elementary to secondary school as well as providing a greater focus on effective pedagogical practices. There will continue to be a focus on supporting the Student Success Teams established last year, and in particular our shared focus on the four pillars and on differentiated instruction, blending this concept into assessment and evaluation strategies.

New for 2007-08 – The Ministry approved our proposal to offer High Skills Majors within two of our secondary schools. Together with Fleming College, St. Mary's Secondary School, Cobourg, will offer Hospitality & Tourism, and St. Thomas Aquinas Secondary School, Lindsay, will offer Health & Wellness. These High Skills

Majors offer a specialized programming for students in grades 11 and 12. External credentials, certificates, job shadowing, and dual credits will become available throughout the student's education.

Alternative educational opportunities continue with our secondary schools. Students from St. Peter's Secondary and Holy Cross Secondary Schools, Peterborough, have a chance to attend Fleming College for some of their secondary credit courses. As well, through Lighthouse funding, students from St. Stephen's Secondary School, Bowmanville, can attend Durham College for secondary credits. Another feature for these students is funding from the School-College-Work Initiative which promotes the opportunity for high school students to reach-ahead and experience college credits. Many students are planning to take advantage of these dual credits.

For 2007-08 all secondary schools have two Student Success Teachers. One Student Success Teacher is devoted to Transitions planning and tracking at-risk students. This may be a grade 8 student entering the secondary school, a student returning to school, or a student leaving for the workforce upon graduation. The second Student Success Teacher specializes in credit rescue and credit recovery, ultimately credit accumulation, assisting every and all students in need. In addition there are three Student Success Teachers devoted to Assessment, Evaluation, Grading, and Reporting.

ONTARIO YOUTH APPRENTICESHIP PROGRAM

Once again we are offering a wide selection of accelerated OYAP opportunities for the students in our secondary schools. The students in these programs earn valuable work experience in their Cooperative Education placement plus completing their Level 1 training. Last year we had 16 students from our schools involved in these programs.

- ❖ **Automotive Service Technician**
- ❖ **Manufacturing**
- ❖ **Culinary**
- ❖ **Early Childhood Educator**
- ❖ **General Carpentry**
- ❖ **Hairstylist**
- ❖ **Construction Craft Worker**
- ❖ **Welding**
- ❖ **Electrician**
- ❖ **Horticulture**

As well, students can become signed apprentices while working for a skilled trades person. They earn valuable work experience in their Cooperative Education placement. The only difference is that they do not complete their Level 1 training until after their graduation. In 2006-2007, there were 11 students signed as apprentices in this area.

Finally, students can work with a skilled trades person while not earning their Level 1 training or being formally registered as an apprentice. The students gain valuable work experience as they test drive a possible career. In 2006-2007 we had 305 students involved in this form of learning experience.

Our students will be actively involved in a variety of skilled trade competitions. Skills Canada - Ontario hosts a qualifier and provincial competition in Kitchener - Waterloo in the spring. Last year students from St. Stephen's Secondary moved on from the qualifier in the TV and Video competition and placed 17th provincially. The Workforce Development Board will be hosting a regional skills competition for secondary students in the Board's jurisdiction in the spring of 2008. The Kawartha Culinary Association in conjunction with Fleming College is hosting an Iron Chefs competition in October where two students from our Board will be chosen to participate on a team. There are a variety of other competitions that individual schools participate in, such as George Brown College's Culinary competition.

HUMAN PAPILLOMA VIRUS - GARDASIL VACCINE PROGRAM

On September 25, 2007, the Board of Trustees, at its Regular Meeting, approved that all PVNCCDSB elementary schools co-operate with Health Units in the administration of this vaccination program.

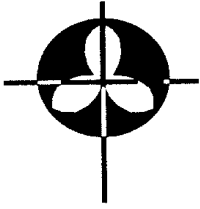
This is a VOLUNTARY vaccination program and requires parental consent. It is the strong opinion of many that the decision for individual grade 8 female students to participate in this voluntary program is the RESPONSIBILITY OF THE PARENTS. This remains a very sensitive, ethical and moral topic of much public debate and discussion. Below, please find a "Message to the Directors of Education of Catholic School Boards and to the Catholic Educational Community". This message has been included in the information package that parents receive regarding this program.

School staff have been asked to refrain from providing advice and expressing personal opinions on this vaccination program to their students and parents. Should parents and/or grade 8 female students be seeking additional information, they should speak to their family physician or call their local Health Unit.

**Peterborough County-City Health Unit
(705) 743-1000**

**Haliburton Kawartha Pine Ridge District Health Unit
(905) 885-9100**

**Durham Health Unit
(905) 668-7711**



ONTARIO CONFERENCE OF CATHOLIC BISHOPS

CONFERENCE DES EVEQUES CATHOLIQUES DE L'ONTARIO

September 13, 2007

**A message to Directors of Education of Catholic School Boards
and to the Catholic educational community**

In August 2007, the Government of Ontario announced the introduction of the Human Papilloma Virus (HPV) vaccine into the publicly funded immunization program. This means that female students in all grade 8 classrooms in our school system will be offered the vaccine over the course of this year. This is a voluntary program and parents have the final decision on whether their daughters will be vaccinated.

The Bishops affirm that parents have the right and responsibility to decide whether their daughters should be vaccinated. We encourage parents to keep in mind some important considerations.

First, infection with HPV or other sexually transmitted diseases can occur only through sexual activity, which carries with it profound risks to a young person's spiritual, emotional, moral, and physical health. The Bishops note that, at best, a vaccine can only be potentially effective against one of these risks, that to physical health, and may have other unintended and unwanted consequences. Sexuality is a great and powerful gift. Sexual activity is appropriate only within marriage. Outside of marriage, abstinence is not only clearly the choice that leads to spiritual and moral wellbeing, but it is obviously the best protection against risks of disease.

Second, there is no consensus among those involved in public health in Canada that HPV vaccination is the most prudent strategy in terms of allocating health care resources to address the goal of preventing deaths resulting from cervical cancer. Further research is required. The Bishops of Ontario encourage parents to learn the medical facts concerning this vaccination. Although the HPV vaccination program properly leaves the choice of participation to parents, the Bishops of Ontario regret its introduction without further opportunity for thorough study of all of the effects of this program. The best interests of children demands that parents and guardians be fully informed before granting consent.

Parents and educators want to prepare children well for their future in all aspects of their lives. A proper education in chastity helps young people to embrace their sexuality with confidence and joy.

We ask that Catholic school boards include this message in the information package that parents receive concerning the program.

Yours in Christ

Most Reverend James Wingle,
Bishop of St. Catharines
President
Ontario Conference of Catholic Bishops

SPEAKERS' FORUM 2007

Mr. Gary O'Dwyer, Curriculum Chair, Canada and World Studies, at St. Mary's Secondary School, Cobourg, has been organizing and co-ordinating the Speakers' Forum program since 1984.

Over the years, this program has featured international speakers on the following themes:

- ❖ Holocaust
- ❖ Palestinian Issue
- ❖ Apartheid
- ❖ Canada and Central America
- ❖ The Reality of War
- ❖ Canada and the Superpowers
- ❖ Glasnost
- ❖ The Islamic World
- ❖ Veterans and War
- ❖ Aboriginal Issues
- ❖ Canada and Sub-Sahara Africa
- ❖ War and the Soldier
- ❖ You and the Law
- ❖ Le Quebec: Pays ou Province
- ❖ Toward Peace in the Middle East
- ❖ NATO in the New Era
- ❖ Surviving Racism
- ❖ Xenophobia and Racism
- ❖ The Irish Question
- ❖ Teen Survivors of the Holocaust
- ❖ Standing Up For Truth
- ❖ Aboriginal Spirituality
- ❖ Canada in the Year 2000
- ❖ Municipal Elections
- ❖ The Canadian Senate
- ❖ Cults - Reality of Mind Control
- ❖ Students and the Corporate Agenda

Over the past five years, the theme has been **Children and War: The Impact**.

Between October 15 and November 9, Sister Raphael and two students, Charles Ojwaka and Joyce Mollo, from the St. Bonaventure Orphanage/School in rural Kenya will be speaking to students in all six of our Catholic secondary schools. We look forward to hosting our visitors from Kenya and challenging many of our senior Social Science students to explore the issue and impact of Children and War.

OUR CATHOLIC SCHOOLS 2006-2007

On Saturday, April 21, 2007 over 400 parents, community members, and Board employees attended a mini symposium on Catholic education at St. Peter's Secondary School in Peterborough.

Round-table discussion resulted in a PVNC submission to the Institute of Catholic Education. Over the past summer, the Institute reviewed submissions from Catholic boards across the province.

The Institute has produced a summary report document which includes participants' comments on six key themes as well as suggestions on next steps.

To review this publication, please visit the Board website at www.pvnccdsb.on.ca.

PARENTS REACHING OUT GRANTS

Each Catholic School Council has received the annual \$500 PRO grant from the Ministry of Education to support local communication with parents and engagement

efforts. The District Catholic School Council/Parent Involvement Committee has received \$7,432 to support parent engagement projects at the system level.

ONTARIO PROVINCIAL PARENT BOARD

The new 18 member Ontario Provincial Parent Board was announced by the Ministry of Education on August 27, 2007.

Congratulations to all new appointees, especially:

- i) Aimee Gerdevich, Chair
(currently Vice-President of OAPCE and from Thunder Bay Catholic District School Board)
- ii) Jim McGrorey
(Durham Catholic District School Board)
- iii) Sylvia Menezes
(Toronto Catholic District School Board)
- iv) Linda Steel
(London District Catholic School Board)

BOARD APPROVES NEW STRATEGIC PRIORITIES

Strategic Priority 1: Spiritual Growth

We are dedicated to Spiritual Growth by...

- ❖ building positive relationships with families, parishes, and the Diocese;
- ❖ continuing to nurture the Catholic Graduate Expectations effectively with our children and their parents;
- ❖ strengthening and developing the role of our Catholic School Councils to be witnesses and faith leaders in their school communities;
- ❖ continuing to support all teachers in their responsibility as catechist through in-service in the stages of faith development and implementation of the Religion and Family Life programs;
- ❖ expanding opportunities for all staff to grow in their own faith journey.

Strategic Priority 2: Enhanced Relationships

We are dedicated to Enhanced Relationships by...

- ❖ improving two-way communication, consultation, and collaboration;
- ❖ facilitating forums of conversation among all the partners to further the goals of Catholic education;
- ❖ providing opportunities for training for staff that will enhance positive relationships, teamwork, conflict resolution, and public relations;
- ❖ establishing an employee recognition program;
- ❖ encouraging parents as partners in the life of the school and the education of their child.

Strategic Priority 3: Effective Communication

We are dedicated to Effective Communication by...

- ❖ conducting a communication audit which will help to highlight current effective practices and determine deficiencies;
- ❖ developing a Communication Plan that will determine future communication strategies;
- ❖ expanding the use and effectiveness of our Web site and Intranet for communications.

Strategic Priority 4: Improved Student Learning

We are dedicated to Improved Student Learning by...

- ❖ identifying each student's abilities and building upon his/her diverse God given gifts;
- ❖ using a variety of instructional and assessment strategies based on research and effective practices to enhance student achievement;
- ❖ using technology and resources effectively;
- ❖ supporting parents with their role as the primary educator in their child's life;
- ❖ increasing relevancy of the curriculum through connections between classroom instruction, student's prior knowledge and the real world;
- ❖ encouraging volunteers from our communities to support our children.

Strategic Priority 5: Staff Learning

We are dedicated to Staff Learning by...

- ❖ encouraging all employees to be life long learners supported by staff development that is based on our Catholic faith, system, school and individual needs;
- ❖ providing more research-based professional learning on effective practices;
- ❖ providing mentoring opportunities for all employees;
- ❖ including appropriate representation of all employee groups when assembling of committees or seeking input;
- ❖ providing more opportunities for the sharing of effective practices between employee groups.

