

<b>STRATEGIC FOCUS:</b> Spiritual Growth				
<b>STRATEGIC PRIORITY:</b> 1.0 Building positive relationships with families, parishes, and the Diocese;				
Goals	Actions	Responsibility	Timelines	Budget
1.1 Create opportunities for the Catholic School Council, Parish Council, and school staff to meet.	<ul style="list-style-type: none"> <li>▪ Faith Day invitation to all</li> <li>▪ all invited to Council meetings</li> <li>▪ school council to visit parish council at least once per year</li> </ul>	<ul style="list-style-type: none"> <li>▪ Principal</li> <li>▪ Catholic School Council Chair</li> </ul>	ongoing	
1.2 <b>Develop one consistent spiritual theme for the school year rooted in the life of the Church (for example - 2008 is the Year of the Eucharist in the Roman Catholic Church) with outreach activities for home and school and parish.</b>	<ul style="list-style-type: none"> <li>▪ <b>alignment of Spiritual themes</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Director</b></li> <li>▪ <b>Faith Animator</b></li> </ul>	<b>annually</b>	
1.3 <b>Invite representatives from the parish council to attend school events (eg. Sacrament Celebrations, Kindergarten Parent Information Nights, book fairs, Volunteer Night, etc.).</b>	<ul style="list-style-type: none"> <li>▪ <b>principal will ensure that invitations are sent to the Parish Councils in a timely manner</b></li> <li>▪ <b>submission of key dates for publication in parish newsletter</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Principal</b></li> <li>▪ <b>Principal</b></li> </ul>	<b>as needed</b>  <b>as needed</b>	
1.4 <b>Continue to promote Diocesan events for youth like SONFEST.</b>	<ul style="list-style-type: none"> <li>▪ <b>Diocesan events to be included in school newsletters and board publications</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Director</b></li> <li>▪ <b>Principal</b></li> <li>▪ <b>Religion Consultant</b></li> </ul>	<b>as needed</b>	

**Blue text** signifies Goals Achieved 2007/2008    **Red text** signifies Goals Achieved 2008/2009

<b>STRATEGIC FOCUS:</b> Spiritual Growth				
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Goals	Actions	Responsibility	Timelines	Budget
1.5 Review the “look” of our school entrances - how do they model “welcome” and the importance of faith development and learning in our Catholic school.	<ul style="list-style-type: none"> <li>▪ sharing of ideas by the Principals at a meeting</li> <li>▪ discussion at staff meeting</li> </ul>	<ul style="list-style-type: none"> <li>▪ Principal</li> <li>▪ Faith Ambassador</li> <li>▪ Superintendent</li> </ul>	annually	

<b>STRATEGIC FOCUS:</b> Spiritual Growth				
<b>STRATEGIC PRIORITY:</b> 2.0 Continuing to nurture the Catholic Graduate Expectations effectively with our children and their parents;				
Goals	Actions	Responsibility	Timelines	Budget
2.1 Post the Catholic Graduate Expectations (CGEs) in each classroom of the Board.	<ul style="list-style-type: none"> <li>▪ CGEs included in the agenda, employee handbook and classes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Religion Consultant</li> </ul>	ongoing	LSS, school
2.2 Provide opportunity for growth – ensure that the CGEs are cross-curricular; nurture the growth of CGEs across department areas at high school; suggest focus faith days on CGEs; include CGEs in New Teacher Induction Program (NTIP).	<ul style="list-style-type: none"> <li>▪ embed the CGEs into all curriculum</li> <li>▪ new teacher training</li> <li>▪ continue Faith Development at Principals' meetings</li> <li>▪ Catholic Virtues</li> </ul>	<ul style="list-style-type: none"> <li>▪ Religion Consultant</li> <li>▪ NTIP team</li> </ul>	ongoing	LSS, NTIP
2.3 Implement social justice initiatives that nurture spiritual growth; speakers on faith growth; mobilize student council leaders.	<ul style="list-style-type: none"> <li>▪ include in Catholic School Improvement Plan</li> <li>▪ Speaker's Forum, Student Council Symposium, Me to We (Leaders Today)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Principals</li> <li>▪ Student Trustee</li> <li>▪ Consultants</li> </ul>	annually	LSS, Director
2.4 Include in Board publications; provide opportunities for PD about CGEs; integrate CGEs into the delivery of PD.	<ul style="list-style-type: none"> <li>▪ newsletter focus for board departments</li> <li>▪ include some focus during workshops</li> </ul>	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Principals</li> <li>▪ Consultants</li> </ul>	at least one per year	LSS, Director, school

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<b>STRATEGIC FOCUS:</b> Spiritual Growth				
<b>STRATEGIC PRIORITY:</b> 2.0 Continuing to nurture the Catholic Graduate Expectations effectively with our children and their parents;				
Goals	Actions	Responsibility	Timelines	Budget
2.5 Principals will promote awareness of the CGEs with their parent community through the school newsletter.	<ul style="list-style-type: none"> <li>various CGEs will be highlighted in each school newsletter, Web sites, Graduation, Catholic Leadership Awards</li> </ul>	<ul style="list-style-type: none"> <li>Principals</li> </ul>	every newsletter	school
2.6 Learning Support Services will develop a CGE retreat package that is developmental and age appropriate.	<ul style="list-style-type: none"> <li>a CGE-based retreat template will be developed for use by schools (Gr. 8 and Gr. 12)</li> </ul>	<ul style="list-style-type: none"> <li>Religion Consultant</li> <li>Pastoral Care</li> </ul>	2008-2009	LSS

<b>STRATEGIC FOCUS:</b> Spiritual Growth				
<b>STRATEGIC PRIORITY:</b> 3.0 Strengthening and developing the role of our Catholic School Councils to be witnesses and faith leaders in their school communities;				
Goals	Actions	Responsibility	Timelines	Budget
3.1 Publicize and highlight the role of the Catholic School Council in supporting faith development at the school through Board and Diocesan publications;	<ul style="list-style-type: none"> <li>▪ various publications will promote the Faith leadership provided by School Councils</li> <li>▪ media coverage of social justice activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Faith Animator</li> <li>▪ Director</li> </ul>	2008-2009	Director
3.2 Promote presence of a parish representative and/or the priest on every Catholic School Council;	<ul style="list-style-type: none"> <li>▪ Director will meet with Bishop D'Angelis to discuss the necessity of maintaining and expanding this</li> </ul>	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Principal</li> </ul>	ongoing	
3.3 Develop strategies for Catholic School Councils to facilitate and support faith development within families;	<ul style="list-style-type: none"> <li>▪ a District CSC session will be devoted to this activity to determine current practice and gaps (Chairs)</li> <li>▪ DCSC Faith Sub-committee to be developed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Director</li> </ul>	2008-2009	Director
3.4 Dedicate part of the Catholic School Council meeting agenda to faith development and the church calendar.	<ul style="list-style-type: none"> <li>▪ every CSC agenda will have a Faith item as a priority</li> </ul>	<ul style="list-style-type: none"> <li>▪ Catholic School Council Chair</li> </ul>	2008-2009	Catholic School Council

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STRATEGIC FOCUS: Spiritual Growth				
STRATEGIC PRIORITY: 4.0 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				
Goals	Actions	Responsibility	Timelines	Budget
4.1 Provide professional development on Religious Education and Family Life programs.	<ul style="list-style-type: none"> <li>a component of the R&amp;FL program will be included in workshops</li> </ul>	<ul style="list-style-type: none"> <li>all departments</li> </ul>	2008-2009	all
4.2 Continue to host Religious Education Courses for teachers, administered by the Ontario English Catholic Teachers' Association (OECTA) in partnership with the Ontario Catholic School Trustees' Association (OCSTA).	<ul style="list-style-type: none"> <li>continue to support</li> </ul>	<ul style="list-style-type: none"> <li>Director</li> </ul>	annually	Director
4.3 Coordinate book studies about spiritual growth, within each Family of Schools (FOS) or Board.	<ul style="list-style-type: none"> <li>each FOS will have a spiritual growth and/or adult faith focus book study</li> </ul>	<ul style="list-style-type: none"> <li>FOS</li> <li>Superintendent</li> </ul>	annually	FOS
4.4 Create a website page where teachers can share effective Religious Education lessons from the catechetical program or Fully Alive.	<ul style="list-style-type: none"> <li>this opportunity will be provided through the new staff portal</li> </ul>	<ul style="list-style-type: none"> <li>Computer Manager</li> <li>Religion Consultant</li> </ul>	2008-2009	Computer LSS
4.5 Ensure consistency in Religion Education at the secondary level; follow the Institute for Catholic Education (ICE) guideline and mandate texts to use;	<ul style="list-style-type: none"> <li>a committee will be struck to coordinate the harmonization of the grade 12 Religion course</li> </ul>	<ul style="list-style-type: none"> <li>Religion Consultant and Curriculum</li> </ul>	2008-2009 Sept. 2009 implementation	LSS

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<b>STRATEGIC PRIORITY:</b> 4.0 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				
Goals	Actions	Responsibility	Timelines	Budget
<p><b>implement the revised elementary catechetical program and Fully Alive.</b></p> <p><b>4.6 Must include spiritual growth pathways in NTIP program.</b></p>	<ul style="list-style-type: none"> <li>▪ the resources and PD for the new gr. 4 and 5 Fully Alive will be provided</li> <li>▪ provide opportunities for new staff to grow in their faith in each session</li> </ul>	<p><b>Chairs</b></p> <ul style="list-style-type: none"> <li>▪ <b>Religion Consultant</b></li> <li>▪ <b>Religion Consultant</b></li> </ul>	<p><b>2008-2009</b></p> <p><b>ongoing</b></p>	<p><b>LSS (\$115,000)</b></p> <p><b>NTIP</b></p>
<p>4.7 Produce PVNC prayer resources on-line – links to prayers for teachers to use (include different forms of prayer); model prayer so that we can model community at prayer and the use of symbols, music, scripture, art, drama, and dance.</p>	<ul style="list-style-type: none"> <li>▪ provide resource CD and DVD for teachers to use in the classroom</li> <li>▪ promote online resources such as CCC, CARFLEO</li> </ul>	<ul style="list-style-type: none"> <li>▪ Religion Consultant</li> <li>▪ Religion Consultant</li> </ul>	<p>2009-2010</p> <p>2008-2009</p>	<p>LSS</p> <p>LSS</p>
<p>4.8 Publish a Board newsletter bi-annually which focuses on Faith development and Religious Education</p>	<ul style="list-style-type: none"> <li>▪ Faith and Religion focused newsletter will be published twice per year</li> </ul>	<ul style="list-style-type: none"> <li>▪ Religion Consultant and Faith Animator</li> </ul>	<p>2008-2009</p>	<p>Director's and LSS</p>

<b>STRATEGIC FOCUS: Spiritual Growth</b>				
<b>STRATEGIC PRIORITY: 5.0 Expanding opportunities for all staff to grow in their own faith journey.</b>				
<b>Goals</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timelines</b>	<b>Budget</b>
5.1 <b>Maintain a budget with funds for staff retreat and release time for spiritual development.</b>	<ul style="list-style-type: none"> <li>▪ school and board office staff will have retreats available to them</li> </ul>	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Superintendents</li> <li>▪ Principals</li> </ul>	annually	board and school
5.2 Create a role description for the Faith Ambassadors (Partners in Faith) and a list of expectations. Inform parish priests about the role of the Faith Ambassador.	<ul style="list-style-type: none"> <li>▪ a review of the role will be conducted and the outcomes will be published</li> <li>▪ agendas to be shared at principal meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Senior Administration</li> </ul>	2009-2010	Director and LSS
5.3 Provide opportunities through the Board Faith Animators to offer Ignatian prayer groups and then expand to possible spiritual direction and offer Benedictine prayer, "Maranatha" prayer.	<ul style="list-style-type: none"> <li>▪ the Board Faith Animators will research and provided these opportunities to those staff interested</li> </ul>	<ul style="list-style-type: none"> <li>▪ Faith Animator</li> </ul>	2008-2009	LSS
5.4 <b>Ensure that there is a "faith at work" or social justice component for some faith development opportunities.</b>	<ul style="list-style-type: none"> <li>▪ administration will promote "faith at work" opportunities such as Habitat for Humanity, Me to We, Eco Schools, D &amp; P, etc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Principals</li> </ul>	ongoing	Director

<b>STRATEGIC FOCUS:</b> Enhanced Relationships				
<b>STRATEGIC PRIORITY:</b> 1.0 Improving two-way communication, consultation and collaboration;				
Goals	Actions	Responsibility	Timelines	Budget
1.1 Provide training for managers/supervisors and administration on the topic of collaborative decision making, effective communication and resources/in-service to staff re: decision making, stakeholder consultation;	<ul style="list-style-type: none"> <li>offer workshops and online resources to support these items</li> </ul>	<ul style="list-style-type: none"> <li>HR and the Catholic Leadership Development team</li> </ul>	annually	HR and Director
1.2 Develop a monthly E-newsletter that will provide highlights of areas in the board. – department profiles;	<ul style="list-style-type: none"> <li>System Highlights, various department newsletters and From the Boardroom will be reviewed by auditors</li> </ul>	<ul style="list-style-type: none"> <li>Communications</li> </ul>	2008-2009	Director
1.3 Provide additional training to all employees to enhance communication through email;	<ul style="list-style-type: none"> <li>workshops for all employees to be provided (Fast Forward)</li> <li>support staff training on PD day</li> </ul>	<ul style="list-style-type: none"> <li>Computer Services</li> </ul>	annually	Computer Services
1.4 Allocate one or more PD days, where support staff are in attendance, to provide time for meetings with the whole school staff and consult with support staff about their training needs on those days.	<ul style="list-style-type: none"> <li>support staff will attend whole staff meetings and be provided opportunities for input into their PD needs (2 days)</li> </ul>	<ul style="list-style-type: none"> <li>Principal</li> <li>Superintendents</li> </ul>	2008-2009	School, Board

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<b>STRATEGIC FOCUS:</b> Enhanced Relationships				
<b>STRATEGIC PRIORITY:</b> 2.0 Facilitating forums of conversation among all the partners to further the goals of catholic education;				
Goals	Actions	Responsibility	Timelines	Budget
<p><b>2.1</b> Continue to provide every new employee with an orientation package that will include information about the Board with particular emphasis on the fact that we are a Catholic community.</p> <p>2.2 Welcome every new permanent employee to the Board by having them attend a commissioning ceremony.</p> <p>2.3 Develop a bi-annual forum on Catholic Education which will be open to all members of our community.</p> <p><b>2.4</b> Dedicate a section of the Central Library to house parent information and resources that will support parents as partners in the Faith education of their children.</p>	<ul style="list-style-type: none"> <li>▪ a review of the orientation package and the process will be held with a focus on the Catholicity of both</li> <li>▪ consult with CUPE regarding a commissioning ceremony at the Board meeting with new staff receiving a Board pin</li> <li>▪ Catholic Education forum to be organized</li> <li>▪ an inventory of current resources to support parents will be completed and a gap analysis of needs will be conducted</li> </ul>	<ul style="list-style-type: none"> <li>▪ Superintendent of Human Resources</li> <li>▪ Superintendent of Human Resources</li> <li>▪ Director and Faith Animator</li> <li>▪ Superintendent of LSS and Central Librarian</li> </ul>	<p>annually</p> <p>2008-2009 (Oct. and Jan. Board meeting)</p> <p>May 2009</p> <p>2008-2009</p>	<p>HR</p> <p>HR</p> <p>Director \$10, 000</p> <p>LSS</p>

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<b>STRATEGIC PRIORITY:</b> 2.0 Facilitating forums of conversation among all the partners to further the goals of catholic education;				
Goals	Actions	Responsibility	Timelines	Budget
	<ul style="list-style-type: none"> <li>▪ Central Library will have books available to support this once the analysis is completed</li> <li>▪ L4U must be available online for parents to search for materials</li> <li>▪ Parent kits</li> </ul>	<ul style="list-style-type: none"> <li>▪ Central Librarian</li> <li>▪ Manager of Computers</li> </ul>	<p>2009-2010</p> <p>2009-2010</p>	<p>LSS</p> <p>Computer Services</p>

<b>STRATEGIC FOCUS:</b> Enhanced Relationships				
<b>STRATEGIC PRIORITY:</b> 3.0 Providing opportunities for training for staff that will enhance positive relationships, teamwork, conflict resolution, and public relations;				
Goals	Actions	Responsibility	Timelines	Budget
<b>3.1 Provide professional development for all employees using a variety of effective delivery models that will focus on conflict resolution, teamwork, providing excellent service to our employees and public relations. This may be done through the purchase of effective DVDs, Intranet information, courses for workshop facilitators, and delivered either at the work site or centrally.</b>	<ul style="list-style-type: none"> <li>▪ all departments and schools will provide opportunities for staff to learn through a variety of models</li> <li>▪ Central Library will be enhanced to support distribution and viewing</li> <li>▪ training on tolerance</li> <li>▪ committee to be struck with administration, OECTA, and CUPE to investigate opportunities</li> </ul>	<b>Senior Administration</b> <ul style="list-style-type: none"> <li>▪ LSS</li> <li>▪ Director</li> </ul>	<b>ongoing</b>	<b>all</b>

<b>STRATEGIC FOCUS:</b> Enhanced Relationships				
<b>STRATEGIC PRIORITY:</b> 4.0 Establishing an employee recognition program;				
Goals	Actions	Responsibility	Timelines	Budget
4.1 Establish an Employee Recognition Committee that will include representation from all employee groups. Consolidate what we are currently doing and develop a system of recognition and a budget recommendation.	<ul style="list-style-type: none"> <li>▪ the committee will be established and it will be provided with information from previous committee</li> <li>▪ the Retirement Dinner will provide the platform for recognition</li> </ul>	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Superintendent of HR</li> <li>▪ Communications</li> </ul>	<p>2007-2010</p> <p>annually</p>	<p>\$10,000</p> <p>Director</p>

<b>STRATEGIC FOCUS:</b> Enhanced Relationships				
<b>STRATEGIC PRIORITY:</b> 5.0 Encouraging parents as partners in the life of the school and the education of their child.				
Goals	Actions	Responsibility	Timelines	Budget
5.1 Promote the Ministry initiative on parent engagement including suggestions on how to expand opportunities for engagement.	<ul style="list-style-type: none"> <li>the District School Council meeting will focus on the sharing of current projects and the development of new ideas</li> </ul>	<ul style="list-style-type: none"> <li>Director</li> <li>DCSC</li> </ul>	Ongoing	Director
5.2 Provide links (regional) on the Board web site to community service agencies.	<ul style="list-style-type: none"> <li>a Community agency icon will be placed on the front page to support ease of connection with our community partners</li> </ul>	<ul style="list-style-type: none"> <li>Communication Manager</li> </ul>	2008-2009	

<b>STRATEGIC FOCUS:</b> Effective Communication				
<b>STRATEGIC PRIORITY:</b> 1.0      Conducting a communication audit which will help to highlight current effective practices and determine deficits;				
Goals	Actions	Responsibility	Timelines	Budget
<p>1.1    Hire a communications firm to conduct an audit which will help to highlight current effective practices and determine deficits. The scope of the communication audit should, as a minimum, include the following:</p> <ul style="list-style-type: none"> <li>▪ Assess the effectiveness of current board and school communication efforts as related to the board’s strategic planning goals and objectives.</li> <li>▪ Review the board’s public relations/communications policies, procedures and method of service delivery.</li> <li>▪ Review the local media coverage and identify opportunities to make local media coverage more effective.</li> </ul>	<ul style="list-style-type: none"> <li>▪ search committee to be formed to conduct an analysis of interested firms</li> </ul>	<ul style="list-style-type: none"> <li>▪ Communications</li> <li>▪ Purchasing</li> </ul>	2007-2009	\$35, 000

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Goals	Actions	Responsibility	Timelines	Budget
<ul style="list-style-type: none"> <li>▪ Assess the demarcation points between centrally coordinated responsibilities and school responsibilities in terms of communication processes.</li> <li>▪ Review the board's demographic data, long-range plans and any recent surveys of parent/community attitudes.</li> <li>▪ Review the mandate and terms of reference of the Communications Committee to ensure alignment with board's strategic planning goals</li> </ul> <p>1.2 Engage an outside firm as soon as possible to begin the process for a communication audit with a report being provided to the Board by spring 2008 to ensure recommendations requiring budget approval for 2008-2009 can be incorporated.</p>				

<b>STRATEGIC FOCUS: Effective Communication</b>				
<b>STRATEGIC PRIORITY: 2.0 Developing a communication plan that will determine future communication strategies;</b>				
<b>Goals</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timelines</b>	<b>Budget</b>
<p>2.1 Convene a working group or steering committee (or use the existing Communications Committee) to review and update the most recent communication plan document. The committee should incorporate the approved recommendations flowing from the communications audit. The Communications Plan and all external publications must be written in plain language.</p> <p>Below are additional recommendations that should be considered in the development of the plan:</p> <ul style="list-style-type: none"> <li>▪ Improve means of communication with parents by:             <ul style="list-style-type: none"> <li>▪ Improving access to technology for parent communities by exploring the cost/benefit of establishing a “kiosk” site in each school for parental/public access to internet/board website/school website.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ unable to determine until the communications audit is completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ Manager of Communications</li> </ul>	2008-2009	

<b>STRATEGIC FOCUS:</b> <b>Effective Communication</b>				
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<b>Goals</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timelines</b>	<b>Budget</b>
<ul style="list-style-type: none"> <li>▪ Exploring the use of pre-recorded phone message systems (like those at secondary schools) as another medium to communicate with parents/guardians of elementary students.</li>   <li>▪ Improving the use of other non-technological media, like student agendas and newsletters as effective tools to communicate with parents/guardians by promoting focused and key messages consistently from school to school. (i.e. Catholic Virtues project, or Parent Fact Sheets that could be centrally prepared and provided to schools to include in newsletters or as links to website. Written in plain language and in short bullet points, could address critical parent information needs, explain programs, special services, standards, new initiatives).</li> </ul>				

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<b>Goals</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timelines</b>	<b>Budget</b>
<ul style="list-style-type: none"> <li>▪ Exploring creation of a small display/showcase in each school for displaying all board publications for ease of access by parents and school community.</li> <li>▪ Creating a comprehensive “marketing” document to take the place of numerous smaller brochures for placement at parishes and community agencies.</li> <li>▪ Establish standards and protocols for internal and external e-mail processes for:             <ul style="list-style-type: none"> <li>▪ Maintaining consistency across the system: including how, what and when to communicate with parents/students via email;</li> <li>▪ Archiving/filing and long-term storage procedures for email and attached documentation;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ unable to determine until the communications audit is completed</li> </ul>			

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<b>Goals</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timelines</b>	<b>Budget</b>
<ul style="list-style-type: none"> <li>▪ Improving internal distribution process to reduce redundant circulation of electronic and hardcopy documents, and</li> <li>▪ Providing forms management.</li> <li>▪ Establishing an “Office Procedures” committee made up primarily of school secretaries would provide a forum for sharing best practices and establishing consistent and efficient processes for schools: including filing systems, forms management, registration processes etc.</li> <li>▪ Improving access to technology for all support staff so as to streamline communication and other internal processes by providing training and ensuring sufficient hardware is available in the schools.</li> </ul>				

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<ul style="list-style-type: none"> <li>▪ Encouraging feedback more frequently through the use of surveys, internal and/or external. Proper training will be required on: the use of surveys, the effective design of survey questions, analysis/interpretation of feedback etc.</li> <li>▪ Improving public relations by developing a strategy that keeps the image and reputation of the school and the Board in the forefront of front-line staff, with on-going training being incorporated in conjunction with other training sessions.</li> <li>▪ Including in the Communications plan a component specifically geared to those students who have withdrawn from parental control, along with considering the more common stakeholders.</li> </ul>				



<b>STRATEGIC FOCUS:</b> <b>Effective Communication</b>				
<b>STRATEGIC PRIORITY:</b> <b>2.0      Developing a communication plan that will determine future communication strategies;</b>				
<b>Goals</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timelines</b>	<b>Budget</b>
<ul style="list-style-type: none"><li>▪ Ensuring that both technological and non-technological means of communication are used, where appropriate, in order to be inclusive.</li></ul>				

<b>STRATEGIC FOCUS: Effective Communication</b>				
<b>STRATEGIC PRIORITY: 3.0 Expanding the use and effectiveness of our web site and intranet for communications.</b>				
<b>Goals</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timelines</b>	<b>Budget</b>
<p>3.1 Convene a small working group to review the functionality of the current external website and internal intranet with a view to making recommendations to:</p> <ul style="list-style-type: none"> <li>▪ Improve the ease of use and the accessibility of board information for public purposes. This task could be fast-tracked by searching through a representative sample of other board websites to assist with developing a more effective site. Make use of a Frequently Asked Questions component.</li> <li>▪ Ensure the intranet is supporting internal needs such as: employees' human resources requirements, central department contact information, forms management, other internal processes. Make use of a Frequently Asked Questions component.</li> </ul>	<ul style="list-style-type: none"> <li>▪ unable to determine until the communications audit is completed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Manager of Communications</li> </ul>	2008-2010	

<b>STRATEGIC FOCUS:</b> <b>Effective Communication</b>				
<b>STRATEGIC PRIORITY:</b> <b>3.0     Expanding the use and effectiveness of our web site and intranet for communications.</b>				
<b>Goals</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timelines</b>	<b>Budget</b>
<ul style="list-style-type: none"> <li>• Develop a process to support schools with a template for their school websites to provide a consistent look across the system and a minimum of consistent content and appropriate training to ensure the school websites become and/or remain an effective communication tool for their school community.</li> <li>▪ Offer training for classroom teachers that would like to develop classroom Web sites as part of their communications with parents and students</li> </ul>				

<b>STRATEGIC FOCUS: Improved Student Learning</b>				
<b>STRATEGIC PRIORITY: 1.0 Identifying each student's abilities and building upon his/her diverse God given gifts;</b>				
<b>Goals</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timelines</b>	<b>Budget</b>
1.1 Develop a student profile that will be age appropriate and transferable from year to year either electronically or as a portfolio. It is not intended to replace the OSR but rather to enhance the teacher's understanding of the student's gifts. It should be partially completed by the student and his/her caregiver(s).	<ul style="list-style-type: none"> <li>▪ committee of teachers to work with LSS and Computer Services to develop an E-Portfolio and portal development</li> <li>▪ single page profile pilot development in 2008-2009</li> </ul>	<ul style="list-style-type: none"> <li>▪ LSS</li> <li>▪ Special Education</li> <li>▪ Student Success</li> </ul>	<p>2009-2010</p> <p>2008-2009</p>	<p>LSS</p> <p>LSS, Computer Services</p>
1.2 <b>Provide early exposure to a wide variety of career opportunities with particular focus on emerging careers and areas identified by students that are of particular interest to them or that match their diverse God given gifts.</b>	<ul style="list-style-type: none"> <li>▪ <b>career event in elementary/secondary</b></li> <li>▪ <b>interests and talents surveys and profiles</b></li> <li>▪ <b>OYAP booklet</b></li> <li>▪ <b>Student Success video clips</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>LSS</b></li> <li>▪ <b>Student Success</b></li> </ul>	<b>annually</b>	<b>Student Success</b>

<b>STRATEGIC FOCUS:</b> Improved Student Learning				
<b>STRATEGIC PRIORITY:</b> 1.0 Identifying each student's abilities and building upon his/her diverse God given gifts;				
Goals	Actions	Responsibility	Timelines	Budget
1.3 Provide opportunities for teachers to develop a greater understanding of each student through job embedded professional learning that takes place in September. This will facilitate analysis of OSR, student profile and other diagnostic assessments to increase the accuracy of differentiated instruction. It will also provide time for the current teacher to dialogue with the previous teacher about the students.	<ul style="list-style-type: none"> <li>▪ administration will consider while planning PD calendar develop a template or checklist for preparation of class diagnostic information for use (effective practices)</li> <li>▪ use of September PA days</li> </ul>	<ul style="list-style-type: none"> <li>▪ Director</li> <li>▪ LSS</li>   <li>▪ Principal</li> </ul>	<p>annually</p> <p>2009-2010</p>	Director

<b>STRATEGIC FOCUS:</b> Improved Student Learning				
<b>STRATEGIC PRIORITY:</b> 2.0 Using a variety of instructional and assessment strategies based on research and effective practices to enhance student achievement;				
Goals	Actions	Responsibility	Timelines	Budget
2.1 Develop and share exemplary grade/subject assessments by teachers through the Intranet.	<ul style="list-style-type: none"> <li>incorporate in current workshop structures plus portal development</li> </ul>	<ul style="list-style-type: none"> <li>LSS</li> <li>Computer Services</li> </ul>	2009-2010	LSS, Computer Services
<p>2.2 <b>Make Professional learning opportunities that are job embedded the priority. However, other delivery models will be used where most appropriate. Particular focus will be placed on the following areas of need:</b></p> <ul style="list-style-type: none"> <li>Providing appropriate assessment feedback to students for the purpose of enhancing student achievement;</li> <li>Preparing teachers for parent-teacher interviews, especially new teachers;</li> <li>Sharing research-based and effective instructional practices between staff;</li> </ul>	<ul style="list-style-type: none"> <li>continue to offer school-based professional learning whenever possible</li> <li>develop a workshop to provide strategies</li> <li>principal to provide support through staff PD and NTIP</li> <li>continue Literacy Coaches and Literacy Partners in each school</li> </ul>	<ul style="list-style-type: none"> <li>LSS</li> <li>LSS</li> <li>LSS</li> <li>Principals</li> <li>LSS</li> </ul>	<p>2009-2010</p> <p>annually</p> <p>annually</p> <p>annually</p>	<p>LSS, Computer Services</p> <p>LSS</p> <p>LSS</p> <p>LSS, NTIP Committee</p> <p>LSS</p>

Blue text signifies Goals Achieved 2007/2008    Red text signifies Goals Achieved 2008/2009

<b>STRATEGIC FOCUS:</b> Improved Student Learning				
<b>STRATEGIC PRIORITY:</b> 2.0 Using a variety of instructional and assessment strategies based on research and effective practices to enhance student achievement;				
Goals	Actions	Responsibility	Timelines	Budget
<ul style="list-style-type: none"> <li>▪ Visiting other teachers' classrooms using release time/P.D. days, or simply holding staff meetings in different classrooms;</li> <li>▪ Expanding the coaching model; and</li> <li>▪ Encouraging team teaching wherever appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>▪ provide teachers with release time</li> <li>▪ demonstration classrooms in secondary</li> <li>▪ annual adjustments based on available funds</li> <li>▪ set up demonstration classes and facilitate team teaching</li> </ul>	<ul style="list-style-type: none"> <li>▪ LSS</li> <li>▪ Principals</li> <li>▪ Student Success</li> <li>▪ LSS</li> <li>▪ Finance</li> <li>▪ School</li> </ul>	<ul style="list-style-type: none"> <li>annually</li> <li>annually</li> <li>annually</li> </ul>	<ul style="list-style-type: none"> <li>LSS, School budget</li> <li>\$500, 000</li> <li>school</li> </ul>
2.3 Encourage teachers to attend conferences and Ministry training events and report back to colleagues what they have learned.	<ul style="list-style-type: none"> <li>▪ develop a reporting form and a process to formalize</li> <li>▪ WFMP and Reading for the Love of It</li> </ul>	<ul style="list-style-type: none"> <li>▪ LSS</li> <li>▪ Principals</li> </ul>	annually	\$20,000
2.4 Provide an opportunity, at least one PD day per year, for staff to gather as a grade/division or subject teacher. Efforts will be made to organize vendor displays for larger events. The day will be structured to allow teachers to choose the professional learning that best matches their annual learning plan.	<ul style="list-style-type: none"> <li>▪ PVNC Computer Conference</li> <li>▪ Senior Administration will consider this each year during planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Computer Services</li> <li>▪ Director</li> </ul>	<ul style="list-style-type: none"> <li>annually</li> <li>annually</li> </ul>	<ul style="list-style-type: none"> <li>\$20, 000</li> <li>\$10, 000</li> </ul>

Blue text signifies Goals Achieved 2007/2008    Red text signifies Goals Achieved 2008/2009

<b>STRATEGIC FOCUS:</b> Improved Student Learning				
<b>STRATEGIC PRIORITY:</b> 3.0 Using technology and resources effectively;				
Goals	Actions	Responsibility	Timelines	Budget
3.1 <b>Develop a computer/technology vision for the organization through the Information and Technology Committee that will focus on the skills required by our future graduates.</b>	▪ <b>develop a new ICT plan</b>	▪ <b>Computer Services</b>	<b>June 2008</b>	
3.2 <b>Provide classroom environments that are conducive to the use of technologies. School infrastructures should be flexible and moving towards a wireless environment.</b>	▪ <b>in the ICT plan</b>	▪ <b>Computer Services</b>	<b>2008-2009</b>	
3.3 <b>Provide technology training for staff along with suggestions for integration into current instructional and assessment practices.</b>	▪ <b>in the ICT plan</b>	▪ <b>Computer Services</b>	<b>2008-2009 2009-2010</b>	
3.4 <b>Embed technology use requirements into all grade level plans, course profiles and assessment rubrics, whenever possible.</b>	▪ <b>in the ICT plan</b>	▪ <b>Computer Services</b> ▪ <b>LSS</b> ▪ <b>Special Education</b>	<b>2008-2009 2009-2010</b>	

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<b>STRATEGIC FOCUS:</b> Improved Student Learning				
<b>STRATEGIC PRIORITY:</b> 4.0 Supporting parents with their role as the primary educator in their child's life;				
Goals	Actions	Responsibility	Timelines	Budget
<b>4.1 Offer communication training to all teachers with particular focus in the following areas:</b> <ul style="list-style-type: none"> <li>▪ Conducting parent nights (literacy, numeracy, etc.).</li> <li>▪ Developing monthly homework calendars, homework Web sites.</li> <li>▪ Conducting student-driven parent nights.</li> <li>▪ Running student-led conferences.</li> <li>▪ Inviting parents into the classroom/school (partnership).</li> <li>▪ Encouraging regular phone calls.</li> <li>▪ Developing the most appropriate communication plan.</li> <li>▪ Communicating with parents.</li> <li>▪ Developing effective monthly newsletters.</li> <li>▪ Co-ordinating major assignments on a school-wide basis.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Communications Audit and plan</b></li> <li>▪ <b>develop a kit for easy use by staff</b></li> <li>▪ <b>optional workshops</b></li> <li>▪ <b>develop after school and summer workshops to support those interested in learning more about these topics</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Communications</b></li> <li>▪ <b>LSS</b></li> <li>▪ <b>LSS</b></li> <li>▪ <b>LSS</b></li> </ul>	<ul style="list-style-type: none"> <li><b>2008-2009</b></li> <li><b>2008-2009</b></li> <li><b>2008-2009</b></li> <li><b>2008-2009</b></li> </ul>	<ul style="list-style-type: none"> <li><b>LSS</b></li> <li><b>LSS</b></li> <li><b>LSS</b></li> </ul>

<b>STRATEGIC FOCUS:</b>	<b>Improved Student Learning</b>				
<b>STRATEGIC PRIORITY:</b>	<b>4.0 Supporting parents with their role as the primary educator in their child's life;</b>				
<b>Goals</b>		<b>Actions</b>	<b>Responsibility</b>	<b>Timelines</b>	<b>Budget</b>
<b>4.2</b>	<b>Partner with local community agencies to offer parenting events at our schools.</b>	<b>▪ information session to determine interest (Parent Involvement, DCSC, Kinark, Police Services)</b>	<b>▪ All departments</b>	<b>annually</b>	<b>no cost</b>

<b>STRATEGIC FOCUS:</b> Improved Student Learning				
<b>STRATEGIC PRIORITY:</b> 5.0 Increasing relevancy of the curriculum through connections between classroom instruction, student's prior knowledge and the real world;				
Goals	Actions	Responsibility	Timelines	Budget
5.1 <b>Provide professional development to support teachers in “real world” application of curriculum expectations.</b>	<ul style="list-style-type: none"> <li>integrated in all workshops</li> </ul>	<ul style="list-style-type: none"> <li>LSS</li> </ul>	2008-2009	None
5.2 <b>Encourage and support the integration of the community/workplace into the classroom environment through partnerships that allow students to visit the partners or invite them into the classroom.</b>	<ul style="list-style-type: none"> <li>newsletters, portal sharing and Student Success teachers</li> </ul>	<ul style="list-style-type: none"> <li>Student Success</li> </ul>	2008-2009	Student Success
5.3 <b>Develop a central repository of alternative learning environments that teachers can bring their students to either for a day or an extended period. This would provide students with real-life and hands-on experiences that will enhance curriculum connections.</b>	<ul style="list-style-type: none"> <li>sharing session at Family of Schools and LSS in-service days</li> <li>develop a section on the PVNC Portal to provide this information</li> </ul>	<ul style="list-style-type: none"> <li>Superintendents</li> <li>Principals</li> <li>LSS</li> <li>Computer Services</li> </ul>	2008-2009  2009-2010	none  Computer Services
5.4 Encourage co-teaching of students from different schools (opportunities for students to enroll in a class at a second school that is not offered at the first school). The new E-Learning initiative	<ul style="list-style-type: none"> <li>under development through Student Success</li> </ul>	<ul style="list-style-type: none"> <li>Student Success</li> </ul>	2009-2010	Student Success

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<b>STRATEGIC FOCUS:</b> Improved Student Learning				
<b>STRATEGIC PRIORITY:</b> 5.0 Increasing relevancy of the curriculum through connections between classroom instruction, student's prior knowledge and the real world;				
Goals	Actions	Responsibility	Timelines	Budget
may assist with the development of this opportunity.				
<b>5.5 Develop school-wide experiential learning plans that provide a clear vision as to the outside of school experiences that each student should have over the course of their school experience. Field trips should be carefully planned to ensure that families with multiple children in the school aren't being asked for funds frequently or simultaneously. All students should have an opportunity to learn outside of the school regularly. All out of school excursions should offer chances for the students to further develop their understanding of the curriculum expectations. Learning derived from classroom excursions should be assessed.</b>	<b>▪ principals will discuss at Family of Schools meetings</b>	<b>▪ Principals</b>	<b>2008-2009</b>	<b>none</b>

<b>STRATEGIC FOCUS:</b> Improved Student Learning				
<b>STRATEGIC PRIORITY:</b> 6.0 Encouraging volunteers from our communities to support our children.				
Goals	Actions	Responsibility	Timelines	Budget
6.1 Develop a system to recruit, place, and acknowledge volunteers in our schools.	<ul style="list-style-type: none"> <li>▪ each school will use the policy for volunteers</li> <li>▪ currently being reviewed</li> </ul>	<ul style="list-style-type: none"> <li>▪ Principals</li> <li>▪ Communications</li> </ul>	2008-2009	School
6.2 Develop a system volunteer handbook and provide central training for volunteers in the schools. This training will include clear expectations and guidelines to support an excellent experience for the volunteer and the staff/students.			2008-2009	Communications

<b>STRATEGIC FOCUS:</b> Staff Learning				
<b>STRATEGIC PRIORITY:</b> 1.0 Encouraging all employees to be life long learners supported by staff development that is based on our Catholic faith, system, school and individual needs;				
Goals	Actions	Responsibility	Timelines	Budget
<b>1.1 Create a learning environment for all staff.</b> <ul style="list-style-type: none"> <li>▪ Identify all staff groups and skill sets within those groups (Employees would update Managers and Managers would relay to Human Resources with staffs current qualifications) <ul style="list-style-type: none"> <li>▪ OECTA and OTL members</li> <li>▪ CUPE members (Custodial, Secretarial, E.A., Library, Computer Department, Accounting, Maintenance, Education Centre, Student Services)</li> <li>▪ Middle Management (by dept.)</li> <li>▪ Administration</li> <li>▪ Occasional employees</li> <li>▪ All Temporary Support Staff</li> <li>▪ Trustees</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ principals will request that staff volunteer availability of personal skills that they would be willing to share with other employees at the school or system level</li> <li>▪ principals will share data at a FOS and a database will be available system-wide</li> </ul>	<ul style="list-style-type: none"> <li>▪ Human Resources (HR)</li> <li>▪ Computer Services</li> <li>▪ Principals</li> <li>▪ SOs</li> </ul>	2008-2009	HR

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Red text signifies Goals Achieved 2008/2009

<b>STRATEGIC FOCUS:</b> Staff Learning				
<b>STRATEGIC PRIORITY:</b> 1.0 Encouraging all employees to be life long learners supported by staff development that is based on our Catholic faith, system, school and individual needs;				
Goals	Actions	Responsibility	Timelines	Budget
<p><b>1.2</b> Ensure that all departments/schools create a budget to support their staff in Professional development and skills training.</p>	<ul style="list-style-type: none"> <li>reflected in school-based and department budgets</li> </ul>	<ul style="list-style-type: none"> <li>Principals</li> </ul>	<p>annually</p>	<p>school/department budget</p>
<p><b>1.3</b> Investigate the creation of a “Staff Development Officer” to co-ordinate:</p> <ul style="list-style-type: none"> <li>Creating surveys on what PD and training each group would like.</li> <li>Analyzing data what skills people currently have and what skills they would like – Staff Gap Analysis.</li> <li>Assigning the Staff Development Officer the responsibility for using the System Calendar and setting up PD targeted to Identified groups.</li> <li>Collecting information and disseminate reports and surveys.</li> <li>Analyzing feedback after PD and training on effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>this position will be investigated as budget permits</li> <li>each department is currently determining the PD needs of the staff it supports</li> <li>OESC funding coordinated by HR</li> </ul>	<ul style="list-style-type: none"> <li>Director</li> <li>All departments</li> <li>Human Resources</li> </ul>	<p>annually</p> <p>ongoing</p> <p>2008-2009</p>	<p>All</p> <p>\$200, 000</p>

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<b>STRATEGIC FOCUS:</b> Staff Learning				
<b>STRATEGIC PRIORITY:</b> 2.0 Providing more research-based professional learning on effective practices;				
Goals	Actions	Responsibility	Timelines	Budget
<p><b>2.1 Encourage professional learning goal setting and plan development integrating the Spiritual theme where possible.</b></p> <ul style="list-style-type: none"> <li>▪ <b>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.</b></li> <li>▪ <b>Provide cross training opportunities within departments and Supervisors and Principals are to address/encourage/support all staff to attend.</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>each department will provide these opportunities to continue</b></li> <li>▪ <b>the Emergency Preparedness Plan requires this to take place at the Education Centre</b></li> <li>▪ <b>table top exercise</b></li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>All departments</b></li> <li>▪ <b>SO Emergency Preparedness</b></li> </ul>	<p><b>ongoing</b></p> <p><b>2008-2009</b></p>	<p><b>All</b></p> <p><b>all</b></p>

<b>STRATEGIC FOCUS: Staff Learning</b>				
<b>STRATEGIC PRIORITY: 3.0 Providing mentoring opportunities for all employees;</b>				
<b>Goals</b>	<b>Actions</b>	<b>Responsibility</b>	<b>Timelines</b>	<b>Budget</b>
<b>3.1 Create and promote a mentorship program for all employee groups.</b>	<ul style="list-style-type: none"> <li>▪ currently happening with NTIP and P/VPs to continue</li> <li>▪ OESC money to be used to develop a system for Custodians, Secretaries and Educational Assistants</li> </ul>	<ul style="list-style-type: none"> <li>▪ NTIP Committee</li> <li>▪ Senior Admin</li> <li>▪ Human Resources</li> </ul>	<p>2007-2008</p> <p>2007-2010</p>	<p>\$20,000</p> <p>Human Resources</p>

<b>STRATEGIC FOCUS:</b> Staff Learning				
<b>STRATEGIC PRIORITY:</b> 4.0 Including appropriate representation of all employee groups when assembling of committees or seeking input;				
Goals	Actions	Responsibility	Timelines	Budget
4.1 <b>Develop protocols for the formation of Board committees that will increase transparency and accountability.</b>	<ul style="list-style-type: none"> <li>▪ <b>develop a Terms of Reference for Board Committees</b></li> <li>▪ standardize the process for selection of committee/task force members</li> <li>▪ publish committees and members on the Intranet</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Trustees</b></li> <li>▪ <b>Director</b></li> <li>▪ Director</li> </ul>	<p><b>2007-2008</b></p> <p>2008-2009</p>	<p><b>Director</b></p> <p>Director</p>

<b>STRATEGIC FOCUS:</b> Staff Learning				
<b>STRATEGIC PRIORITY:</b> 5.0 Providing more opportunities for the sharing of effective practices between employee groups.				
Goals	Actions	Responsibility	Timelines	Budget
5.1 Provide networking opportunities for staff in positions with similar roles and responsibilities.	<ul style="list-style-type: none"> <li>staff with similar roles will be brought together for networking</li> </ul>	Human Resources	2007-2008	Human Resources
5.2 Enhance accessibility and use of technology.	<ul style="list-style-type: none"> <li>provide training for staff as required</li> </ul>	Computer Services	2007-2008	Computer Services

Revised: June 1, 2009

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