

DIRECTOR'S PERFORMANCE GOALS 2018-2019

The following growth and performance goals are offered by the Director of Education for the 2018-2019 school year. Some of the goals presented represent a continuation of longer term goals previously identified for last year, and while it is understood that the measurement tools/performance indicators offered may address many of the performance indicators, some goals will be ongoing as part of a multi-year strategy to bring improvement to the TCDSB.

The goals have been developed through the lens of the TCDSB Multi Year Strategic Plan, past Ministry of Education Priorities, the Board Learning Improvement Plan, the Pastoral Plan, and the results from the Director Performance Appraisal process for 2017-2018.

Goal 1: NURTURING OUR CATHOLIC COMMUNITY BY CREATING A CULTURE OF EQUITY AT TCDSB

TCDSB will continue to implement its Catholic Equity Action Plan such that:

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| <p>a. systemic barriers to equity of opportunity and outcomes will be identified and addressed by Senior staff and school leaders in the following areas:</p> <ul style="list-style-type: none"> i. implementation of a survey tool for the collection of identity-based workforce data; ii. all schools will complete an equity audit and the results will be reported to the Board with recommendations for strategic actions; iii. the Director, will continue to work with the Student Nutrition Toronto Strategic Council and develop a plan to mitigate barriers, leading to the improvement of access to school nutrition programs, and develop a capital plan to address deficiencies in local schools. |
| <p>b. as part of a larger poverty mitigation strategy, issues of poverty at TCDSB communities will be addressed through:</p> <ul style="list-style-type: none"> i. professional learning and resources for 46 TCDSB schools participating in the Equity-Poverty Action Network; ii. human resources and staffing; iii. equitable financial distribution to schools of the board-approved \$2 million investment in schools based on socio-demographic and local indicators; iv. ensuring that an equitable funding formula for school block budgets is approved during the 2019-2020 budget setting process; |
| <p>c. as part of the first year of our Pastoral Plan, <i>Rooted in Christ: we Belong</i>, students will continue to grow in grace and knowledge, as measured through their participation in the following initiatives that promote Catholic values of equity and inclusivity:</p> <ul style="list-style-type: none"> i. Young Disciples Ignite ii. Catholic Student Leadership – CSLIT/ECSLIT meetings, conferences, camps. iii. Living our Faith Today – TCDSB Radio Maria Contest iv. Province Wide Mass and Peace Walk during Catholic Education Week |
| <p>d. there will be a reduction in student wait lists for different types of psychological referrals, including formal assessments, through the implementation of a central case management system to monitor and enable equitable redistribution of formal psycho/educational assessments among psychology staff.</p> |
| <p>e. ensuring all new teachers participating in the New Teacher Induction Program (NTIP) receive professional development on the impact of poverty on student achievement.</p> |

Goal 2: FOSTERING STUDENT ACHIEVEMENT & WELL BEING

To improve student achievement and well-being, TCDSB will create more equitable learning environments for students in which:

- a. professional practice of school administration and teachers in the area of culturally/racially relevant pedagogy, learning materials and assessment practices will lead to improved student achievement in the 4 neediest schools as identified by each Superintendent in their respective areas;
- b. the number of students reporting improved academic performance, safety, and well-being (including coping skills), will meet the target (75%) as reported through established survey tools, including:
 - i. Safe & Caring Catholic School Climate Survey (Elementary)
 - ii. Safe Schools Survey (Secondary)
 - iii. My School My Voice (Secondary)
- c. student learning needs in the area of Mathematics will be addressed through the Board's K-12 Professional Learning Plan, aligned with the new Ministry *Focus on Fundamental Mathematics* program, leading to improved achievement as measured on Report Cards and EQAO Math assessments;
- d. investments in technology will ensure equitable distribution to those school communities based on social-demographic indicators and local factors in an effort to close the opportunity gap, as reported back to the Board;
- e. the School Learning Improvement Plans for 2018-2019 prioritize equity of outcomes through the routine use of culturally responsive, sensitive and relevant teaching and learning practices in the classroom in order to remove barriers to success and create optimal learning environments so that all students are able to reach their full potential.

Goal 3: INSPIRING AND MOTIVATING EMPLOYEES

TCDSB will successfully support professional growth and well-being of its employees such that:

- a. a fulsome staff professional development program will be implemented for non-union management staff;
- b. a performance appraisal system for non-union management staff will be implemented in this school year;
- c. a more robust succession plan is developed to reduce the time required to fill vacancies in management and leadership positions in comparison to 2017-2018 time lags;
- d. there will be an expansion of diversity of its employees in key management/leadership positions;
- e. by June 2019, members of the executive team will be surveyed about the level of support received from the Director, and the results will be compared with 2018 baseline data and be part of the appraisal process;
- f. principals will be updated weekly about decisions and discussions from Education Council related to student achievement and well-being.

Goal 4: ACHIEVING EXCELLENCE IN GOVERNANCE

Trustees and staff will see improved effectiveness and efficiency in governance such that:

- a. a relevant and meaningful orientation program and special presentations will be offered to new Trustees in 2018-2019, as measured by a survey to be administered and collated by June 30, 2019;
- b. Student Trustees will report on the level of satisfaction reported by students that their viewpoints and input have been gathered, listened to and acted upon, where feasible;
- c. a Trustee-Staff retreat and strategic planning session is held in the 2018-2019 school year;
- d. Trustees receive Ward data related to all aspects of schools, including, but not limited to:
 - i. Social-demographic and Local Indicators
 - ii. EQAO results and trend data
 - iii. Safe Schools data
 - iv. Admissions data
 - v. Specialty academic programming
 - vi. Facilities, renewal and capital developments
 - vii. Municipal development plans;
- e. ongoing communication between Trustees and Senior staff ahead of Board and Committee meetings will improve so that public meetings are both effective and efficient (i.e. briefing notes, workshops, etc.)
- f. the Director and staff will hold informal discussions and workshops with individual Trustees and groups of Trustees to be proactive with pending issues and have frank conversations about topics of concern;

Goal 5: ENHANCING PUBLIC CONFIDENCE

Stakeholders will have greater confidence in the TCDSB such that:

- a. the parent satisfaction survey will be administered to measure the corporate goal of providing service excellence and measuring confidence in the TCDSB, and will see improvements and targets met with parents in the following areas:
 - i. Ontario Catholic School Graduate Expectations
 - ii. classroom strategies used to improve student achievement
 - iii. communication home, specifically as it relates to achievement and school activities;
 - iv. increasing customer service response on a timely basis
- b. the Director develops a communication and community outreach strategy including social media, podcasts, proactive media pitching and other creative communication tools, as well as via community newspapers.
- c. subject to the new GSN Board funding formula, the majority of recommendations contained in Internal and External Audits are addressed and completed by August 31, 2019;
- d. an organizational review of Facilities Services will be conducted, and the results reported to Board for the purpose of improving stewardship of resources and service excellence;
- e. there will be improvements to Secondary School admissions processes and boundaries to reduce over-crowding in oversubscribed secondary schools created by specialty/regional programs;
- f. the TCDSB will end its fiscal with a balanced budget for 2018-2019.