

TORONTO CATHOLIC DISTRICT SCHOOL BOARD MULTI-YEAR STRATEGIC PLAN 2012 - 2015

LIVING OUR VALUES

To apply Catholic Social Teachings to all that we do

FOSTERING STUDENT ACHIEVEMENT AND WELL BEING

To support our students in meeting the Ontario Catholic School Graduate Expectations

PROVIDING STEWARDSHIP OF RESOURCES

To establish integrated decision-making structures to support responsive and responsible allocation of resources



STRENGTHENING PUBLIC CONFIDENCE

To create enhanced, regular communications with all stakeholders

INSPIRING AND MOTIVATING EMPLOYEES

To create a learning and work environment that is equitable and diverse, that supports professional learning, innovation and collaboration

ACHIEVING EXCELLENCE IN GOVERNANCE

To lead and model best practices in Board governance

OUR MISSION

The Toronto Catholic District School Board is an inclusive learning community rooted in the love of Christ. We educate students to grow in grace and knowledge and to lead lives of faith, hope and charity.

OUR VISION

At Toronto Catholic we transform the world through witness, faith, innovation and action.

OUR CATHOLIC VALUES

We believe...

- in the worth and dignity of every person
- in the critical role that our Catholic schools play in promoting Gospel values, social justice, environmental responsibility, human solidarity and the common good
- that high standards and expectations foster greater achievement
- that people thrive in a safe, healthy and compassionate environment
- that teaching is responsive to individual needs
- that teaching and learning should be rooted in research and evidence
- that each of us shares responsibility for creating collaborative communities of learning
- that equity, diversity, accessibility and inclusivity are integral to the Catholic community
- that the 21st century fluencies of digital literacy, creativity, innovation and collaboration are essential

OUR STRATEGIC GOALS



LIVING OUR CATHOLIC VALUES

To apply Catholic Social Teachings to all that we do:

- **Students** will be instructed in a curriculum that is rooted in Gospel values and informed by the Ontario Catholic School Graduate Expectations
- **Staff** and trustees will participate in ongoing faith development through liturgical celebrations and opportunities for spiritual retreats
- **Parents** will be supported in their integral role of nurturing the relationship between home, school and parish
- **Senior Team and Trustees** will develop decision-making processes and ensure setting policy priorities that reflect Catholic social values (e.g. stewardship of God's creation, option for the poor and vulnerable etc.)



FOSTERING STUDENT ACHIEVEMENT AND WELL-BEING

To support our students in meeting the Ontario Catholic School Graduate Expectations:

- Students will exceed the provincial average in literacy and numeracy as measured in Education Quality and Accountability Office (EQAO) assessments by 2015
- Students will exceed the provincial average in credit accumulation and graduation rate by 2015
- Students, staff and parents will share a common understanding of the learning goals and related success criteria by 2015

To support our students' ability to apply critical and innovative thinking in all subjects we will:

- Use teaching and learning strategies that have proven results to provide students opportunities to become: discerning believers, effective communicators, reflective thinkers, self-directed learners, collaborative contributors, caring family members and responsible citizens*
- Employ a variety of instructional strategies ensure that individual learning needs are accommodated and to engage students fully in learning
- Increase investments in technology to better support digital literacy, creativity, innovation collaboration and the overall needs and aspirations of all students

*Ontario Catholic School Graduate Expectations

To create equitable learning environments for all students we will:

- Provide all students with equal access to learning and technology and strive to close the opportunity gap so that the most vulnerable students achieve their full potential
- Strive to ensure that the physical, emotional, intellectual and spiritual needs of all students are met
- Strive to ensure all students are eating nutritionally and are physically fit
- Provide all students with safe, healthy learning environments



STRENGTHENING PUBLIC CONFIDENCE

To create enhanced, regular communication with all stakeholders we will:

- Improve communication and provide expertise for public communications that reflect the mission, vision and values of the board
- Ensure timely and sensitive responses to stakeholder questions and concerns
- Create opportunities for meaningful dialogue, feedback and input from the community
- Build and maintain community partnerships
- Ensure public transparency in all processes and activities



PROVIDING STEWARDSHIP OF RESOURCES

To establish integrated decision-making structures and processes to support responsive and responsible allocation of resources we will:

- Ensure that every student has the tools and resources they need to support their learning
- Increase use of research and evidence to guide decisions and actions in teaching, administration and governance

To ensure fiscal responsibility at all levels of the organization we will:

- Establish informed, accountable and ethical decision-making for policy development and resource management
- Align operational and capital budgets with the Multi-Year Strategic Plan
- Maintain a sustainable balanced budget that reflects ecological justice principles
Report results and actions annually



ACHIEVING EXCELLENCE IN GOVERNANCE

To lead and model best practices in Board governance we will:

- Build trustees' capacity for governance and establish a mentoring program for new trustees
- Provide professional learning to strengthen leadership, accountability and transparency at all levels
- Regularly review board meetings and committee meetings for the purpose of continually improving effectiveness and accountability

- Develop an Annual Governance Plan and conduct an annual governance review
- Develop appropriate managerial and trustee governance oversight to carry out the annual plan in a fiscally responsible and transparent process in collaboration with staff



INSPIRING AND MOTIVATING EMPLOYEES

To create a learning and work environment that is equitable and diverse, and that supports professional learning, innovation and collaboration we will:

- Create a culture of respect and professionalism that recognizes and supports excellence and innovation at all levels of the organization
- Support the Catholic Leadership Frameworks for superintendents, principals, vice-principals and aspiring leaders
- Ensure procedures for authentic leadership development and succession planning are in place for recruiting, selecting, cultivating, empowering effective leaders
- Ensure that staff recruitment and promotion processes are systematic, transparent, inclusive and reflect the mission, vision and values of the board
- Develop processes such as 360 degree feedback and incentive programs to motivate staff at all levels
- Work collaboratively and proactively with unions and associations to continue to build right relationships rooted in trust and to reduce grievances

Supporting Documents for the Multi-Year Strategic plan are listed below and can be found on the TCDSB website:

- *Ontario Catholic Graduate Expectations*
- *Catholic Social Teachings*
- *Board Learning Improvement Plan*
- *Self-Assessment Tool for Catholic Aspiring Leaders*
- *Self-Assessment Tool for Catholic Principals and Vice-Principals*
- *Principal and Vice-Principal Leadership Framework*
- *Supervisory Officers' Leadership Framework*
- *K-12 School Effectiveness Framework*
- *Student Well-Being Research Framework*
- *Growing Success*
- *Learning for All K-12*
- *Ontario Schools Kindergarten to Grade 12: Policy and Program Requirements*