



*Windsor-Essex Catholic
District School Board*

*2009 – 2010
STRATEGIC PLAN
PRIORITIES
for
Senior Administration*

Director's Strategic Priorities

The Board of Trustees approved the new strategic plan for the Windsor-Essex Catholic District School Board in January 2009. The document entitled "Foundations of Faith and Learning 2009-2014" included the System Priorities of Faith Development and Student Achievement. Also in reviewing the suggested opportunities in my Performance Appraisal of the year 2008-2009 my strategic priorities for 2009-2010 will be the following:

Faith Development

- ✓ Continue to work cooperatively with Bishop Fabbro, Auxiliary Bishop Daniels and Deaneries in the support of Catholic Education;
- ✓ Take a leadership role in working with our Board's Friends and Advocates of Catholic Education Committee;
- ✓ Ensure in my regular school visits and in communicating to stakeholders that I continue to stress our mission of Faith Development;
- ✓ Continue to foster support throughout our system for our Catholic Character Development document, "Our Journey to Holiness";
- ✓ Work closely with our Communications Officer to promote and support programs from the Saint Peter's Institute;
- ✓ Continue to provide and to support meaningful and ongoing Catholic Faith Development for all students and employees;
- ✓ Extend an invitation to meet twice a year with the leadership of our employee groups to discuss ways we can work together to promote Faith Development in our system;

Director's Strategic Priorities

- ✓ Look for opportunities to showcase our successes in the area of Faith Development to our community;
- ✓ Continue to embrace and reinforce the Ontario Catholic School Graduate Expectations as the desired outcomes for all our students as they pursue educational excellence;
- ✓ Work in cooperation with service providers to support our community, i.e., United Way Campaign, Terry Fox Run;
- ✓ Work towards implementation of the recommendations outlined by the Ministry of Education from the findings of the Operational Review of the Board.

Student Achievement

- ✓ Student Achievement goals remain a priority and I will continue to ensure our strategies are aligned with the Ministry of Education in working toward the goal of increased Student Achievement, closing the gap in achievement levels for all students and to increasing confidence for publicly funded Catholic education;
- ✓ Continue with ongoing support of professional development for all employees through training, mentoring and sharing best practices in order to enrich the educational experiences of all of our students;
- ✓ Encourage effective communication among all partners in Catholic education to promote Student Achievement and spiritual growth;
- ✓ Provide opportunities to enhance intellectual, physical, emotional and spiritual well being of all of our students;

Director's Strategic Priorities

- ✓ Work with all employee groups and parents to challenge all students to become critical thinkers, effective communicators and problem solvers through the development of their faith practices, literacy and numeracy skills;
- ✓ Ensure Student Achievement and the individual school improvement plans are focused topics of discussion;
- ✓ Continue to work with the University of Windsor to promote a sharing of resources to support our students and schools in the areas of education research and physical well being;
- ✓ Work towards implementation of the recommendations outlined by the Ministry of Education from the findings of the Operational Review of the Board.



Joseph Berthiaume
Director of Education

STRATEGIC PRIORITY: FAITH DEVELOPMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
Continue to work cooperatively with Bishop Fabbro, Auxiliary Bishop Daniels and the Deaneries in the support of Catholic Education	Meet twice a year with Bishop Fabbro Ongoing meetings with Auxiliary Bishop Daniels Attend initial Deanery meetings to explain my strategic priorities for the year	2009 - 2010 Ongoing October 2009	Open, transparent, positive communication and support
Take a leadership role in working with our Board's " Friends and Advocates of Catholic Education Committee"	Ensure solid Catholic Education support representation from all of our stakeholders on the various committees Regular updates to Trustees on our progress	2009 - 2011 Ongoing	Our Catholic community understands our focus in promoting and fostering Catholic education
Ensure that in my regular school visits and in communicating to stakeholders that I continue to stress our mission of Faith Development	Regular school visits Attend initial Special Education Advisory Council Meeting Attend initial Elementary and Secondary Umbrella School Council Meetings Attend initial Student Senate Meeting	2009 – 2010 September 2009 October 2009 September 2009	Faith development is seen as a priority in our school system

STRATEGIC PRIORITY: FAITH DEVELOPMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
Continue to foster support throughout our system for our Catholic Character Development document, “Our Journey to Holiness”	Regular school visits Share information at the initial Special Education Advisory Council Meeting, the initial Elementary and Secondary Umbrella School Council meeting and the initial Student Senate Meeting	Ongoing September 2009 October 2009 September 2009	Ensure involvement at the school and board level
Work closely with our Communications Officer to promote and support programs from the Saint Peter’s Institute	Timely communication and encouragement to participate in planned programs from Saint Peter’s	2009 - 2010	Ongoing communication to the Catholic community of planned activities
Continue to provide and to support meaningful and ongoing Catholic Faith Development for all students and employees	Together in Faith Day Student Retreats Employee Retreats	September 2009 2009 – 2010 2009 - 2010	Ongoing participation in employee and student retreats
Extend an invitation to meet twice a year with the leadership of our employee groups to discuss ways we can work together to promote Faith Development in our system	A planned agenda that will foster open communication and dialogue	2009 – 2010	Ensure that the recommendations coming out of these meetings are followed up on

STRATEGIC PRIORITY: FAITH DEVELOPMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>Look for opportunities to showcase our successes in the area of Faith Development to our community</p>	<p>Will be part of the Director’s report at each of the scheduled regular Board meetings</p> <p>Continue to highlight on Board website in our “Good News” folder</p> <p>Use of Synervoice</p>	<p>2009 – 2010</p>	<p>Working with the Communications Coordinator to review on a regular basis our work in this area</p>
<p>Continue to embrace and reinforce the Ontario Catholic School Graduate Expectations as the desired outcomes for all of our students as they pursue educational excellence</p>	<p>Work with Student Trustees and the Student Senate to reinforce this goal</p> <p>Share this information at the initial meeting of our Elementary and Secondary School Umbrella Groups</p>	<p>2009 - 2010</p>	<p>Work with our Principals to reinforce these expectations</p>
<p>Work in cooperation with service providers to support our community</p>	<p>Support United Way campaign</p> <p>Support Terry Fox Run</p>	<p>2009-2010</p>	<p>Successful fund raising involvement</p>
<p>Work towards implementation of the recommendations outlined by the Ministry of Education from the findings of the Operational Review of the Board.</p>	<p>Monitor various departments to ensure recommendations are implemented</p>	<p>2009-2010</p>	<p>Ongoing discussion on implementation with Senior Administration Team</p>

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>Student Achievement goals remain a priority and I will continue to ensure our strategies are aligned with the Ministry of Education in working toward the goal of increased Student Achievement, closing the gap in achievement levels for all students and to increasing confidence for publicly funded Catholic education</p>	<p>Stress importance of these goals at all meetings of stakeholder groups</p> <p>Principal's Qualifications Program</p> <p>Director's Annual Report</p>	<p>2009 - 2010</p>	<p>Continued board improvement in all of these areas</p>
<p>Continue with ongoing support of professional development for all employees through training, mentoring and sharing best practices in order to enrich the educational experience for all of our students</p>	<p>Professional development workshops</p> <p>New Teacher Induction Program</p> <p>Principal Mentoring Program</p> <p>Teacher and Support Staff Leadership Programs</p>	<p>2009 - 2010</p>	<p>Positive feedback from the employees involved in these workshops and programs</p>
<p>Encourage effective communication among all partners in Catholic education to promote Student Achievement and spiritual growth</p>	<p>Working with our Communications Officer to get messages out to stakeholders in a timely fashion</p>	<p>2009 - 2010</p>	<p>Positive feedback from our stakeholders</p>

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
Provide opportunities to enhance intellectual, physical, emotional and spiritual well being of all of our students	Appropriate field trip approval for sports teams, visual artists, choirs and bands Anti Bullying Programs Rachel's Challenge Program and Initiatives	2009 - 2010	Positive feedback from our schools involved in these initiatives
Work with all employee groups and parents to challenge our students to become critical thinkers, effective communicators and problem solvers through the development of their faith practices along with their literacy and numeracy skills	Professional development opportunities Effective communication Director's Annual Report	2009 - 2010	Continued improvement and focus in these areas
Ensure Student Achievement and the individual school improvement plans are ongoing focused topics of discussion	Focus at Executive Council and Principal Meetings Family of Schools Meetings Individual school visits School Improvement presentations at Board Meetings	2009 - 2010	System awareness of the priority of this area
Work towards implementation of the recommendations outlined by the Ministry of Education from the findings of the Operational Review of the Board	Monitor various departments to ensure recommendations are implemented	2009-2010	Ongoing discussion on implementation with the Senior Administration Team



Cathy Geml

Superintendent of Education – Learning Support Services

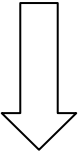
STRATEGIC PRIORITY: FAITH DEVELOPMENT
Special Education and Elementary Curriculum - 2009-2010

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
Lead Board for implementation of the new “Learning For All” K – 12 document which promotes inclusion for all students (presently in DRAFT)	<p><u>Phase One</u> Provide the document to Coordinators, Consultants and all system support personnel for their input and to facilitate discussion and planning</p> <p><u>Phase Two</u> Administrators SEAC</p> <p><u>Phase Three</u> Teachers, parents and community partners</p>	2009-2010 School Year	Increase in inclusionary practices as evidenced by students remaining in the “regular” class as opposed to support via the withdrawal model
Completion of 3-year implementation plan (primary) Fully Alive program	Distribution of the revised document	Fall 2009	Implementation of the new document

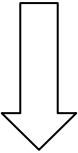
STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
Special Education and Elementary Curriculum - 2009-2010

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>Assessment for Learning Universal Design for Learning Differentiated Instruction Tiered Approach</p>	<p>Introduction and implementation of the new Ministry document "Learning For All, K-12"</p> <p><u>Phase One</u> Provide document to Coordinators, Consultants and system support personnel</p> <p><u>Phase Two</u> Administrators SEAC</p> <p><u>Phase Three</u> Teachers, parents, community partners</p> <p>Systematically explore Class and Student Profile templates</p>	<p>2009-2010 School Year</p>	<p>Principals will have evidence of the expectations outlined in teacher planning</p> <p>School and system data collection will support an increase in student achievement K-12, including students with special needs</p>
<p>Facilitate teaching/ learning critical pathways (OFIP schools and all elementary schools)</p>	<p>*New pilot Board Target identified schools and provide specific professional development to students (class) and staff on a scheduled, monthly basis</p>	<p>2009-2010 School Year</p>	<p>-EQAO -PM Benchmarks -CBM scores -Report cards -Development of student/ classroom/ school profiles</p>

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
Special Education and Elementary Curriculum - 2009-2010

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
	<p>Job-embedded professional development</p> <p>School/ student specific</p> <p>Support provided through consultants, coordinators, Board Strategy Team, Assistant Superintendents and Superintendents</p>		
<p>Increase awareness and knowledge re: school improvement and student achievement with administrators</p>	<p>Each Principal will present to the Board a 10 minute presentation on the status of student achievement in their school</p> <p>We will continue with the “Lunch & Learn” for Principals at the Family of Schools meetings</p> <p>We will expand on the opportunities for administrators to visit site/topic-specific sessions</p>	<p>2009-2010 School Year</p> <p>3 times per year in 2009-2010</p> <p>2 – 3 times per year in 2009-2010</p>	<p>Trustee/ Principal feedback</p> <p>Principal feedback</p> <p>Observed applicable changes in the schools</p> 

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
Special Education and Elementary Curriculum - 2009-2010

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
Raise awareness and teacher capacity in student achievement	<p>Support will continue to be school-based/ job-embedded with a collaboration of resources for all initiatives</p> <p>Include sessions of interest (via teacher survey) in Summer Institute (i.e. Combined Grades, Spec. Ed., etc.)</p> <p>Provide voluntary monthly after-school professional development for teachers and support staff</p>	<p>2009-2010 School Year</p> <p>August 25, 26, 27, 2009</p> <p>Monthly</p>	<p>Improved and sustained student achievement: EQAO, PMB, CBMs, Report Cards</p> <p align="center"></p> <p>Attendance and expression of indicators</p>
Assessment and Evaluation	<p>Implementation of Year 3 of 3 year plan for expanded CASI</p> <p>Emergent implementation of the Board's Policy on Assessment and Evaluation</p>	<p>Fall 2009</p> <p>2009-2010 School Year</p>	<p>Improvement of assessment indicators</p> <p>Evidence of more specific and measurable goals in School Improvement Plans</p>
<p>IEPs</p> <p>-Measurable goals (S.M.A.R.T. goals)</p> <p>-Expectations tied to the Ontario Curriculum</p>	<p>Continue and expand on internal IEP audit</p> <p>Provide ongoing support with the professional development package prepared in Spring 2009</p>	<p>2009-2010 School Year</p>	<p>Through our IEP audit, CBMs, PMBs and report cards</p>

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
Special Education and Elementary Curriculum - 2009-2010

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
Improved Transition Planning	Continue with last year's path in conjunction with the Board's ABA Specialist Pilot "Connections for Students" in collaboration with Thames Valley Children's Centre	2009-2010 School Year	Meet criteria for PPM 140 and observe outcomes of transition plans
P.A.L.S.		2009-2010 School Year	Reduce wait times for psychological assessments Reduction in the number of referrals to special services
Peer P.A.L.S.	Last phase of implementation In servicing Pairing with community partners Additional support for teaching social skills (DTT)	2009-2010 School Year	Data to demonstrate increased reading fluency via CBMs, PMBs, EQAO and ongoing teacher assessment and evaluation Decrease in behaviour with data



Mario Iatonna

Superintendent of Business – Business Services

STRATEGIC PRIORITY: FAITH DEVELOPMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>Continue regular liaison with the Diocese on business/property matters for the purpose of advancing the mutual interests of both the Diocese and the Board.</p>	<p>Conduct at least one meeting per school year with senior Diocese administration and local Deanery representatives. (M. Iatonna)</p> <p>Continue to conduct at least one meeting per school year with Diocese staff. (M. Iatonna)</p>	<p>November 2009</p> <p>February 2010</p>	<p>Meeting conducted with minutes subsequently prepared and distributed to attendees.</p> <p>Meeting conducted with minutes subsequently prepared and distributed to attendees.</p>
<p>Advance pending property matters with the Diocese to assist the Diocese in the planned consolidation of parishes.</p>	<p>Finalize transaction for the acquisition by the Board of a portion of the closed Our Lady of Annunciation Church property in the Town of Lakeshore. (M. Iatonna)</p> <p>Continue to pursue potential joint redevelopment of formerly jointly-owned St. Anne High School property in the Town of Tecumseh. (M. Iatonna)</p> <p>Explore three-way transaction between the Diocese, the Town of Tecumseh and the Board with respect to the disposition by the Diocese of St. Gregory Church. (M. Iatonna)</p>	<p>December 2009</p> <p>June 2010</p> <p>June 2010</p>	<p>Acquisition of Diocese lands by the Board is completed and the bus drop-off and parking (currently on Diocese lands) for Our Lady of Annunciation School are protected over the longer term.</p> <p>Sale of Diocese lands is completed and long term disposition of Board property is formally determined by Board.</p> <p>Sale of Diocese lands is completed and the Board's interests with respect to bus drop-off and parking (currently on Diocese property) for St. Gregory School are protected over the longer term.</p>

STRATEGIC PRIORITY: FAITH DEVELOPMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
	Assess the need and define the property requirements for the Board at St. William School in the Town of Lakeshore given the potential disposition of the adjacent St. William Church property. (M. Iatonna)	August 2010	Agreement in principle is achieved with the Diocese regarding property transfer.
Continue to foster a faith-based work environment.	<p>Continue to provide weekly or more frequent faith reflections by email. (M. Iatonna)</p> <p>Continue to promote participation by staff through prayer at formal meetings and by encouraging attendance at faith activities. (M. Iatonna)</p>	<p>Sept. 2009 to Aug. 2010</p> <p>Sept. 2009 to Aug. 2010</p>	<p>Emails are sent out in the noted frequency.</p> <p>Prayer is conducted as recorded in minutes and staff attends faith activities.</p>

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>Address recommendations pertaining to the Business Department contained in the July 20, 2009 Operational Review Report prepared by the Ministry of Education.</p>	<p>Conduct independent compliance audits of the Board's insurance carrier to ensure adherence to the Board's benefit plan terms and conditions. (S. Ficon)</p>	<p>January 2010</p>	<p>Completed compliance audit report submitted to Superintendent of Business by external consultant.</p>
	<p>Implement enhancements to interim financial reports to Board by providing explanations of variances and forecasts based on historical data and ensure submission of reports to the Board within established timelines. (P. King)</p>	<p>January 2010</p>	<p>Enhancements included in first quarter financial report and submitted on time to Board.</p>
	<p>Review the establishment of an internal audit function including the establishment of an internal audit plan. (M. Iatonna)</p>	<p>June 2010</p>	<p>Formal report submitted to Board with recommendations.</p>
	<p>Expand the Audit Committee to include at least two external members. (M. Iatonna)</p>	<p>June 2010</p>	<p>Formal report submitted to Board with recommendations.</p>
	<p>Review the potential establishment of an investment policy and periodically reporting to the Board on investment activity. (P. King)</p>	<p>August 2010</p>	<p>Formal report submitted to Board with recommendations.</p>
	<p>Compare banking terms and conditions with other Boards and tender all banking services for consolidation with a single financial</p>	<p>August 2010</p>	<p>Formal report submitted to Board with recommendations.</p>

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
	<p>institution. (M. Iatonna)</p> <p>Review the potential implementation of an electronic payment and registration system for permitting of facilities and for continuing education. (P. Littlejohns)</p> <p>Review the potential implementation of an electronic supplier interface for ordering, processing and payment, including electronic funds transfers for vendor payments. (S. Ficon)</p> <p>Maintain an approved list of contractors, architects, and related professionals. (S. Ficon)</p>	<p>August 2010</p> <p>August 2010</p> <p>August 2010</p>	<p>Formal report submitted to Executive Council with recommendations.</p> <p>Formal report submitted to Executive Council with recommendations.</p> <p>List provided on internal shared computer database.</p>
<p>Address recommendations pertaining to the Facilities Services Department - Maintenance functions contained in the July 20, 2009 Operational Review Report prepared by the Ministry of Education.</p>	<p>Implement computerized maintenance management system and ensure ReCapp database is updated and maintained with accurate information. (P. Littlejohns)</p> <p>Establish a multi-year energy program. (P. Littlejohns)</p> <p>Implement tracking of energy at a facility level and obtain consolidated billing for all facilities from each utility. (P. Littlejohns)</p>	<p>January 2010</p> <p>January 2010</p> <p>January 2010</p>	<p>System is operational and ReCapp data is confirmed up-to-date.</p> <p>Plan submitted to Executive Council.</p> <p>Tracking report and consolidated billing is submitted to Superintendent of Business.</p>

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
	Establish cost-effective practices in the design and construction of facilities based on comparison with other school boards and including a project management process to monitor and control construction projects and their costs. (M. Iatonna)	August 2010	Report submitted to Executive Council.
Continued improvement and documentation of accounting processes to improve efficiencies Board-wide and to reduce time spent by school staff in non-academic duties.	Continue with enhancements in all processes and procedures and introduce improvements on an ongoing basis. (P. King)	Sept. 2009 - Aug. 2010	Revised processes and procedures formally communicated to applicable parties as they are completed.
Expand cashless school pilot to other schools.	Implement cashless school concept in those schools that have volunteered to participate, with expansion to all schools in the future. (G. Flood)	Sept. 2009 - Aug. 2010	Implementation completed and operational in each identified school.
Ongoing training of school staff involved in financial matters to increase knowledge and proficiency with respect to financial policies and accounting processes.	Continue with formalized training previously initiated. (G. Flood)	Sept. 2009 - August 2010	Training scheduled and provided.



Paul Picard

Superintendent of Education – Human Resources

STRATEGIC PRIORITY: FAITH DEVELOPMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
Expand participation in Faith Day activities	Continue to develop Faith Day at the University of Windsor site. Encourage greater participation of Occasional and Prospective Hire personnel.	Fall, 2009	Continued increase of number of participants
Catholic Faith Formation Initiatives through Specialty Teachers	Begin to integrated Specialty Teachers into active school based faith initiatives through aggregate preparation time	September 2009 to June, 2010	Increased meaningful faith formation initiatives at the school level for both staff and students
Integration of Faith Development component to Focus on Youth Program	Add a Faith Development Camp experience to Focus on Youth program for 2010. Make a Statement of Catholic values a key application component as an indicator of Catholic Student Leadership	Spring and Summer 2010	Strategic Plan is met. Successful Faith component to the camp experience.
Expand the Faith Development Component of the New Teacher Induction Program	Provide greater exposure to Faith Development through Mentorship. Increase mentor awareness of Faith Development link to system strategic expectations.	Fall, 2009 Spring, 2010	More faith focused program Increased awareness on the part of mentors and mentees.

STRATEGIC PRIORITY: FAITH DEVELOPMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
Retention and recruitment initiatives as a call to worship	Work in conjunction with OECTA and the Deanery to encourage students to return to Catholic schools and families to return to participation in the Parish	All year	Increased numbers at school and greater numbers returning to the Church.

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
Implement Absentee Management Protocol	Review and amend current absentee protocols in the context of Provincial best practices. Work with unions to reduce absenteeism. Implement more effective communication protocol.	September, 2009 to June, 2010 - ongoing	Reduced absenteeism. Improved student achievements as a result of a more consistent attendance on the part on teaching and support staff.
Succession planning and Cross Training of Staff	In consultation with Executive Council and the Risk Management team, review and amend succession approaches in the context of pandemic response.	Fall, 2009 - ongoing	Communicate Amended Pandemic Response Protocol to unions through joint Occupational Health and Safety Committee
School Improvements through increased school monitoring	Regular visits to schools to review effective school indicators	All year	Greater evident of effective school "look fors"
Greater school exposure to the Board Strategy Team	Creatively expand the team through Specialty Teachers, Student Success and Special Education	All year	Increased evidence of the use of High Yield Strategies and Differentiated Instruction/

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
Review of Prep Time Delivery	Work in conjunction with OECTA to enhance student achievement with innovative prep delivery models. Link prep to specialty and embedded Professional Development	All year	Prep to be viewed as a reportable component of the instructional day which enhances learning and achievement for all students.
Consultative Staffing	Consult with the Superintendents and Assistant Superintendents with respect to usage of elective staff through specialty and student success in order to provide necessary specialized staff to maximize student achievement.	September to December, 2009	Focused intervention model to staffing begins to emerge. Specialized needs of schools to improve achievement are recognized and addressed.



Linda Staudt

Superintendent of Education – Student Success

STRATEGIC PRIORITY: FAITH DEVELOPMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>Employee Faith Formation</p> <p>Provide ongoing faith development opportunities for all staff</p>	<p>Retreat opportunities for employees</p> <p>Board Wide Together In Faith Day</p> <p>Professional Development opportunities for Faith Ambassadors</p>	<p>September to June</p>	<p>Increased participation in faith based activities</p> <p>Ongoing faith development</p>
<p>Student Faith Formation</p> <p>Provide ongoing faith development opportunities for students</p>	<p>Coordinate retreats for students</p> <p>System wide Grade 11 Faith Day</p> <p>Faith Formation Day for all Student Council members</p> <p>School visits – Bishop Daniels</p> <p>The “One Called Jesus” travelling sculpture exhibit depicting the life of Jesus</p>	<p>September to June</p>	<p>Increased participation in faith based activities</p> <p>Ongoing faith development</p>
<p>School Council and Parent Faith Formation</p> <p>Provide faith development opportunities for parents</p>	<p>Faith development opportunities for School Councils and parents</p>	<p>September to June</p>	<p>Increased participation in faith based activities</p>
<p>Implementation of Catholic Character Development Initiative</p>	<p>Continued implementation of a board wide Catholic Character Development strategy</p> <p>Annual Catholic Character Awards recognizing students who answered God’s call to “Act justly, love tenderly and walk humbly with their God”.</p>	<p>September to June</p>	<p>Board plan in place and fully implemented</p>

STRATEGIC PRIORITY: FAITH DEVELOPMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>Liaison with the Office of the Bishop, Deanery and Parishes</p> <p>Ongoing communication between the diocese/board/school.</p>	<p>Bishop Daniels school visits</p> <p>Family of Schools Parish/School Day</p> <p>Shared faith development initiatives throughout the year</p>	<p>September to June</p>	<p>Ongoing communication with the Office of the Bishop, Deanery and Parishes</p>
<p>Liaison with St. Peter's Institute for Catholic Formation</p>	<p>Continued participation in a variety of collaborative activities with St. Peter's Institute including the First Annual Festival of Faith</p>	<p>September to June</p>	<p>Ongoing communication with St. Peter's Institute and shared planning.</p> <p>Ongoing faith development</p>
<p>Delivery of Parts I, II and III of Religion Course</p>	<p>Delivery of Parts I, II and II of Religion Course</p>	<p>September to June</p>	<p>Increased skill and confidence in the teaching of Religion</p> <p>Ongoing Faith development</p>
<p>Catholic Education DVD Project</p>	<p>Communicate to all stakeholders the goals of Catholic Education</p>	<p>September to June</p>	<p>Key goals of our Catholic education clearly articulated</p>

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>Ministry Student Success: Four Pillars of the Student Success Initiative</p> <p>Work in conjunction with Principals, Consultants and School Student Success Teams to address:</p> <ul style="list-style-type: none"> Literacy Numeracy Pathways Community, Culture and Caring <p>Transition of Students from Grade 8 to Grade 9</p>	<p>Ongoing Professional Development</p> <ul style="list-style-type: none"> • System Professional Development Days • Family of Schools Professional Development <p>Strategies and procedures put in place to support a successful transition from elementary to secondary for all students</p>	<p>September to June</p>	<p>Improved EQAO scores and student achievement</p> <p>Improved student engagement and retention</p> <p>Continued improvement on Board/School Key Indicator Data</p> <ul style="list-style-type: none"> • Credit Accumulation • Course Pass Rates • Literacy Success Rates • Grade 7/ 8 Students At Risk • Early Leaver Rate • Graduation Rates
<p>School Improvement</p> <p>Continued analysis of Board/School EQAO assessments to support the development of Board/School Improvement Plans</p>	<p>Ongoing professional development for principals and school staffs.</p> <p>Provide access to appropriate information for the purpose of:</p> <ul style="list-style-type: none"> • Improving student learning • Monitoring student progress • Identification of patterns over time 	<p>September to June</p>	<p>Improved:</p> <p>EQAO scores</p> <p>Student Achievement</p>

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>MISA Initiatives</p> <p>WECD SB Data Warehouse: the use of data to support student success</p> <p>Implementation of suspension/discipline tracker in Trillium.</p>	<p>Inservice for Principals/Vice-Principals</p>	<p>September to June</p> <p>September to December</p>	<p>Improved student achievement</p> <p>Tool in place to support Principals/Vice-Principals in the tracking of progressive discipline in support of Ministry Safe Schools Initiative</p>
<p>Safe School Initiatives</p> <p>Ongoing work with community partners to put in place additional proactive measures to promote Safe Schools</p> <p>Implementation of Drug and Alcohol Strategy</p>	<p>Development and identification of additional proactive strategies to support Safe Schools.</p> <p>Implementation of a system-wide plan that includes new and existing programs and interventions with a specific focus on prevention and harm reduction.</p>	<p>September to June</p> <p>September to June</p>	<p>Strategies, practices and programs in place</p> <p>Additional programming and interventions in place.</p>
<p>Differentiated Instruction</p> <p>Effective instruction that is responsive to the learning preferences, interests and readiness of the individual learner.</p>	<p>Continued work with consultative staff to develop inservice/training sessions on the implementation of D.I. in Grade 7 to 12 classrooms across the curriculum</p>	<p>September to December</p>	<p>Improved student achievement for all learners</p> <p>Differentiated Instruction strategies implemented in classrooms.</p>

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>System Wide Professional Development</p> <p>Work with consultative staff and subject councils to deliver professional development</p>	<p>Development of a Board P.D. Plan</p> <ul style="list-style-type: none"> • System wide PD • Family of School PD 	<p>September to June</p>	<p>Clear expectations for teachers. Increased skill and confidence</p>
<p>Board and School Web pages</p>	<p>Ongoing revisions, updating and improvements to the board and school Web pages</p>	<p>September to June</p>	<p>Improved communication with all stakeholders</p>
<p>Continued Implementation of Specialist High Skills Major (SHSM)</p> <p>Arts/Culture: F. J. Brennan Agriculture and Construction: Cardinal Carter Environment: St. Anne High School Health and Wellness: St. Joseph's High School Business: Holy Names High School Hospitality and Tourism: Assumption High School ICT: St. Thomas of Villanova</p>	<p>Procedures and curriculum in place to meet the Ministry requirements</p>	<p>September to June</p>	<p>Full implementation</p> <p>Enhanced program opportunities for students</p>
<p>Ministry of Education Equity and Inclusive Education Policies</p>	<p>Development and implementation of equity and inclusive education policies</p>	<p>September to June</p>	<p>Existing board policies aligned with principles set out in "Ontario Equity and Inclusive Education Strategy"</p>

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2009-2010 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>Aboriginal Education</p> <p>Build capacity to support identity building, including the appreciation of Aboriginal perspectives, values and cultures by students and board staff.</p>	<p>Ongoing work with the local First Nations and other Aboriginal organizations to engage in shared planning to plan for:</p> <p>A Professional Development inservice for Grade 6 teachers</p> <p>A “Building Relationships” Gathering to include students, parents, teachers and the local aboriginal organizations</p> <p>Establishment of a voluntary self-identification policy</p>	<p>September to June</p>	<p>Have in place a voluntary self-identification policy and greater appreciation of Aboriginal culture and perspectives among staff and students.</p>
<p>Partnerships with Community Partners</p>	<p>Establish ongoing meetings with community, business and industry partners as part of new and existing Ministry and Board initiatives</p>	<p>September to June</p>	<p>Enhanced partnerships to promote improved student achievement, equitable, inclusive and safe schools</p>
<p>Partnerships with Post-Secondary to enhance transitions and supports to Post Secondary</p>	<p>Establish ongoing meetings with St. Clair College and the University of Windsor</p>	<p>September to June</p>	<p>Enhanced partnerships to promote improved student achievement and transition to post-secondary</p>

*Duties/Portfolios
Family of Schools
&
Organizational Chart*

September 2009



**SENIOR ADMINISTRATION DUTIES/PORTFOLIOS
SEPTEMBER 2009**

Linda Staudt Student Success	Paul Picard Human Resources	Cathy Geml Learning Support Services	Mario Iatonna Business Services	Facilities Services
Secondary School Support -School Improvement -Curriculum Implementation -Principals <ul style="list-style-type: none"> • School Councils -WECSSAA -Safe Schools Equity and Inclusive Education Faith Formation Student Success /Learning to 18 Staff Development -Teaching Staff Information Technology Student Attendance School Year Calendar	Staffing – Elementary / Secondary Contract Negotiations / Maintenance Staff Leadership Development Staff Evaluation, Awards, Wellness Health & Safety/ Risk Management OSBIE (Insurance) Issues	Elementary School Support -School Improvement -Curriculum Implementation -Principals <ul style="list-style-type: none"> • School Councils • Elementary Sports Council -Safe Schools French Immersion Program Staff Development -Support Staff Special Education Learning Commons Centres Child Care Crisis/Trauma Intervention	Budget Preparation and Monitoring Accounting Finance Payroll & Benefits Purchasing Capital Planning Major Capital Project Management Boundaries/ Assessment Transportation	Operations and Custodial Services – Paul Picard Energy and Building Systems – Paul Picard Community Use of Schools – Paul Picard Building Maintenance and Repair – Mario Iatonna Capital Renewal – Mario Iatonna

SUPERINTENDENTS' FAMILY OF SCHOOLS
September 2009

PAUL PICARD Superintendent of Education Human Resources	LINDA STAUDT Superintendent of Education Student Success	CATHY GEML Superintendent of Education Learning Support Services
Jamie Bumbacco Assistant Superintendent	Emelda Byrne Assistant Superintendent	Sharon O'Hagan-Wong Assistant Superintendent

Cardinal Carter Family

Diane Quenneville
 Executive Assistant

Holy Name
 Our Lady of the Annunciation
 Queen of Peace
 St. John de Brebeuf
 St. Louis

St. Anne Family
Diane Quenneville
 Executive Assistant

St. Gregory
 St. John the Baptist
 St. John the Evangelist
 St. Peter
 St. Pius X
 St. William

Assumption Family

Terri Maitre
 Executive Assistant

St. Francis
 St. James
 St. John

F.J. Brennan Family

Terri Maitre
 Executive Assistant

Our Lady of Lourdes
 St. John Vianney
 St. Jules
 St. Maria Goretti
 St. Rose

Catholic Central Family

Celeste DiPonio
 Executive Assistant

Immaculate Conception
 Our Lady of Perpetual Help
 St. Angela
 St. Bernard (Windsor)

Secondary Schools

Celeste DiPonio
 Executive Assistant

Assumption College
 F.J. Brennan
 Cardinal Carter
 Catholic Central
 Holy Names
 St. Anne
 St. Joseph's
 St. Michael's Alternate
 St. Thomas of Villanova

Holy Names Family

Simone Lira
 Executive Assistant

Christ the King
 Notre Dame
 Our Lady of Mt. Carmel
 St. Christopher
 St. Gabriel

St. Thomas of Villanova

Simone Lira
 Executive Assistant

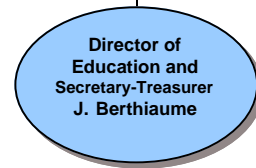
Holy Cross
 Sacred Heart
 Stella Maris
 St. Anthony
 St. Bernard (Amherstburg)
 St. Joseph
 St. Mary
 St. Theresa

St. Joseph's Family

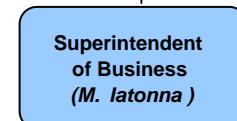
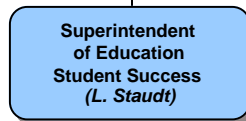
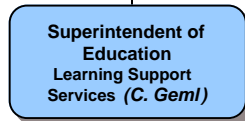
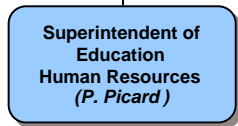
Terri Maitre
 Executive Assistant

L.A. Desmarais
 W. J. Langlois
 H. J. Lassaline
 St. Alexander
 St. Anne French Immersion

**WINDSOR-ESSEX CATHOLIC DISTRICT SCHOOL BOARD
SENIOR ADMINISTRATION ORGANIZATIONAL CHART
SEPTEMBER 2009**



DIRECTOR OF EDUCATION
 Superintendent of Education - Learning Support
 Superintendent of Education - Student Success
 Superintendent of Education - Human Resources
 Superintendent of Business
 Communications Coordinator/Diocesan Liaison
 Coordinator of Policy Development



**SUPERINTENDENT OF EDUCATION
Family of Schools/Human Resources**

Assistant Superintendent of Education
Academic
(J. Bumbacco)

Manager of Human Resources - Support Staff
and Coordinator of Policy Development
(C. Norris)

Risk Assessment Manager
(G. McKenzie)

Staffing: Elementary / Secondary
Contract Negotiations & Maintenance
Staff Leadership Development
Staff Evaluation, Awards, Wellness
Health and Safety/Risk Management
OSBIE (Insurance)

Facilities Services
Operations and Custodial Services
Energy and Building Systems
Community Use of Schools

**SUPERINTENDENT OF EDUCATION
Family of Schools / Learning Support**

Assistant Superintendent of Education
Curriculum Support/Faith Development
(E. Byrne)

Assistant Superintendent of Education
Capacity Building
(S. O'Hagan-Wong)

Principal - Special Projects
Languages & Ministry Initiatives
(T. Barichello)

Elementary School Support: School
Improvement, Curriculum Implementation,
Principals, School Councils,
Elementary Sports Council and Safe Schools
Staff Development - Support Staff
Special Education
Learning Commons Centres
Child Care
Crisis / Trauma Intervention

**SUPERINTENDENT OF EDUCATION
Family of Schools / Student Success**

Assistant Superintendent of Education
Curriculum Support/Faith Development
(E. Byrne)

Principal Information Technology
Chief Information Officer
(J. Shea)

Principal - Special Projects
Languages & Ministry Initiatives
(T. Barichello)

Secondary School Support: School
Improvement, Curriculum Implementation,
Principals, School Councils, Safe Schools
and WECSSAA Faith Formation
Student Success / Learning to 18
Staff Development - Teaching Staff
Information Technology
Student Attendance
School Year Calendar

**SUPERINTENDENT OF BUSINESS
Business Services**

Manager of Finance
(P. King)

Manager of Payroll/Benefits/
Purchasing
(S. Ficon)

Accounting, Budget Preparation
and Monitoring, Finance, Purchasing
Payroll and Benefits, Transportation
Boundaries / Assessment
Capital Planning
Major Capital Project Management

Facilities Services
Building Maintenance and Repair
Capital Renewal

**SUPERINTENDENT OF BUSINESS
& SUPERINTENDENT OF HUMAN
RESOURCES**

Senior Manager of Facilities/
Support Services (P. Littlejohns)

Academic Supervisor - Facilities Services
(P. Murray)

Manager - Maintenance
(G. Racine)

Manager - Operations & Custodial
(C. Marier)

Manager - Special Projects
(W. Wong)

Operations and Custodial Services
Energy and Building Systems
Community Use of Schools
Building Maintenance and Repair
Capital Renewal



WINDSOR-ESSEX CATHOLIC DISTRICT SCHOOL BOARD

Foundations of Faith and Learning System Priorities 2009-2014

"We will strive, as a partnership of school, family and parish, to provide our students with a quality Catholic education rooted in Gospel teachings, enabling all to grow to their potential."

Faith Development

- 1 We seek to make Catholic faith integral to all aspects of our lives and learning.
- 2 We provide meaningful and ongoing Catholic faith formation for all students and employees.
- 3 We foster, through Our Journey to Holiness*, a spirit of kindness, compassion and service to the community.
- 4 We create, in all our places of learning and labour, welcoming, inclusive and safe environments in which the dignity and worth of each individual is valued as being in the image and likeness of Christ.
- 5 We embrace the Ontario Catholic School Graduate Expectations* as the desired outcomes for all our students as they pursue educational excellence.

* *Our Journey to Holiness.*
Windsor-Essex Catholic District School Board
* *Ontario Catholic School Graduate Expectations.*
Institute for Catholic Education

Student Achievement

- 1 We challenge all our students to become critical thinkers, effective communicators and problem-solvers through the development of literacy and numeracy skills.
- 2 We nurture well-rounded, faith-filled and contributing citizens by developing knowledge, understanding and proficiencies in sciences, arts, humanities, languages and technologies.
- 3 We enhance intellectual, physical, emotional and spiritual well-being through Healthy Active Living Education*.
- 4 We encourage effective communication among all partners in Catholic education to promote students' achievement and spiritual growth.
- 5 We support the professional development of all employees through training, mentoring and sharing best practices in order to enrich the educational experiences of our students.

* *Healthy Active Living Education.*
Ontario Ministry of Education

"Learning together in faith and service"

