



*Windsor-Essex Catholic
District School Board*

*2010 – 2011
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. My strategic priorities for 2010-2011 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 strengthen the relationship with Local Members of Provincial Parliament by inviting them to meaningful events and by extending an invitation to meet annually to discuss ongoing education and community issues;
- ✓ 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, Transition to Betterness;
- ✓ Continue to 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;

Director's Strategic Priorities

- ✓ Provide opportunities to enhance intellectual, physical, emotional and spiritual well being of all of our students;
- ✓ 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;
- ✓ Continue to strengthen the relationship with Local Members of Provincial Parliament by inviting them to meaningful events and by extending an invitation to meet annually to discuss ongoing education and community issues;
- ✓ Continue to work towards implementation of the recommendations outlined by the Ministry of Education from the findings of the Operational Review of the Board.



Paul A. Picard

Director of Education

STRATEGIC PRIORITY: FAITH DEVELOPMENT
2010-2011 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	2010 - 2011 Ongoing October 2010	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	2010 - 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	2010 – 2011 September 2010 October 2010 September 2010	Faith development is seen as a priority in our school system

STRATEGIC PRIORITY: FAITH DEVELOPMENT
2010-2011 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 2010 October 2010 September 2010	Ensure involvement at the school, board and community 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	2010 - 2011	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 2010 2010 – 2011 2010 - 2011	Ongoing involvement 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	2010 – 2011	Ensure that the recommendations coming out of these meetings are followed up on
Continue to strengthen the relationship with Local Members of Provincial Parliament (MPPs)	Invite them to meaningful events within the Board and our Schools Request an annual meeting to discuss education and community issues	2010-2011	Work with Senior Administration and Principals to reinforce communication

STRATEGIC PRIORITY: FAITH DEVELOPMENT
2010-2011 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
Look for opportunities to showcase our successes in the area of Faith Development to our community	<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>	2010 – 2011	Working with the Communications Coordinator to review on a regular basis our work in this area
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>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>	2010 - 2011	Work with Senior Administration and our Principals to reinforce these expectations
Work in cooperation with service providers to support our community	<p>Support United Way campaign</p> <p>Support Transition to Betterness</p>	2010-2011	Successful fund raising involvement
Continue to 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	2010-2011	Ongoing discussion on implementation with Senior Administration Team

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2010-2011 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
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	Stress importance of these goals at all meetings of stakeholder groups Principal's Qualifications Program Director's Annual Report	2010 - 2011	Continued board improvement in all of these areas
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	Professional development workshops New Teacher Induction Program Principal Mentoring Program Teacher and Support Staff Leadership Programs	2010 - 2011	Positive feedback from the employees involved in these workshops and programs
Encourage effective communication among all partners in Catholic education to promote Student Achievement and spiritual growth	Working with our Communications Officer to get messages out to stakeholders in a timely fashion	2010 - 2011	Positive feedback from our stakeholders
Continue to strengthen the relationship with Local Members of Provincial Parliament (MPPs)	Invite them to meaningful events with the Board and our Schools. Request an annual meeting to discuss ongoing education and community issues	2010-2011	Work with Senior Administration and Principals to reinforce communication

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2010-2011 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	2010 - 2011	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	2010 - 2011	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	2010 - 2011	System awareness of the priority of Student Achievement
Continue working 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	2010-2011	Ongoing discussion on implementation with the Senior Administration Team

Jamie Bumbacco

Superintendent of Education – Human Resources



STRATEGIC PRIORITY: FAITH DEVELOPMENT
2010-2011 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 from Occasional Teacher Unit and all Support Staff	Fall 2010	Continued increase of number of participants
Catholic Faith Formation Initiatives through Specialty Teachers	Aggregate preparation time in elementary to be increased to two periods each month. Implement many Catholic Character Development Specialty Teachers to fulfill this role.	September 2010 to June 2011	Increased meaningful faith formation initiatives at the school level for both staff and students
Expansion of Faith Development component to Focus on Youth Program	Monitor and increased a Faith Development camp experience to Focus on Youth program for 2011. Make a Statement of Catholic values a key application component as an indicator of Catholic Student Leadership	Spring and Summer 2011	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 2010 Spring 2011	More faith focused program Increased awareness on the part of mentors and mentees.

STRATEGIC PRIORITY: FAITH DEVELOPMENT
2010-2011 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.
Equity	Ensure that hiring practices for teaching and all support staff are consistent in terms of equity (gender, minorities).	All year	A vibrant and committed work force.
Workplace Satisfaction	Work with all local affiliates to ensure that the workplace is free from harassment and violence and in which ever person is valued and treated with respect, dignity and acceptance.	All year	Less grievances/ arbitration in this area.

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2010-2011 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
Implement Absentee Awareness	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 2010 to June 2011 - ongoing	Reduced absenteeism. Improved student achievement as a result of a more consistent attendance on the part on teaching and support staff.
School Improvements through increased school monitoring	Regular visits by Assistant Superintendents of Education to schools to review effective school indicators	All year	Greater evidence of effective school "look fors"
Greater school exposure to the Board Strategy Team	Continue to 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.
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.

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2010-2011 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
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 2010	Focused intervention model to staffing begins to emerge. Specialized needs of schools to improve achievement are recognized and addressed.
Increase Student Achievement through increased complement of Vice Principals (Teaching)	Work with School Administrators to place Vice Principals into “teaching positions” at both elementary and secondary level. Ensure aggregate prep model incorporates these new Vice Principals	September 2010	Less “disconnect” between teaching staff and school administration.
Implement into selected elementary schools, the full day Early Learning Programs model in conjunction with Ministry goals and expectations	Work with school administration and CUPE to develop best practices and protocols in our ELP sites.	September to December 2010	Productive working relationship between OECTA staff and newly hired Early Childhood Educators.

Cathy Geml

Superintendent of Education – Student Achievement K to 12



STRATEGIC PRIORITY: FAITH DEVELOPMENT
2010-2011 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
Student Mental Health Consultant Implementation of a proactive approach to student mental health and its effect on student achievement	Emergent with existing support staff plan in conjunction with Senior Administration	2010-2011 School Year	
“Move One in His Name” Board theme for 2010/2011	Challenge all WECDSB staff to choose one student and move them forward socially, emotionally, spiritually and/or academically	2010-2011 School Year	
Implementation Fully Alive Program Grade 4	Distribution of the revised document	2010-2011 School Year	Implementation of the new document
<i>Working with Assistant SO Mike Seguin</i> Employee Faith Formation Provide ongoing faith development opportunities	Retreat opportunities for employees Board Wide Together In Faith Day Professional Development opportunities for Faith Ambassadors	2010-2011 School Year	Increase participation in faith based activities Ongoing faith development
Student Faith Formation Provide ongoing faith development opportunities for students	Coordinate retreats for students System wide Grade 11 Faith Day Faith Formation Day for all Student Council members School visits – Bishop Daniels	2010-2011 School Year	Increase participation in faith based activities Ongoing faith development
Implementation of Catholic Character Development Initiative	Continued focus on board wide Catholic Character Development strategy Annual Catholic Character Awards	2010-2011 School Year	Board plan in place and fully implemented

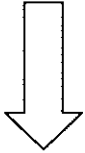

STRATEGIC PRIORITY: FAITH DEVELOPMENT
2010-2011 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
	recognizing students who answered God’s call to “Act justly, love tenderly and walk humbly with their God”		
<p>Liaison with the Office of the Bishop, Deanery and Parishes</p> <p>Ongoing communication between the diocese/board/school.</p> <p>Liaison with St. Peter’s Institute for Catholic Formation</p> <p>Delivery of Parts I, II and III of Religion Course</p> <p>Catholic Education DVD Project</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>Continued participation in a variety of collaborative activities with St. Peter’s Institute including the First Annual Festival of Faith</p> <p>Delivery of Parts I, II and II of Religion Course</p> <p>Communicate to all stakeholders the goals of Catholic Education</p>	<p>2010-2011 School Year</p>	<p>Ongoing communication with the Office of the Bishop, Deanery and Parishes</p> <p>Ongoing communication with St. Peter’s Institute and shared planning.</p> <p>Ongoing faith development</p> <p>Increased skill and confidence in the teaching of Religion</p> <p>Ongoing Faith development</p> <p>Key goals of our Catholic education clearly articulated</p>

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2010-2011 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>Assessment/Evaluation and Reporting (A.E.R.)</p> <p>Implementation of the new MOE “Growing Success” document and the WECDSB Assessment / Evaluation and Reporting document (Policy, Procedures, Guideline Gr. 1-12)</p>	<p><u>Phase One</u> Consultation- Board, Curr, Spec. Ed., Elementary/Secondary</p> <p><u>Phase Two – P/VP Training</u> Provide document to Coordinators, Consultants and system support personnel</p> <p><u>Phase Three – Staff Implementation</u> Administrators SEAC</p> <p><u>Phase Four - Monitoring</u> Teachers, parents, community partners</p> <p>Systematically explore Class and Student Profile electronic templates</p>	<p>2010-2011 School Year</p> <p>September 15/16, 2010 4:00 – 6:00 p.m. P/VP Training</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 learning needs</p>
<p>Student Learning Scans in 50% Elementary schools (up 25%) and 100% secondary schools up from 2/8 schools</p>	<p>Job-embedded professional development school/student specific</p> <p>Support provided through consultants, coordinators, Board Strategy Team, Assistant SO’s and Superintendents</p>	<p>2010-2011 School Year</p>	<p>-EQAO -PM Benchmarks -CBM scores -Report cards -Development of student/ classroom/ school profiles</p>

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2010-2011 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>Increase awareness and knowledge of 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>Continuation of the “Lunch & Learn” for Principals at the Family of Schools meetings</p> <p>Expand on the opportunities for administrators: Three full-day Principal mtgs. Three after school sessions (4:00-6:00 p.m.) A.E.R. focus</p>	<p>2010-2011 School Year</p> <p>3 times per year in 2010-2011</p> <p>3 times per year in 2010-2011</p>	<p>Trustee/ Principal feedback</p> <p>Principal feedback</p> <p>Observed applicable changes in the schools</p> <p>Visits by ASO’s develop and monitoring of school visit summary.</p> 
<p>Raise awareness and teacher capacity in student achievement.</p> <p>Principals in schools to monitor student achievement on an ongoing and consistent basis.</p>	<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>2010-2011 School Year</p>	<p>Improved and sustained student achievement: EQAO, PMB, CBMs, Report Cards</p> 

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2010-2011 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
	Provide voluntary monthly after-school professional development for teachers and support staff	Monthly	Attendance and expression of indicators
Assessment Evaluation Reporting (A.E.R. focus)	CASI implementation Gr. 7 & 8	2010-2011 School Year	Improvement of assessment indicators Evidence of more specific and measurable goals in School Improvement Plans
IEPs Measurable goals (S.M.A.R.T. goals) Expectations tied to the Ontario Curriculum	Continue and expand on internal IEP audit Provide ongoing support with the professional development package prepared in Spring 2009	2010-2011 School Year	Through our IEP audit, CBMs, PMBs and report cards
Improved Transition Planning	Continue with 2009-10 plan, with a second Program Specialist Expand Pilot “Connections for Students” in collaboration with Thames Valley Children’s Centre and partake in a Ministry review of Connections	2010-2011 School Year	Meet criteria for PPM 140 and observe outcomes of transition plans

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2010-2011 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>P.A.L.S. (Peer Assisted Learning Strategies) Improve Programming Fidelity</p> <p>Improve consistency in data tracking/reporting</p> <p>Foster a better understanding of uses of CBM tools</p> <p>Implement PALS reading in Life Skills classrooms</p> <p>Cautiously move forward with Numeracy PALS</p>	<p>Develop K. PALS program to be effective in K Program</p> <p>Develop systematic tracking tool in conjunction with the U of W</p> <p>Graduate student program</p>	<p>2010-2011 School Year</p>	<p>Reduce wait times for psychological assessments</p> <p>Reduction in the number of referrals to special services</p>
<p>PEER Pals (Peer Establishing Effective Relationships)</p> <p>Introduce the classroom component in identified schools</p> <p>Increase social interaction</p> <p>Increase data collection to support purchase of resources and materials</p>	<p>Provide new outdoor equipment for each school</p> <p>Additional support for teaching social skills (DTT)</p> <p>Utilize technology, Ipads, Ipods</p> <p>Job embedded training for staff</p>	<p>2010-2011 School Year</p>	<p>Data to demonstrate increased reading fluency via CBMs, PMBs, EQAO and ongoing teacher assessment and evaluation</p> <p>Decrease in behaviour with data</p>

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2010-2011 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>Elementary Increase students achieving at Level 1 to Level 2 Level 2 to Level 3 Level 3 to Level 4</p>	<p>Incorporate a more focused approach on reading/writing by concentrating on comprehension /retelling/making connections</p> <p>Replicate Student Work Study Initiative and CODE JK – Gr. 1 Assessment project.</p>	<p>2010-2011 School Year</p>	<p>Evidence of alignment between PMB/CBM's & EQAO, report card data/CASI and other standardized assessments</p>
<p>Secondary Reduce the gap between students studying at the Academic applied levels</p> <p>Maintain decrease in gender gap @ Gr. 3,6,9</p> <p>Increase the achievement of students studying at Essential level</p>	<p>Provide teachers with in class support on implementation of D.I. strategies</p> <p>Continue to support Gr. 9/10 students at Essential levels to become fluent readers by providing teacher support and resources.</p> <p>Implement Gr. 9 Practice Literacy Test to identify potentially at risk of not passing the OSSLT</p>		<p>Direct observation by ASO & P/VP if increased capacity of teachers to align instruction with learning needs</p> <p>School based System based analysis of OSSLT data and systemic data</p>

Mario Iatonna
Superintendent of Business



STRATEGIC PRIORITY: FAITH DEVELOPMENT
2010-11 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
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>Conduct at least one meeting per school year with senior Diocese administration and local Deanery representatives. (M. Iatonna)</p> <p>Conduct at least one meeting per school year with Diocese staff. (M. Iatonna)</p>	<p>November 2010</p> <p>February 2011</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>
Advance pending property matters with the Diocese to assist the Diocese in the planned consolidation of parishes.	<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>Continue to seek innovative means of assisting Diocese with the disposition by the Diocese of St. Gregory Church. (M. Iatonna)</p> <p>Assess the need and define the property requirements for the Board at St. William given the potential disposition of the adjacent St. William Church property. (M. Iatonna)</p>	<p>December 2010</p> <p>June 2011</p> <p>June 2011</p> <p>August 2011</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 long 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 long term.</p> <p>Agreement in principle is achieved with the Diocese regarding property transfer.</p>

STRATEGIC PRIORITY: FAITH DEVELOPMENT
2010-11 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
Continue to foster a faith-based work environment.	Continue to provide daily faith reflections by email. (M. Iatonna) Continue to promote participation by staff through prayer at formal meetings and by encouraging attendance at faith activities. (M. Iatonna)	Sept. 2010 to Aug. 2011 Sept. 2010 to Aug. 2011	Emails are sent out in the noted frequency. Prayer is conducted as recorded in minutes and staff attends faith activities.

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2010-11 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
<p>Address recommendations not completed in 2009-10 pertaining to the Business Department contained in the July 20, 2009 Operational Review Report prepared by the Ministry of Education.</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 2011</p>	<p>Enhancements included in first quarter financial report and submitted on time to Board.</p>
	<p>Expand the Audit Committee to include at least two external members. (M. Iatonna)</p>	<p>January 2011</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>June 2011</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 institution. (M. Iatonna)</p>	<p>August 2011</p>	<p>Formal report submitted to Board with recommendations.</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>August 2011</p>	<p>Formal report submitted to Executive Council with recommendations.</p>
	<p>Maintain an approved list of contractors, architects, and related professionals. (S. Ficon)</p>	<p>August 2011</p>	<p>Formal report submitted to Executive Council with recommendations. List provided on shared internal database.</p>

STRATEGIC PRIORITY: STUDENT ACHIEVEMENT
2010-11 School Year

ACHIEVEMENT EXPECTATIONS	STRATEGIES	TIMELINES	SUCCESS INDICATORS
Address recommendations not completed in 2009-10 pertaining to the Facilities Services Department - Maintenance functions contained in the July 20, 2009 Operational Review Report prepared by the Ministry of Education.	<p>Establish a 5-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>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)</p>	<p>January 2011</p> <p>January 2011</p> <p>August 2011</p>	<p>Program submitted to Executive Council with recommendations.</p> <p>Tracking report and consolidated billing is submitted to Superintendent of Business.</p> <p>Report submitted to Executive Council.</p>
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. 2010 - Aug. 2011	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. 2010 - Aug. 2011	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. 2010 - August 2011	Training scheduled and provided.



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"