

TORONTO CATHOLIC DISTRICT SCHOOL BOARD

MULTI-YEAR STRATEGIC PLAN



OUR MISSION

The Toronto Catholic District School Board is an inclusive learning community uniting home, parish and school and rooted in the love of Christ.

We educate students to grow in grace and knowledge 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 dignity, solidarity, and the common good,
- that high standards and expectations foster greater achievement,
- that people thrive in a safe, healthy and compassionate environment grounded in respect for the diversity of every person,
- that teaching is responsive to individual needs,
- that teaching and learning 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 competencies – collaboration, real world problem solving and innovation, knowledge construction, skilled communication, self-regulation and the use of information communication technology for learning, are essential.

Multi-Year Strategic Plan

OUR STRATEGIC GOALS

LIVING OUR CATHOLIC VALUES



To understand and apply Catholic 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 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 achieving academic excellence and meeting the *Ontario Catholic School Graduate Expectations*:

- Students will meet or exceed the provincial average in literacy and numeracy as measured in Education Quality and Accountability Office (EQAO) assessments;
- Students will exceed the provincial average in credit accumulation and graduation rate;
- Staff will implement effective assessment practices (for/as learning) that incorporate learning goals, co-created success criteria and provide descriptive feedback to support student learning;
- Staff will share assessment practices with parents to ensure parent engagement with a common understanding of assessment for/as learning.

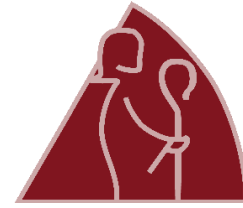
To support our students' ability to apply critical and innovative thinking in all subjects we will:

- Use evidence-based teaching and learning strategies to provide students opportunities to become discerning believers, effective communicators, reflective thinkers, self-directed learners, collaborative contributors, caring family members and responsible citizens;
- Use differentiated instruction to ensure that individual learning needs are accommodated and to engage students fully in their learning;
- Support investments in technology that continue to foster digital literacy, creativity, innovation and collaboration.

To create welcoming, healthy and equitable learning environments for all students:

- Provide all students with equitable 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 that all students are eating nutritionally and are physically fit;
- Provide all students with safe, healthy learning environments by promoting a positive school climate, inclusive and accepting of all pupils, and by promoting the prevention of bullying.

ENHANCING PUBLIC CONFIDENCE



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

- Improve communication and consultation, that reflect the mission, vision and values of the board, with our stakeholders;
- 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;
- To ensure accountability, fairness and transparency to the public in all processes and policies;
- Strive to ensure equitable treatment of all stakeholders.

PROVIDING STEWARDSHIP OF RESOURCES



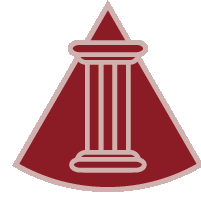
To establish integrated decision-making structures and processes to support responsive and responsible allocation of resources we will:

- Ensure all students have the appropriate resources they need to support their learning within the available budget;
- Increase the 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;
- Ensure regular financial analysis of the Board's operating revenues and costs in comparison to the Board's operating budget;
- Publicly report financial updates on a quarterly basis, as well as the Annual Financial Year-End Report.

ACHIEVING EXCELLENCE IN GOVERNANCE



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

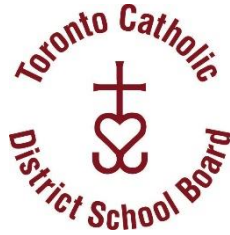
- Build trustees', senior staffs' and students' capacity for governance;
- Provide professional learning to strengthen leadership, accountability and transparency at all levels;
- Regularly review board meetings and committee meetings for the purpose of continually improving evidence-based decision making and accountability;
- Develop appropriate managerial and trustee governance oversight to carry out the annual plan in a fiscally responsible and transparent process.

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;
- Ensure ongoing leadership development grounded in the Catholic Leadership Framework for superintendents, principals, vice-principals, business management staff and aspiring leaders;
- Ensure effective succession planning strategies are in place for recruiting, selecting, cultivating, empowering and retaining leaders;
- Ensure that staff recruitment and promotion processes are transparent, inclusive, and reflect the mission, vision and values of the board;
- Recognize excellence and support professional growth through performance appraisal, mentorship and other system strategies;
- Work collaboratively and proactively with unions and associations to continue to build positive relationships of trust and mutual respect.



TORONTO CATHOLIC DISTRICT SCHOOL BOARD TRUSTEES

2015 - 2016

Wards

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Angela Gauthier, Director of Education
Angela Kennedy, Chair of the Board

Without a vision the people perish
Proverbs 29:18

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