



REPORT TO

REGULAR BOARD

TRUSTEE/STAFF STRATEGIC PLANNING SESSIONS

Mission is never the fruit of a perfectly planned program or a well-organized manual. Mission is always the fruit of a life which knows what it is to be found and healed, encountered and forgiven. Mission is born of a constant experience of God's merciful anointing. -- Pope Francis

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October 13, 2016

First Tabling

October 20, 2016

Review

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Angela Gauthier, Director of Education

RECOMMENDATION REPORT

Vision:

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

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



R. McGuckin

Associate Director of Academic Affairs

A. Sangiorgio

Associate Director of Planning and Facilities

C. Jackson

Executive Superintendent of Business Services and Chief Financial Officer

Angela Gauthier

Director of Education

A. EXECUTIVE SUMMARY

This report presents the outcomes of the 3 strategic planning sessions held on January 30th, September 27th and September 28th, 2016 and recommends that next steps include:

1. Building the strategic objectives and priorities into a more detailed and explicit strategic plan for the Board;
2. Ratifying and approving the Principles for Effective Trustee-Staff Relations; and
3. Creating a system of accountability for the Principles for Effective Trustee-Staff Relations.

The cumulative staff hours required to produce this report is 6 hours in total

B. PURPOSE

The purpose of this report is to summarize the outcomes of 3 strategic planning workshops that senior staff and trustees have participated in since early 2016.

Summary notes prepared by Hugh MacPhie, of MacPhie and Company Inc., are included as Appendix A and Appendix C.

The report also proposes recommendations for further action.

C. BACKGROUND

1. On January 30th 2016 senior staff and trustees participated in a strategic planning workshop which reflected on roles and responsibilities, principles for staff/trustee relations as well as objectives and priorities. This session was facilitated by Hugh MacPhie (Appendix A). A detailed report has already been presented to Trustees summarizing this activity.
2. On September 27th trustees and staff met without a facilitator and addressed the issues of Governance, Renewed Math Strategy, Budget and Communications (Appendix B). These topics were proposed by trustees and staff.
3. On September 28th a third session was held with Hugh MacPhie and delved deeper into the issues of Objectives and Priorities, Principles for Effective

Trustee/Staff Relations and Next Steps that were introduced on January 30, 2016 (Appendix C).

D. METRICS AND ACCOUNTABILITY

1. It is critical that the outcomes of these three sessions form the basis of a go-forward action plan in order that the broader goals of the Multi Year Strategic Plan are successfully met.
2. If Trustees approve, a system of accountability for the “*Principles for Effective Trustee - Staff Relations*” will be developed as per the recommendation of the consultant.
3. A follow up session for May 2017 is recommended and subsequently bi-annual sessions should be held in the fall and late spring of each academic year.
4. The purpose of these sessions would be to assess ongoing progress and concerns and to make changes as required.

RECOMMENDATIONS :

1. That the following categories outlined as Strategic Objectives and Priorities in Appendix C be approved and form part of a detailed strategic plan for the Board.
 - Student Success and Achievement
 - Financial Stability
 - Employer of Choice
 - Facilities and Technology
 - Communications and Relationship Building
2. That the Board ratify the *Principles for Effective Trustee-Staff Relations* as outlined in Appendix A.
 - Remember our cause and ask: “what are we trying to achieve here?”
 - Be kind and show empathy
 - Seek to genuinely understand different points of view
 - Focus on issues and ideas
 - Get to “common ground” within the grey zone

- Understand implications of individual decisions
 - “Hold the tension” between local and Board goals
3. That a system of accountability for the Principles for Effective Trustee-Staff Relations be jointly created by staff and trustees.
 4. That subsequent meetings for May 2017, Fall 2017 and Spring 2018 be approved.