

INFORMATION REPORT

ITEM 10.3

STRATEGIC PLAN 2016-2021
DIRECTOR'S REPORT TO TRUSTEES – YEAR ONE OF IMPLEMENTATION

PURPOSE:

The purpose of this report is to provide the Board of Trustees with an update on the monitoring results on Year One of the implementation of the Board's multi-year strategic plan.

BACKGROUND INFORMATION:

In September, 2016, the Halton Catholic District School Board launched a new multi-year strategic plan. The plan, *Focus on Our Students: Strategic Plan 2016-2021*, identifies specific outcome measures in four areas of priority (pillar): *Achieving, Believing, Belonging, and Foundational Elements*.

To assess our progress on Year One of our multi-year plan, Research and Development Services conducted a monitoring activity at the end of the 2016-2017 school year to collect perceptual data from stakeholders (parents, teachers, educational assistants, students, administrators, support staff, Curriculum and Special Education staff, Corporate staff, Pastors and parish representatives). This report contains the results from our monitoring activity, which asked stakeholders to comment on how well we did with respect to meeting our strategic goals, and areas of improvement.

The goals within each pillar and their accompanying actions were also monitored at the end of Year One. This report highlights successes that were accomplished under each area of strategic priority, and are attached as **Appendix A**.

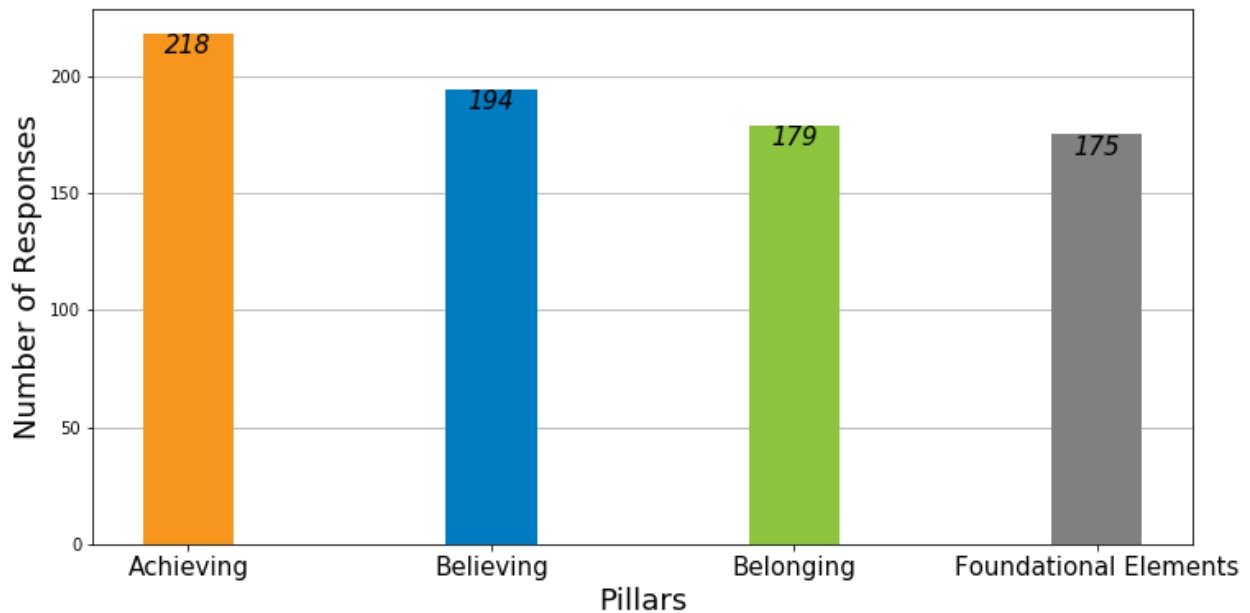
REMARKS:

Monitoring Activity: Part 1

In total, 932 stakeholders provided comments in this monitoring activity. Feedback was gathered in two ways: through a focus group and an online survey. Focus groups were held in May and July 2017. An invitation to provide feedback was emailed to all parents and staff with a link to the online survey.

The questions asked in each method were identical and so responses were combined. The total number of responses included in the analysis was 766.

Figure 1 shows the breakdown of responses by each area of priority (pillar).



A thematic analysis was conducted to identify key themes in the feedback. Each pillar, and accompanying question, has its own set of themes. A summary of the resulting themes are included below. [Access the interactive summary here.](#)

Key Themes Identified in Feedback Received from Stakeholders



Achieving: Meeting the needs of all learners

What went particularly well?

- We are using multiple strategies for differentiated learning
- We have highly skilled teachers

What needs improvement?

- We need to provide teachers with more learning opportunities to improve teaching strategies for the range of learners



Believing: Celebrating our Catholic faith and aspiring to be models of Christ

What went particularly well?

- We are able to provide a Catholic learning environment

What needs improvement?

- We need to understand the school experience from the perspective of a non-Catholic student
- We need closer integration of Catholic faith and school activities



Belonging: Embracing relationships and sustaining safe and welcoming schools

What went particularly well?

- We have a diverse range of programs and events

What needs improvement?

- We need to better address safety concerns (e.g. school security, school access and emergency procedures)
- We need to ensure that all students feel welcome, safe and included



Foundational Elements: Optimizing organizational effectiveness

What went particularly well?

- We frequently communicated with staff and were organized in our planning
- We found that certain technologies assisted us in our work

What needs improvement?

- We need to improve communication from school to home, communication from board to schools, and communication between departments.

Monitoring Activity: Part 2

To monitor our actions under each area of strategic priority, all departments were asked to provide details about the efforts, to date, that speak to the actions listed on the strategic plan. The successes from 2016 are summarized in **Appendix A**.

NEXT STEPS:

Overall, we have made significant progress towards fulfilling the goals outlined within our strategic plan. The senior staff team is currently refining the 2017-2018 System Priorities, which will incorporate the areas of improvement identified through our monitoring activities, and guide our work towards fulfilling the strategic goals and objectives. Once finalized, the System Priorities will be provided to Trustees.

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