



Excellence | Equity | New Evangelization

The Student Well-Being and Achievement Board Improvement Plan

2015 – 2016 Balanced Scorecard



Durham Catholic District School Board
Catholic Education: Learning and Living In Faith



Our Mission

We are called to celebrate and nurture the God-given talents of each student as we serve with excellence in the light of Christ.

Our Vision

Each student in our Catholic learning community embodies excellence and equity by embracing the Ontario Catholic School Graduate Expectations—to be:

- a discerning believer;
- an effective communicator;
- a responsible citizen.
- a reflective, creative and holistic thinker;
- a self-directed, responsible lifelong learner;
- a collaborative contributor;
- a caring family member; and

Our Catholic Values

By living these values with an open mind and a faithful heart we bear witness to these words: “You are the hope of the Church and of the world. You are my hope.” – Saint John Paul II

As a Catholic Learning Community, we value:

Faith, evangelizing ourselves and others through scripture, sacrament, prayer and action in service with the home, school and parish.

Hope, giving witness to the belief that we can become who we are called to be.

Love, being present to others with care, compassion, solidarity, community and joy.

Peace, creating opportunities for contemplation, spirituality, reconciliation and forgiveness.

Wisdom, listening and responding to the Holy Spirit.

Inclusion, ensuring a sense of belonging by promoting the dignity and worth of each human life.

Excellence, building on God’s grace to achieve our earthly and eternal vocations.

Creativity, celebrating diverse and innovative expressions of God’s gifts.

Service, seeking out and responding to local and global needs with prudence, fortitude, humility and charity.

Stewardship, shepherding God’s creation and resources for the common good.

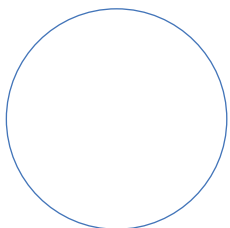
Responsibility, demonstrating accountability and fidelity in our thoughts, words and deeds.

Justice, acting and serving with integrity in communion with the Gospel and teachings of Jesus.



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Message from the Director of Education

The completion of the 2015 – 2016 school year provides us with the opportunity to reflect on our accomplishments as we assess the results and outcomes of our Student Well-being and Achievement Board Improvement Plan. I am pleased to be able to share our findings through the 2015 – 2016 Balanced Scorecard.

Durham Catholic District School Board is a learning organization committed to realizing the strategic goals and priorities set out in the Discovery 2020 Strategic Plan and our annual Board Improvement Plan. Our 2015 – 2016 Balanced Scorecard is a reflective reporting tool that holds us accountable to the goals we set out for this school year. Through a continuous cycle of review and monitoring we are able to articulate, both to our internal and external stakeholders, what has been accomplished and areas we can continue to build on.

We have much to be proud of as a system. Every member of our learning organization demonstrates a deep commitment to achieving our mission, vision and values in Catholic education. I wish to express my sincere thanks to our families, partners, community members, trustees and all staff members for your support and dedication in achieving excellence in our school communities.

Yours in Catholic Education,
Anne O'Brien
Director of Education



Witnessing Faith Celebrating Equity, Excellence and New Evangelization

Creating and Sustaining a Caring Catholic School Culture

Strategic Goal

To enrich the Catholic school culture of each school using an audit template.

Results and Outcomes Achieved

- ✓ An audit template has been drafted.
- ✓ Drafted template supported the triad of parish, home and school.
- ✓ Catholic Conversation Teams have been formed and feedback related to faith formation, Catholicity and school/parish relationships has been gathered.



Building Relationships and Developing People

Strategic Goal

To create an adult faith formation and development plan for staff of the Durham Catholic District School Board.

Results and Outcomes Achieved

- ✓ Created an adult faith and development plan for the Board's staff and community.
- ✓ Adult faith evenings have taken place in the community.
- ✓ Faith formation resources have been posted to the Intranet and Internet.
- ✓ Faith ambassadors have collected and collated adult faith formation feedback.

Teaching and Learning in the Formation of a Distinct Catholic Identity

Strategic Goal

To foster a culture of teaching and learning which nurtures and reflects the Ontario Catholic School Graduate Expectations.

Results and Outcomes Achieved

- ✓ Student Summit took place.
- ✓ Feedback from Student Summit was gathered and reviewed.
- ✓ Witness Walk of Faith took place across all Durham Catholic schools.





Teaching and Learning

Leading and Learning in the 21st Century Classroom

Instruction for the 21st Century

Strategic Goal

To improve student engagement and achievement through the mathematical processes in the context of a balanced numeracy program.

Results and Outcomes Achieved

- ✓ Implemented the Numeracy Action Plan for school leaders and educators.
- ✓ Schools have identified areas for growth related to the plan and have developed professional learning strategies to address those needs.
- ✓ Focused professional learning to increase alignment between current practice and the Numeracy Action Plan.
- ✓ Adapted the Collaborative Inquiry for Learning: Mathematics model for professional development that is focused on an identified component of the Numeracy Action Plan.
- ✓ Continued to focus specific intervention programming in numeracy at the school level, providing explicit training and supports at the system level.
- ✓ Trained new school administrators on effective use of EQAO reports for School Improvement Plans.
- ✓ Promoted educator participation in the Sharing of Excellence workshop series for numeracy.
- ✓ Promoted the Board/Ministry developed resources in schools.



Instruction for the 21st Century

Strategic Goal

To expand the use of the inquiry process in teaching and learning for educators and students.

Results and Outcomes Achieved

- ✓ Promoted participation in the Sharing of Excellence professional learning opportunities for educators.
- ✓ Deployed central staff to support inquiry-based learning across the system.
- ✓ Explored collaborative inquiry as a method of learning for both students and adults through professional development of school leadership teams and staff.
- ✓ Directed funding for professional learning initiatives to support inquiry models across all subjects and grades.
- ✓ Engaged school administrators in a principal collaborative inquiry process.
- ✓ Provided examples of effective collaborative inquiry processes in practice.
- ✓ Shared the results of various collaborative inquiries with school and board teams.
- ✓ Improved student achievement and engagement.
- ✓ Increased staff engagement in professional learning.

Achieving Instructional Excellence

Strategic Goal

To collaboratively and effectively implement the Ontario Health and Physical Education Curriculum within the context of our Catholic world view, faith and traditions.

Results and Outcomes Achieved

- ✓ Continuously safeguarding the Catholic context.
- ✓ Built knowledge and common understanding of the Health and Physical Education Curriculum through provincial and Institute for Catholic Education (ICE) training sessions.
- ✓ Provided information sessions for Trustees.
- ✓ Provided training and professional learning for all school administrators and senior administration.
- ✓ Supported participation of staff in writing projects with ICE.
- ✓ Ensured a Catholic presence on a provincial leadership team for implementation of the curriculum.
- ✓ Built parent understanding and support through distribution of information developed by ICE; parent-teacher information nights; and responses to inquiries.
- ✓ Renewed focus on communication with parents regarding the Family Life curriculum as delivered through the Fully Alive program.
- ✓ Provided training to key stakeholders, including curriculum chairs, mental health leads, educators, chaplains and administrators.

In Progress

- Providing lessons and supplementary resources created by ICE to address sensitive issues in a manner that is consistent with our Catholic faith.



Expanding Pathways

Differentiating Opportunities for Every Student's Future

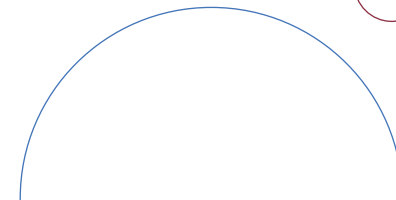
Adopting a Pathways Planning Mindset

Strategic Goal

To develop the necessary knowledge and skills for staff that will support the implementation of the education and career/life planning program.

Results and Outcomes Achieved

- ✓ Developed and implemented a formal education and career/life planning program that makes learning relevant and personal for all students.
- ✓ Created a survey for all schools to gather data on career/life planning.
- ✓ Created a Pathways Advisory Committee at each school with timelines and milestones.
- ✓ Implemented a platform to create an electronic version of the All About Me Portfolio.
- ✓ Implemented a tracking system? for the Individual Pathways Plan for Grade 7 and 8 students.
- ✓ Enhanced the pathways component in School Improvement Plans.



Assisting Students with Transitions Planning

Strategic Goal

To encourage well-being and student achievement.

Results and Outcomes Achieved

- ✓ Supported school transition teams in the creation of students' Individual Pathways Plans (IPPs).
- ✓ Implemented grade-to-grade transition planning.
- ✓ Created collaborative inquiry opportunities that support cross panel collaboration for cross curricular projects, such as Robotics, Numeracy and UPMath.
- ✓ Grade 7 and 8 students have reviewed their IPPs at least twice.

Promoting Student Engagement

Strategic Goal

To create a positive culture about Student Success.

Results and Outcomes Achieved

- ✓ Provided information sessions on Student Success initiatives: Supervised Alternative Learning (SAL), Dual Credit programs, Specialist High Skills Major (SHSM) programs, Crown Ward Education Championship Team, Transitional Pathways, Cooperative Education and Ontario Youth Apprenticeship Program (OYAP).
- ✓ Launched and promoted SHSM programs in identified secondary schools.
- ✓ Identified areas for potential Dual Credit programs.
- ✓ Promoted the Crown Ward Education Championship Team at all schools and provided support as needed.

In Progress

- Expanding Student Voice Forums to elementary schools.





Inspiring Leadership

Promoting a Culture of Professional Growth

Capacity Building

Strategic Goal

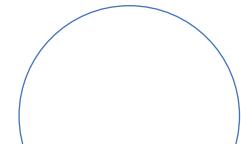
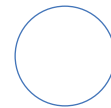
To develop a Human Resources Management Program for school and Board administrators.

Results and Outcomes Achieved

- ✓ Researched best practices for like programs at other school boards.
- ✓ Collaborated with Principals and Vice-Principals Association locally and provincially to establish working groups.
- ✓ Engaged in ongoing dialogue with the Catholic Principals and Vice-Principals Association and Middle Management employee groups regarding implementation plan.
- ✓ Identified relevant modules for managing in a unionized environment that are consistent with the Ontario Leadership Framework.
- ✓ Established a plan to launch the program.

In Progress

- Proposed program delivery is being reviewed.



Employee Performance Growth

Strategic Goal

To establish and implement a comprehensive Annual Growth Planning (AGP) process and performance management tool for para-professional staff in a collaborative approach to develop, implement and monitor goals.

Results and Outcomes Achieved

- ✓ Drafted the Annual Growth Plan and Performance Management Tool to reflect the Board's and Student Services Department's strategic priorities.
- ✓ Reviewed drafts with stakeholders to gain consensus.

In Progress

- Ongoing consultation with stakeholders regarding the process.
- Piloting the relevant tools and processes with selected employee groups.
- Official launch of the performance management program.



Board Leadership Strategy

Strategic Goal

To establish a professional development learning series and growth opportunities for school and Catholic Education Centre (CEC) secretarial/clerical staff which foster job-embedded learning and succession planning.

Results and Outcomes Achieved

- ✓ A joint committee was formed to facilitate the job evaluation process.
- ✓ Position descriptions for all bargaining unit employees have been revised as required and vetted with the management representatives of the joint committee.
- ✓ Meetings were scheduled with the Union to review the revised position descriptions.
- ✓ School-based secretaries were invited to participate in workshops for the April 15, 2016 Professional Activity Day.

In Progress

- Researching like professional development programs at other school boards.
- Development of a central electronic repository for the revised position descriptions which will be shared with relevant stakeholders.
- Designing a survey that provides a gap analysis and identifies professional development needs for school-based secretarial staff.
- A professional development session for school-based secretarial staff is planned by corporate departments.



Celebrating Inclusion

Personalization, Precision and Professional Development

Universal Design for Learning

Strategic Goal

To support the improvement of access to Board facilities, policies, programs, practices and services for all.

Results and Outcomes Achieved

- ✓ Self-Regulation and Resiliency Programs have been delivered in various schools as required: Root of Empathy, Mindfulness, Learn to Breathe, Zones of Regulation.
- ✓ Developed tools and programs for administrators and educators to ensure standard implementation of Safe and Caring Schools procedures.
- ✓ Safe and Caring Schools flipchart and the updated Critical Incident Response Handbook is available in schools for school administrators.
- ✓ Promoted general wellness at professional learning sessions.
- ✓ Supported schools in using the results of their School Climate Surveys in School Improvement Planning.
- ✓ School Improvement Plans include the integration of the Mental Health Action Plan and Bullying Prevention Plan under the Catholic Community Culture and Caring goals.

In Progress

- Increasing the number of schools to receive Self-Regulation and Resiliency Programs.

Differentiated Practice

Strategic Goal

To support educators in implementing effective strategies that meet the diverse learning needs of all students.

Results and Outcomes Achieved

- ✓ Learning sessions are delivered to educators for students for alternative curriculum, such as Life Skills.
- ✓ Enhanced leadership skills of Program Support Teachers (PSTs) and administrators in preventing and resolving conflicts regarding programs and services for students with special education needs.

In Progress

- Exploring community partnerships for the development of a plan to expand programming for students on alternative curriculum.



Precise and Personalized Intervention

Strategic Goal

To foster continued improvement of Individual Education Plans (IEPs).

Results and Outcomes Achieved

- ✓ Learning sessions on numeracy are delivered at PST meetings.
- ✓ Precise and personalized Mathematics goals for students with IEPs are implemented.
- ✓ Tools have been developed and provided to PSTs to enhance creation of effective IEP goals.
- ✓ IEP audits have been completed and results have been shared with stakeholders.
- ✓ Ongoing alignment of IEP numeracy goals and report card comments.





Serving in Partnership Building Connections to Enhance Catholic Education

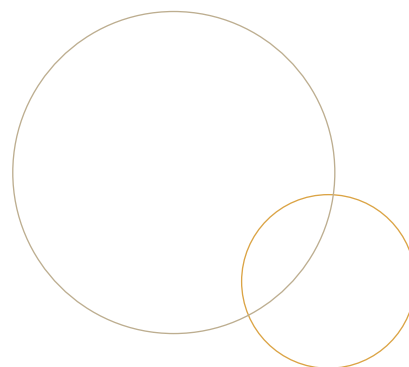
Outreach and Programs

Strategic Goal

To enhance Community Use of Schools outreach programs and strategies that maximize the use of Board facilities.

Results and Outcomes Achieved

- ✓ Revised the Community Use of Schools policy and administrative procedure to meet the needs of community partners.
- ✓ Researched and implemented best practices in Community Use of Schools.
- ✓ Completed a matrix that is reviewed monthly.
- ✓ 95% of Durham Catholic schools are booked for community use.
- ✓ Completed facility enhancements to meet the needs of community partners, subject to Ministry and budget approvals.
- ✓ Scheduled a public meeting for community engagement for June 2016.



Classroom, School and Board

Strategic Goal

To strengthen our partnerships among colleges, universities, employers and community agencies.

Results and Outcomes Achieved

- ✓ Established a community-based steering committee with college, university and community partners.
- ✓ Expanded educational-based research projects by sharing current research and by extending partnerships with external agencies.
- ✓ Created partnerships and affiliations with post-secondary institutions.

Classroom, School and Board

Strategic Goal

To identify all existing and potential partnerships that support the Board and student achievement.

Results and Outcomes Achieved

- ✓ Created and distributed a Partnership Survey to all staff members involved in partnerships.
- ✓ Created a database of existing partnerships and identified potential partnerships.
- ✓ Established an internal partnership committee with staff members who are currently involved in numerous partnerships.
- ✓ Enhanced opportunities for partnerships in accordance with the Board's Community Planning and Partnerships Policy and Administrative Procedure.





Emerging Technology

Empowering Today

for a Changing Tomorrow

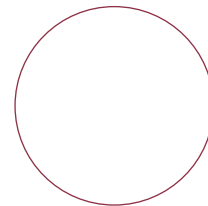
Infrastructure, Security and User Experience

Strategic Goal

To plan and implement technology upgrades that support student achievement.

Results and Outcomes Achieved

- ✓ Increased Wi-Fi density in all elementary and secondary schools, including portables.
- ✓ Increased Internet bandwidth and failover/load-balancing Internet is achieved.
- ✓ Principals and vice-principals are able to make informed decisions using the data warehouse which is fully integrated with our Student Information System, PowerSchool.
- ✓ Prioritized and implemented recommendations for technology solutions.



Infrastructure, Security and User Experience

Strategic Goal

To continue implementation of emerging technology, enabling 21st century education.

Results and Outcomes Achieved

- ✓ Increased student equity regarding access to technology.
- ✓ Mobile technology such as Windows PCs, iMacs, iPads and Chromebooks are being used effectively in the Learning Commons.

In Progress

- Continue researching new emerging technology to enable 21st century education.

Information Management

Strategic Goal

To implement integrated systems to improve productivity and efficiency.

Results and Outcomes Achieved

- ✓ Shared services with other school boards have reduced operating costs.
- ✓ Identified gaps in current processes.
- ✓ Implemented new applications and processes to improve productivity and efficiency.
- ✓ Enhanced the Online Student Application System (OSAS) and implemented a new web-based Custodial Online Operations Logbook (COOL).

In Progress

- Continue implementing systems integration and new applications to streamline processes.





Advancing Communications

Strengthening Relationships
to Enhance Student
Achievement

Collaborative Communication

Strategic Goal

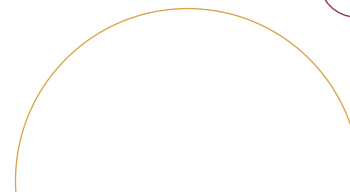
To develop a communications plan in alignment with the Board's strategic plan.

Results and Outcomes Achieved

- ✓ Identified communications priorities through the 21Clicks communications survey.
- ✓ Developed a plan which identifies timelines and milestones for enhanced digital communications.

In Progress

- Establishing communications consultation tools for individual schools to determine the varying needs of different communities.
- Evaluating the effectiveness of Board communications with stakeholders.



Community Engagement

Strategic Goal

To explore the use of technology for enhancing Board communications.

Results and Outcomes Achieved

- ✓ Adopted a content management system to improve ease of use for updating web content.
- ✓ Promoted accessibility compliance and consistency throughout Board communications.
- ✓ Enhanced and grew the Board's online community where information can be shared easily.
- ✓ Launched a public website for users that includes information about programs, services, events, public meetings and more.
- ✓ Web and social media analytics show that online engagement with stakeholders has increased.
- ✓ Developed a mobile app in partnership with the Information and Communications Technology Department which includes push notification capability to extend the reach of communications from the Board, schools and affiliates.

In Progress

- Updating all school websites by September 2016 to reflect the image presented on the Board website at dcdsb.ca.

Branding and Visual Identity

Strategic Goal

To enhance the use of existing communication tools.

Results and Outcomes Achieved

- ✓ Shared good news on the Board's Celebrating Excellence blog via school submissions.
- ✓ Developed templates for school websites.
- ✓ Developed style guidelines for the Board.

In Progress

- Style guidelines to be implemented for use by school website administrators and content creators.





Managing Resources

Establishing Sustainable
Priorities and Raising
Stakeholder Confidence

Resource Management

Strategic Goal

To ensure efficient and equitable allocation of school finances and resources.

Results and Outcomes Achieved

- ✓ Assessed each school community (school budget allocation and school generated funds activity) to inform discussions and identify opportunities.
- ✓ Funds allocated to each school by the Durham Catholic Children's Foundation have been integrated into financial planning and supports at the school level.
- ✓ Initiated discussions with school administrators to affirm common operating requirements and to identify other relevant factors for consideration in the allocation of central funds to support school level activities.
- ✓ A school-by-school technology inventory has been completed to assist in the formation of system standards and to identify areas requiring additional resources and supports.



Financial Stability

Strategic Goal

To efficiently utilize Board facilities to accommodate programs and services.

Results and Outcomes Achieved

- ✓ Initiated studies to review secondary programming opportunities and to consider optimal start times for Catholic secondary schools.
- ✓ School space has been allocated on an equitable basis within both the elementary and secondary panels based on system standards.
- ✓ Adopted a five-year Long-Term Accommodation Plan in order to address demographic pressures and existing surplus space.
- ✓ Commissioned a modified Accommodation Review for the two Catholic elementary schools in the Township of Scugog.
- ✓ Identified a new location to accommodate Oshawa Continuing Education programs and services.

System Accountability

Strategic Goal

To enhance system capacity with respect to financial literacy.

Results and Outcomes Achieved

- ✓ Provided comprehensive financial information to the Audit Committee, Finance Committee and Board of Trustees with respect to the Board's overall financial position, opportunities and challenges.
- ✓ Financial literacy and planning sessions have taken place at various intervals at Administrative Council meetings and Director's meetings with principals.
- ✓ Audited each school for compliance to policy and procedure and to identify potential training and support requirements.
- ✓ Implemented a new Board-level financial system and provided training for all direct users on operational and reporting functions.
- ✓ Hosted information sessions with respect to the Board's Annual Budget, Long-Term Accommodation Plan and Secondary Programming study.





Continuing Education

Serving the Needs and Interests of All Learners

Career Training and Personal Development

Strategic Goal

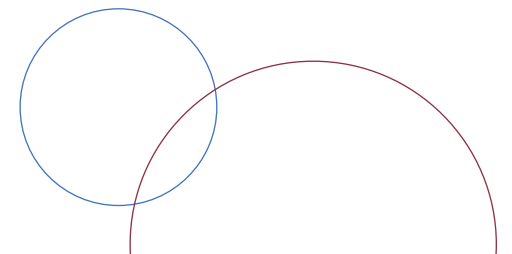
To maintain and develop programs which reflect the interests and needs of the community.

Results and Outcomes Achieved

- ✓ Conducted research for similar programs at other school boards to identify best practices for future course options.
- ✓ Expanded and established programs in current and new sites.
- ✓ New and updated programs reflect the current needs of the community.

In Progress

- Development of a pilot program for continuous intake classes for e-Learning courses.



Expanding and Extending Programs

Strategic Goal

To implement the International Education plan and recruit international learners.

Results and Outcomes Achieved

- ✓ Participated in international student recruitment fairs.
- ✓ Expanded the network of agents to recruit international students.
- ✓ Created recruitment materials, such as pamphlets, folders and a video to showcase the Board for international students.
- ✓ Durham Catholic students have been presented with opportunities to participate in international exchange programs.

In Progress

- Collaboration with the Facilities Services Department and secondary school principals to create a community hub for international students in designated schools.



Promoting Student Engagement

Strategic Goal

To provide transitional pathways which reflect the needs of international learners.

Results and Outcomes Achieved

- ✓ Established an International Student Committee to develop strategies that support transitions and student success for international learners.
- ✓ Determined best practices for transitioning and welcoming students.
- ✓ Developed of a presentation for post-secondary pathways opportunities.
- ✓ International students participated in orientation and welcome sessions.
- ✓ Increased enrollment of international students.
- ✓ Feedback from students, teachers, English as a Second Language consultant/teachers, and school administrators was collected and reviewed.

In Progress

- Development of the Welcoming and Hosting International Students information booklet.



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