



LONDON DISTRICT  
Catholic School  
BOARD

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# Multi-Year Strategic Plan

## 2015 - 2019

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*Inspired by Christ. Learning together. Serving together.*

## Multi-Year Strategic Plan 2015 – 2019

During the 2014 – 2015 school year the London District Catholic School Board engaged in an extensive consultation process with stakeholders called *Shaping our Future*. The consultation process was undertaken to proactively respond to the pressures of declining enrollment and falling revenues and envision the Board in the next 5 years so that the necessary steps can be initiated to realize that future.

Specifically the *Shaping our Future* process was designed to: build capacity, develop ownership, encourage engagement, broaden the knowledge base and establish commitment to change among all members of the London District Catholic School Board community. The outcomes of the process were key in supporting the Board of Trustees and Senior Administration in the development of both the Board's Multi-Year Strategic Plan and the Board's Multi-Year Budget Plan.

Through the *Shaping our Future* consultation process, the LDCSB extended various opportunities and platforms including face-to-face community forums, an on-line information site, principals and staff/departmental meetings, as well as on-line surveys to students, parents, staff and other community stakeholders to contribute their opinions, ideas, and suggestions. Respondents were asked to provide their impressions and comments in relation to six main theme areas: Faith Formation, Academic Achievement and Student Well-Being, Technological Support for Learning and Information Technology, Deployment of Staff, Public Confidence/Service Provision/Communication and Strategic System Management.

The findings stemming from the consultation contributed meaningfully towards informing the Board's strategic direction and action planning and were identified in the *Shaping our Future* Final Report. Key themes that emerged from the consultation included:

- Continue to support faith formation opportunities for students and staff and the teaching of our faith throughout the curriculum
- Dedicate resources to improving student achievement and supporting student well-being
- Support the effective implementation of technology (hardware, software, support personnel, infrastructure) to support student achievement
- Deploy staff to directly/indirectly support student achievement and well-being
- Enhance communication throughout the board (internal and external)

These priorities served as the basis for the development of the Multi-Year Strategic Plan. The following strategic commitments form the basis of the plan:

- We will foster and promote the distinctively Catholic character of our school communities and actively engage our partners through ongoing communication.
- We will implement research based instructional and assessment strategies to support improved student achievement, well-being and reduce achievement gaps.
- We will embed technology throughout the curriculum to support digital literacy, creativity, innovation and collaboration and promote higher levels of student engagement.
- We will engage in innovative and collaborative organizational practices to provide for responsible and sustainable stewardship of resources.

For each of the above strategic commitments the Multi-Year Strategic Plan identifies the actions required to make progress and addresses how we will assess if we are successful.

Our appreciation and sincere thanks to all our staff, students, parents and stakeholders who took the time to engage in the Shaping our Future consultation process and provide valuable input. The feedback we received served as the basis for identifying our Board's priorities.

As a system we continue in our collective efforts and resolve *"To serve our students through excellence in Catholic education"*.

*Linda Staudt*  
Director of Education

**1. Strategic Commitment: We will foster and promote the distinctively Catholic character of our school communities and actively engage our partners through ongoing communication.**

Strategic Initiatives	How We Will Do It	How We Will Know We Are Successful
<p>Intentional partnerships to support ongoing collaboration and communication with our Catholic and community partners</p>	<p>Pursue expanded partnerships and joint projects involving the Diocese, Deaneries, King’s and Brescia Colleges, and the Institute for Catholic Formation along with other relevant organizations in a collaborative and coordinated effort to support Catholic education</p> <p>Explore further ways to strengthen the relationship between the deaneries, parish teams and school staff to enhance ongoing collaboration and communication</p> <p>Build upon community and post-secondary partnerships to support the attraction and retention of international students. Have strategies in place to support a smooth transition and successful integration</p>	<p>Expansion in the number partnerships and joint projects undertaken and increased interaction with partners</p> <p>Review of project goals and outcomes</p> <p>Review strategies used to strengthen relationships through collaboration</p> <p>Review transition and integration strategies to support international students</p>
<p>Comprehensive communication strategy to be developed to communicate and promote the value and impact of a Catholic education</p>	<p>Use of all available media to help parents and community to be aware of the unique Catholic nature of our schools and the programming available (general and specialty)</p> <p>Targeted initiatives in place to support and enhance Student Voice, Parent and Community Engagement</p> <p>Development of a system wide attraction and retention strategy to support the attraction and retention of students</p> <p>Launch of a communication initiative to promote the contribution a Catholic education makes to the lives our students</p> <p>Promotion of the London District Catholic School Board as a destination for international students</p>	<p>Enhanced communication with staff, students, family and the broader community</p> <p>Increased satisfaction among stakeholders that their voices have been heard and valued</p> <p>Review measures to determine if communication initiatives are reaching intended audiences</p> <p>Increase in the type and number of initiatives to promote student voice, parent and community engagement</p> <p>Increase in the retention of students, in particular from Grade 8 to Grade 9</p> <p>Increase in the number of International students enrolled in the board</p>

**1. Strategic Commitment (continued): We will foster and promote the distinctively Catholic character of our school communities and actively engage our partners through ongoing communication.**

Strategic Initiatives	How We Will Do It	How We Will Know We Are Successful
<p>Provide a range of faith development opportunities to support staff and students on their faith journey</p>	<p>Identify ways in which Chaplaincy Leaders can reach out and support elementary schools within their family of schools to support a smooth transition of students from Grade 8 - 9</p> <p>Work with our Catholic community partners to identify, promote and support faith formation opportunities for staff</p> <p>Identify further collaboration opportunities for Chaplaincy Leaders to work together as a team, as well, with parish staff to support ongoing faith formation opportunities</p> <p>Sharing of best practices to support the faith development needs of staff and students</p> <p>Expanded communication with parents, parishes and the community</p>	<p>Increased involvement of Chaplaincy Leaders with varied initiatives to support the transition of grade 8 students</p> <p>Increase in the type and number of opportunities for Chaplaincy Leaders to work together as a team and with parish staff to support ongoing faith formation</p> <p>Review of key strategies and best practices that were implemented</p>
<p>Foster a culture of teaching and learning where Catholic values and social teachings are integrated into all curricula</p>	<p>Provide relevant and engaging religious education programs and experiences that nurture the Catholic faith and spirituality</p> <p>Embed Catholic social teaching into all curricula</p> <p>Provide resources to support the delivery of high quality Religious Education and Family Life programming</p> <p>Seek out prospective teachers with specialization in Religion and Catholic Studies</p>	<p>Catholic faith and spirituality evident throughout the teaching and learning activities in every classroom</p> <p>Teachers, parents and students are able to articulate how the presence of Catholic social teachings is embedded in each curriculum area</p>

**2. Strategic Commitment: We will implement research informed instructional and assessment strategies to support improved student achievement, well-being and reduce achievement gaps**

Strategic Initiatives	How We Will Do It	How We Will Know We Are Successful
<p>Dedicate professional learning resources to support implementation of research informed instructional and assessment strategies</p>	<p>Professional learning for staff to support sustained focus on literacy, numeracy and student well-being</p> <p>Continue to offer a range of professional learning experiences to support educator learning needs such as demonstration classrooms, annual learning fair, online opportunities</p> <p>Continue to build the capacity of educators to address the goals identified in the Board Improvement Plan and more specifically their School Improvement Plan</p>	<p>Increased academic achievement of students on both provincial assessments and report cards</p> <p>Monitoring of the implementation of the Board Improvement Plan for Student Achievement (BIPSA) and the School Improvement Plans for Student Achievement (SIPSA)</p> <p>Aligned structures and shared depth of understanding with respect to school improvement are evident throughout the board</p>
<p>Dedicate resources to support identification of student learning needs to best meet the needs of individual learners</p>	<p>Have in place resources to support tracking of student achievement and precise and timely intervention, specifically the:</p> <ul style="list-style-type: none"> <li>▪ use of relevant diagnostic assessments to monitor student learning and inform instruction</li> <li>▪ use of the problem solving model and the Positive Behaviour Support Team model to address student learning needs and well-being</li> <li>▪ use of the “Compass for Success” tool to monitor student achievement and inform instruction</li> </ul> <p>Strategies in place to support the seamless transition of students into and within the board/school/program</p>	<p>Increase in the use of timely, appropriate, relevant data to inform decisions regarding instructional practice and strategies to address student learning needs and well-being</p> <p>Decrease in the achievement gap for students with specific learning needs such as those with special needs, English Language Learners</p> <p>Analysis of the nature of referrals for the Positive Behaviour Support team</p> <p>Increased capacity within the classroom to address student behavior needs</p> <p>Analysis of the type and number of strategies, tools and resources used to provide effective transition planning</p>

2. Strategic Commitment (continued): We will implement research informed instructional and assessment strategies to support improved student achievement, well-being and reduce achievement gaps		
Strategic Initiatives	How We Will Do It	How We Will Know We Are Successful
Alignment of professional learning resources to provide responsive, efficient, and effective service to schools.	<p>A clearly articulated and communicated board vision to support professional learning</p> <p>Alignment of professional learning resources and central Learning Services staff (Curriculum, Special Education, Student Success) to address student learning needs</p>	<p>All employees are able to articulate the vision to support professional learning</p> <p>Increase in collaboration (both type and number of activities/initiatives) amongst all central Learning Services Staff in addressing student learning needs and supporting professional learning</p>
Enhanced communication throughout the system regarding strategies/initiatives being implemented to improve student achievement and well-being	<p>Timely and relevant two-way communication with school and central staff with respect to key directions, initiatives and efforts to support improved student achievement and well-being</p> <p>Enhanced communication and sharing of strategies to support meaningful parent involvement opportunities</p>	<p>System wide knowledge and implementation of key strategies/initiatives and efforts to support improved student achievement and well-being</p> <p>Assess the type and number of parent involvement activities/opportunities as a result of the sharing of strategies</p> <p>Increase in meaningful parent involvement</p>

**3. Strategic Commitment: We will embed technology throughout the curriculum to support digital literacy, creativity, innovation, collaboration and promote higher levels of student engagement.**

Strategic Initiatives	How We Will Do It	How We Will Know We Are Successful
Equity of board technology equipment and devices	<p>Development of a proactive vision for technology to support core operational/instructional needs</p> <p>Development of an Innovative and Collaborative Technology Services (ICTS) plan that identifies and responds to the operational and instructional needs of the system</p> <p>Monitor equipment through a mobile device management system</p> <p>Identify opportunities to improve equity of technology equipment across the system</p>	<p>Increase in the use of Bring Your Own Device (BYOD)</p> <p>Access to technology for all learners</p>
Staff and students to have access to and be confident in the use of various technologies to support digital literacy, creativity, innovation and collaboration	<p>Provide wireless access to support Bring Your Own Device (BYOD) and cloud computing</p> <p>Have in place reliable bandwidth to support BYOD and cloud computing</p> <p>Provide professional learning and online resources for staff with respect to the use of the various digital resources to support instruction and engage students through authentic and relevant learning experiences</p> <p>Promote the use of electronic databases and online resources to enhance available materials at schools in arriving at a “Learning Commons” approach</p> <p>Organize a ICTS Learning Fair to share technology enabled teaching and learning strategies that support digital literacy, creativity, innovation and collaboration</p>	<p>Increased timely, ongoing and consistent ability to access digital resources</p> <p>Enhanced use of digital resources across the system</p> <p>Review of key strategies and best practices to support the use of the various technologies</p>



**4. Strategic Commitment: We will engage in innovative and collaborative organizational practices to provide for responsible and sustainable stewardship of resources.**

Strategic Initiatives	How We Will Do It	How We Will Know We Are Successful
<p>Optimize the use of resources through school accommodation and program review planning</p>	<p>Investigate community partnership opportunities to re-direct costs associated with unused space</p> <p>Explore possible consolidation regarding underutilized school space</p> <p>Review secondary programming offering to meet student pathway needs</p> <p>Review policies and procedures regarding school boundaries for schools to reduce splitting elementary students between secondary schools</p>	<p>Decrease in the number of empty pupil places</p> <p>Students in all pathways are able to access appropriate secondary programming offerings</p> <p>Increased retention of students</p>
<p>Promote a culture to support stewardship of resources</p>	<p>Explore and adapt measures to reduce costs e.g. use of technology to create a more paper free environment</p> <p>Identify potential opportunities for sharing of services</p>	<p>Decrease in the amount of paper usage</p> <p>Decrease in copying costs</p>
<p>Enhance operational practices to effectively manage human resources and identify further efficiencies</p> <p>Increase staff engagement to further enhance and identify operational efficiencies</p>	<p>Review allocation of staff to support greater alignment</p> <p>Explore the merging of job descriptions and the creation of more streamlined workflows</p> <p>Develop technology and software solutions to improve workflow, reduce duplication and increase efficiency</p>	<p>Streamlined workflows - elimination of the duplication of work/tasks</p> <p>Improved workflow, reduction of duplication and increased efficiency</p> <p>Decrease in the use of manual systems, improved efficiency</p>

**4. Strategic Commitment (continued): We will engage in innovative and collaborative organizational practices to provide for responsible and sustainable stewardship of resources.**

<b>Strategic Initiatives</b>	<b>How We Will Do It</b>	<b>How We Will Know We Are Successful</b>
<p>Professional learning for employees to build organizational capacity to support the board’s mission of serving students through excellence in Catholic education</p>	<p>Continued roll out of the Core Success Factors</p> <p>Provide opportunities for staff to align their skills and abilities in order to further enhance their capacity to serve students through excellence in Catholic education</p> <p>Provide opportunities for staff to strengthen their leadership capacity in providing excellence in Catholic education</p>	<p>All employees will be able to see how their work is directly tied to our mission</p> <p>All employees will be able to articulate the important role each employee group contributes to the board’s mission of serving students through excellence in Catholic education</p>