



Hamilton-Wentworth
Catholic Schools

Believing, Achieving, Serving

**HAMILTON-WENTWORTH CATHOLIC DISTRICT
SCHOOL BOARD**

STRATEGIC PRIORITIES

**Multi-year Plan
2011-2014**

INTRODUCTION

The purpose of this document is to outline the Multi-Year Strategic Priorities for the Hamilton-Wentworth Catholic District School Board. This document flows from the Mission and Vision statement of the Board and is informed by our beliefs and guiding principles. The Board is built on a strong foundation of excellence. We believe that Catholic Education is a call to discipleship and transformation.

The Multi-Year Strategic Plan will guide the work of the Hamilton-Wentworth Catholic District School Board over the term of office for the Board of Trustees (January 2011- December 2014). The plan defines the high-level strategic directions for all core services for the Board.

The Board Improvement Plan forms the basis for the Academic Priorities. The Multi-Year Strategic Plan further addresses key areas relating to Financial Services, Human Resource Services, Plant Operations and Information Communication Technology Services.

As a Catholic school system we are committed to developing and promoting excellence in Catholic Education. We strive to build a strong and collaborative relationship between the home, school, parish and broader community.

Working with our Catholic partners, it is our goal to provide a positive, enriching and nurturing Christ-centred Catholic learning environment for the students entrusted to our care.

Patrick J. Daly
Chairperson

Patricia Amos
Director of Education

PREAMBLE

The Hamilton-Wentworth Catholic District School Board will ensure learners achieve their full potential in learning communities that are a lived experience of the Catholic faith.

Learning communities in the schools of the Hamilton-Wentworth Catholic District School Board:

- are Christ-centered
- are inclusive, safe and nurturing
- provide students with instruction and assessment that is differentiated based on their needs

Learners:

- respect each other as members of the Body of Christ
- live the gospel message of Jesus Christ
- discover and use their unique God-given gifts and talents
- reflect the Ontario Catholic School Graduate Expectations:
 - i. A discerning believer formed in the Catholic Faith Community
 - ii. An effective communicator
 - iii. A reflective and creative thinker
 - iv. A self-directed, responsible, life long learner
 - v. A collaborative contributor
 - vi. A caring family member
 - vii. A responsible citizen

“A Catholic school is one in which God, His truth, His life are integrated into the entire syllabus, curriculum and life of the school.”

[What Is A Catholic School, March 1971].

MISSION

The mission of Catholic Education in Hamilton-Wentworth, in union with our Bishop, is to enable all learners to realize the fullness of humanity of which our Lord Jesus Christ is the model.

The Catholic Community of Hamilton-Wentworth believes the learner will realize this fullness of humanity

□ *if the learning process:*

- *begins at home and is part of family life;*
- *is nurtured within the Parish;*
- *is anchored in the Catholic Faith;*
- *takes place within the context of worship, sacraments, and the life of the Church;*
- *is enhanced by the school community;*
- *is embraced by the learner as a personal responsibility for life.*

□ *if learning takes place in an appropriate and challenging environment*

- *in which members of the school community exemplify the teachings of Jesus Christ;*
- *which reflects gospel values and responsible use of human, financial and natural resources;*
- *which promotes academic excellence and clear indicators of achievement.*

VISION

Learners from Hamilton-Wentworth Catholic Schools will demonstrate:

- *knowledge and practice of their Catholic faith;*
- *the capability of nurturing a strong family unit esteem, respect and responsibility for self and others;*
- *academic competence;*
- *the ability to listen accurately and express knowledge clearly;*
- *independence, critical thinking and effective problem solving;*
- *proficiency with technology in order to adapt to a changing world;*
- *the values, attitudes and skills for effective partnerships;*
- *the ability to transform our society.*

To enable learners to achieve this vision, the faith community of the Hamilton-Wentworth Catholic District School Board will reflect:

- *the centrality of Jesus Christ in our lives;*
- *the teachings of the Catholic Church;*
- *exemplary role models;*
- *social justice, respect and fairness for all;*
- *a dedicated staff;*
- *a curriculum that is dynamic, practical and relevant;*
- *high standards;*
- *an environment conducive to learning;*
- *effective partnerships;*
- *accountability at all levels.*

The Hamilton-Wentworth Catholic District School Board is committed to:

- *Giving witness to the Gospel message of Jesus Christ;*
- *Creating a Catholic community that embraces all learners;*
- *Fostering learning communities that honour and celebrate the God-given potential of each student;*
- *Ensuring inclusive, enthusiastic, high achieving, faith based communities for learning;*
- *Providing programs and services to meet the learning needs of students;*
- *Providing appropriate resources for students and staff for 21st century learning;*
- *Nurturing responsible stewardship of the environment;*
- *Promoting social justice and the preferential option for the poor;*
- *Ensuring that all decisions reflect integrity and accountability;*
- *Transforming the world by educating students to make decisions through the lens of Catholic values.*

GUIDING PRINCIPLES

LIFELONG LEARNING recognizes the natural capacity of all people to learn and grow throughout their lives. In a Catholic educational community, lifelong learning celebrates our capacities as gifts from God, which should be cultivated and nurtured. It also calls us to discovery, exploration, and the delight of learning and sharing as befits our calling to be co-creators with God in the on-going transformation of the world.

EQUITY is the fundamental truth that all people deserve respect, dignity, and fair treatment. In a Catholic educational community, equity derives from the respect, dignity and reverence due all persons as created in the image of God, redeemed by Christ, and sanctified by the Holy Spirit. Equity, as well, recognizes that some schools/students require additional resources to realize the goal of equality in educational opportunity.

COLLABORATION is working together in a spirit of mutual trust and co-operation for the common good. It empowers all members to contribute their unique gifts. In a Catholic educational community, collaboration involves both personal growth within a larger faith community and engagement in our communal journey towards a just and loving society.

EXCELLENCE is the promotion of high expectations and standards of performance. Accountability is the individual and collective responsibility to meet these high expectations and standards of performance. In a Catholic educational community, excellence and accountability derive from the call to nurture and use responsibly our God-given gifts and talents for the individual and common good.

REFLECTION is the process of thinking, examining and evaluating ideas, actions or situations. In a Catholic educational community, reflection allows us to make decisions in light of the common good and gospel values. Reflection is integral to Catholic education because we are called to use an informed moral conscience to evaluate our own and others' thoughts and experiences and to discern the direction of the Spirit for the development of a just and compassionate society.

RECONCILIATION is the healing act of restoring harmony after divisiveness in one's life and in one's personal and communal relationships. In a Catholic educational community, reconciliation is a sign of our healing the wounds of alienation that separate us from God, the Spirit within, and the Christ among us.

STRATEGIC PRIORITIES

Strengthening Our Catholicity - Nurturing Our Catholic Community

This priority includes a proclamation of our Catholic tradition within the school learning community and engaging the Catholic and broader community to be stewards, guardians and advocates for Catholic education. The goal is to ensure that Catholicity remains the foundation upon which the Hamilton-Wentworth Catholic District School Board is governed, organized and administered.

Strengthening Our Catholicity – Nurturing Our Catholic Community

- To encourage and support continuous faith development of staff
- To celebrate Catholic education and bring an awareness and understanding of our Catholic beliefs to all of our partners and the broader community
- To liaise with our partners locally, provincially and with the wider community of Hamilton-Wentworth
- To ensure the development and implementation of the Ministry policy on Equity and Inclusive Education (PPM 119) within the context of our Catholic values.
- To promote activities in support of a “preferential option for the poor”
- Identify potential programs and partnerships that could target students, families and schools from poverty-affected or socially disadvantaged environments
- To recommend promising practices for reduction of waste in the system that will have a positive impact on the system’s environmental footprint
- Establishment of Catholic Coaching Program

Student Achievement and Well-being

This priority reflects our call to educate and to nurture hope in every learner to achieve their full potential to transform God's world. This priority includes curriculum, assessment and instructional strategies and is aimed at demonstration of the local and provincial priorities for education as seen through the lens of the Ontario Catholic School Graduate Expectations.

Student Achievement / Well Being

- To develop and implement the Board Improvement Plan JK to Grade 12
- To carry out the school review cycle for 2011-2014 as per the Catholic School Effectiveness Framework and District Review Monitoring Cycle
- To ensure utilization of appropriate data in decision-making
- To ensure implementation of the *Learning for All* document, Grades JK to 12
- To oversee the implementation of the Early Learning Kindergarten Program (ELKP) 2010-2014
- To meet the needs of the adult learner through innovative programs, services and 21st century learning opportunities
- To ensure the board meets its responsibilities under the safe schools legislation – particularly the new Education Act legislation and amendments such as Bill 157
- To ensure parents are engaged in their child(ren)'s academic and spiritual life through the board level Parent Involvement Committee, Catholic School Councils and through collaborative parish-school relationships
- To provide support for staff and students as it relates to mental health and well-being

Stewardship – Effective Management of Resources

This priority focuses on building and sustaining the infrastructure necessary to improve student achievement and nurture our Catholic community. This priority focuses on our leaders, our organization and the utilization of our resources.

Finance and Capital Planning

- Establishment of Audit Committee
- Enhancement of Financial Management and Reporting practices
- Implementation of new procurement and expense directives relating to supply chain management
- Development of a fully integrated ISYS/Payroll/BAS system
- Development of investment policy
- Integration of capital maintenance system
- Build capacity to improve efficiencies within planning and statistics department

Facilities - Plant Operations

- Establish consistent maintenance standards across all facilities
- Increase efficiency of operational and renewal budget maintenance
- Implement effective practices to ensure energy conservation
- Implementation of “green cleaning” strategies
- To recommend promising practices for meeting the board’s obligations under the accessibility legislation.
- To ensure the board carries out its responsibilities within its resources for *Community Use of Schools*.

Human Resources

- Strengthen labour relations by promoting a culture of collective efficacy, empowerment, trust, and high expectations for all staff
- Maximize efficiency and effectiveness of Human Resources employee data and customer service systems
- Implement Labour Relation best practices in the area of formal orientation programs, performance appraisal, attendance support, progressive discipline, and exit strategies
- Provide professional development and track data to ensure compliance of mandated/legislative training requirements
- Re-organization of Health and Safety department
- Ensure a safe and respectful workplace for all employees (Bill 168)
- Develop leadership skills and competencies of Principals based on the Catholic Educational Leadership Framework

Information Communication Technology

- To provide an infrastructure to support an environment that is conducive to 21st century learning
- To support schools in improving student achievement through the effective use of the data warehouse
- To ensure appropriate support and training opportunities to enhance the ICT business functions required in Finance, Plant Operations and Human Resources Departments

Transportation

- To continue working with the Hamilton-Wentworth Student Transportation Services (HWSTS) consortium to maximize effectiveness and efficiency
- Monitor HWSTS consortium relationships

STRATEGIC DIRECTION FOR CATHOLIC EDUCATION IN HAMILTON-WENTWORTH CATHOLIC DISTRICT SCHOOL BOARD

PRIORITY #1	<u>Strengthening Our Catholicity - Nurturing Our Catholic Community</u>			
	This priority includes a proclamation of our Catholic tradition within the school learning community and engaging the Catholic and broader community to be stewards, guardians and advocates for Catholic education. The goal is to ensure that Catholicity remains the foundation upon which the Hamilton-Wentworth Catholic District School Board is governed, organized and administered.			
FOCUS	GOAL	STRATEGIES	MONITORING	MEASURES OF SUCCESS
FAITH FORMATION	<p>Students and staff will grow in the development of their faith through ongoing religious instruction and renewal, deepen their relationship with God through personal and community prayer, and become agents of the Gospel through their practice of justice and charity.</p> <p>To provide programs, resources and learning opportunities to help educate staff in their faith, nurture their sense of vocation, and deepen their spirituality.</p> <p>To promote activities that will broaden staff understanding of the vision, ideals and mission of Catholic education.</p> <p>Foster initiatives within the schools that connect students with the poor, both globally and locally</p>	<p>Participation in:</p> <p>WFMP [When Faith Meets Pedagogy] CCC [Canadian Curriculum Corporation] ICE [Institute for Catholic Education] Ontario English Catholic Teachers Association (OECTA) Religious Education Courses Religious Renewal Principals' Conference New Teacher Induction Program (NTIP) Friends and Advocates of Catholic Education (FACE) Initiatives EAP[Employee Assistance Program] Pilgrimage Catholic Education Week Catholic Coaching Program DREAMS[Dominican Republic Education & Medical Needs] Diocesan Mass Conferences, retreats, mission trips, justice activities Continue to strengthen the implementation of Religion & Family Life curriculum Deepen the observance of the liturgical year in schools, especially during the seasons of Advent and Lent</p>	<p>Director Board of Trustees Superintendent – Religion & Family Life Religion & Family Life Program Leader Religion & Family Life Consultant Adult Faith Animator Principals Chaplaincy Leaders Teachers</p>	<p>Increased staff participation in activities related to theology and spirituality</p> <p>Evidence of Catholic values and demonstrated commitment to life-long growth in faith</p> <p>Observable educational communities of faith</p> <p>Report Card data on Religious Education</p> <p>Increased visibility in schools of symbols associated with the liturgical seasons</p> <p>Increase student participation and effectiveness of social justice initiatives within schools</p> <p>Report Card data</p>

FOCUS	GOAL	STRATEGIES	MONITORING	MEASURES OF SUCCESS
CELEBRATING CATHOLIC EDUCATION	The Hamilton-Wentworth Catholic District School Board will be recognized for their on-going, positive contribution through the celebration of events and activities that demonstrate the positive contribution that Catholic education makes to the community and beyond.	<p>Engage learners, parents and staff in dialogue on the contribution of Catholic education to the social fabric of the Board and beyond as we live and teach the Gospel values.</p> <p>Celebrate the good news of Catholic education through a variety of media means throughout the school year.</p> <p>Participation in Institute of Catholic Education (ICE) Symposium and follow-up activities.</p>	<p>Director Board of Trustees Communications Officers Web Developer FACE Committee Superintendent with Responsibility for Catholic School Councils Superintendents Principals</p>	<p>Each school will have a staff member with responsibility to promote school-parish - community public relations.</p> <p>Each school will demonstrate positive media contributions on the board and school web pages as well as through local media.</p> <p>The Catholic School Council can demonstrate focused conversations on the value of Catholic Education.</p>
EQUITY AND INCLUSIVE EDUCATION	Staff will have a strong understanding of the system's equity and inclusion policy and will implement equity and inclusion strategies that engage students in experiencing Catholic schools as a place where "Each Belongs".	<p>Implement Equity and Inclusive Education policy - http://www.hwcdsb.ca/downloads/board/policies/HWCDSB%20Policy%20-%20A04%20-%20Equity%20and%20Inclusive%20Education.pdf</p> <p>Inform community of Equity and Inclusive Education policies, practices, and procedures.</p> <p>Embed Equity and Inclusive Education principles into Board and School Improvement Plans.</p> <p>Support schools in review of classroom strategies to promote Equity and Inclusive Education.</p>	<p>Director Board of Trustees Superintendent – Religion and Family Life Superintendents Principals Managers Supervisors Employee Groups:</p> <ul style="list-style-type: none"> • PASS • OECTA • CUPE • CPCO • LIUNA <p>Staff Students</p>	<p>Safe, welcoming and supportive learning and work environment.</p> <p>Compliance with principles of Equity and Inclusive Education policy.</p>

FOCUS	GOAL	STRATEGIES	MONITORING	MEASURES OF SUCCESS
EQUAL OPPORTUNITIES PROJECT	<p>Students facing the challenges of poverty will experience belonging and connectedness to their home school.</p> <p>Staff within the system will understand and ensure a preferential option for the poor.</p> <p>Staff across the system will experience an increase in awareness of Aboriginal culture through the Aboriginal Education initiative and implementation of the Aboriginal Student Self-identification Policy.</p>	<p>Equal Opportunities Committee</p> <p>Review policies and procedures to ensure support for preferential option for the poor.</p> <p>Programs, services and academic support designed to remove socio-economic barriers to student performance and post secondary education.</p> <p>Donations to Equal Opportunities Fund to assist students in need , e.g. Breakfast Program, Out of Classroom Cultural Experiences.</p> <p>Parent engagement opportunities which include and support parents challenged by poverty.</p>	<p>Director Board of Trustees Equal Opportunities Project Co-coordinator Equal Opportunities Schools Superintendents Principals Staff</p>	<p>Students facing the challenge of poverty will experience an increase in attendance, academic performance, credit accumulation, graduation rates and volunteer hours.</p> <p>Achievement Date/EQAO, Report Card data</p> <p>Daily attendance PM Benchmarks DRA Assessments</p>
ENVIRONMENTAL STEWARDSHIP	<p>The Board will demonstrate care and protection of creation through responsible stewardship.</p> <p>The Board will be proactive making year-over-year progress in reducing the system's impact on the environmental footprint.</p>	<p>The system SERE (Social and Ecological Responsibility in Education) Committee will provide system level leadership to promote and enhance Environmental Stewardship.</p> <p>Board Environmental Policy - http://www.hwcdsb.ca/downloads/board/policies/HWCDSB%20Policy%20-%20BM05%20-%20Environmental%20Policy.pdf</p>	<p>Director Board of Trustees Superintendent-Religion and Family Life Superintendents SERE Committee ECO-School Reps Principals Staff Students</p>	<p>ECO-School Certification</p>

FOCUS	GOAL	STRATEGIES	MONITORING	MEASURES OF SUCCESS
PARISH RELATIONS	Schools will be engaged with their local parish in terms of sacramental preparation and celebration, school Masses and liturgical reconciliation services.	Each school will conduct a gap analysis with their local pastor of the parish-school relationship to develop strategies appropriate for the school to engage the parish in the life of the school.	Director Board of Trustees Superintendents of Education Principals/Vice-Principals Assistants/Interns Staff member responsible to promote school-parish community public relations Teachers Parish Priests Catholic School Councils Parents	Youth groups in parishes Positive relationship between Pastor and school community Increased youth attendance at Sunday liturgies
CATHOLIC COACHING	To achieve the highest standards of good sportsmanship and fair play in a Catholic atmosphere, i.e. participation in extra-curricular activities is an “extension of the classroom”.	A Catholic Coaching Program has been established. The program encompasses coach training and certification embedded in Gospel values. Code of Conduct for student athletes and Code of Conduct for Parents have been approved. “Respectful Play Facilities” signs have been created and hung in all school gymnasiums.	Director Board of Trustees Superintendent of Education (responsible for Athletics) NCC Teacher Coach Board’s Faith Animator Principals	National Coaching Certification – Level 1 and Religious Renewal Ethical decision making in sport Increased demonstration of good sportsmanship modeled by all partners – students, parents, coaches

PRIORITY #2	<p><u>Student Achievement and Well-being</u></p> <p>This priority reflects our call to educate and to nurture hope in every learner to achieve their full potential to transform God’s world. This priority includes curriculum, assessment and instructional strategies and is aimed at demonstration of the local and provincial priorities for education as seen through the lens of the Ontario Catholic School Graduate Expectations.</p>			
FOCUS	GOAL	STRATEGIES	MONITORING	MEASURES OF SUCCESS
STUDENT ACHIEVEMENT	<p>Report Card data for Reading, Writing and Mathematics will meet/exceed the Provincial standard (Level 3) Grade 1-12.</p> <p>EQAO scores in Reading, Writing and Mathematics will meet /exceed the Provincial standard (Level 3).</p> <p>Secondary school graduation rate will meet /exceed the provincial goal of 85%.</p> <p>Tracking of credit accumulation by student, by grade to ensure students are meeting success.</p>	<p>The specific actions are outlined in the Board Improvement Plan - http://www.hwcdsb.ca/downloads/board/directornews/A1%20-%20HWCDSB%20Board%20Improvement%20Plan%20-%20Dec2010.pdf</p>	<p>Director of Education Board of Trustees Superintendents Principals Student Success Teachers Teachers Parents Students</p>	<p>Report card data as evidenced in monitoring reports</p> <p>System assessments Published EQAO results</p> <p>Graduation rate</p> <p>Increase in credit accumulation</p> <p>Increase in number of students re-engaged</p> <p>Increase in number of individualized timetables Monitor attendance data</p> <p>Monitor suspension and expulsion data</p>
EARLY LEARNING	<p>Implement the Early Learning Kindergarten Program (ELKP) based on Ministry requirements and board identified needs. 2010-2014 .</p>	<p>Principals and school staff implement early learning play-based programs within a faith based learning environment.</p> <p>Development of effective partnerships between ECE and teachers Capital needs assessment.</p>	<p>Director of Education Board of Trustees Superintendents Central Curriculum Staff Controller of Plant Principals Teachers Early Childhood Educators</p>	<p>Successful implementation of 5 year plan for full implementation of ELKP program</p> <p>ELKP Staff survey</p> <p>Ministry compliance for full implementation of ELKP</p>

FOCUS	GOAL	STRATEGIES	MONITORING	MEASURES OF SUCCESS
ADULT AND CONTINUING EDUCATION	To develop programs and services to meet the needs of the adult learner.	<p>Develop customized learning opportunities, supports and flexible program options to support adult learners.</p> <p>Develop effective programs and services to support adult learners in various pathways leading to apprenticeships, college, university or the workplace.</p> <p>Implement innovative, accessible and inclusive learning environments with a focus on 21st century fluencies.</p>	Director of Education Board of Trustees Superintendent Principal – Adult & Continuing Education Continuing Education Staff	<p>Increased Enrolment</p> <p>Increase in grants</p> <p>Client satisfaction</p>
PARENTAL INVOLVEMENT	Schools will have a parent engagement process in place that engages parents in the academic and spiritual life of their child(ren).	<p>Each school will conduct a gap analysis of the strategies and programs they have in place through the Catholic School Council to engage parents in the academic and spiritual life of their child(ren).</p> <p>Establishment of system level Parent Involvement Committee and regular consultation as per regulation.</p>	Director Board of Trustees Superintendents Principal Catholic School Council Parents	<p>Increase in number of parent engagement programs (PRO)</p> <p>Increase in parental attendance at school/system functions, e.g. Curriculum Nights</p> <p>Parents Reaching Out (PRO) workshops etc.</p>
HEALTH AND WELL BEING STUDENT SAFETY	School administrators and supervisors will use risk and threat assessment and bullying prevention programs as tools to ensure a safe and nurturing learning environment for all students.	<p>Identify and implement Best practices to address issues of bullying.</p> <p>Continue implementation of Restorative Justice practices.</p> <p>Threat assessment analysis and training.</p> <p>Anti- Bullying programs embedded in system and school improvement plans.</p> <p>Continued implementation of Roots of Empathy.</p> <p>Full implementation of Bill 157 – Keeping Our Kids Safe at School Act- http://www.e-laws.gov.on.ca/html/source/statutes/english/2009/elaws_src_s09017_e.htm</p> <p>Strengthen community partnerships, e.g. policy, public health, police, CCAS, SSLI, etc.</p>	Director Board of Trustees Superintendent of Education – Special Education /Safe Schools Safe Schools Committee Social Work Department Restorative Justice Training Team Emergency Measures Committee Parents	<p>Violent incidents in schools reduced</p> <p>Suspension and expulsion data</p> <p>Results from restorative justice evaluations</p> <p>Student safety/climate surveys</p>

FOCUS	GOAL	STRATEGIES	MONITORING	MEASURES OF SUCCESS
<p>HEALTH AND WELLNESS</p>	<p>By September 2011 implement the School Food & Beverage Policy in all schools.</p> <p>By 2012-14 schools will fully implement the goals of the Health & Physical Education curriculum policy documents.</p> <p>Build awareness, understanding and supports for students facing mental health challenges</p>	<p>Ensure that all schools and parents are aware of and implementing the expectations for foods and beverages served and sold in all schools.</p> <p>Food & Beverage Policy- http://www.hwcdsb.ca/downloads/board/policies/HWCDSB%20Policy%20-%20SM06%20-%20Nutrition.pdf</p> <p>Support administrators and staffs in adhering to the OPHEA & OFSSA Guidelines.</p> <p>Strengthen partnerships with Public Health and other community service agencies.</p> <p>Strengthen community partnerships, e.g. public health, police, CCAS, SSLI, etc.</p> <p>Support student self-advocacy</p>	<p>Director Board of Trustees Superintendent – Special Education Superintendents Principals Staff Parents Public Health Student Support Leadership Initiative (SSLI) Students</p> <p>Director Board of Trustees Superintendent – Special Education Superintendents Principals Staff Parents Public Health Student Support Leadership Initiative (SSLI) Students</p>	<p>Students leading healthy, active lives</p> <p>Compliance with Food & Beverage Policy</p> <p>Greater understanding of mental health issues</p>

<p>PRIORITY #3</p>	<p><u>Stewardship – Effective Management of Resources</u></p> <p>This priority focuses on building and sustaining the infrastructure necessary to improve student achievement and nurture our</p> <p>This priority focuses on our leaders, our organization and the utilization of our resources.</p>			
<p>FOCUS</p>	<p>GOAL</p>	<p>STRATEGIES</p>	<p>MONITORING</p>	<p>MEASURES OF SUCCESS</p>
<p>AUDIT COMMITTEE</p>	<p>Establish Audit Committee in accordance with Ontario Regulation 361/10. Established Jan/11; AC held twice in fiscal 2010/11 as per regulation.</p>	<p>Implement risk assessment tool – entity level risk assessment completion June/11; process level risk assessment to be completed by Sept/11. Will drive Internal Audit Plan for next 3-5 years.</p>	<p>Director Board of Trustees Superintendent of Finance Regional Audit Committee Internal Audit Committee Finance Department</p>	<p>Fully functioning Audit Committee that meets in accordance with timelines as established by Ontario Regulation 361/10 and carries out duties as duly prescribed – meet at least 3 times per fiscal year subsequent to fiscal 2010/11.</p>
<p>FINANCIAL MANAGEMENT AND REPORTING</p>	<p>Develop a standardized financial reporting process and produce timely interim financial reports.</p> <p>Management reporting and analysis</p> <p>Grant and non-grant revenue management</p> <p>Compliance with Ministry financial established reporting timelines.</p>	<p>Implementation of automated travel expense claim processing—2011/12 project initiation and implementation by end of 2011/12 school year</p> <p>On line receiving, accounts receivable sub ledger, -start process 2011/12 and be fully implemented and operational by end 2011/12</p> <p>PCard program for low dollar purchases,- 2012/13 project initiation and completion</p> <p>On line catalogue/stock/inventory system, -2012/13 project initiation and full implementation 2013/14</p> <p>Cashless schools solution-investigate 2011/12 ; possible implementation 2012/13</p> <p>Improve school based funds reporting system to allow for efficient analysis, monitoring and integration into Board financials – commence investigation 2011/12 and recommend solution by end 2011/12</p>	<p>Director Board of Trustees Superintendents of Finance Manager of Finance Manager of Budget & Accounting,</p> <p>SRB training modules costed and to be scheduled fall 2011 -on line receiving will reduce inefficiencies caused when accounts team confirms orders with school staff; processes payment for items perhaps not yet received and follow up performed by Purchasing Assign project leader Sept/11</p> <p>SRB training modules costed and to be scheduled fall 2012</p> <p>Joined joint RFP for cashless schools solution –realize efficiencies</p> <p>Investigate software providers with least impact on staff</p>	<p>Senior financial mgmt team to deliver quality and timely financial results to Board of Trustee, Senior Mgmt and Ministry of Education</p> <p>Compliant with funding provisions as stipulated in grant agreements for Continuing Education (i.e. LINC, ESL)</p> <p>Accurate and timely measure of Continuing Education finances (Quicken, staffing, program analysis)</p> <p>Increased capacity to manage EPO grants more effectively</p> <p>Improve cycle time for processing payment from time invoice received to final payment; reduce staff time spent confirming quantity of good received from sites</p>

FOCUS	GOAL	STRATEGIES	MONITORING	MEASURES OF SUCCESS
FINANCIAL MANAGEMENT AND REPORTING		<p>Integrated work order system- investigate 2011/12 what current deficiencies are; resolve by end 2011/12</p> <p>Training of principals, secretaries and other support staff on BAS, understanding their budgets, etc— establishment of a training schedule for 2011/12—summer 2011</p> <p>Monthly meetings with accounts department and accounting analysts providing staff development and information on current issues –schedule will be established September, 2011</p> <p>Bi-monthly meetings with finance management team clearly articulating goals, specifying deadlines, and issues/impediments to achieving them- schedule will be established September, 2011</p>		<p>Reduce transactional processing time spend on low dollar value items</p> <p>Current pricing for orders leads to accurate budgeting and less follow up from team; reduction in paper and better use of time for value added work</p>
BUDGET PLANNING AND DEVELOPMENT	<p>Develop formal annual budget input, planning and development process – specifying timelines – work towards formal plan 2012/13.</p>	<p>Increase transparency and improve alignment with various departments within the Board – work with Senior Administrative team during 2011/12 to establish formal input strategy.</p>	<p>Director Board of Trustees Superintendent of Finance Manager of Transportation Planning and Statistics</p>	<p>Budget ownership by departments will lead to better management of allocations and sound financial management of the Board’s operating budget</p>
SUPPLY CHAIN MANAGEMENT	<p>Compliance with new procurement and expense directives – purchasing policy revised June 2011.</p> <p>Create a highly efficient and effective purchasing department with respect to shipping, vendor and contract management, sourcing of goods and services, and purchase order management – reorganization of Purchasing Department present to director June 2011.</p>	<p>Restructure purchasing department to meet new requirements – eg – Purchasing Analyst/Junior Buyer position - reorganized structure to be presented to Director June, 2011</p> <p>-training of principals, budget holders, on new policy incorporating procurement directives during 2011/12—schedule will be established Sept./11</p> <p>-purchasing in service sessions to principals and secretarial group – develop schedule Sept/2011</p>	<p>Director Board of Trustees Superintendent of Finance Manager of Finance Manager of Budget and Accounting Manager of Purchasing Purchasing department staff</p>	<p>Staff have sound knowledge of procurement and expense directives and can effectively monitor compliance</p> <p>Reduction in use of blue vouchers</p> <p>Statistical trends/data of the Board will be easier to obtain and relay to Senior Mgmt enabling better long term management and planning of the Board</p>

FOCUS	GOAL	STRATEGIES	MONITORING	MEASURES OF SUCCESS
SUPPLY CHAIN MANAGEMENT		<p>Implementation of: on line bidding, on line receiving, accounts receivable sub-ledger, P-Card program for low dollar purchases, on line catalogue/stock/inventory system (see above for timelines)</p> <p>Vendors moved to EFT payments – continuous work in progress</p> <p>Implementation of on line receiving and ordering</p>		
PAYROLL MANAGEMENT	<p>Ensure a fully integrated ISYS [Intelligent Systems Solution]/payroll/BAS [Budget Auditing system].</p>	<p>Implement: self serve module in ISYS for overtime – initiate and implement 2011/12</p> <p>Eliminate paper timesheets – initiate and implement 2111/12</p> <p>Electronic pay stub distribution</p> <p>Full implementation of Smartfind Express</p> <p>Increase training -- ongoing</p>	<p>Director Board of Trustees Superintendent of Finance Manager of Finance Superintendent of Payroll Human Resources Department</p>	<p>Accurate and timely financial reporting</p>
TREASURY MANAGEMENT	<p>Develop an investment policy – initiate 2011/12; full implementation 2012/13</p> <p>Develop a cash investment management process to mitigate budgetary risks and maximize potential returns on idle cash – initiate 2011/12; full implementation 2112/13</p> <p>Ensure banking terms and conditions are consistent with other school boards.</p>	<p>Ensure investment policy is adhered</p> <p>Meet with various banking institutions to discuss products/tools available for cash management – establish contact with other financial institutions and meet summer 2011</p> <p>Contact other Senior Business Officials – share their existing policies and practices</p> <p>Tender for banking services – 2113/14</p>	<p>Director Board of Trustees Superintendent of Finance Manager of Finance</p>	<p>Higher investment income and lower banking fees via historical trend analysis</p> <p>Ease in structuring loan agreements on approved capital projects</p>

FOCUS	GOAL	STRATEGY	MONITORING	MEASURES OF SUCCESS
CAPITAL MAINTENANCE	Closer alignment of finance with plant operations to enhance budget management on capital projects and plant operations/maintenance accounts	<p>Plant Department to work closely with Manager of Budget and Accounting – initiate Sept 2011</p> <p>Transition of SFIS from Plant to Manager of Budget and Accounting and Manager of Planning – initiate Sept 2011</p> <p>Up to date SFIS database</p>	<p>Director of Education Board of Trustees Superintendent of Finance Controller of Plant Manager of Transportation Planning and Statistics</p>	Accurate interim financial reporting
PLANNING AND STATISTICS	Increase awareness, improve efficiencies and build department capacity.	<p>Explore the organizational structures of planning departments at other similar sized Boards – current and continuing Sept 2011</p> <p>Promote awareness and profile of operational policies by the provision of online school attendance boundary maps – Sept 2012/13</p> <p>Streamline the ‘Application of Direction of School Support’—exploring the utilization of Trillium or other areas – initiate Sept 2011</p> <p>Develop formal calendarization of Board enrolment forecasting process by consulting with Budget/Finance department – Sept 2011</p>	<p>Director of Education Board of Trustees Superintendent of Finance Controller of Plant Manager of Transportation Planning and Statistics</p>	<p>Public provided with access to school attendance boundary mapping</p> <p>On-going opportunity to effectively prepare and measure Board enrolment forecasts—enhanced statistical reporting in a timely manner</p>
PLANT OPERATIONS	Increase efficiency of Operational and Renewal Budget management.	<p>Initiate new purchasing strategies to ensure compliance with Supply Chain Guidelines</p> <p>Effective use of BIDDINGO to develop standard for vendors Train management staff in new purchasing requirements</p> <p>Effective use of technology to support implementation</p>	<p>Director of Education Board of Trustees Controller of Plant Superintendent of Business Purchasing Department Managers</p>	Monitoring Plant budget for performance Survey plant managers on implementation of BIDDINGO and vendor performance

FOCUS	GOAL	STRATEGY	MONITORING	MEASURES OF SUCCESS
SCHOOL RENEWAL	<p>Continue annual survey of Principals for Renewal input.</p> <p>Continue survey of managers and skilled trades for building conditions</p> <p>Work with Ministry on new Facility Condition Survey and upgrades in RECAPP.</p>	Track budget available against annual breakdown costs and back log in principal and managers surveys	Director of Education Board of Trustees Controller of Plant Superintendent of Finance Superintendent of Education Principals Managers	<p>Reduction of renewal requests per site</p> <p>Satisfaction levels of principals, and Catholic School Councils</p>
RECAPP & SFIS [Real Estate Capital Asset Planning Program & School Facilities Information System]	<p>Implement Ministry Condition Assessment and TCPS [Total Capital Planning Solutions] --- Facility requirement forecasting/capital planning</p> <p>Increase communication with Finance & Planning to identify responsibilities for SFIS, RECAPP</p> <p>Quarterly meetings to co-ordinate cross department issues and increasing Ministry demands.</p> <p>Continue use of consultants to update RECAPP.</p>	<p>Advocate for appropriate funding from Ministry based on “better facility condition information”</p> <p>Review FCI’s [Facility Condition Index] of buildings</p> <p>Reduction and elimination of missed Ministry deadlines</p>	Director of Education Board of Trustees Controller of Plant Manager Planning, Statistics & Transportation Superintendent of Finance	<p>Improved status of buildings</p> <p>Improved FCI’s</p>
ENERGY CONSERVATION	Reduce energy consumption.	<p>Continue collaborative support with SERE [Socio & Ecological Responsibility in Education], Green schools, Project Manager and Principal of Program to reduce energy usage and search for grants</p> <p>Develop energy consumption reports with Manager of Budget and Facility Technician showing consumption per square foot per building</p>	<p>Director of Education Board of Trustees Controller of Plant Plant Operations Staff Principals</p> <p>SERE Committee Teachers/Staff</p>	<p>Improved energy efficiency</p> <p>Reduction in Costs</p>
ENVIRONMENTAL STEWARDSHIP	Support of Green Schools through Green cleaning.	<p>Work with area managers to increase training for all custodial and assistant custodial staff relating to effective use of cleaning products.</p> <p>Change occupant behaviours through SERE and academic contacts at schools</p>	Director of Education Board of Trustees Controller of Plant Plant Operations Staff Principals SERE Committee Teachers/Staff	<p>Monitoring reports – showing consistent and effective use of cleaning supplies</p> <p>More Green Schools</p>

FOCUS	GOAL	STRATEGY	MONITORING	MEASURES OF SUCCESS
MAINTENANCE STANDARDS	Establish consistent maintenance standards to be applied across all facilities, specifically targeting major equipment, mechanical, electrical, carpentry and grounds.	<p>Introduce new structure and standards Review work order system Model work order system on best practices</p> <p>Each department to identify gaps and outline a plan to close gaps by August 31, 2014</p> <p>Engage ICT, Finance and Plant to build the best</p>	Director of Education, Board of Trustees Controller of Plant Maintenance Supervisors Construction Project Managers	<p>Decrease in maintenance breakdowns</p> <p>System wide understanding of facilities roles, duties and responsibilities</p> <p>Feedback on changes to structure and service levels</p>
ACCESSIBILITY	The Board will be compliant with accessibility legislation and regulations. (Compliance is prescribed year by year until all legislative requirements are met by 2020).	<p>All new construction to meet accessibility standards</p> <p>Where feasible – existing buildings be modified based on available funding</p>	Director of Education Board of Trustees Controller of Plant Superintendents Principals Managers	<p>Elimination of access barriers</p> <p>Greater accessibility</p>
COMMUNITY USE OF SCHOOLS	Implement New Community Use rental program.	<p>Training for individuals responsible for operating the on-line system</p> <p>Better tracking of Board expenses Measure usage</p> <p>Produce reports for Ministry & Board on Community Use of Schools</p>	Director of Education Board of Trustees Controller of Plant Superintendents Principals Managers	<p>Increased access of priority schools by the community</p> <p>Expansion of community partnerships</p> <p>Monitor community use statistics</p>
HUMAN RESOURCES Stewardship – Effective Management of Resources. Maximize efficiency and effectiveness of Human Resources Employee data and customer service systems	To implement the enhancements to the ERO/SmartFind Express System designed to maximize tracking and receiving of Ministry PD funds for staff replacements at various PD program in-services.	Implementation Team established to co-ordinate review, identify develop and test required system enhancements.	HR/ICT/Finance NMC, Central Office/Curriculum staff Director of Education	<p>Beta testing of system to be completed by June 30/11.</p> <p>Full application to be applied with commencement of 2011-2012 academic year.</p> <p>Program will be monitored for effectiveness during first few months with be-weekly audit reports. Expect system to capture and map 100% of expenses to applicable PD budget account for maximum retention of MOE funding allocations.</p>

FOCUS	GOAL	STRATEGY	MONITORING	MEASURES OF SUCCESS
<p>HUMAN RESOURCES</p> <p>Stewardship – Effective Management of Resources. Maximize efficiency and effectiveness of Human Resources Employee data and customer service systems</p>	<p>To implement the ISYS online Criminal Reference Check and Annual Offence Declaration feature for all Board Employees</p>	<p>HR & ICT Implementation Team established</p>	<p>HR Dept. ICT</p>	<p>Beta testing & Communication meeting with representatives of all employee groups to be completed by June 30/11. Full system implementation and tracking of Offence Declaration to be initiated Sept. 1/11 Full compliance of all Offence Declarations for the 2011-12 year be completed by Dec. 31/11</p>
<p>Re-organization of Health & Safety department & portfolio</p>	<p>To report, recommend and implement a re-organization plan for the realignment of the Health & Safety System Responsibilities from Plant Operations to Human Resources</p> <p>Implement re-organization changes, with recruitment of a new Health & Safety Officer</p>	<p>Investigate, develop & report to the Board a plan for re-organization</p>	<p>Administrator of H.R. Director of Education Board of Trustees Administrator of H.R.</p>	<p>Report to Board with recommendations for approval by June 30, 2011</p> <p>New H & S Officer to be in place by Sept. 1/11</p> <p>Report to Director’s Council of System H & S plan & focus for 2011/12 academic year by Sept. 30/11</p>
<p>LABOUR RELATIONS</p>	<p>Maintain a respectful Catholic workplace in partnership with all employee groups.</p>	<p>Formal Orientation Program for new employees</p> <p>Establish a protocol for general employee orientation and determine a need for group specific orientation of those groups currently not included in plan</p> <p>Institute full Performance Appraisal program for all non-teaching employees Continue monitoring and reporting on Attendance Support Policy and other absence codes, with target of reduction in experience</p> <p>Develop and approve a Policy on Progressive Discipline</p> <p>Establish a formal Exit Interview procedure</p>	<p>Director of Education Board of Trustees Administrator of Human Resources Human Resource Department Staff Respectful Workplace Co-ordinator HR Manager of Labour Relations</p>	<p>Year end review of absence trends, set goals to target for reduction the following year</p> <p>Employee performance</p> <p>Employee attendance</p>

FOCUS	GOAL	STRATEGY	MONITORING	MEASURES OF SUCCESS
<p>PROVIDE PROFESSIONAL DEVELOPMENT AND TRACK DATA TO ENSURE COMPLIANCE OF MANDATED/LEGISLATED TRAINING REQUIREMENTS</p> <p>ENSURE A SAFE AND RESPECTFUL WORK PLAN FOR ALL EMPLOYEES (BILL 168)</p>	<p>Ensure all staff receive professional development to maximize efficiencies within each department.</p> <p>To add an e-learning program to the existing HRPD site by the end of May 211, that addresses the legislative mandates as required in Bill 168, is accessible to all employees and has a tracking feature which allows the HR Department to monitor and record individual participation.</p> <p>By the end of June 2012, Principals, Vice-Principals, Managers, and Supervisors within the Board will have the opportunity to attend Professional Development Sessions designed to increase their knowledge in the following areas: Progressive Discipline, Conflict Resolution, Dealing with Difficult People , Managing Mental Health in the Workplace ,Employee Violence in the Workplace Prevention and Response Policy, Respectful Catholic Community Workplace Policy.</p>	<p>Establish central Training Database for all legislative initiatives.</p> <p>Initiate reorganization of Health & Safety portfolio to Human Resources.</p> <p>Health & Safety Training Program to target reduction in frequency of lost time accidents and incidents.</p> <p>Work with HR Proactive and Board ICT Department to facilitate and ensure this program is added.</p> <p>A series of workshops will be developed and delivered throughout the year that will address the targeted areas. Pre and post presentation surveys and or feedback forms will be utilized to gather feedback from the participants regarding the efficacy of the workshops in regard to content, format and future needs .</p>	<p>Director of Education Board of Trustees Administrator of Human Resources Manager of Labour Relations Human Resource Staff</p> <p>Respectful Workplace Advisor</p> <p>Respectful Workplace Advisor, Manager of Labour Relations , Human Resource Staff</p>	<p>HRPD web-site established with educational programs for each legislated area</p> <p>Training programs developed to address areas of high frequency accidents/injuries</p> <p>This program appears on the HRPD site by the end of May, 2011 and has the employee tracking features as require and its existence has been communicated to all employees.</p> <p>By the end of June, 2012, all supervisory employees as identified will have had the opportunity to attend in-service sessions on the targeted areas minimally. Feedback from those sessions will be utilized to plan subsequent sessions as identified.</p>
<p>BILL 168</p> <p>PREVENTION OF HARASSMENT AND VIOLENCE IN THE WORKPLACE</p>	<p>By the end of June 2011, the EMPLOYEE VIOLENCE IN THE WORKPLACE PREVENTION AND RESPONSE POLICY will have been approved by the Board and a summary of its contents, including reporting mechanisms, will have been communicated to all Board employees Additionally, the legislative content of Bill 168 will be available for every employee to review utilizing the HRPD site format.</p>	<p>Through the appropriate Superintendent, the policy will be developed and presented to the Board for approval. Subsequently, a brochure will be distributed to every employee outlining the salient features of the Board's policy. Additionally, all Principals and site managers will conduct worksite presentations outlining the policy and reporting features.</p>	<p>Director of Education Board of Trustees Administrator of Human Resources Respectful Workplace Co-ordinator Human Resource Staff Superintendents Controller of Plant Managers Supervisors Employees</p>	<p>By the end of June, 2011, the Board will have passed the EMPLOYEE VIOLENCE IN TE WROKPLACE PREVENTION AND RESPONSE POLICY, every staff member will have received a summary of the policy and every site will have conducted an in-service presentation regarding the information. The information will be available on the Board's HRPD site.</p>

FOCUS	GOAL	STRATEGY	MONITORING	MEASURES OF SUCCESS
<p>BILL 168</p> <p>PREVENTION OF HARASSMENT AND VIOLENCE IN THE WORKPLACE</p>	<p>By the end of June 2011, the Board’s RESPECTFUL CATHOLIC COMMUNITY WORKPLACE POLICY will be updated to include provisions required as per Bill 168. The accompanying “Respondent’s Guide” will also be updated. The “revised policy” will be posted on the Board’s website and communicated to the employees.</p>	<p>Through the Administer of Human Resources, the proposed Policy changes will be submitted to the Board for approval. Subsequent to approval, the updated policy will be posted on the Board’s website and changes will be communicated to all employee groups via a memorandum.</p> <p>Opportunities for group in-service will be made available throughout the 2011-12 school year.</p>		<p>By the end of June, 2011, the amended RESPECTFUL CATHOLIC WORKPLACE COMMUNITY POLICY will be posted on the Board website and changes communicated to all employee groups.</p>
<p>LEADERSHIP AND SUCCESSION PLANNING TASK TEAM</p>	<p>To support opportunities for leaders enhance knowledge, skills and competencies as outlined in the Catholic Educational Leadership Framework.</p>	<p>All newly appointed leaders participate in mentorship experiences for two years with training focused on the Catholic Leadership Framework</p> <p>All emerging leaders will participate in leadership programs and opportunities offered through participation in the Principal Intern Program, Assistant to the Principal Program, Secondary Leadership Program in order to discern their call to service in Catholic education</p> <p>All school and system leaders participate in retreats</p>	<p>Director of Education Board of Trustees Superintendent with responsibility for Leadership Development Superintendent – Religion and Family Life Superintendents Principal Mentors Adult Faith Animator</p>	<p>Tracking of all program participants</p> <p>Participant feedback</p> <p>Review of programs on yearly basis</p>
<p>PROVIDE PROFESSIONAL DEVELOPMENT</p>	<p>By the end of June 2011, an identified team will have utilized the “Guide to Self Assessment” tool published by Excellence Canada to assess the strengths and opportunities for growth in the manner in which the organization addresses “Mental Health at Work.”</p> <p>By the end of June 2011, the “team” will have identified goals to be utilized to address the “opportunities for growth” identified through the self assessment in an effort to ultimately successfully complete all 4 levels of the program.</p>	<p>The identified team will meet with the Assessment Team from Excellence Canada to conduct the organizational assessment determining areas of strength and opportunities for growth.</p> <p>Utilize the assessment results to determine strategies for growth to establish short and long term goals.</p>		<p>A minimum of 1 workshop regarding the Respectful Catholic Workplace Community Policy will be offered. by the end of the 2011-12 school year.</p> <p>The assessment will be completed by the end of June 2011 and will have produced both long and short term goals toward achieving success at all 4 levels as outlined in the Mental Health at Work Program.</p>

FOCUS	GOAL	STRATEGY	MONITORING	MEASURES OF SUCCESS
INFORMATION COMMUNICATION-TECHNOLOGY (ICT)	<p>To provide an infrastructure to support an environment that is conducive to a 21st Century Learner.</p>	<p>Ensure adequate and efficient use of bandwidth both externally and internally by investigating traffic shaping tools and/or increasing internet access.</p> <p>Complete the implementation of secured enterprise wireless access within the HWCDSB.</p> <p>Explore the ability for staff and students to use their own computers on the HWCDSB network.</p> <p>Explore other emerging technologies and ensure equitable access for all students and staff i.e.</p> <ul style="list-style-type: none"> • Virtual desktops • Cloud Computing 	<p>Director of Education Board of Trustees Superintendent Manager ICT Supervisors ICT Staff ICT Principals Central Program Staff Teachers</p>	<p>Secure and reliable network infrastructure</p> <p>Wireless access provided to staff and students</p> <p>Internet access that is responsive to the needs of the students and staff.</p> <p>An infrastructure that can adapt to the growing needs of students and staff.</p>
	<p>To support the organization in serving students and improving achievement.</p>	<p>Assist teachers to more easily group, organize and analyze assessment such as PM Benchmark, DRA records, CASI Identify teacher needs in this area- with representation from central staff and teaching staff to clearly identify the requirements and identify the gaps. Develop strategies to address the requirements and the gaps.</p>	<p>Director of Education Board of Trustees Superintendent Manager ICT Supervisors ICT Staff ICT Principals Central Program Staff Teachers</p>	<p>The ability of teachers to make their instructional groupings in Language and Mathematics more effective in meeting the individual needs of their students.</p>
	<p>Develop ICT Strategic Plan to support business functions within the Board</p>	<p>Work with departments and staff to identify opportunities for improvement so that work processes can be streamlined or otherwise redesigned. Investigate information technology system to support these processes. Priority will be given to those projects that are aligned with the board's Strategic plan</p> <p>Implement a Project Request Process Requesting departments or schools will identify committed resources prior to commencement</p>	<p>Director of Education Board of Trustees Superintendent Manager ICT Supervisors ICT Staff ICT Principals Central Program Staff Teachers</p>	<p>Projects are completed on time and within budget.</p> <p>Work processes will be streamlined.</p> <p>Systems will be responsive to the business needs.</p>

FOCUS	GOAL	STRATEGY	MONITORING	MEASURES OF SUCCESS
INFORMATION COMMUNICATION-TECHNOLOGY (ICT) (cont'd)	Processing resources (hardware, software, and data) shared by all users requiring the services of those resources.	Information technology resources, especially computing platforms and storage, shared efficiently. Continue to work with Computers in Education, Continuing Education and other areas to ensure investments that are made in technology meet the multiple requirements of the organization.	Director of Education Board of Trustees Superintendent Manager ICT Supervisors ICT Staff ICT Principals Central Program Staff Teachers	Purchase, maintenance, support cost reductions
	Develop and deploy applications and ensure that data / information be entered once – at closest source . Provide effective data management systems and records management systems. Ensure up to date network and application access management.	Work with departments/schools in identifying and documenting data sources. The needs of the Board as a whole will be considered in every collection, creation, storage, processing, and dissemination activity Implement procedures to collect data once at its source and provide access to that information to those that require it. Continue to integrate information data flows to feed sub systems with key information required.	Director of Education Board of Trustees Superintendent Manager ICT Supervisors ICT Staff ICT Principals Central Program Staff Teachers	Duplicate and inconsistent database copies eliminated. Redundancies in collection, storage, processing, and dissemination of data eliminated Costs reduced Users receive faster and better quality services
TRANSPORTATION	To continue working with the Hamilton-Wentworth Student Transportation Services (HWSTS) consortium to maximize effectiveness and efficiency	Implementation of strategies outlined in the Ministry of Education Effectiveness and Efficiency Review Final Report received March 2011 <ul style="list-style-type: none"> • Consortium Management • Policies & Practices • Routing and Technology • Contracts 	Director of Education Board of Trustees Transportation Administration Committee Transportation Governance Committee Superintendent of Finance Manager of Transportation, Planning & Statistics Transportation Staff HWST	Improve consortium rating from moderate/low to moderate/high