



Hamilton-Wentworth
Catholic Schools

Believing, Achieving, Serving

MULTI-YEAR STRATEGIC PLAN 2015-2018

HAMILTON-WENTWORTH CATHOLIC DISTRICT SCHOOL BOARD

Believing, Achieving, Serving

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 in 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.



Hamilton-Wentworth
Catholic Schools

Believing, Achieving, Serving

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 challenging 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

(Board Approved - November 3, 1992)

Believing, Achieving, Serving

Hamilton-Wentworth Catholic District School Board

Multi-Year Strategic Plan

With the Mission & Vision of the Hamilton-Wentworth Catholic District School Board as the foundation this Multi-Year Strategic Plan (2015-2018) focuses on three strategic priorities that align closely with the Board's motto: *BELIEVING, ACHIEVING, SERVING*

- I. **BELIEVING: Nurturing Our Catholic Community**
- II. **ACHIEVING: Student Achievement and Well-being**
- III. **SERVING: Stewardship – Effective Management of Resources**

The Education Act gives the Trustees of District School Boards responsibility to develop a Multi-Year Strategic Plan (MYSP) in conjunction with the Director of Education (and other staff as appropriate), and through consultation with the community. The plan must ensure that the Board's strategic directions are focused on:

- **The Promotion of student achievement and well-being;**
- **Ensuring effective stewardship of the board's resources;**
- **Delivering effective and appropriate education programs to its pupils**

Through careful leadership, both formal and informal, guided by the principle of subsidiarity, and focused on inspiring the creativity and ingenuity of all in the HWCDSB, this Multi-Year Strategic Plan will allow the Board to deliver on its responsibility to enable all learners to realize the fullness of their humanity of which Our Lord Jesus Christ is the model.

Believing, Achieving, Serving

**BELIEVING
NURTURING OUR CATHOLIC COMMUNITY**

“Christ is the foundation of the whole educational enterprise in the Catholic School...Without constant reference to the Gospel and a frequent encounter with Christ, the Catholic school loses its purpose” (The Catholic School, The Sacred Congregation for Catholic Education, 1977, #34, #55).

Educating students in a Christ-centred learning environment is at the core of Catholic Education. The focus of this strategy is to ensure that our schools deliver on the Mission of the HWCDSB to enable all learners to realize the fullness of humanity of which our Lord Jesus Christ is the model.

AREAS OF FOCUS	TO ACHIEVE SUCCESS	TO ASSESS PROGRESS
a. Preferential Option for the Poor/ Christian Service	<ul style="list-style-type: none"> i) Ensure ongoing investment in the schools identified as Equal Opportunity Schools. ii) Provide ongoing opportunities for students to participate in authentic Christian service. 	<ul style="list-style-type: none"> i) Report Card/EQAO Results and Graduation Rate disaggregated for Equal Opportunity Schools ii) Completion of Christian Service Hours and participation rates in Christian service opportunities
b. Religious Education Literacy/Faith Formation	<ul style="list-style-type: none"> i) Implement the new Religious Education curriculum and program. ii) Support a Catholic teaching and learning environment that is informed and nurtured by an authentic focus on the Ontario Catholic School Graduate Expectations in all areas of the curriculum. iii) Through the System Faith Animator, Chaplaincy leads and others ensure religious renewal opportunities are offered in multiple formats (e.g., group, individual etc.) and in multiple locations 	<ul style="list-style-type: none"> i) Report Card results in Religious Education ii) Credit Accumulation – Religion iii) Participation in faith formation opportunities (religious renewal, student and staff retreats etc.)
c. Prayer/Worship	<ul style="list-style-type: none"> i) Continue to promote various forms of prayer and worship throughout the schools and administration buildings of the Board. (e.g., Christian Meditation, formal prayers, creates personal prayer, praying with Scripture etc.) ii) Renewed focus on the essential triad partnership of home-school-parish. 	<ul style="list-style-type: none"> i) Use of the Catholic School Effectiveness Framework: Learning with Faith Indicators to provide a self-assessment.
d. Stewardship of Creation	<ul style="list-style-type: none"> i) Continue to support full participation in Stewardship of Creation opportunities in schools and administrative buildings across the Board. 	<ul style="list-style-type: none"> i) ECO Certification Process
Supporting Operational Plans		
<ul style="list-style-type: none"> i) HWCDSB Board Plan for Student Achievement – Learning with Faith Pillar ii) Equal Opportunity Plan 		

**ACHIEVING
STUDENT ACHIEVEMENT & WELL-BEING**

“The [Catholic] school is an institution where young people gradually learn to open themselves up to life as it is, and to create in themselves a definite attitude to life as it should be.” (The Catholic School, The Sacred Congregation for Catholic Education, 1977, #31).

This priority reflects our call to educate and to nurture all learners to achieve their full potential to transform their communities. This priority includes curriculum, assessment, and instructional strategies. This priority is realized through a focus on the whole student in which academic achievement is supported by attention to the cognitive, mental, emotional, social, spiritual and physical well-being of each student.

AREAS OF FOCUS	TO ACHIEVE SUCCESS	TO ASSESS PROGRESS
a. Mental Health	i) Support students and staff in developing the required knowledge to adopt and maintain positive mental health. ii) Provide systematic mental health and mental health literacy training for all students and staff that support the ability to identify and respond (when appropriate) to symptoms of mental illness/distress. iii) Support a preventative and responsive school climate that is spiritually, physically, socially, and emotionally safe for all students.	i) Number of student and staff provided mental health awareness training ii) Results from qualitative data sources (e.g., Director’s Student Forums, Tell Them From Me etc.)
b. Student Success	i) Focus particular attention on students studying at the applied level, those achieving below the provincial standard, and distinct groups of students (e.g., students in care, FNMI students etc). ii) Monitor that the philosophy of <i>Each Belongs</i> continues to provide the necessary support for students with special education needs. iii) Support the ongoing implementation of the <i>Early Years</i> as an essential building block for student wellness and achievement.	i) Report Card/EQAO results, credit accumulation, and graduation rates disaggregated for students with special education needs and those studying at the applied level and/or achieving below the provincial standard ii) Attendance rates
c. STEAM (Science, Technology, Engineering, Arts and Mathematics)	i) Ensure a focus on mathematics achievement by supporting the implementation of the strategies outlined in the BIPSA and the HWCDSB Mathematics Task Force. ii) Promote and support student engagement and achievement in the areas of technology and science through creative programming (e.g., SHSM, technological education opportunities, computer coding etc.) iii) Support Arts programming in the classroom and out of school learning opportunities. iv) Professional learning support for staff in ensuring effective integration of technology in instruction that supports student learning.	i) Report Card and EQAO achievement results and credit accumulation in Mathematics, Science, Technological Education and the Arts ii) Graduation Rates – SHSM Seal iii) Enrollment in Sciences, Tech and Arts courses
d. Physical Literacy & Health	i) Implementation of the revised Health & Physical Education Curriculum. ii) Support equity of opportunity for students to participate in co-curricular experiences. iii) Focus on school based student health initiatives (e.g., Health Action Team)	i) Report Card results in Health & Physical Education ii) Enrollment in physical education classes beyond Grade 9 iii) Co-curricular opportunities/participation

Supporting Operational Plans

- i) HWCDSB Board Plan for Student Achievement and the HWCDSB Math Task Force Report
- ii) HWCDSB Board Mental Health Strategy
- iii) Special Education Plan

SERVING

STEWARDSHIP: EFFECTIVE MANAGEMENT OF RESOURCES

If all who are responsible for the Catholic school would never lose sight of their mission...the school would enjoy better conditions in which to function in the present and would faithfully hand on its mission to future generations. They themselves, moreover, would most surely be filled with a deep conviction, joy and spirit of sacrifice in the knowledge that they are offering innumerable young people the opportunity of growing in faith. (The Catholic School, The Sacred Congregation for Catholic Education, 1977, #87).

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. This priority also considers those policies and organizational structures that support pupils in pursuing their faith and educational goals.

AREAS OF FOCUS	TO ACHIEVE SUCCESS	TO ASSESS PROGRESS
a. Technology	i) Increased focus on having more, and faster, mobile digital technologies (e.g., laptops, tablets etc.) available to students and staff to support the integration of technology in teaching and learning. ii) Support an ICT network infrastructure that ensures maximum “up-time” and 24/7 accessibility to digital resources for students and staff.	i) Report on student/staff technology ii) Network metrics report
b. Careful stewardship of financial and human resources	i) Prepare and monitor a yearly operating budget that supports the priorities outlined in the Multi-Year Strategic Plan and other operational plans of the Board. ii) Provide appropriate supports to facilitate a respectful Catholic workplace that provides a psychologically safe and supportive environment that fosters respect for the dignity, self-worth and well-being of all members of the Catholic Community. iii) Continue to ensure that the Hamilton-Wentworth Student Transportation Services (HWSTS) consortium meets the needs of the students of the Board.	i) Balanced Budget/Annual Budget Survey/Interim Financial Reporting ii) Ongoing monitoring of GSN Funding Benchmarks vs Actual Expenditures (including a focus on Administrative spending) iii) Staff Perceptions Survey
c. Facilities/Capital Planning	i) Carefully monitor school population, trends and utilization rates, as well as development in the broader community to prepare timely and strategic capital project proposals to the Board and the Ministry of Education that support the building of new schools and/or the identification of appropriate additions/retrofits. ii) Continue to support diligent ongoing maintenance of Board facilities. iii) Explore ways to facilitate the efficient use of redundant space in schools and other Board owned properties (e.g., establishment of community hubs, and where appropriate school consolidation etc.)	i) Planning Department Projections ii) School Facility Condition Index iii) Procurement policy adherence (BPS Directives) & continual process improvements
d. Parent Engagement/Communication	i) Formalize a Corporate Communication Plan that ensures engagement and ongoing interaction with parents and the broader Catholic community. ii) Support innovative ways to support students and families interact with the School Board (e.g., School Cash Online, myClass digital classroom, synervoice etc.)	i) School Cash On-line adoption rates ii) Webpage Metrics iii) myClass enrollment rates

Supporting Operational Plans

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| i) Finance Department Operational Plan (Planning & Procurement) | ii) Capital and Facilities Plan |
| iii) Information & Communication Technology Plan | iv) Human Resources Operational Plan |
| v) Hamilton-Wentworth Student Transportation Services Operational Plan | |

