



Superior North Catholic District School Board

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BLUEPRINT FOR EXCELLENCE "Student Success Through Shepherd Leadership"

Board Strategic Planning Process 2011

IDENTIFICATION OF SYSTEM NEEDS: Survey Results and Findings

Geraldton
St. Joseph
Catholic School

Longlac
Our Lady of Fatima
Catholic School

Marathon
Holy Saviour
Catholic School

Manitouwadge
Our Lady of Lourdes
Catholic School

Nakina
St. Brigid
Catholic School

Nipigon
St. Edward
Catholic School

Red Rock
St. Hilary
Catholic School

Schreiber
Holy Angels
Catholic School

Terrace Bay
St. Martin
Catholic School

Earlier this year an invitation was extended to the educational community of the Superior North Catholic District School Board to engage in the May 2011 strategic planning process through participation in a survey entitled Identification of System Priorities. The community was asked to identify three system-level priorities the Board should consider addressing over a three year period 2011-2014. The response from the educational community was overwhelming. Thank you so much for your prompt and comprehensive input into this most important process. Please be assured that your individual and collective voices will be heard at the May 27th planning workshop.

Often surveys are completed, collected and collated without any direct communication with those who participated in the process. Moreover, participants may not have a sense of what the final results were and what will be forwarded to the planning team. It is the intent of the Board to share the findings of the survey with those who so generously participated in the process. It's our way of "closing the communication loop" and, more importantly, saying thanks.

The consultation process was marked by a high survey return rate of 93% and a combined total of 28 individual and group submissions comprised of Bishops, Clergy, Catholic School Councils, Special Education Advisory Committee, Aboriginal Education Advisory Committee, Service Employees International Union (Local), Ontario English Catholic Teachers' Association (Local), Catholic School Staff Members, Catholic School Principals, Board of Trustees and Senior Administration and Managers. The results far exceeded our expectations.

Included in this correspondence is a document entitled Blueprint for Excellence: Analysis and Summary of Findings. In it you will find an analysis and summary of your input outlined under three headings:

1) HERE'S YOUR TOP SYSTEM-LEVEL PRIORITIES

Top Priorities Identified by Consultation Groups

2) HERE'S SOME OF YOUR OTHER SUGGESTIONS

Concrete Suggestions That Will Assist The Board In Realizing System-Level Priorities

3) HERE'S WHAT YOU SAID

Twelve Quotes From The Submissions

This document will be forwarded in its entirety to the system-level strategic planning team in May. It will be a significant component of the process and represent the "collective voice" of those who serve the system each day in our schools and central office.

This is a defining moment in the history and evolution of the Superior North Catholic District School Board, and the moment belongs to you.

We the undersigned thank you once again for your on-going belief in, support of and commitment to, the Superior North Catholic District School Board. We firmly believe that collectively we can make a significant difference in the lives of those entrusted to our care each day in our schools.

Sincerely,



Sharon Arsenault
Chair of the Board



Valerie Pichette
Director of Education

BLUEPRINT FOR EXCELLENCE

Student Success Through Shepherd Leadership



Board Strategic Planning Consultation Process

ANALYSIS AND SUMMARY OF FINDINGS

The Superior North Catholic District School Board

April 2011

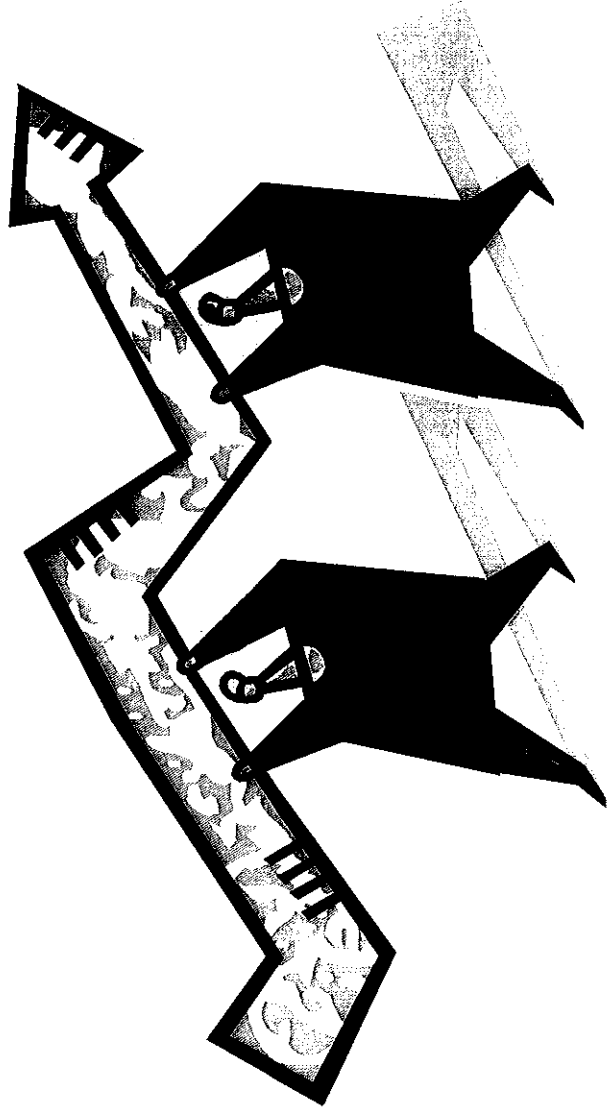
“Never doubt that a small group of thoughtful
and committed people could change the world.
Indeed, it's the only thing that ever has.”

QuickTime™ and a
TIFF (Uncompressed) decompressor
are needed to see this picture.

Margaret Mead
Cultural Anthropologist

HERE'S YOUR TOP SYSTEM-LEVEL PRIORITIES

Top Priorities and Initiatives Identified by Consultation Groups



HERE'S YOUR TOP SYSTEM-LEVEL PRIORITIES

Top Priorities and Initiatives Identified by Consultation Groups

Over the course of the next three years (2011-2014) the Board should **develop** and **support** plans that ensure:

PRIORITY ONE: CATHOLIC NATURE OF SCHOOL SYSTEM

Top Three Initiatives Identified

- 1.1 ongoing and sustained adult faith formation
- 1.2 strengthening the link between and among the home, school and Catholic church
- 1.3 communication and celebration of the accomplishments and successes of our distinctive Catholic school system

PRIORITY TWO: ACADEMIC EXCELLENCE

Top Three Initiatives Identified

- 2.1 commitment to quality Catholic education marked by academic excellence, closing the student achievement gap and building a Christ-centered learning environment
- 2.2 leadership and support for professional development for all staff with an emphasis on:
 - . improving student achievement;
 - . staff recruitment and hiring practices;
 - . information technology and assistive technology;
 - . Aboriginal Education;
 - . Special Education; and
 - . Educational Assistants trained in meeting the needs of special education students
- 2.3 increasing parental involvement in all our schools

PRIORITY THREE: OPERATIONAL AND FISCAL EFFECTIVENESS

Top Three Initiatives Identified

- 3.1 effective internal and external communication practices
- 3.2 re-commitment of time, energy and resources to on-going system consultation
- 3.3 updated and expanded Board and school technology that facilitates instruction, professional development and networking

Over the course of the next three years (2011-2014) the Board should **develop** and **support** plans that ensure:

PRIORITY FOUR: STAFF AND LEADERSHIP EXCELLENCE

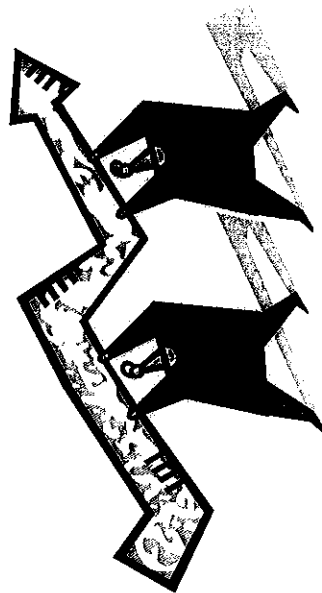
Top Three Initiatives Identified

- 4.1 strong Catholic leadership for the future, backup support when principals and central office support staff are absent
- 4.2 assisting staff in demonstrating a commitment to the unique nature and purpose of our Catholic schools
- 4.3 staff and leadership excellence through exemplary recruitment, search and selection processes, comprehensive succession planning and well crafted leadership and professional development programs

PRIORITY FIVE: GOVERNANCE AND POLICY EFFECTIVENESS

Top Three Initiatives Identified

- 5.1 effective Catholic governance and operational policies built on current research and successful practice in these areas
- 5.2 ongoing and cyclical review of all Board policy
- 5.3 consistent application of all Board policy at Board and school levels



HERE'S SOME OF YOUR OTHER SUGGESTIONS

Concrete Suggestions That Assist the Board in Realizing System-Level Priorities



HERE'S SOME OF YOUR OTHER SUGGESTIONS

Concrete Suggestions That Assist the Board in Realizing System-Level Priorities

PRIORITY ONE: **CATHOLIC NATURE OF SCHOOL SYSTEM**

- develop and implement a comprehensive plan for adult faith formation at all levels of the school system;
- increase the involvement of staff, students and parents in the Church;
- encourage and support the presence of clergy in all our schools;
- ensure Catholic values are embedded in all Board governance and operational practices;
- update classroom and library resources to help embed Catholic doctrine and traditions in our schools;
- continue the development of safe and healthy work environment marked by common courtesy, mutual trust and respect and positive relationships;
- resolve conflict in a manner consistent with our Catholic beliefs and practices;
- increase the development and promotion of the Catholic identity in each of our schools;
- utilize the various talents of priests in our area who could rotate through the district bringing the message in a way that children can relate and enhance using visual arts;
- engage mini-school retreats for students - adopt a theme based upon sacramental preparation;
- continue to resolve conflict in a manner that is marked by reconciliation;
- build parish and Catholic organization involvement into the leadership hiring "look fors";
- provide teacher release time for liturgical preparation and support;
- ensure school programs that engage students with their faith, each other and with other schools in in the Board;
- ensure that all schools demonstrate a distinctive Catholic identity;
- ensure that all partners in our Catholic community have the opportunity for relationship building - this would result in a healthy and positive work environment;
- plan for individual school staff retreats in order to build a trusting school community of faith; and
- display school success stories in public places

PRIORITY TWO: **ACADEMIC EXCELLENCE**

- develop and implement a comprehensive professional development plan in the system that focuses upon:
 - improving and closing gaps in student achievement;
 - search, selection and hiring practices;
 - improving instruction for Aboriginal and Special Education students;
 - building safe, healthy, academic and spiritually rich learning environments in our schools;
 - technology in the classroom and assistive technology for students with special needs;
 - support for Education Assistants in serving special needs students; and
 - Promethean boards
- teleconference and videoconferencing to out-of-town travel for professional development;

- . determine the number of our graduates who go on to college or university;
- . integrate technology across the curriculum from JK to Grade Eight;
- . ensure all schools have a healthy eating program (breakfast and a snack each day);
- . place more emphasis on daily physical activity in our schools;
- . ensure consistency across all schools in areas such as student assessment and language boxes ;
- . consistent implementation of the three-part math problem solving lesson and embed "Math Talk" within all classrooms;
- . upgrade language, mathematics, health and physical education resources;
- . increased funding to bring professionals into schools (Jingle Dances, Drumming, Elders);
- . increased funding for classroom computers and software programs that are "student-friendly";
- . additional playground equipment that promotes healthy living and physical fitness;
- . additional support for IEP students with an increase in Educational Assistants;
- . classroom grades should only be single or double in reading and mathematics;
- . ensure less time out of the classroom for teachers and less traveling time;
- . continue to purchase up-to-date classroom technology resources (Mac Books, iPad, Promethean Smart Boards);
- . professional learning should take place in September or October with a focus on school and board expectations (DRA, IEP, OLA etc);
- . develop after school programs for parents and children (cooking, crafts, arts, homework help);
- . additional funding for "outside the classroom" learning opportunities and experiential curriculum based learning;
- . invite student role models to school (sports, the arts) to talk about the importance of a good education and healthy lifestyle; and
- . create Board-wide binders that contain:
 - . subject-integrated lessons that ensure more cross-curricular teaching (including religious education); and
 - . hands on programs that use the environment to engage students in academic as well as physical activities

PRIORITY THREE: OPERATIONAL AND FISCAL EFFECTIVENESS

- . develop a plan for the use of technology to facilitate networking between and among schools and the central office;
- . ensure a commitment to transparent communication from the Board of Trustees at both internal and external levels;
- . administration to provide timely and informative reports to system stakeholders;

PRIORITY FOUR: STAFF AND LEADERSHIP EXCELLENCE

- . develop and implement a plan that ensures strong Catholic leadership for the future (Succession Plan), school support when a principal is absent and backup support at central office when there are staff absences;
- . investigate the creation of a "principal pool" as an integral component of the Board Succession Plan;
- . develop a comprehensive leadership development program for principals related to:
 - . managing heavy workloads;
 - . instructional leadership and administrative responsibilities; and
 - . leading in a unionized environment

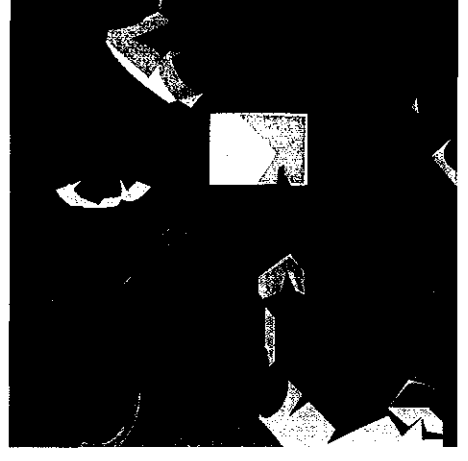
- . provide training for those involved in hiring process to ensure increased vigilance in the recruitment, selection and placement of the best employees for a position;
- . consider additional support staff in the areas of:
 - . classroom technology;
 - . mathematics and literacy;
 - . visual art;
 - . Attendance Counselor; and
 - . Educational Assistants

- . new professional relationships (Teacher and Early Childhood Educator) should be given positive opportunities to grow;
- . ensure SERTs have more contact time with students rather than being re-directed to other tasks;
- . provide additional time for SERTs to meet as a group in order to ensure consistent practice across the system;
- . provide more networking opportunities for teachers within the Board;
- . ensure staff confidentiality when supporting students with special needs;
- . practice consistency when applying School Codes of Conduct;
- . work as a team to discuss issues that arise and come up with constructive solutions that avoid union grievances

PRIORITY FIVE: GOVERNANCE AND POLICY EFFECTIVENESS

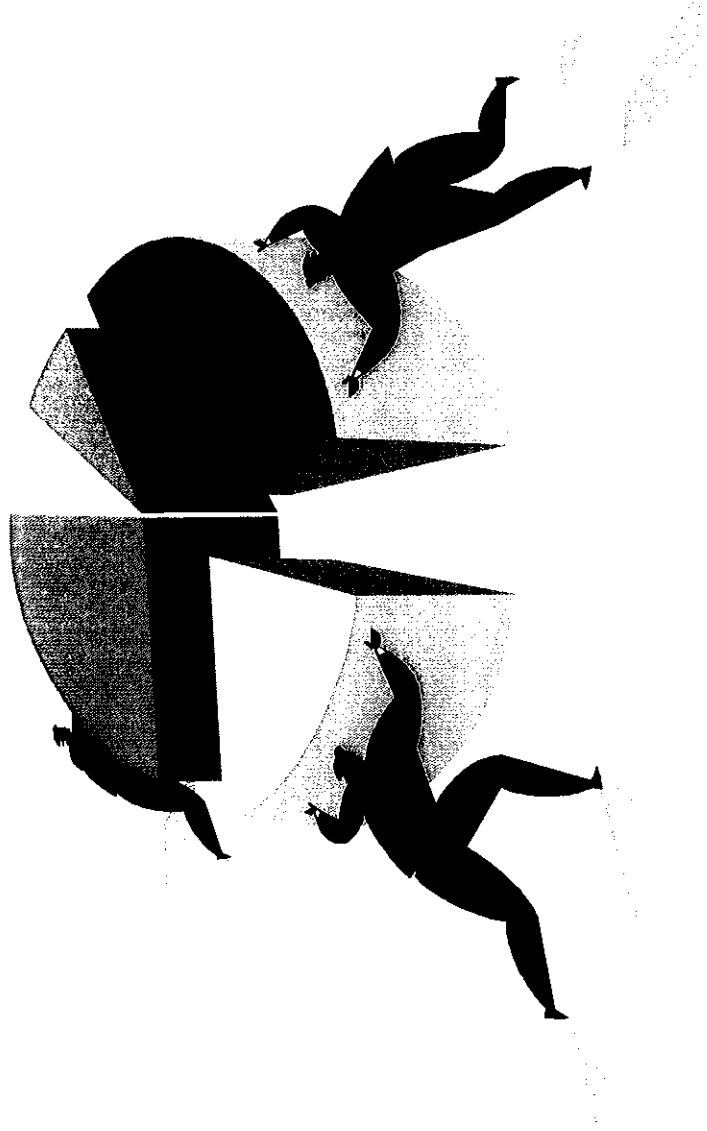
- . update policies, practices, plans and procedures in:
 - . Special Education;
 - . purchasing and procurement;
 - . building accessibility;
 - . 100% green cleaning;
 - . equitable and fair distribution of resources to all schools in the system
 - . collaboration with all staff;

- . continue to develop trustee competencies in policy governance utilizing the governance model created by the Ontario Catholic School Trustee Association



HERE'S WHAT YOU SAID

Twelve Quotes from the Submissions



HERE'S WHAT YOU ARE SAID

Twelve Quotes from the Submissions

1. *"In a time when we need to fight for our Catholic system it is important that as a Board we take the time to exhibit and praise the wonders of our system."*
Ontario English Catholic Teachers Association: Local Unit President
2. *"We must continue to encourage better communication and discussion between staff, students and supervisors in order to resolve conflict."*
Service Employees International Union: Education Assistant Support Staff
3. *"I am quite impressed with the work our schools are doing in preparing children for Mass and the Sacraments."*
Diocese of Thunder Bay: Local Parish Priest
4. *"As Catholic schools we are very successful in our work and achievements. Can these be more widely communicated to the general public?"*
Diocese of Thunder Bay: Bishop
5. *"Only through communication and trust can we ensure that all stakeholders are brought into what we are about. They have to live with our decisions and these decisions must be validated in the classroom."*
Superior North Catholic District School Board: Board of Trustees
6. *"We must continue to focus on improving student achievement through the selection and training of our staff in all areas of the organization."*
Superior North Catholic District School Board: Senior Administration and Managers
7. *"Ensure the fair and equitable application of school policy, assessment procedures, curriculum, resources and learning opportunities in all schools and develop methods of communication and collaboration for all staff."*
Superior North Catholic District School Board: Principals
8. *"There is a system-level need for continued opportunities for parent and teacher collaboration, interaction and involvement in schools that goes beyond parent-teacher interviews and the current level of involvement."*
Superior North Catholic District School Board: Catholic School Council

9. *"We see the need to network within our region in order to change or align strategies that others are using to meet the needs of Aboriginal students. We must engage all students in the history and traditions of Aboriginal culture, not just our Aboriginal students.*
- Superior North Catholic District School Board: Aboriginal Education Advisory Committee
10. *"Academic achievement for special needs students must remain a high system-level priority. We also need to provide more staff training to support schools in handling behavioural students.*
- Superior North Catholic District School Board: Special Education Advisory Committee
11. *"There is a system-level need to enhance effective and timely communication within and among schools and central office. A system-level priority should be consistency across the Board with regards to timelines, programming, initiatives and professional development. Look for creative ways to keep teachers in the classroom as much as possible to teach and maintain consistency for students."*
- Superior North Catholic District School Board: School Staff Members
12. *"I see the need for more parish interaction with students, parents and teachers (i.e. Sports, barbeques, outings and cultural events). We need to meet youth on their turf."*

Diocese of Thunder Bay: Local Parish Priest

