



Excellence | Equity | New Evangelization

The Student Well-Being and Achievement Balanced Scorecard

2017 – 2018



**DURHAM CATHOLIC
DISTRICT SCHOOL BOARD**
Learning and Living in Faith



Our Mission

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

Our Vision

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

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

Our Catholic Values

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

As a Catholic Learning Community, we value:

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

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

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

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

Wisdom, listening and responding to the Holy Spirit.

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

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

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

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

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

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

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



Contents

Message from the Director of Education.....	4
Results and Outcomes.....	5–27
Witnessing Faith.....	5–7
Teaching and Learning.....	8–9
Expanding Pathways.....	10–11
Inspiring Leadership.....	12–13
Celebrating Inclusion.....	14–15
Serving in Partnership.....	16–17
Emerging Technology.....	18–19
Advancing Communications.....	20–21
Managing Resources.....	22–23
Continuing Education.....	24–26



Message from the Director of Education

As we complete another successful school year, it is important that we take the time to reflect on our accomplishments and assess the results and outcomes of our *Discovery 2020 Strategic Plan* and *Student Well-Being and Achievement Board Improvement Plan*. I am pleased to share our progress through the 2017 – 2018 Balanced Scorecard.

In our commitment to our Board's strategic goals and priorities which are guided by the principles of Excellence, Equity and New Evangelization, we offer the Balanced Scorecard as a reflective reporting tool that holds us accountable to the goals we set out for this school year. Through a continuous cycle of review and monitoring, we are able to articulate to all stakeholders, the goals we have accomplished, and the areas in which we continue to make progress.

Every member of our learning organization demonstrates a deep commitment to achieving our mission and vision for the Durham Catholic District School Board. I wish to express my sincere gratitude to everyone who has played a role in supporting our students during the 2017 – 2018 Year of Service — families, clergy, partners, community members, trustees, and staff. Thank you to each one of you for your dedication to achieving excellence in our school communities; we have witnessed success in many areas of our educational system.

Yours in Catholic Education,
Anne O'Brien
Director of Education and
Secretary/Treasurer of the Board





Witnessing Faith

Celebrating Equity, Excellence and New Evangelization

Creating and Sustaining a Caring Catholic School Culture

Strategic Goal

To promote staff, student and community engagement in the implementation of the New Evangelization theme of service.

Results and Outcomes Achieved

- ✓ Year of Service student voice video was created and is posted at www.dcdsb.ca/ourfaith.
- ✓ Year of Service Student Summit took place and student leadership teams engaged in activities to support awareness of Pope Francis' World Day of the Poor in all secondary schools.
- ✓ Service as a call to action was enlivened in all schools and departments of the board including numerous days of service and outreach campaigns.
- ✓ Our commitment to service was documented through social media and our focus was shared at Director's meetings, Family of Schools meetings, DCPIIC meetings and with our parishes through our Catholic Women's Leagues, Knights of Columbus and Priests Appreciation meetings.

In Progress

- Continuing and ongoing engagement of our Catholic Conversation Teams, Faith Ambassadors and Secondary School Chaplaincy Leads to plan intentional actions to support New Evangelization through the schools.

Building Relationships and Developing People

Strategic Goal

To collaborate with local, provincial and national partners to align goals and best practices in Catholic education.

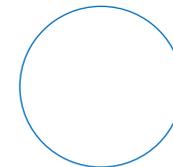
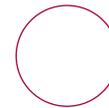
Results and Outcomes Achieved

- ✓ A Renewing The Promise team representing various stakeholders in Catholic education was formed to participate in a provincial consultation held in November 2017.
- ✓ The Renewing The Promise team reviewed insights and engaged in board level planning to support the development of the Renewing The Promise Pastoral Letter.
- ✓ Local Faith Ambassadors, Chaplaincy Leads and School Administrators engaged in a consultation process to guide the development of a future New Evangelization Focus on the Year of Joy.
- ✓ Feedback from school communities was gathered through a survey to assess the impact of service on the system and to inform future planning through the New Evangelization strategies.
- ✓ Engagement sessions were held with our local Catholic Womens' Leagues/Guilds and Knights of Columbus to share our focus in Witnessing Faith and to gather feedback.

- ✓ Engagement sessions were held with our local parish priests to inform them of curriculum changes and faith formation initiatives; and to gather their feedback on how to strengthen the home-school-parish connection and build the Year of Joy.

In Progress

- Continued promotion of the Catholic School Audit Tool Resource to engage Catholic Conversation teams in the schools.



Teaching and Learning in the Formation of a Distinct Catholic Identity

Strategic Goal

To promote faith formation initiatives that support a culture of teaching and learning which nurtures and reflects the Ontario Catholic School Graduate Expectations (CGEs).

Results and Outcomes Achieved

- ✓ A resource audit was completed to assess the curriculum resources available in the schools to support implementation of new secondary Religion curriculum.
- ✓ Secondary Religion Curriculum Chairs participated in in-service focused on best practice in assessment and evaluation to support Religion curriculum and resource development.
- ✓ Faith Ambassador/Chaplaincy Leads planning sessions were held throughout the year both at the system and Family of Schools level to support implementation of faith formation initiatives in the schools.
- ✓ Parish Priests received in-service on the updated secondary Religion curriculum and overview of updates to elementary Growing in Faith, Growing in Christ programming in the elementary schools.
- ✓ Make Your Mark Day was held to celebrate the secondary Class of 2018 and their achievement of the Catholic Graduate Expectations.
- ✓ Intentional Faith Formation focus was integrated into secondary administration meetings and the Aspiring Leaders and Principal/ Vice-Principal Mentoring Program.

In Progress

- Resources to integrate Catholic faith and Indigenous perspectives are in development at the provincial level.
- Continue to develop a Catholic leadership series with an intentional focus on faith formation.





Teaching and Learning

Leading and Learning in the 21st Century Classroom

Achieving Instructional Excellence

Strategic Goal

To improve student achievement, engagement and well-being through a whole system approach to improved Numeracy teaching, leading and learning.

Results and Outcomes Achieved

- ✓ Built on tri-level structures to support system and school improvement in the area of Mathematics, improving achievement and engagement outcomes.
- ✓ Revised and refined the Numeracy Action Plan to address the four goals of the Ontario Renewed Mathematics Strategy.
- ✓ Administrators reported higher levels of confidence in leading Math-based professional learning with staff.
- ✓ Established a numeracy coach in every secondary school to support and enhance professional learning in the Math Department.
- ✓ Refined and developed the Ultimate Potential (UP) Math program which is firmly established in all secondary schools.
- ✓ Focused professional learning to increase alignment between schools and across panels.

In Progress

- Identify specific curriculum areas that students find difficult and the best instructional strategies to address these areas of need.
- Ensure 20 Minutes of Daily Physical Activity in all elementary classrooms to support effective student learning and well-being.

Instruction for the 21st Century

Strategic Goal

To engage all learners in rich experiences that are anchored in the Ontario Catholic Graduate Expectations and Ontario Curriculum that promote 21st Century Learning across subject areas and grades.

Results and Outcomes Achieved

- ✓ Expanded the student learning experience by taking students and educators into virtual spaces beyond the walls of the school through the 21st century learning commons.
- ✓ Provided a differentiated approach to working with teacher librarians, school administrators and staff to establish a learning commons model for student collaboration, research and inquiry in all schools.
- ✓ Developed essential Global Competencies such as critical thinking, communication, collaboration and citizenship.
- ✓ Increased the number of schools and students participating in robotics competitions.
- ✓ Expanded 3-D printing inquiry project to encompass all secondary schools.

In Progress

- Build cross-curricular capacity to utilize 3D printing capabilities to provide rich and re-imagined learning opportunities for students.

Assessment, Evaluation and Reporting

Strategic Goal

To increase the knowledge and awareness of all educators and students about Indigenous histories, cultures and perspectives.

Results and Outcomes Achieved

- ✓ Established relationships with Indigenous Education partners in Durham Region through the board's Indigenous Education Advisory Circle to provide guidance in the implementation of Indigenous Education programs.
- ✓ Continued to support professional learning and provide curriculum resources on Indigenous perspectives.
- ✓ All schools demonstrate increased awareness and respect for the ways of knowing and spirituality of First Nations, Metis and Inuit communities and are developing an "open to learning" stance.
- ✓ Increased school participation in local community, provincial and national events in support of Indigenous peoples.
- ✓ Provided resources and trained school Indigenous lead educators to address Indigenous perspectives in the classrooms and provided opportunities for lead educators to share that knowledge with all staff.
- ✓ Increased opportunities for knowledge sharing, collaboration, and issue resolution among Indigenous communities within our school board and region.
- ✓ Used board communication tools to promote Indigenous events, education, resources and ways of knowing.

In Progress

- Integration of educational opportunities to significantly improve the knowledge of all students and educators within our board about the rich ways of knowing and histories of First Nations, Metis and Inuit peoples.
- Build understanding of Indigenous peoples with a particular focus on Treaty education, residential schools and Indigenous Spirituality.



Expanding Pathways

Differentiating Opportunities for Every Student's Future

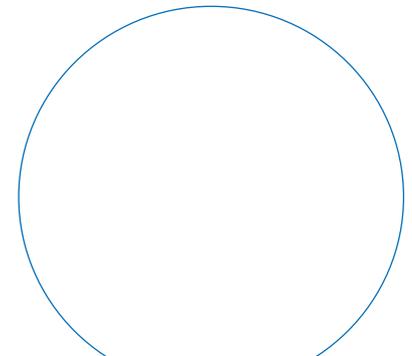
Adopting a Pathways Planning Mindset

Strategic Goal

To develop the necessary knowledge and skills to support pathways planning opportunities.

Results and Outcomes Achieved

- ✓ Experiences are provided to help students explore future learning and career/life planning opportunities.
- ✓ Authentic tasks and experiential learning enables students to apply subject specific knowledge and skills to work related situations, explore subject related situations, and career/life options and become competent self-directed learners.
- ✓ Students are able to set goals and set appropriate activities, courses, programs and pathways that reflect their interests, skills and aspirations.



Assisting Students with Transitions Planning

Strategic Goal

To encourage well-being and achievement.

Results and Outcomes Achieved

- ✓ A variety of classroom and school-wide opportunities meet the diverse needs, interests and aspirations of all students to help them develop the knowledge and skills to make informed education career/life decisions.
- ✓ Students develop awareness of themselves and their opportunities to make decisions, set goals and create plans for achieving their goals.
- ✓ Students can demonstrate awareness and respect for various Pathways and destinations.

Promoting Student Engagement

Strategic Goal

To implement Ministry of Education policies and initiatives.

Results and Outcomes Achieved

- ✓ Educators demonstrate respect and support for all Pathways destinations.
- ✓ Connections are made between the Ontario Curriculum and the full range of education career/life options.
- ✓ Students are able to demonstrate a growing awareness of themselves and the full range of opportunities available to them based on their skills, interest and aspirations.

In Progress

- Increasing the number of Student Voice Forums taking place at schools.





Inspiring Leadership

Promoting a Culture of Professional Growth

Capacity Building

Strategic Goal

To improve staff attendance for all employee groups through an enhanced system capacity to manage absenteeism.

Results and Outcomes Achieved

- ✓ Conducted a professional development session for site-based managers on best practices to managing absenteeism and supporting employee attendance.
- ✓ Conducted follow-up professional development sessions for principals via Family of Schools Meetings.
- ✓ Allocated additional human resources to manage the employee attendance support program for education support staff.
- ✓ With focused resources managing employee absenteeism, total absences related to sick leave for all staff was reduced.
- ✓ Reduction in total sick leave absences has resulted in increased fill rates for supply staff that backfill staff absent to illness as well as cost-savings.

In Progress

- Sick leave data will continue to be monitored and analyzed at the conclusion of the year for comparison by employee group and in relation to previous school years.



Employee Performance Growth

Strategic Goal

To implement a revised performance management tool and Annual Growth Planning process for education support workers.

Results and Outcomes Achieved

- ✓ Conducted research to collect the performance growth plans and tools used by other school boards in Ontario.
- ✓ Proposed performance growth plans and processes have been drafted subject to internal vetting at the time of this reporting.

In Progress

- Consultation with respective bargaining agents for the purpose of seeking feedback and input on proposed performance growth plans and processes.
- Post employee group consultation processes, vetting of same with Administrative Council.
- Piloting of the proposed performance growth plans and processes with each of the applicable employee groups.

Resource Management

Strategic Goal

To review job evaluation tools and processes for middle management, non-union and CUPE-represented employee groups.

Results and Outcomes Achieved

- ✓ Drafted a revised Terms of Reference for the CUPE Joint Job Evaluation Plan subject to review with and input from CUPE Local 218.
- ✓ In collaboration with Administrative Council, ensured that appropriate budgetary resources have been allocated to meet pay equity obligations.
- ✓ Through Corporate Council, worked with external auditors to identify risk mitigation strategies for unionized and non-union positions critical to the organization's effective operations, short, medium and long-term.

In Progress

- Collaboration with other Catholic school boards to investigate the feasibility of a joint Request for Proposal (RFP) to conduct a review of the current job evaluation processes for non-union and unionized staff.
- Developing a comprehensive salary survey template for middle management and non-union staff.

Promoting a Culture of Professional Growth

Strategic Goal

To create a structure which builds and sustains effective leadership which is one of the critical foundations to sustain and enhance system-wide improvement.

Results and Outcomes Achieved

- ✓ Completion of 52 educators in New Teacher Induction Program (NTIP) for 2017 – 2018.
- ✓ Increased leadership practices that build collaborative cultures.
- ✓ Inspiring Leadership series graduated 23 individuals who participated in the program.
- ✓ Increased levels of offerings in the monthly Sharing of Excellence Series for all educators in the board.



Celebrating Inclusion

Personalization, Precision and Professional Development

Universal Design for Learning

Strategic Goal

To implement and assess the strategies, programs and services of the board's *Mental Health and Addictions Strategic Plan*.

Results and Outcomes Achieved

- ✓ Social-emotional learning programs delivered in various schools as required, including Roots of Empathy, mindfulness programs, Zones of Regulation, Stress Lessons/Kids Have Stress Too.
- ✓ School Improvement Plans included specific well-being goals under the Catholic Culture, Community and Caring pillar.
- ✓ Provided schools with support in using the results of their 2016 School Climate survey to inform their own School Improvement Planning process with the support of Dr. Wendy Craig, co-founder and co-director of PREVnet.
- ✓ Used educator professional learning opportunities to make explicit the connection between physical health and mental well-being and placed a renewed emphasis on Daily Physical Activity on all elementary schools.
- ✓ Expanded parent and youth engagement by creating additional opportunities for parents and students to become authentically involved in mental health initiatives through the ongoing Parents as Partners series.

In Progress

- Increase parent engagement opportunities that support the needs of racialized students.
- Increase the number of secondary schools implementing small group programs to address anxiety.

Differentiated Practice

Strategic Goal

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

Results and Outcomes Achieved

- ✓ Learning sessions and book study on Trauma Sensitive Schools was delivered to educators in seven schools in our priority neighbourhoods with the support of the school-based social worker.
- ✓ Program Support Teachers (PSTs) provided professional learning to all school staff on the components of Applied Behaviour Analysis and the expectations of PPM 140.
- ✓ Intensive programming support was provided to PSTs, Classroom Teachers and Educational Assistants who required the support of the Durham Catholic Autism Resource Team or the Durham Catholic Behaviour Resource Team.
- ✓ Enhanced role of Psychological Services staff to support the transitions of specific student populations from elementary to secondary schools.

In Progress

- Provide ongoing guidance to PSTs in order for them to support educators and parents in the implementation of the resource "Fostering Student Independence: An Educator's Guide" with emphasis on the framework for gradual release of responsibility and prompting hierarchy.
- Provide PSTs with assessment tools to develop transition goals that support All About Me portfolios and Individual Pathway Plans.

Precise and Personalized Intervention

Strategic Goal

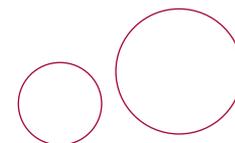
To foster continued improvement of Individual Education Plans (IEPs).

Results and Outcomes Achieved

- ✓ Learning sessions were delivered to Grade 9 Ultimate Potential (UP) Math teachers and Grade 9 Applied Math teachers on understanding the implications of a diagnosis of a Learning Disability and how to provide support to students with the diagnosis of a Learning Disability.
- ✓ Role of Psychological Services staff to support students with Learning Disabilities in both elementary and secondary school is enhanced.
- ✓ Emphasis on understanding the individual Learning Profiles of students with special education needs is included in all Numeracy capacity building sessions.
- ✓ Educators' professional learning emphasizes the effective use of Learning Profiles in numeracy instruction by focusing on student processing strengths and deficits.

In Progress

- System team of PSTs developing a standard Learning Profile to be used to support individualized instruction for all students.
- Explore opportunities to expand numeracy programming for students on an Alternative curriculum.





Serving in Partnership

Building Connections to Enhance Catholic Education

Outreach and Programs

Strategic Goal

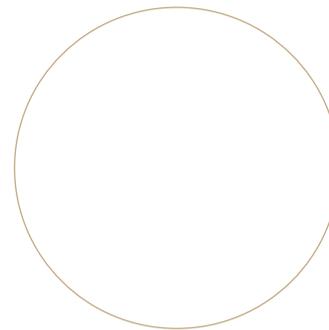
To establish a Corporate Partnership Development program.

Results and Outcomes Achieved

- ✓ The inter-departmental Partnership Advisory Committee continues to provide updated information to the partnership team of new opportunities and agreements.
- ✓ Our Partnership Development Co-ordinator connects with community stakeholders regularly to promote engagement and opportunities.
- ✓ The successes of the DCDSB partnership development strategies have been shared at the provincial level as a model for HUB development.
- ✓ Improved workflow and clarity of communication protocols are in place to support new partnership agreements through the departments of the board.

In Progress

- Continuing and ongoing engagement of our community stakeholders to network and explore partnership opportunities that benefit the system.



Parents, Stakeholders and Community Involvement

Strategic Goal

To enhance opportunities for parent involvement and engagement that support student well-being and achievement.

Results and Outcomes Achieved

- ✓ Durham Catholic Parent Involvement Committee (DCPIC) developed a comprehensive resource to support Catholic School Councils in their operations and commitment to supporting the spiritual dimension in the schools.
- ✓ Using data from the annual DCPIC annual survey, parent outreach activities took place including a Math Café for Parents, DCPIC Advent Family Movie, and the creation of digital story to reflect parent voice.
- ✓ Enhanced communication strategies were implemented to share information with DCDSB parents and guardians through dcpic.ca, DCPIC newsletters, and system calls and e-mails.

In Progress

- Continue to share information and resources with Catholic School Council Chairs and school administration to support a culture that recognizes the significant role that parent engagement plays in student well-being and achievement.



Classroom, School and Board

Strategic Goal

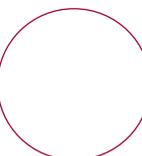
To strengthen our partnerships among colleges, universities, employers and community agencies.

Results and Outcomes Achieved

- ✓ Shared information regarding new lease and partnership opportunities with local community groups and municipalities at the annual Community Partnership Meeting.
- ✓ Secured new partnerships and renewed existing agreements.

In Progress

- Continue to liaise with all departments in order to update the partnership database with new insurance certificate, lease and partnership agreements.
- Continued and ongoing engagement with all departments to provide support in developing and renewing partnerships.





Emerging Technology

Empowering Today
for a Changing Tomorrow



Infrastructure, Security and User Experience

Strategic Goal

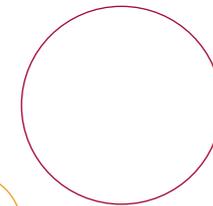
To plan and implement technology upgrades that support student achievement.

Results and Outcomes Achieved

- ✓ All secondary schools have a learning commons.
- ✓ All elementary schools have started the implementation strategy of a learning commons.
- ✓ Increased number of mobile devices where needed based on the equalization strategy study.

In Progress

- Technology has been acquired and will be deployed by the end of August 2018. All secondary schools will have the implementation of learning commons completed.
- Ongoing implementation strategy of learning commons.
- Ongoing implementation of more mobile devices for the classroom to meet the needs of schools based on the equalization strategy study.
- Asset Inventory Management is on target to meet 99% completion by August 31, 2018.



Infrastructure, Security and User Experience

Strategic Goal

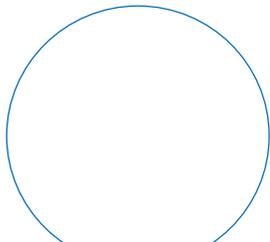
To continue implementation of emerging technology, enabling 21st century education.

Results and Outcomes Achieved

- ✓ Learning Management System (LMS) year 1 is implemented.
- ✓ Blended and personalized learning is available.
- ✓ Support for teachers, parents and students is in place.
- ✓ LMS integration with the Student Information System (SIS) is completed.

In Progress

- Participation of teachers, students and parents was achieved with the pilot group for implementation of the LMS.
- Phase 1 of 21st century education using the new LMS was attained and we will continue with this initiative in 2018 – 2019.
- Phase 1 of LMS integration with the SIS will be completed by August 2018.



Infrastructure, Security and User Experience

Strategic Goal

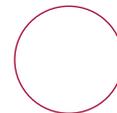
To improve security and system integration, enhancing end-user experience and productivity.

Results and Outcomes Achieved

- ✓ Met the 99.999% of system availability.
- ✓ Student and staff Internet and network experience met expectations.
- ✓ Firewalls, Wi-Fi, WAN and Internet bandwidth were upgraded.
- ✓ Cyber defense strategies are maintained.

In Progress

- Uptime and high availability continue to be consistent and on target.
- Internet and network experience is meeting the expectations.
- Firewalls will be upgraded in June 2018, Wi-Fi backbone infrastructure Phase 1 upgrade will be completed in July 2018. Based on current throughput, WAN and Internet bandwidth is meeting expectations, and will be optimized in August 2018.
- Cyber defense strategies have been an ongoing project. Cyber Security assessment will be completed between June and July 2018.





Advancing Communications

Strengthening Relationships to Enhance Student Achievement

Community Engagement

Strategic Goal

To deliver timely, effective and open communication using the most appropriate tools and technology available.

Results and Outcomes Achieved

- ✓ School websites are updated regularly with newsletters and calendars shared online.
- ✓ Schools and affiliates are using DCDSB hashtags in social media engagement.
- ✓ Various departments and subject experts have created social media accounts, actively engaging with audiences and increasing followers.

In Progress

- School staff is sharing the importance of subscribing to school websites with their communities and can see that people are engaging in the process.
- Exploring options to enhance website and social media presence for International Education.



Community Engagement

Strategic Goal

To prioritize areas of focus for advancing communications.

Results and Outcomes Achieved

- ✓ Areas of focus for Communications staff were determined and plans were developed and implemented for the following key priorities of the board:
 - Continuing Education
 - Durham Catholic Children's Foundation
 - Employee Wellness
 - Kindergarten and French Immersion Enrolment
 - Mental Health Strategic Plan
 - Plans emerging from the Long-Term Accommodation Plan
 - Regional Arts and Media Program
 - Student Success
 - Year of Service
- ✓ Development and implementation of the official tagline, mission, vision and values for the Durham Catholic Children's Foundation through the direction and leadership of DCDSB Communications staff.
- ✓ Development and production of the Durham Catholic Children's Foundation Annual Report.



Branding and Visual Identity

Strategic Goal

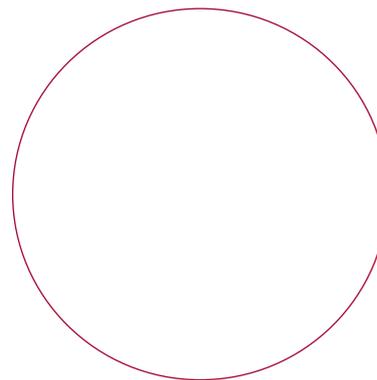
To ensure the board's and schools' branding and visual identity is consistent in all forms of communication.

Results and Outcomes Achieved

- ✓ Print and online communications appear consistent with school and board branding with a professional and identifiable look, using high quality logos for schools and board.
- ✓ The DCDSB logo is refreshed to improve visibility and presence on communications materials.
- ✓ The official DCDSB 50 Years logo was created and developed.
- ✓ Communications essentials, such as board letterhead, envelopes and other branded material have been approved with the DCDSB 50 Years logo for distribution through the 2018 – 2019 school year.

In Progress

- Guidelines for using the refreshed DCDSB logo and DCDSB 50 Years logo to be updated and shared with staff.





Managing Resources

Establishing Sustainable
Priorities and Raising
Stakeholder Confidence

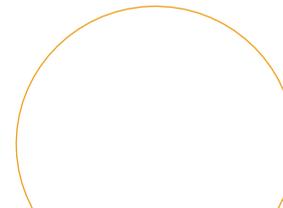
Resource Management

Strategic Goal

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

Results and Outcomes Achieved

- ✓ Each school community has been assessed (school budget allocation and school generated funds activity) to inform discussions and identify opportunities for discussion with the School Finances Working Group.
- ✓ Funds allocated to each school by the Durham Catholic Children's Foundation have been integrated into financial planning and supports at the school level.
- ✓ Discussions have been initiated with school administrators to affirm common operating requirements and to identify other relevant factors (enrolment, program, socio-economic) for consideration in the allocation of central funds to equalize financial capacity at the school level.
- ✓ A school-by-school technology inventory has been completed to assist in the formation of system standards and to identify schools requiring additional resources and supports.



Financial Stability

Strategic Goal

To efficiently utilize board facilities to accommodate programs and services.

Results and Outcomes Achieved

- ✓ Updated the Long-Term Accommodation Plan in order to address demographic pressures and existing surplus space.
- ✓ Initiated the new Regional Arts and Media Program at All Saints CSS resulting from the Whitby Secondary Schools Study.
- ✓ Ongoing consideration of community hubs and partnership opportunities.
- ✓ Secured Ministry funding to construct new schools, day care facilities and family centre spaces across the system.
- ✓ Boundary reviews have been initiated and/or approved in various municipalities to maintain effective school sizes and utilization levels.
- ✓ School space has been allocated on an equitable basis within both the elementary and secondary panels based on system standards.
- ✓ Opened the new Oshawa Continuing Education location and consolidated Alternative Education locations commensurate with the revisioning of programs and services.

System Accountability

Strategic Goal

To efficiently utilize board facilities to accommodate programs and services.

Results and Outcomes Achieved

- ✓ Staff has provided comprehensive financial information to the Audit Committee, Finance Committee and Board of Trustees with respect to the board's overall financial position, opportunities and challenges.
- ✓ Financial literacy and planning sessions have occurred at various intervals at Administrative Council and Principal/Vice-Principal meetings.
- ✓ Each school has been audited for compliance to policy and procedure and to identify training and support requirements.
- ✓ Provided in-service to all school secretaries based on needs identified during school visits and internal/external audits.
- ✓ Completed the implementation of a new school level financial and online payment system.
- ✓ Information sessions have been provided to various stakeholders regarding the board's Annual Budget, Long-Term Accommodation Plan, and Multi-Year Capital and Technology Programs.





Continuing Education

Serving the Needs and Interests of All Learners

Promoting Student Engagement

Strategic Goal

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

To promote the Catholic faith in a diverse community.

Results and Outcomes Achieved

- ✓ Increased success in transitional pathways attracts future students.
- ✓ Flexible scheduling through 1:1 guidance counselling supports the challenges that adult learners experience when balancing home, work and school commitments.
- ✓ Increased guidance promotes student engagement with improved intake and referrals that supports planning transitional pathways.
- ✓ Support for low-income families demonstrates Catholic values.

In Progress

- Increased academic support for students in Grade 8 to 9 transitions and Grades 7 to 12 Literacy and Numeracy programs improves student Literacy/Numeracy and EQAO/OSSLT results.

Career Training and Personal Development

Strategic Goal

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

Results and Outcomes Achieved

- ✓ Increase in number of PLAR and maturity credit assessments and credits earned.
- ✓ Increased graduation rates and number of graduates applying for post-secondary education.
- ✓ Increased enrollment in courses and pathways and employment training programs.
- ✓ Regular communication among staff from educational institutions and community partners on site.
- ✓ Regular meetings with community partner managers and educational institution leaders.
- ✓ Continued collaboration with community partners to develop programming that reflects the needs of the community and increases client referrals in continuing education courses and employment training programs.
- ✓ Positive anecdotal feedback from students, community partners and employers.
- ✓ Attendance by administration and coordinators at business community meetings.

In Progress

- Increased enrolment through increased marketing and exposure of continuing education courses and programs through social media and digital marketing.



Expanding and Extending Programs

Strategic Goal

Within an international context, provide enhanced course offerings and experiential learning opportunities which allow students to build their global competencies to be successful in a 21st century economy.

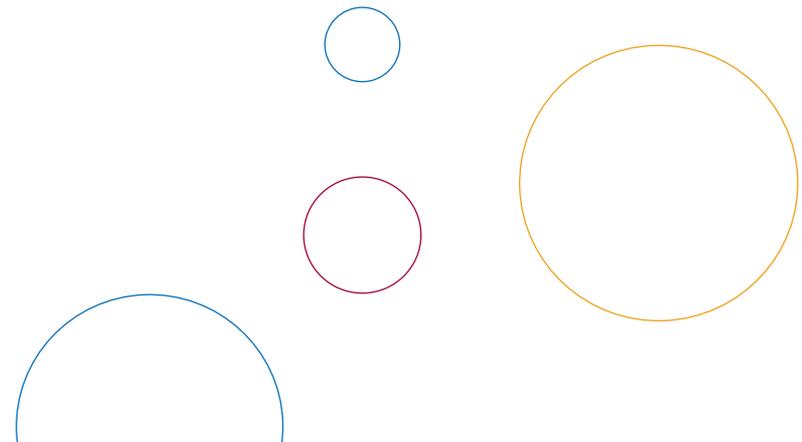
Results and Outcomes Achieved

- ✓ Established a partnership with a reputable service provider that allows the board to offer experiential learning courses that will ensure student safety and welfare.
- ✓ Developed three experiential learning courses to be offered to students in summer 2018, including Environmental Science in Costa Rica, Senior French in France, and Travel and Tourism in China.
- ✓ Conducted at least three parent information sessions for each trip.
- ✓ In-class portion of the three experiential courses commenced in spring 2018.
- ✓ Consulted with the OECTA Secondary Unit on proposed framework to allow the board to offer experiential learning courses overseas.
- ✓ Established a Working Group between the Continuing Education and International Education Departments that allows for monitoring the progress of the experiential learning courses to take place in summer 2018.

- ✓ The Working Group developed and distributed communication to all secondary teachers requesting proposed experiential learning courses for summer 2019.

In Progress

- The development and implementation of an International Education certificate program similar to a SHSM program.
- Review of experiential learning course trip staff proposals for summer 2019.
- Review of student input to assist with decisions for experiential learning courses to offer in summer 2018 as per staff proposals.







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Learning and Living in Faith

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