

DISCOVERY 2020: Strategic Plan 2014–2019

Excellence | Equity | New Evangelization



Durham Catholic District School Board
Catholic Education: 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 reflective, creative and holistic thinker;
- a self-directed, responsible lifelong learner;
- a collaborative contributor;
- a caring family member; and
- a responsible citizen.

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.” – 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.



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Message from His Eminence Thomas Cardinal Collins

My dear friends,

I wish to offer my prayerful support as you introduce a new strategic plan to the Durham Catholic District School Board community.

This vision has been the result of extensive consultation, drawing on the wise expertise of students, parents, clergy and educators, each one an important partner in the journey of our young people.

Your strategic plan challenges us to foster a caring Catholic culture in our schools, modeling the example of Jesus to love and serve one another. We look both inward and outward in our focus, ever mindful that the education provided in the classroom must extend beyond the walls of our schools to make a difference in the lives of all those we encounter each and every day.

It is our prayer that the parish, home and school will join together in partnership to help implement this plan. Each plays a critical role as we entrust our young people to serve with faithfulness, humility, compassion, justice and joy.

We have been blessed with the gift of publicly funded Catholic Education for more than 160 years in our province. To nurture this gift, we require the commitment of every Catholic; to all those who have given most generously of their time and talents to develop this important plan, be assured of my gratitude.

May God bless the Durham Catholic District School Board family as you implement this strategic plan in the months and years ahead.

**Sincerely in Christ,
Thomas Cardinal Collins
Archbishop of Toronto**

Message from the Director of Education

As I entered the role of Director of Education in September 2013, the Discovery 2020 strategic planning process was developed to help shape the vision of the Durham Catholic District School Board for the next five years. While each goal that is outlined in this document will drive our yearly Board and School Improvement Plans, we strive to prepare our educators, students and families for the world of Catholic education as we move towards the turn of a new decade.

As part of the strategic planning process, our mission and vision have been updated to align with the framework outlined by the Ministry of Education and our Catholic School Graduate Expectations. Our values have been formalized to reflect our morals and beliefs through a Catholic lens.

I am excited to embark on this journey with our students, staff, families, trustees, parishes and community partners as we launch a new beginning for our Catholic school system. The plan is propelled by three guiding principles: Excellence, Equity and New Evangelization. In the pages that follow, you will find an overview of how these themes, strategic priorities and goals are interconnected, forming a harmonized system in which everyone works together for our common vision, serving with excellence in the light of Christ.

Yours in Catholic Education,
Anne O'Brien, Director of Education



Message from the Trustee Chair

As stewards of faith for students, the Durham Catholic District School Board is pleased to share Discovery 2020, our five-year strategic plan with the Durham Catholic learning community. We are confident that the strategic themes and priorities outlined in the plan will continue to light the path for Catholic education in our municipalities.

In the tradition of our motto, the words Catholic Education: Learning and Living in Faith, continue to guide us with Jesus Christ as the centre of everything we do. We believe that the Catholic school is to minister a faith relationship through curriculum, pedagogy and the light of the Gospel; while the fundamental trinity between the home, school and Church inspires faith-based living beyond the doors of our Catholic schools.

We are proud of the success and achievement that is a known legacy for our Board dating back 45 years ago when our story began. We appreciate the work of past and present leaders who have contributed to maintaining the Catholicity in our schools while achieving academic excellence; and we are excited about the new strategic directions that will continue to shape Catholic education and faith formation for our students. As Trustees, we look forward with great enthusiasm towards the next five years as Discovery 2020 is implemented.

God Bless,
Christopher Leahy, Chair of the Board of Trustees

Durham Catholic District School Board Today

Meet your Superintendents of Education



Anne O'Brien
Director of
Education
(Secretary
Treasurer)



Tracy Barill
Superintendent
of Human
Resources



Janine Bowyer
Superintendent
of Education



Bob Camozzi
Superintendent
of Education



Rosemary
Leclair
Superintendent
of Education



John Mullins
Superintendent
of Education



Gerry O'Reilly
Superintendent
of Education



Ryan Putnam
Superintendent
of Business
Services and
Chief Financial
Officer

"You are called, dear educators and parents, to create those schools which will transmit the values which you would hand on to those who will come after you."

– Saint John Paul II



Tim Robins
Superintendent
of Facilities
Services

Meet your Trustees



Christopher
Leahy
(Chair)
Town of
Whitby



Kathleen LeFort
(Vice-Chair)
Townships
of Brock,
Scugog &
Uxbridge



Theresa Corless
City of Oshawa



Jim McCafferty
City of
Pickering



Dr. Mark
McGowan
Town of
Whitby



Janice Oldman
Town of Ajax



John Rinella
Town of Ajax



Margaret Stack
City of Oshawa



Carina Gabriele
Student Trustee
Msgr. Paul
Dwyer CHS



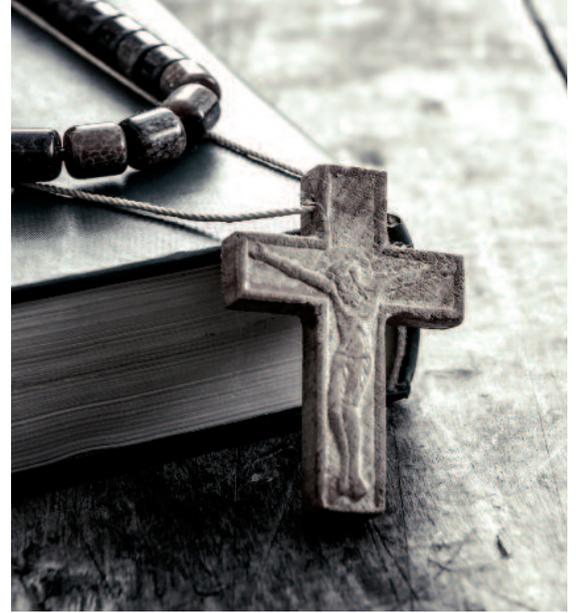
Ajoy Paul
Student Trustee
All Saints CSS

Quick Facts

- 38 Elementary Schools
- 7 Secondary Schools
- 6 Alternative and Continuing Education Sites
- 14,611 Elementary Students
- 7,749 Secondary Students

Municipalities We Serve

- City of Oshawa
- City of Pickering
- Town of Ajax
- Town of Whitby
- Townships of Brock, Scugog and Uxbridge



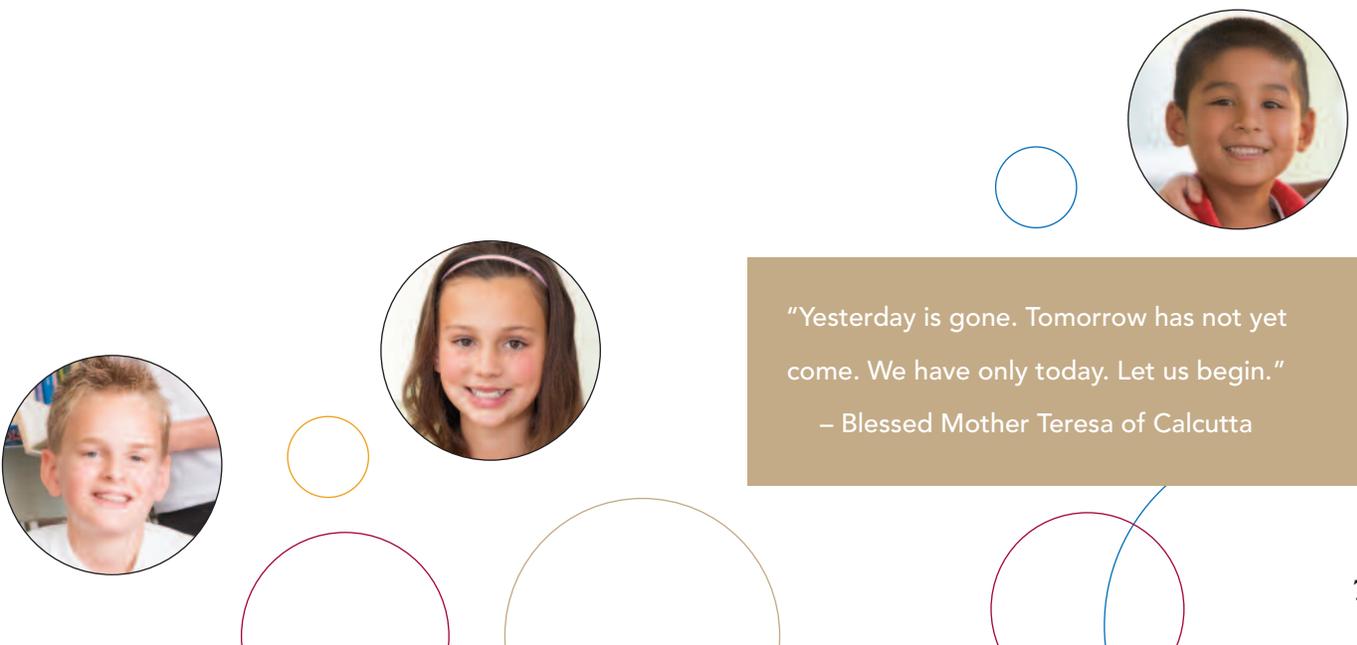
Introduction

In September 2013, the Durham Catholic District School Board embarked on a journey to develop the 2014 to 2019 strategic plan: *Discovery 2020*.

The development of a strategic plan enables the Board's partners and stakeholders to identify actions that address important issues, opportunities and priorities through a common vision, goals and objectives.

This plan is built upon the momentum of change and transformation in Catholic school teaching and learning practices, technology and communication advancements, population trends and priorities established by the Ontario Ministry of Education.

The document provides an overview of the plan at a glance, outlining 10 key themes with underlying priorities and goals. From this plan, staff have developed strategic actions and timelines as key drivers of Board and School Improvement Plans which will be reported on annually through the Director of Education's Report to the Community.



"Yesterday is gone. Tomorrow has not yet come. We have only today. Let us begin."

– Blessed Mother Teresa of Calcutta



The Strategic Planning Process

The development of the new strategic plan involved extensive research and input from various communities. The collective voice of internal and external stakeholders—staff, students, parents, parish priests, elected officials and community service providers—was heard through surveys, public consultation meetings, student voice forums and one-on-one discussions with the Director of Education. Through this process, the Board’s current strengths, challenges and opportunities were identified.

A committee consisting of staff, employee group representatives and leaders, principals, senior administrators, trustees and committee chairs participated in formal discussions led by a facilitator, allowing each area of the Board to provide input on what students will need in order to succeed in the 21st century.

Throughout the consultation session, key questions developed by the Ministry of Education were addressed around student well-being, equity, Kindergarten, child care, technology and the development of partnerships. Additional research was reviewed and discussed, such as Ministry documents, reports from educational stakeholders and information from the Region and related agencies in dealing with planned growth and development in new housing, new communities and need for new schools. Statistics in relation to student achievement, resource allocation, finances, special education, and demographic data related to Catholic school support, age, literacy and school completion was also reviewed in depth.

All of this data was crucial when considering the future of the Durham Catholic District School Board and understanding its core business. It was discovered that the Board’s main purpose is to serve students from Kindergarten into adulthood, supporting the spiritual, academic, physical and emotional health of the whole person. The role of Catholic educator is to ensure a focus that is Christ-centred as individuals pursue academic excellence and personal pathways to success.

From this discovery, the guiding principles of this plan were established, forming the foundation of the plan from which 10 key themes emerged.

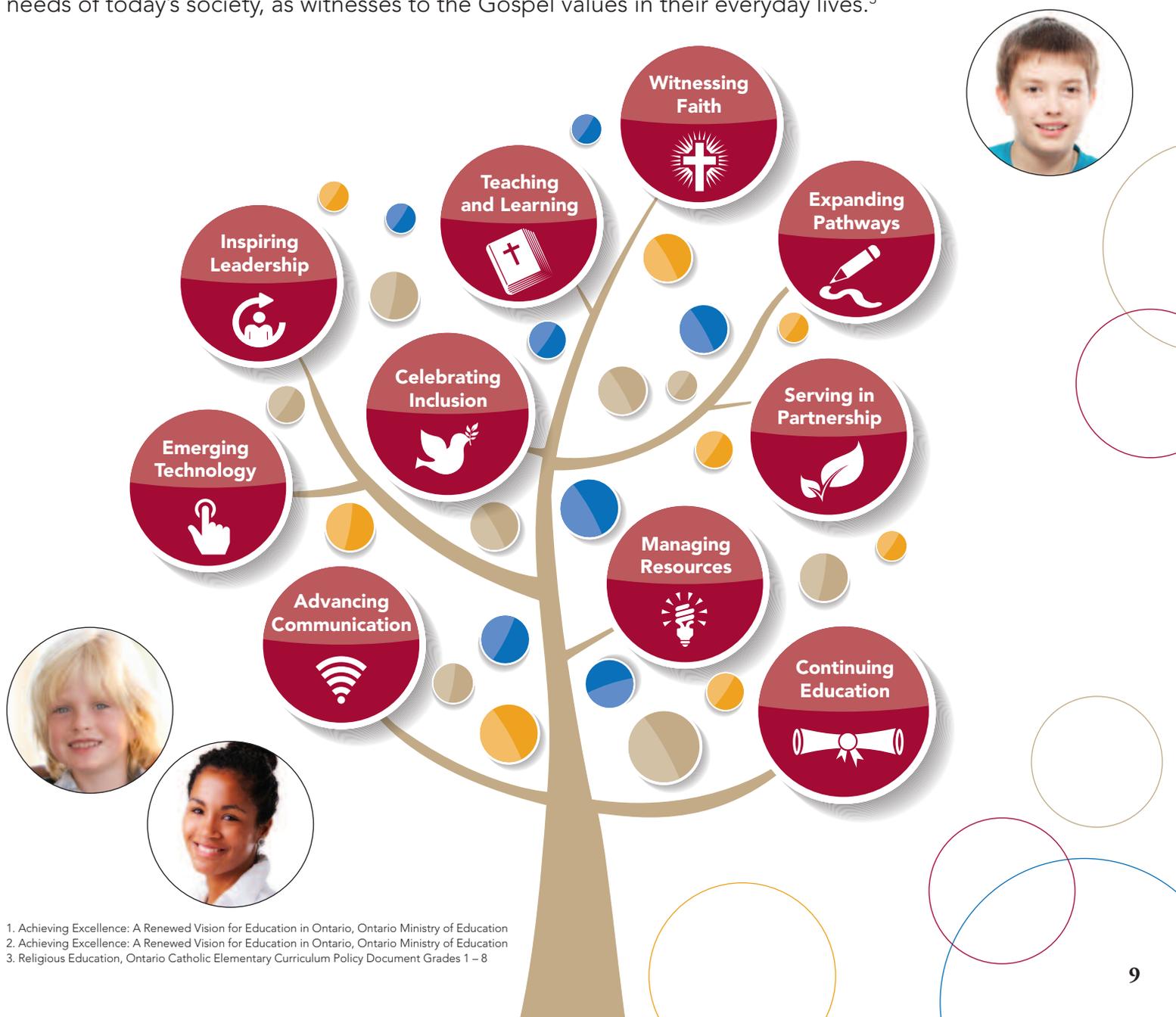
Overview

Discovery 2020 was developed to align with the goals outlined in the Ministry of Education's plan, *Achieving Excellence: A Renewed Vision for Education in Ontario*, as well as the Ontario Catholic School Graduate Expectations. Each of the 10 themes discovered through the strategic planning process have been established to promote:

Excellence: Children and students of all ages will achieve high levels of academic performance, acquire valuable skills and demonstrate good citizenship. Educators will be supported in learning continuously and will be recognized as among the best in the world.¹

Equity: All children and students will be inspired to reach their full potential, with access to rich learning experiences that begin at birth and continue into adulthood.²

New Evangelization: Students will embrace the Catholic Church's renewed efforts to meet the spiritual needs of today's society, as witnesses to the Gospel values in their everyday lives.³



1. Achieving Excellence: A Renewed Vision for Education in Ontario, Ontario Ministry of Education

2. Achieving Excellence: A Renewed Vision for Education in Ontario, Ontario Ministry of Education

3. Religious Education, Ontario Catholic Elementary Curriculum Policy Document Grades 1 – 8



Witnessing Faith

Celebrating Equity, Excellence and New Evangelization

Strategic Priorities

1. Creating and Sustaining a Caring Catholic School Culture
2. Building Relationships and Developing People
3. Teaching and Learning in the Formation of a Distinct Catholic Identity





"A sacrament is a visible sign, given by God, to build the body of Christ within us, and like stepping stones helps us get closer to eternal life with God himself. I believe that Jesus Christ himself is the sacrament."

– Jenna Giardullo, Elementary Student

Strategic Priority 1

Goals

- To create a Durham Catholic Children's Foundation that includes a fundraising component that supports students in need.
- To enrich the Catholic school culture of each school using an audit template.
- To cultivate a climate of hospitality which welcomes individuals into our communities from initial contact onward.

Strategic Priority 2

Goals

- To create an Adult Faith Formation and Development plan for the staff of Durham Catholic District School Board.
- To sustain and improve school, parish and home relationships.
- To collaborate with local, provincial and national partners to align goals and best practices in Catholic education.

Strategic Priority 3

Goals

- To foster a culture of teaching and learning which nurtures and reflects the Ontario Catholic School Graduate Expectations (CGEs).
- To implement the new religion curriculum for Grades 1 through 8.
- To discern the relevance of Catholic teachings and traditions to the current culture and to distill the six strands of Religious Education across the system:
 - Believing;
 - Celebrating;
 - Living a Moral Life;
 - Living in Communion;
 - Living in Solidarity; and
 - Praying.





Teaching and Learning

Leading and Learning in the 21st Century Classroom

Strategic Priorities

1. Achieving Instructional Excellence
2. Instruction for the 21st Century
3. Assessment, Evaluation and Reporting





“We come across many teachers every day, teaching us many different subjects, but all those teachers are truly one person teaching us one subject—and that is Jesus Christ teaching us how to live our lives in a moral way.” – Carina Gabriele and Ajoy Paul, Student Trustees

Strategic Priority 1

Goals

- To collaboratively and effectively implement Ministry of Education initiatives and priorities within a Catholic context.
- To support the development of individuals to become technologically fluent life-long learners.
- To improve student engagement and achievement in mathematics.

Strategic Priority 2

Goals

- To promote safety in science and technology programs, along with the safe and ethical use of digital technology.
- To develop critical thinking skills within the Catholic world view: Catholic Character, Citizenship, Communication, Critical Thinking and Problem Solving, Collaboration, Creativity and Imagination (Michael Fullan’s 6 Cs).
- To foster teaching and learning that is deepened through authentic, relevant and meaningful inquiry.

Strategic Priority 3

Goals

- To support principals and educators in maintaining high levels of informed professional judgment and assessment.
- To align practices with the principles of equity and inclusive education.
- To use data and information about student learning to inform decision making and actions.



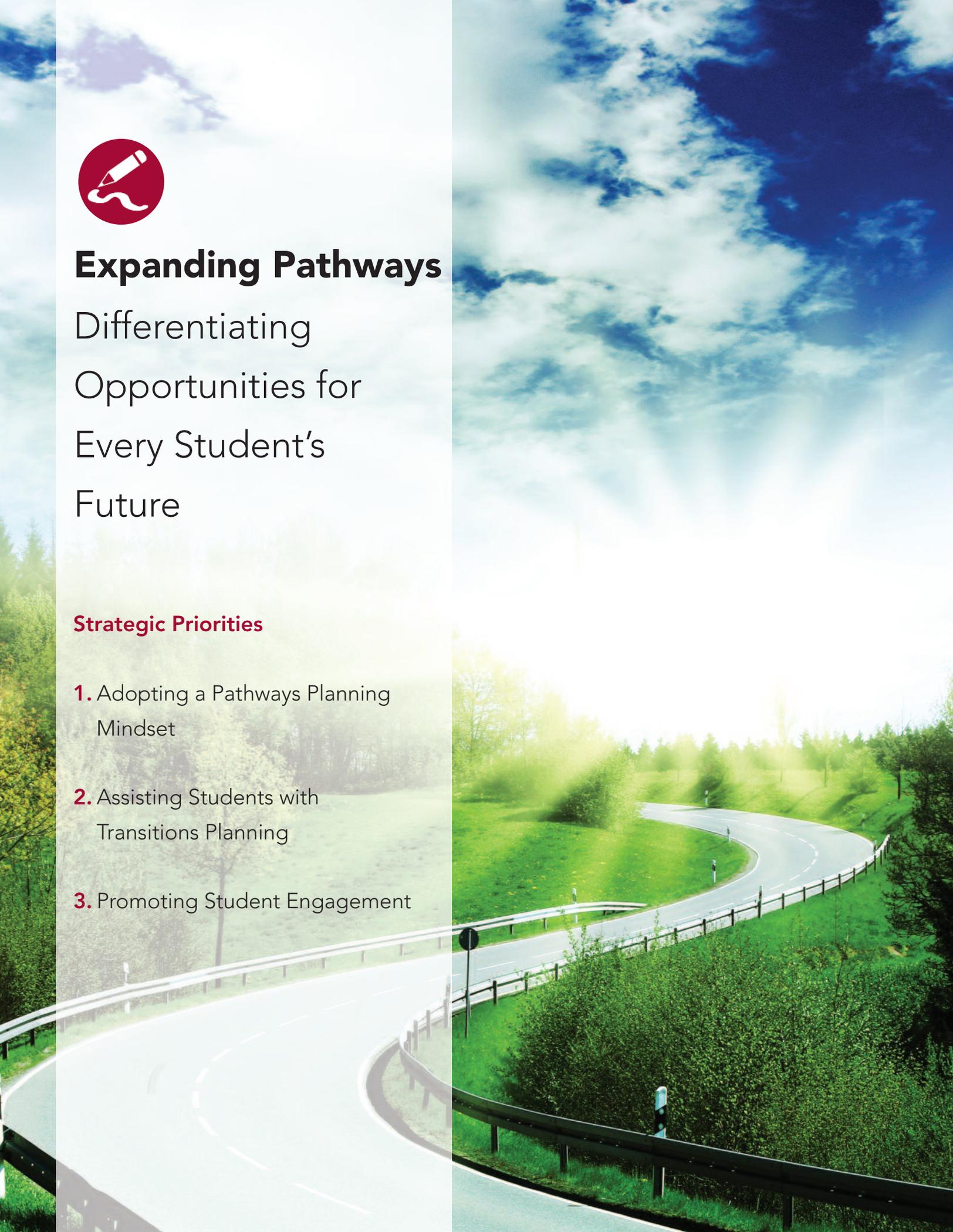


Expanding Pathways

Differentiating
Opportunities for
Every Student's
Future

Strategic Priorities

1. Adopting a Pathways Planning Mindset
2. Assisting Students with Transitions Planning
3. Promoting Student Engagement





“It is very good and holy to consider
the passion of our Lord,
and to meditate on it,
for by this sacred path
we reach union with God.”
– Saint Paul of the Cross

Strategic Priority 1

Goals

- To establish a comprehensive education and career/life planning program.
 - To develop the necessary knowledge and skills to support Pathways planning opportunities.
 - To foster experiential learning and Christian community service opportunities.
-

Strategic Priority 2

Goals

- To encourage well-being and achievement.
 - To facilitate elementary to secondary transition planning.
 - To facilitate secondary to post-secondary transition planning.
-

Strategic Priority 3

Goals

- To implement Ministry of Education policies and initiatives.
- To encourage student and parent engagement.
- To create a positive culture about Student Success.





Inspiring Leadership

Promoting a Culture
of Professional
Growth

Strategic Priorities

1. Employee Performance Growth
2. Capacity Building
3. Board Leadership Strategy



“As a leader in a Catholic school, you have the incredible opportunity to celebrate each and every student for their unique gifts and talents and move them forward on their journey in a Christ-centered, faith-filled learning community in collaboration with administrators, teachers, support staff and parents.”

– Liz Spratt, Distinguished Catholic Leader

Strategic Priority 1

Goals

- To strengthen employee commitment to ongoing professional development across all groups.
- To develop new and enhance existing annual performance growth plans for all employee groups.
- To develop and enhance performance appraisal tools and strategies for all employee groups.

Strategic Priority 2

Goals

- To establish a comprehensive orientation program for all employee groups.
- To develop and enhance induction programs suited to each employee group.
- To promote and support employee professional development at all stages of their careers.

Strategic Priority 3

Goals

- To enhance the Aspiring Leaders Program.
- To provide a mentoring program to support and develop newly appointed school leaders.
- To develop and implement a succession plan and mentoring program for support staff.





Celebrating Inclusion

Personalization,
Precision and
Professional
Development

Strategic Priorities

- 1.** Universal Design for Learning
- 2.** Differentiated Practice
- 3.** Precise and Personalized Intervention



"The Lord has loved me so much:
we must love everyone...we must
be compassionate!"

– St. Josephine Bakhita

Strategic Priority 1

Goals

- To support the improvement of access to Board facilities, policies, programs, practices and services for all.
- To implement and assess the strategies, programs and services of the Board's Mental Health and Addictions Strategic Plan.
- To enhance the use of student learning profiles which support student engagement and achievement.

Strategic Priority 2

Goals

- To support educators in implementing effective strategies that meet the diverse learning needs of all students.
- To promote fair and equitable assessment tools and strategies.
- To incorporate the use of appropriate digital tools to support an inclusive environment for all learners.

Strategic Priority 3

Goals

- To foster continued improvement of Individual Education Plans (IEPs).
- To support the ongoing professional development of Student Services staff.
- To put interventions into practice for students requiring intensive support.





Serving in Partnership

Building
Connections to
Enhance Catholic
Education

Strategic Priorities

1. Classroom, School and Board
2. Outreach and Programs
3. Parents, Stakeholders and
Community Involvement



"We must pray without ceasing, in every occurrence and employment of our lives—that prayer which is rather a habit of lifting up the heart to God as in a constant communication with Him."

– Saint Elizabeth Ann Seton

Strategic Priority 1

Goals

- To identify all existing and potential partnerships that support the Board and student achievement.
- To strengthen our partnerships among colleges, universities, employers and community agencies.
- To improve external partnership awareness and build capacity between the Board and its provincial and educational-based partnerships.

Strategic Priority 2

Goals

- To enhance Community Use of Schools outreach programs and strategies that maximize the use of Board facilities.
- To establish a Corporate Partnership Development program.
- To identify and expand Early Years Partnerships.

Strategic Priority 3

Goals

- To enhance opportunities for parent involvement and engagement that support student well-being and achievement.
- To support the ongoing professional development of Student Services staff.
- To sustain public confidence in the delivery of Catholic education.





Emerging Technology

Empowering Today
for a Changing
Tomorrow

Strategic Priorities

1. Infrastructure, Security and User Experience
2. Information Management
3. Ministry Compliance—Managing Information for Student Achievement (MISA)





“What counts the most in life is
blessed Jesus Christ, his holy Church,
his Gospel, truth and goodness.”

– Saint John Paul II

Strategic Priority 1

Goals

- To plan and implement technology upgrades that support student achievement.
- To improve security and system integration, enhancing end-user experience and productivity.
- To continue implementation of emerging technology, enabling 21st century education.

Strategic Priority 2

Goals

- To ensure compliance with information privacy laws in regards to records management.
- To implement an integrated system to improve productivity and efficiency.
- To reduce operational expenses where Information and Communication Technology solutions can be utilized.

Strategic Priority 3

Goals

- To enhance the Board’s Student Information System (SIS).
- To upgrade the data warehouse.
- To improve processes for compliance with Ministry of Education reporting requirements.





Advancing Communications

Strengthening
Relationships to
Enhance Student
Achievement

Strategic Priorities

- 1.** Collaborative Communication
- 2.** Branding and Visual Identity
- 3.** Community Engagement



“Good communication helps us to grow closer, to know one another better, and ultimately, to grow in unity. The walls which divide us can be broken down only if we are prepared to listen and learn from one another.” – Pope Francis

Strategic Priority 1

Goals

- To develop and implement communication policies and procedures.
- To provide staff with tools for the promotion of Catholic education.
- To develop a communications plan in alignment with the Board's strategic plan.

Strategic Priority 2

Goals

- To ensure the Board's corporate branding and visual identity is consistent in all forms of communication.
- To promote Board approved key messages.
- To enhance the use of existing communication tools.

Strategic Priority 3

Goals

- To deliver timely, effective and open communication using the most appropriate tools and technology available.
- To prioritize areas of focus for advancing communications.
- To explore the use of technology for enhancing Board communications.





Managing Resources

Establishing Sustainable Priorities and Raising Stakeholder Confidence

Strategic Priorities

1. Financial Stability
2. Resource Management
3. System Accountability



"This way our thoughts will be
Christian thoughts, thoughts of Christ.
Our works will be Christian works
based on Christ"
– Pope Francis

Strategic Priority 1

Goals

- To establish and sustain a multi-year balanced budget framework.
 - To ensure efficient and effective use of facilities to accommodate students.
 - To engage in authentic budget consultation with stakeholder groups.
-

Strategic Priority 2

Goals

- To ensure efficient and equitable allocation of staff.
 - To establish effective corporate risk management practices.
 - To ensure efficient and equitable allocation of school finances.
-

Strategic Priority 3

Goals

- To build system capacity with respect to financial literacy.
- To develop and communicate corporate customer service standards.
- To provide effective monitoring and reporting of financial outcomes.





Continuing Education

Serving the Needs
and Interests of
All Learners

Strategic Priorities

1. Career Training and Personal Development
2. Expanding and Extending Programs
3. Promoting Student Engagement



“Each of us is the result of a thought of God. Each of us is willed. Each of us is loved. Each of us is necessary.”

– Pope Benedict XVI

Strategic Priority 1

Goals

- To align programs that facilitate next steps for employment and educational goals.
- To enhance relationships with educational institutes and community partners.
- To maintain and develop programs which reflect the interests and needs of the community.

Strategic Priority 2

Goals

- To expand language training opportunities for learners.
- To develop and implement a service delivery model for an International Education plan that will recruit international learners to the Board.
- To provide all citizens with access to education opportunities by expanding program locations.

Strategic Priority 3

Goals

- To provide transitional pathways which reflect the needs of all learners.
- To promote the Catholic faith in a diverse community.
- To provide professional development opportunities for all staff.





“Ask and it will be given to you; seek and you will find; knock and the door will be opened to you.”
(Matthew 7:7)

Acknowledgements

Thank you to the members of the Strategic Planning Committee and sub-committees who worked several hours throughout the year to bring *Discovery 2020* to life. This group worked endlessly to research and review data that was brought forward throughout the process. Their contributions and exchange of ideas helped to establish the concept for the plan, update the new mission and vision, and formalize our Catholic values.

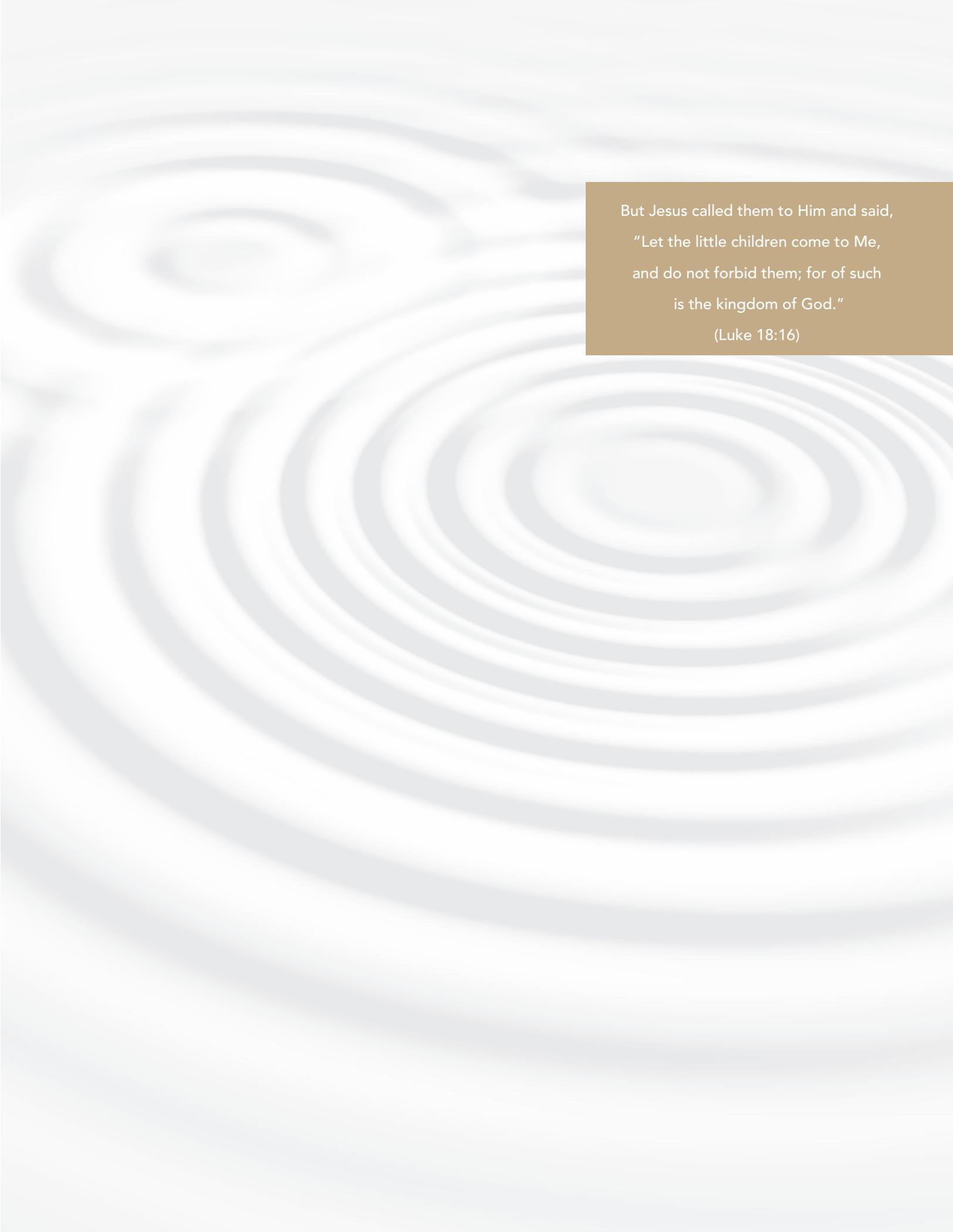
The Durham Catholic District School Board of Trustees also provided valuable input throughout the strategic planning and development process. Information was presented during trustee retreats and over a series of public Board meetings. The time that was taken to listen, discern and provide feedback to committee leaders was invaluable.

Committed to the implementation of this plan, Durham Catholic Trustees will work diligently to ensure accountability for the strategic actions that are drawn from the contents of this document. These actions, timelines and indicators of success have been outlined as a reference for various departments across the Board as they work together towards achieving their goals. Progress will be shared annually through the Director’s Report to the Community.

We are grateful for the students, staff, members of our parish communities and general public who responded to various surveys; for those who participated in student and community consultation sessions; and for the individuals who met with the Director of Education to share ideas about the future of Catholic education. The Director and Chair of the Board also met with local politicians, whose support is immensely appreciated.

Thanks to having representation from so many stakeholder groups during the consultation period, *Discovery 2020* is truly a collaborative effort which speaks to the strong voice among our Catholic learning communities.

A special thank you to His Eminence, Thomas Cardinal Collins, for sharing his insight and prayers as we journey forward on our mission.

The background of the page features a series of concentric, light blue circles on a white surface, creating a ripple effect. The circles are centered in the lower right quadrant and expand outwards towards the top left. A solid brown rectangular box is positioned in the upper right area, containing white text.

But Jesus called them to Him and said,
"Let the little children come to Me,
and do not forbid them; for of such
is the kingdom of God."

(Luke 18:16)



Durham Catholic District School Board

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