

Strategic Plan: Year 2 of 5 Year Plan

Key Initiatives for 2010–2011 – SUMMARY



Our mission is to prepare students to face a changing world as life long learners and informed, responsible citizens, within a safe, inclusive and dynamic environment

Limestone District School Board: *Success for All*

October 13, 2010

LDSB Strategic Plan: Year 2 of 5 Year Plan

GOAL 1: Improve Achievement and Success for All Students.

The Limestone District School Board is fully committed to the goals of improving achievement for all students and closing the achievement gap for particular groups of students, as established by the Ministry of Education.

Lead Personnel	<ul style="list-style-type: none">• Director of Education• Superintendent of Education, Elementary• Superintendent of Education, Secondary• Supervising Principal of Student Success• Supervising Principal of Special Education• Supervising Principal of School Effectiveness
Communication of Progress	<ul style="list-style-type: none">• Education/Human Resources Committee• Mid-Year Strategic Directions Report

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

<p>1.1 Student success and achievement levels will be increased.</p> <p>1.2 Implement the <i>Full-Day Learning For 4 and 5 Year Olds</i> initiative as per Ministry direction.</p> <p>1.3 Enhance learning through the arts and technology in the elementary panel.</p>	<p>1.1.1 The goals of <i>Reach Every Student: Energizing Ontario Education</i> and the Limestone District School Board Improvement Plan for increasing overall achievement in language and mathematical literacy, as reflected on school based and provincial assessments, are met or exceeded.</p> <p>1.1.2 Credit Accumulation: At least 85% of students working towards a high school diploma earn fifteen credits by the end of grade 10.</p> <p>1.1.3 Graduation Rate: At least 85% of students working towards a high school diploma graduate within five years.</p> <p>1.1.4 The goals of <i>Reach Every Student: Energizing Ontario Education</i> and The Limestone District School Board Improvement Plan for reducing achievement gaps for specific student populations including special education, gender, Aboriginal, and applied programming are met or exceeded.</p> <p>1.2.1 The <i>Full-Day Learning for 4 and 5 Year Olds</i> initiative is fully implemented within the parameters established by the Ministry of Education.</p> <p>1.3.1 There are an increased number of specialist teachers delivering arts and technology programming in elementary schools.</p>	<p>SUMMARY OF INITIATIVES</p> <p>Professional learning around teaching and learning will focus on increasing literacy and mathematics achievement through:</p> <ul style="list-style-type: none"> • higher order and critical thinking skills • problem solving skills • differentiated instruction • assessment and evaluation • instructional coaching capacity for mathematics and literacy coaching • early learning • student engagement and re-engagement • transition management • experiential learning • expanded pathways. • learning skills • instructional leadership • District review of 7 more elementary schools
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GOAL 2: Foster Health and Wellness in Safe Environments for Students and Staff.

For the public to have confidence in our education system, and for staff and students to feel safe and comfortable working and learning, school environments must be respectful, inviting and inclusive.

Lead Personnel	<ul style="list-style-type: none">• Superintendent of Human Resources• Supervising Principal of Human Resources• Assistant to the Director and Safe Schools
Communication of Progress	<ul style="list-style-type: none">• Joint Health and Safety Committee Reports• Education/Human Resources Committee• Special Education Advisory Committee• Mid-year Strategic Directions Report• KFL&A Medical Officer of Health

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

2.1 Improve educational programs and increase support strategies for at risk students.

2.2 Increase support for healthy working and learning environments and implement wellness strategies for staff and students.

2.1.1 Staff in all schools utilize effective progressive discipline, including the *Mediating by Empowering with Nurturing Dialogue* (MEND) restorative approach

2.1.2 Students receiving Community Threat Assessments are those most at risk of harm to self or others.

2.1.3 Students identified as hard to serve successfully complete the academic components of their programs as measured by credit accumulation. Students who have been expelled successfully complete the academic and non-academic components of their programs.

2.1.4 *Limestone District School Board policies, protocols and procedures for safe and inclusive environments reflect best practices, and align with legislation and new or revised MOE policy/procedure memoranda.*

2.2.1 Recommendations from the MOE Equity and Inclusion Strategy are implemented system-wide.

2.2.2 Review of policies and procedures related to harassment, violence and human rights is completed and implemented system wide.

2.2.3 The implementation schedule of Ont. Reg. 429/07 *Accessibility for Ontarians with Disabilities Act, 2005* is met or exceeded.

2.2.4 Statistical analysis and participant surveys show that employees accessing the Employee Assistance Program (EAP) and Employee Attendance Support Services are satisfied with the support and service.

2.2.5 Use of Employee Attendance Support Program has increased and employee group attendance statistics meet or exceed provincial averages.

2.2.6 Limestone District School Board Pandemic Response Plan is communicated and implemented.

2.2.7 Limestone District School Board healthy living initiatives are successfully promoted, implemented, completed and monitored.

- SUMMARY OF INITIATIVES, We will:
- Expand support and training for restorative approaches in all schools.
 - Model and provide opportunities for students to develop character, responsibility, citizenship and inclusive attitudes.
 - Update procedures and protocols to ensure school safety and emergency procedures are current, compliant and effective.
 - Review and enhance our safe schools communications, and establish school and system level Safe Schools Committees.
 - Implement effective and compliant procedures and practices around Nutrition; Healthy Living; Accessibility; Equity and Inclusion; and Violence and Harassment in the Workplace to ensure safe, inclusive and welcoming environments.

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GOAL 3: Ensure Fiscal Responsibility and Further Develop the Efficient Use of Resources.

In the Limestone District School Board, we believe that the organizational support services and operations of the Board must support and align with our educational goals of increasing achievement and success for all students. During a time when declining student enrolment is a local and provincial reality, and when finances are finite within an increasingly challenging economy, the Limestone District School Board strives to make both efficient and effective use of all resources.

<p>Lead Personnel</p>	<ul style="list-style-type: none"> • Superintendent of Business Services • Superintendent of Human Resources • Supervising Principal of Special Education • Supervising Principal of Student Success
<p>Communication of Progress</p>	<ul style="list-style-type: none"> • Education/Human Resources Committee • Property & Operations Committee • Mid-Year Strategic Directions Report • Special Education Advisory Committee

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KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
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<p>3.1 The Limestone District School Board will complete internal reviews of operational systems and processes, including those in Tri-Board Transportation, Human Resources (HR), Educational Services, and Finance (budget, audit, purchasing, accounting, and non-Board funds) to reflect legislative changes and the recommendations with MOE Operational reviews.</p> <p>3.2 The Limestone District School Board will establish long term plans for the alignment and continuous renewal of operational and educational technology.</p>	<p>3.1.1 Processes for Educational Services, Financial Services (budget, audit, purchasing, accounting and non-board funds), Tri-Board Transportation, Planning and Human Resources (HR), reflect best practices and legislative changes and are aligned with recommendations from the MOE Operational Review.</p> <p>3.2.1 A multi-year plan for the renewal of operational and educational technology is implemented system-wide.</p>	<p>SUMMARY OF INITIATIVES, We will:</p> <ul style="list-style-type: none"> • Provide training and support to School Councils on roles, responsibilities and processes, including e-software for financial accountability. • Facilitate activities and outreach to parents through the School Council Liaison Committee (Parent Involvement Committee). • Modify procedures and practices to achieve compliance with MOE and Public Sector Accounting Board (PSAB) requirements and, MOE Audit requirements. • Complete and implement the LDSB Leadership Strategy, and revise and implement several HR processes for staff development and appraisal, initiate a new process for records management, and finalize a five year plan for ITS five.
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GOAL 4: Develop and Improve Work Practice and Leadership through Professional Learning.

In the Limestone District School Board, we believe that the Board and staff share the responsibility to model lifelong learning, teamwork, continual improvement and professional learning. Every staff member is valuable and essential to fostering high quality public education.

Lead Personnel	<ul style="list-style-type: none">• Director of Education• Assistant to the Director and Safe Schools• Supervising Principal of Special Education• Superintendent of Business Services• Superintendent of Human Resources• Supervising Principal of Human Resources• Superintendent of Education, Secondary• Superintendent of Education, Elementary• Supervising Principal of Student Success• Supervising Principal of School Effectiveness
Communication of Progress	<ul style="list-style-type: none">• Education/Human Resources Committee• Special Education Advisory Committee• Mid-year Strategic Directions Report

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
How will we accomplish this goal?	What will success look like in 2014?	What action will we take?

<p>4.1 The Limestone District School Board will provide professional learning, training or development for all employees related to the Board's strategic direction.</p> <p>4.2 The Limestone District School Board will provide professional learning, training or development for Trustees related to the Board's strategic direction.</p> <p>4.3 The Limestone District School Board will provide professional learning, training and development for Senior Staff related to the Board's strategic direction.</p>	<p>4.1.1 Records and appraisals demonstrate that all employees engaged in professional development or training related to the Board's strategic direction.</p> <p>4.1.2 Departmental records demonstrate that all teachers, administrators and educational assistants received in-service on <i>Learning For All K-12</i>.</p> <p>4.2.1 Trustees will be current and informed on relevant issues.</p> <p>4.3.1 Senior Staff and Managers actions will demonstrate they are current and informed on relevant issues.</p>	<p>SUMMARY OF INITIATIVE, We will:</p> <ul style="list-style-type: none"> • Provide Professional learning around teaching and learning will focus on increasing literacy and mathematics achievement through: higher order and critical thinking skills; problem solving; differentiated instruction; assessment and evaluation; instructional coaching; early learning; student engagement and re-engagement; transition management; experiential learning and expanded pathways; and learning skills. • Provide training and in-service, as required for employee groups related to Health and Safety, job application and hiring, performance appraisal, ITS applications, new policy and procedures, as well as training and support related to new practices for specific staff. • Provide mentoring programs for all new administrators and build capacity related to guiding, directing and supervision of staff. • Provide orientation and support for new and experienced trustees as required.
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GOAL 5: Prepare for Future System Changes and Plan for Environmental Sustainability.

In the Limestone District School Board, we believe it is an important responsibility to be proactive in preparing for an economically and environmentally sustainable future, by planning for effective and efficient environments in which to work and learn.

<p>Lead Personnel</p>	<ul style="list-style-type: none"> • Director of Education • Assistant to the Director and Safe Schools • Superintendent of Business Services • Superintendent of Education, Secondary • Superintendent of Education, Elementary • Supervising Principal of Special Education • Superintendent of Human Resources • Supervising Principal of Human Resources
<p>Communication of Progress</p>	<ul style="list-style-type: none"> • Environmental Sustainability Committee • Education/Human Resources Committee • Property / Operations Committee

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
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<p>5.1 Meet or exceed the requirements of the MOE environmental education direction document <i>Acting Today, Shaping Tomorrow</i></p> <p>5.2 Complete a comprehensive system review of building spaces for both pupil places and administration to address present and future enrolment needs and Prohibitive to Repair (PTR) concerns.</p> <p>5.3 Enhance the learning environment for students by repairing, renovating and updating existing educational facilities to meet current and future needs.</p> <p>5.4 Prepare for current and future Board leadership needs with respect to system and school administration and operational management.</p> <p>5.5 Maintain policies and procedures that provide the basis for current, compliant and sound decision making and practices.</p> <p>5.6 The Limestone District School Board will establish long term plans for continual renewal of operational and educational technology.</p>	<p>5.1.1 Environmental sustainability strategies and education are implemented in all buildings throughout the district.</p> <p>5.1.2 An Environmental Sustainability Procedure is developed and implemented district wide.</p> <p>5.2.1 Program and Accommodation Reviews, where required, are completed.</p> <p>5.2.2 Construction of new schools, as approved, is completed or initiated.</p> <p>5.2.3. MOE directions for <i>Early Learning for Four and Five Year Olds</i> are implemented.</p> <p>5.3.1 School facilities are repaired and/or renovated as required providing safe and functional learning spaces for students.</p> <p>5.4.1 Revised leadership succession plans for academic and non academic staff are implemented district wide.</p> <p>5.4.2 The Limestone District School Board maintains sustainable applicant pools of excellent school administrators and operations supervisors</p> <p>5.4.3 Staffing levels meet budgetary limitations and are distributed appropriately to meet school/program needs.</p> <p>5.5.1 Limestone District School Board procedures and policies are compliant with legislation and system needs.</p> <p>5.6.1 A system plan for the renewal of operational and educational technology is complete and implementation begun.</p>	<p>SUMMARY OF INITIATIVES, We will:</p> <ul style="list-style-type: none"> • Model and provide opportunities to develop student and staff commitment to environmentally responsible attitudes and behaviours. • Continue to implement additional energy management capital projects, conduct additional waste cycle audits, and install environmentally responsible replacement systems and building enhancements in schools, as scheduled. • Install water refilling stations in additional schools and encourage school participation in the Eco-schools program. • Begin implementation of the new LDSB Environmental Education Administrative Procedure and develop a process for an annual sustainability report. • Complete the program and accommodation review of Kingston West and Loyalist area, and continue to analyze accommodation needs throughout LDSB. • Complete the design process, and commence construction of new schools in Greater Napanee and Kingston East, and commence the design process for a new school in Sharbot Lake. Complete construction of new addition at Sydenham H.S.. • Continue to work with community partners to finalize construction of community track and field facility. • Complete major heating retrofit project at N.D.S.S.. • We will design and implement a board distribution process for external organizations that addresses workload, fairness, consistency and environmental sustainability. • We will finalize a 5 year ITS plan that includes a disaster recovery plan and renewal strategy. • We will complete and implement the LDSB Leadership Strategy, and revise policy for Director Performance Appraisal.
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GOAL 6: Strengthen Communication and Engagement with Parents/Guardians, Educational and Community Partners and the Public.

The Limestone District School Board believes that public education is most effective as a shared responsibility that includes students, parents, staff, government, and the community. The Limestone District School Board is committed to promoting, participating and leading in the development of positive partnerships at all levels.

Lead Personnel	<ul style="list-style-type: none">• Director of Education• Assistant to the Director and Safe Schools• Supervising Principal of Special Education
Communication of Progress	<ul style="list-style-type: none">• Education/Human Resources Committee• Mid-year Strategic Directions Report

KEY OBJECTIVES (3-5 YEARS)	SUCCESS INDICATORS	KEY INITIATIVES
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<p>6.1 Implement initiatives of the Parent Engagement office to respond to needs identified through the School Council Liaison Committee.</p>	<p>6.1.1 All School Councils are in compliance with MOE and Board requirements for operations, training, reporting, and finance.</p>	<ul style="list-style-type: none"> We will provide training and support to School Councils on roles, responsibilities and processes, including e-software for financial accountability.
<p>6.2 Actively engage educational partners, municipal and provincial governments, community agencies and the public.</p>	<p>6.2.1 All requirements of the Student Support Leadership Initiative are implemented.</p> <p>6.2.2 Stakeholder satisfaction surveys indicate high levels of satisfaction with Board communication and partnership.</p> <p>6.2.3 An Aboriginal speaker's bank is created and being regularly accessed by staff members.</p> <p>6.2.4 The Aboriginal Advisory Committee meets a minimum of three times a year.</p> <p>6.2.5. Participation is maintained in key charitable and community initiatives.</p>	<ul style="list-style-type: none"> We will facilitate activities and outreach to parents through the School Council Liaison Committee in accordance with new Parent Involvement Committee Guidelines. We will continue to liaise and partner with municipalities, local education institutions, KFL&A Public Health, and other community organizations, and will conduct a satisfaction survey of internal and external partners regarding LDSB communication and partnerships. Staff and trustees will continue to lead and participate in community and professional associations and initiatives related to roles and responsibilities. We will continue to support and encourage staff and student participation in philanthropic organizations and initiatives. We will continue to actively engage employee associations and to protect positive labour relations.
<p>6.3 Enhance labour relations with our employee group partners through effective collaboration and implementation of collective agreements and contracts.</p>	<p>6.3.1 Wherever possible, grievances are resolved using internal problem solving processes.</p> <p>6.3.2 Employee groups are positively involved in collaborative initiatives.</p>	<ul style="list-style-type: none"> We will continue to recognize and celebrate student, staff, school, and district achievements through school and Board events, Board meetings, LDSB website, media releases, Director's E-Bulletin, The Director's Annual Report, and the Trustees Biennial Report to the Community.
<p>6.4 Promote and celebrate the achievements of students, staff and the LDSB through active communications and outreach.</p>	<p>6.4.1 Students, staff and Board achievements are widely communicated and recognized on a regular basis.</p> <p>6.4.2 All secondary schools participate fully in inter-school council.</p>	