



SYSTEM PLAN: Nurturing Our Catholic Community 2008-2012

5/25/2008

PRIORITY:

NURTURING OUR CATHOLIC COMMUNITY

GOALS:

OUR EDUCATIONAL FAITH COMMUNITY

The Board will create a dynamic environment that will encourage an intelligent, honest and prayerful exploration of our Catholic tradition.

OUR STAKEHOLDERS

The Board will engage partners to promote Catholic Education.

PRIORITY:

BUILDING CAPACITY TO LEAD and LEARN

GOALS:

OUR LEADERS

The Board will enable the development of informed and imaginative people of faith who are committed to achieving excellence in Catholic Education.

Notes

1. Support must be provided to implement the strategies; that is, the goal of the plan needs to be viewed as worthy, as a reflection of who we are and then supported throughout the organization.
2. The plan needs to be seen as the filter through which everything else – academic and non-academic activities flow. The plan is the lens so that when we talk about Student Success or School Effectiveness, they are seen through the lens of the Ontario Catholic School Graduate Expectations; that the outcomes of this plan – support for Catholic education, living out our mission, et cetera – are seen as the essential mission, values part of the School Effectiveness/Student Success work. [It is noted that goals may change as we proceed to review and develop the next round of our strategic plan. Values, however, should remain consistent].
3. Do we have or can we have a Speakers Series on Catholic Education developed as a part of an ongoing faith-formation programme?
4. We need to ensure schools belonging to the same parish work together with the parish. For example, all schools in a parish joining together with the parish on a common Professional Activity Spiritual Development Day.
5. We need to chunk the tasks in the plan into manageable timelines (logistically and not just by priority).
6. Elaborate on 'Catholic Tradition' through an appendix to the plan. What does 'Catholic Tradition' mean so we are using the same language.
7. Mission is defined so that teams can engage in the use of common language and the pursuit of a common purpose. For our purposes we know our school board mission is *"With the Gift of the Catholic Faith, our Mission is Learning, growing, and transforming the world together as faithful disciples of the Risen Lord."* Continued.....

In Msgr. Murphy's book, *Catholic Education : A Light of Truth*, he challenges us "to seek to create" a unique learning environment: "That unique learning environment which is both the genius and hallmark of a Catholic school is, as we have discussed, Christian community...a primary educational objective must be to assist students to discover and discern the truth – the truth of all of life, the truth of myself, the truth of this marvelous universe of ours and the truth of God. We seek this truth with the conviction that its deepest meaning is found in light of the message and meaning of Jesus Christ...there is a needed more than ever before countercultures like the Catholic school to act as a reality check which commits itself to truth and to search for truth."

Through Fr, Jim Mulligan's paper, *Reflections on the Paradigm Shift Affecting Catholic Education in Ontario*, that what is facing us today "could be an opportunity, a privileged moment for renewal and change." The type of change he writes about is understanding the new playing field on which Catholic education will be played out. It does not matter what type of Catholic institution we are – hospital, school system, religious group – the large C Catholic and small c Catholic tension is experienced and played out in the secular society as the Catholic institution tries to deal with "maintaining 'Catholic Identity' [as] the central question for every Catholic institution." Furthermore – and the heart of Mulligan's argument – is the following challenge from Fr. Jim that each one of us as leaders has to answer:

"Isolate any Catholic school – your own school or the school you most identify with. Think of that school as a free-standing entity unto itself. No Catholic school board. No external faith resources. It is entirely on its own. The school must survive as a Catholic school in a very secular culture on its own. And now the critical questions. Are there a sufficient number of Catholic educators in that school who know the Catholic Christian story? Is there a core group of Catholic educators who see their work as living out their baptismal commitment and are be able to tell that story, sharing their faith with students? Will this core group be respected enough and accepted in order to be able to shape the direction and the vision of education of that Catholic school so that their school continues to be and to grow as a Catholic school?"

When we turn to the Vatican, to researchers such as Gerald Grace, to commentary from Msgr. Murphy, Fr. Jim Mulligan et cetera, the central theme of what a Catholic school is emerges and is outlined below. Our mission critical is to ensure that the attributes outlined below are central to what we do. In essence the mission of the Catholic school is – as a Christian community – to seek the truth in order to transform the world through graduates who will live out the Ontario Catholic School Graduate Expectations...that in order to accomplish this mission the following must be present in a Catholic school.

- 1. Education in the Faith:** Education in the Faith happens in an integral way throughout the day and in all curricular and non-curricular activities. Religious Education and Family Life Programs are integral parts of the formal curriculum. The Ontario curriculum and Ministry goals are delivered through the lens of the Ontario Catholic School Graduate Expectations.
- 2. Formation in Solidarity & Community:** There is a faith community present and is evidenced through policies and procedures; there is a sacramental presence and an ethos that flows from the Gospel Values.



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3. **Education for the Common Good:** The school is based on a Catholic world view as evidenced through the *Ontario Catholic School Graduate Expectations*.

4. **There is a preferential option for the poor:** The school engages in social justice activities to ensure that what we are fortunate to have is shared equitably. We also realize that poverty of spirit and poverty of being through exclusion is as critical a need for addressing as is economic poverty.

5. **Academic Education for Service:** That the school has an outward focus; a focus that is for the common good and is based on ensuring our students and staff are aware of and take up the challenge to live-out the *Ontario Catholic School Graduate Expectations*.

Priority: NURTURING OUR CATHOLIC COMMUNITY

Focus Area: Future of Catholic Education

Goal: Our Stakeholders - The Board will engage partners to promote Catholic Education				
SMART GOALS	STRATEGY	MEASUREMENT OF GOAL DEMONSTRATION	MONITORING DATES FOR REPORT ON MEASUREMENT DATA	PERSON(S) RESPONSIBLE
The importance and impact of Catholic Education is proclaimed to the community.	The Director of Education's Community Update Newsletter will be published four times per year and at least 25% of its content will proclaim Catholic education.	Each Director's <i>Community Update</i> will be analyzed to ensure that at least 25% of the content proclaims Catholic education.	Annually in <ul style="list-style-type: none"> • September • November • February • May 	Senior Manager of Public Affairs
All School Councils will have regular agenda items with a focus on our mission.	<ul style="list-style-type: none"> • By June 2010, representatives of all School Councils will participate in the Catholic partners training program "Engaging Parent: Improving Student Achievement" 	<ul style="list-style-type: none"> • 90% of School Councils representatives who participated in the training indicate that their participation in the program has deepened their understanding of Catholic Education and has influenced the contribution they make as a member of the School Council. • School Council agenda and minutes of meetings are analyzed to determine the degree to which School Councils are focusing on our mission in their school. The data indicates that 100% of School Councils do focus on mission integrity as part of the School Council agenda. 		<ul style="list-style-type: none"> • School supervisory officer • Principal • School Council Chairs • Parent Involvement Committee

Goal: Our Stakeholders - The Board will engage partners to promote Catholic Education

SMART GOALS	STRATEGY	MEASUREMENT OF GOAL DEMONSTRATION	MONITORING DATES FOR REPORT ON MEASUREMENT DATA	PERSON(S) RESPONSIBLE
<p>All schools will see increasing involvement between the school and parish team.</p>	<ul style="list-style-type: none"> • Annually the Principal, parish pastoral team and Pastoral Care Team will complete the school-parish plan as outlined in APS033, <i>Guidelines for School Parish Relations</i>. • The plan will generally specify how the involvement of the parish pastoral team will interact with the school. • The plan will specifically state the purposeful activities the parish team will engage in. IE <ul style="list-style-type: none"> *visits to classrooms *Eucharistic liturgies *Sacramental Preparation *school/class visits to the parish *a plan for Catholic Education Week that involves the parish • The plan will specify how the elementary or secondary Chaplaincy Leader assigned to the school will assist the work of the priest/parish support in the school. • The plan will specify the involvement of the parish in school faith-day activities including planning a role for the parish in the school's faith P.D. day and other faith formation opportunities. 	<ul style="list-style-type: none"> • 100% of schools have completed the annual plan. • The plan demonstrates the involvement of the priest (and parish support where in place) in the school. • There is a post-year evaluation of the involvement of the parish team in the school carried out. • The Principal and the elementary or secondary Chaplaincy Leader assigned to the school will complete and share an annual post-year evaluation of the role of the parish in the school and share the results with the parish and Pastoral Care Team with the view to enhancing the relationship in subsequent years. • Where there is a change of Principals, Chaplaincy Leader or Parish Priest, a process has been documented on how the recommendations of the post-year evaluation will be communicated to the new Principal, Chaplain or Priest as appropriate. • The parish is actively involved in the planning and implementation of the school faith-day and other faith – formation opportunities. 	<ul style="list-style-type: none"> • Supervisory Officers report that by October 1st all schools in their Family of Schools report that the plan has been completed. • Parish priest report to the Dean and Director of Education that by October 1st the school-parish plan has been developed. • By June 1st of each year a post-year evaluation of the involvement of the parish in the school has been completed by the Deanery and by the Director of Education or designate Recommendations for next year have been noted and a plan is created for the subsequent year from the recommendations. 	<ul style="list-style-type: none"> • Principal • Elementary Chaplain or Secondary Chaplain as the case may be • Priest • Parish Team • Supervisory Officer • Deanery • Director of Education



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<p>All newly-appointed Principals and Pastors will meet with the Director of Education/Dean/ Spiritual Animator to be welcomed to their new assignments and to begin developing a school-parish liaison.</p>	<ul style="list-style-type: none"> The Director of Education and Dean for Waterloo Deanery will invite newly appointed pastors and principals to a meeting during the month of September. 	<ul style="list-style-type: none"> The meeting occurs during the month of September Feedback demonstrates that the meeting is useful and effective at building initial relationships for parish-school relations 	<p>End of September</p> <p>Post-year evaluations</p>	<p>Director of Education Superintendent of Leadership and Faith Development Dean, Waterloo Deanery</p>
<p>All schools will engage parents and parish pastoral team members in more faith-based school activities.</p>	<ul style="list-style-type: none"> School newsletters will incorporate news about the faith program in the school. Parish pastoral team members are invited to write columns or articles for school newsletters. Using the school volunteers criteria, schools will invite parents to be part of Pastoral Care Team/Liturgy planning. Schools will invite and encourage increased parent and family involvement in parish and school faith-based celebrations. 	<ul style="list-style-type: none"> An analysis of School newsletters demonstrates not less than 10% of the newsletter is about the faith program in the school. School newsletters contain articles written by Parish Pastoral Team members. 100% of parents receive invitations to participate and there is a mechanism in place to measure parent participation. There is demonstrated effort to improve parent involvement over time. 	<p>As published</p> <p>September</p> <p>Year end Pastoral Care Team reviews</p>	<p>School Principal Religious Education and Family Life Consultant</p>

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All newly baptized Roman Catholics of pre-school age and their parents will be made aware at the time of the child's baptism of their option to send their child to a Catholic school.	<ul style="list-style-type: none"> Parish Team members are provided with a WCDSB Welcoming kit for distribution to potential future students at the time of the child's baptism. .. 	<ul style="list-style-type: none"> Local parishes distribute the WCDSB Welcoming kit to the parent(s)/guardian(s) of newly baptized students. Families registering their children in our schools indicate that they received the WCDSB welcoming kit at the time of the child's baptism. 	Ongoing with new registrations	Senior Manager of Public Affairs Parish Pastoral Team
All student leaders will build their capacity to support Catholic education	<ul style="list-style-type: none"> Student leaders from WCDSB and neighbouring Catholic school boards will participate in an annual Student Leadership Conference. Student leaders from WCDSB and neighbouring Catholic school boards will work with Bishop Paul-André Durocher as part of the Annual Student Leadership Conference. 	<ul style="list-style-type: none"> Conference Evaluations and principal observations indicate that student leaders develop an increased capacity to support Catholic Education October 15, 2009 	Post conference evaluations	Superintendent of Student Success ; Superintendent of Leadership and Faith Development Religious Education and Family Life Consultant Resource Development Office
All trustees, staff, School Council Chairs and Pastors will build their capacity to support Catholic education.	<ul style="list-style-type: none"> All trustees, staff School Council Chairs, Pastors will be invited to work with Bishop Paul-André Durocher through an evening session at Centre In the Square (tbc) 	<ul style="list-style-type: none"> October 15, 2009 	Session evaluations and Pastoral Care Team year end reviews.	Director of Education President, Waterloo OEETA Unit Superintendent of Leadership and Faith Development Superintendent of Student Services Superintendent of Student Success ; Administrator Co-Chairs Chaplains



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All staff and parishes will build their capacity to support Catholic education	<ul style="list-style-type: none"> Sites will participate in an annual faith day and continuing opportunities for faith formation. Staff – as part of a system faith-day – will work in their parish- school groups on follow-up activities to Bishop Paul-André Durocher presentation. 	<ul style="list-style-type: none"> Ongoing participation October 16, 2009 	Session evaluations and Pastoral Care Team year end reviews.	Superintendent of Leadership and Faith Development Religious Education and Family Life Consultant Principals and Staff

Priority: NURTURING OUR CATHOLIC COMMUNITY

Focus Area: Future of Catholic Education

Goal: Our Educational Faith Community: The Board will create a dynamic environment that will encourage an intelligent, honest and prayerful exploration of our Catholic tradition.

SMART GOALS	STRATEGY	MEASUREMENT OF GOAL DEMONSTRATION	MONITORING DATES FOR REPORT ON MEASUREMENT DATA	PERSON(S) RESPONSIBLE
All WCDSB community members will re-affirm an understanding of the Ontario Catholic School Graduate Expectations (OCSGE)	<ul style="list-style-type: none"> A communication plan will be developed and implemented for the OCSGE's All school activity will be grounded in the OCSGE's. All staff will identify and communicate the expectations as part of the teaching-learning process. School celebrations will be centered on the OCSGE's Schools and parents access OECTA print resources in support of the OCSGE's Catholic Education Week activities focus on celebrating the OCSGE's 	<ul style="list-style-type: none"> A communication plan is in place by January 2009 100% of classes in all schools will prominently display the expectations. Lesson plans will outline which expectations are being focused on. Schools have identifiable measures in place to celebrate student success through the lens of the OCSGE's. OECTA resources are accessed and utilized. Information from schools demonstrates that celebrating the OCSGE's is one focus of Catholic Education Week activities. 	January 2009 OECTA yearly reports Catholic Education Week evaluations	Principals OECTA
The WCDSB, schools and sites will develop, understand, and communicate a Catholic culture.	<ul style="list-style-type: none"> The Pastoral Care Team is identified and facilitates the design __ and creation (or maintenance) of sacred spaces within the school site. The Waterloo Catholic Community Foundation is approached to provide funding for sacred spaces. School and system meetings and activity will be grounded within a prayerful experience. Leaders will be supported with opportunities to develop prayerful facilitation and discernment for staff. Prayer will be used as an active decision screen in issues of discernment. 	<ul style="list-style-type: none"> Each school and site has an identifiable space at or near the entrance of the school/site that reflects the signs and symbols of our faith so that one knows a Catholic school has been entered. 100% of classrooms have and make use of Prayer Centres 100% of schools and sites display appropriate signs and symbols for the liturgical seasons. Leaders participate in capacity building opportunities 	Ongoing observation Pastoral Care Team year end reviews.	Principals Pastoral Care Teams

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All students will witness adult faith in action.	<ul style="list-style-type: none"> • Staff and students will routinely gather in prayer and active celebration. • Celebration of Excellence activities will be communicated to and contributed by the student body. • Schools will feature a 'social-justice' group dedicated to promoting and prosecuting our mission to the poor and vulnerable. • OECTA Waterloo Unit is approached for funding in support of school social justice activities. • Current Adult Faith Formation programs are reviewed to ensure current needs are being met. 	<ul style="list-style-type: none"> • Sites have regular communal prayer and active celebrations of faith. • Site based recognition ceremonies occur and student contribution to nominations are forthcoming. • Opportunities occur for communities to develop an understanding of the need for justice and transformative leadership as well as charitable fundraising. • OECTA Waterloo Unit is accessed for funding in support of school social justice activities. • Adult Faith Formation programs are reviewed and changes are implemented to meet current needs. 	Ongoing observation Pastoral Care Team year end reviews.	Pastoral Care Teams Principals RFL consultant Supervisory Officer for Leadership and Faith Formation
All school and site Pastoral Care Teams will....	<p><i>Response forms still being submitted...to be completed once forms are in</i></p> <ul style="list-style-type: none"> • Co-ordinate staff and student liturgical development. • Facilitate adult faith-formation opportunities. • Provide a compassionate response to issues of crisis. 	<ul style="list-style-type: none"> • Regular liturgical and faith-formation opportunities occur. • Staff will be able to identify a compassionate response process. 	Pastoral Care Team year end reviews.	Pastoral Care Teams Principals RFL consultant Supervisory Officer for Leadership and Faith Formation



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Through the system's response to education in virtues [character education] all students will	<ul style="list-style-type: none"> • Be able to name and articulate an understanding of our core virtues or attributes. • Be able to identify examples of virtue in their own practice and the community. • Develop strategies to promote and nurture the virtues within their communities. 	<ul style="list-style-type: none"> • Virtues are prominently displayed and integrated into instructional opportunities. • Virtues are used as a 'caught in the act' celebration. • Virtues become the basis of community building activities. 	Yearly reviews	Principal Supervisory Officer for Student Success



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Goal: Our Leaders: The Board will enable the development of informed and imaginative people of faith who are committed to achieving excellence in Catholic Education.

SMART GOALS	STRATEGY	MEASUREMENT OF GOAL DEMONSTRATION	MONITORING DATES FOR REPORT ON MEASUREMENT DATA	PERSON(S) RESPONSIBLE
Administrators will use their deep conversation on faith and the sharing of best practice to continually improve the faith-life of their schools.	Dedicated time at Principal's Meetings for networking and sharing of best practice.	Participation of principal's at meetings	Session Evaluations	Supervisory Officers
Through Excellence In Leadership, new and emerging leaders will be able to articulate and bear witness to our faith.	Opportunities for modeling and practice of experiential and guiding prayer. Focus on integration of faith life and professional practice	Participants demonstrate an increasing ease in the celebration and leadership of experiential and guiding prayer. Participant reflections demonstrate an understanding of the integration.	Steering committee reviews	Supervisory Officer for Leadership and Faith Formation
Through the Religious Education, Part I course, staff will demonstrate an understanding of the integration of faith life and professional practice.	Participants will be <u>invited</u> to complete a school-based minor practicum that contributes to the faith community as a requirement for completion of the course. [It is understood that in Parts II and III of this course, a practicum in a requirement]	OECTA 1 completion rates	Course end	OECTA course director Supervisory Officer for Leadership and Faith Formation
Our leaders will participate in an annual renewal of their mission as articulated in <i>This Moment of Promise</i> .	Annually a celebration of the Eucharist will be held at locations around the Diocese and be open to leaders in the six diocesan school boards.	The Annual Celebration occurs – facilitated by the Bishop or Auxiliary Bishop. The celebration rotates through the diocese with Waterloo being first (in September 2008)	Annually in September <ul style="list-style-type: none"> • 2008 Waterloo. • 2009 Bruce-Grey • 2010 Halton • 2011 Hamilton • 2012 Wellington • 2013 Brant Haldimand 	The six Catholic Directors of Education and a committee established by the Directors.