

Hamilton Wentworth District School Board

Development of 2006-2009 Strategic Directions

Why Engage?

The Hamilton Wentworth District School Board is an organization that believes every student has the right to achieve. We are a Board that embraces diversity, data rich decision-making, continuous improvement and the pursuit of excellence. We believe in a sharp focused planned approach to growth. We believe our planning must be communicated and understood by its stakeholders and measured in its success in addressing raising student achievement. Our Strategic Plan is the road map that will guide our next three-year journey towards serving our students and community. It will provide the basis for our future decisions and how we distribute our resources. It is viewed as a key document towards the Board achieving its desired future.

Strategic planning determines where an organization is going over a set amount of time, how it is going to get there, and how it will know if it got there. The development of the strategic plan greatly helps to clarify the organization's focus and ensure that key leaders are all on the same page. The involvement of key stakeholder groups in the development of the strategic plan is critical to its successful implementation. The process of the developing the strategic plan is just as important as the plan itself. There is not such thing as a "perfect" plan. It is our best attempt at strategic thinking and implementation, and learning from what we are doing to enhance what we do the next time around. In fact, strategic planning is like the management process itself – a series of small moves that together keeps the organization doing the right thing and moving forward in the right direction.

We invite you to join us in evaluating and determining our future direction.

Process Outline

The strategic management planning process requires environmental monitoring to determine what will impact the Board's future.

Vision

Current Statement – "A future in which all students achieve their full potential"

What	Why
The future the Board wants to achieve is one that is motivating and challenging to its employees and leaders.	Our Vision provides a mutual understanding between all stakeholders of why we exist and what we ultimately want to achieve.
Questions to be Addressed	
<p>Does our current Vision statement continue to represent the preferred future of the Board? Yes _____ No _____</p> <p>If no what suggestions do you have to better reflect what is required for the statement to illustrate our preferred future?</p>	

Mission

Current Statement - "Educating students to become lifelong learners and contributing citizens in a challenging, changing, multi-cultural world"

What	Why
What the Board does and where it must focus its collective skills, judgment, energy and resources.	Our Mission provides the filter to determine our priorities.
Questions to be Addressed	
<p>Does our current Mission statement continue to represent the priorities of the Board? Yes _____ No _____</p> <p>If no what suggestions do you have to better reflect what is required for the statement to illustrate the priorities of the Board?</p>	

Values

Three core values govern our actions and decisions in ensuring the effectiveness of our mission and the realization of our vision. They are as follows:

Current statement – Respect – we will:

- Respond to stakeholder needs in a caring, thoughtful and considerate manner.
- Ensure a safe, welcoming, inclusive environment that nurtures personal and professional achievement.
- Communicate and respond to stakeholders in an open, honest, sensitive and intelligent manner.
- Acknowledge the diversity, dignity and worth of all individuals and respect their roles, competencies and contributions to our mission

What	Why
How Board employees must behave to achieve the vision and sustain the mission	Our values mold the culture of the organization
Questions to be Addressed	
Does our current value statement – Respect - continue to represent the desired behaviour and culture of the Board? Yes _____ No _____ If no what suggestions do you have to better reflect what is required for the statement to illustrate our values and culture?	

Current statement – Innovation – we will:

- Foster an environment that encourages creativity and inspires people to make a difference.
- Recognize and reward excellence, effort and innovation in pursuit of our vision.
- Encourage thoughtful experimentation and challenge routine ways of doing things.
- Be mindful of the need to adapt best practices in enhancing our mission effectiveness.

What	Why
How Board employees must behave to achieve the vision and sustain the mission.	Our values mold the culture of the organization
Questions to be Addressed	
<p>Does our current value statement – Innovation - continue to represent the desired behaviour and culture of the Board? Yes _____ No _____</p> <p>If no what suggestions do you have to better reflect what is required for the statement to illustrate our values and culture?</p>	

Current statement – Accountability – we will:

- Act with integrity in accordance with established Board policies.
- Measure and report our accomplishments against explicit, planned outcomes.
- Use our resources wisely, efficiently and effectively.
- Make commitments and deliver on those commitments

What	Why
How Board employees must behave to achieve the vision and sustain the mission.	Our values mold the culture of the organization.
Questions to be Addressed	
Does our current value statement – Accountability - continue to represent the desired behaviour and culture of the Board? Yes_____No_____	
If no what suggestions do you have to better reflect what is required for the statement to illustrate our values and culture?	

Goals

Ontario - Ministry of Education and Training – Priorities	Hamilton Wentworth District School Board Strategic Direction Goals – 2003 to 2006	Questions to be Addressed
<p>1. Literacy and Numeracy, with the target of having 75% of 12 year old students reaching provincial standards</p> <p>2. Student success in high school, resulting in higher graduation rates</p> <p>3. Efficiency and effectiveness, aimed at building public confidence in public education</p>	<p>1. Improve student performance and achievement in literacy and numeracy. Observable Achievements</p> <p>2. Encourage innovation to address the diversity of student learning needs. Observable Achievements</p> <ul style="list-style-type: none"> • Establishment of a system Assessment Centre with the purpose of better serving students who are ESL and those participating in Continuing Education • Establishment of the program of choice, Sagequest <p>3. Communicate effectively with all stakeholder groups. Observable Achievements</p> <ul style="list-style-type: none"> • Updated and renewed student information system • Enhanced Board web-site, as a result it is regularly updated and frequently visited by all stakeholders • Updating and renewal of the Board e-mail system • Regular director forums, the establishment of W.I.N. meetings • Establishment of School Council Work Group • Regularly schedule school visits by the Director and weekly scheduled visits of executive council members to schools • Regular publication of the Community Black board 	

	<p>4. Enhance our infrastructure to optimize the learning environment for all students. Observable Achievements</p> <ul style="list-style-type: none"> • System renewal program – resulted in the closing of 20 schools, revitalizations of 5 schools and opening of three new buildings. Two other buildings are planned to open in 2006 with a third planned for 2007. • Increased diligence procedures concerning health and safety <p>5. Establish partnerships to augment our resources in support of classroom services. Observable Achievements</p> <ul style="list-style-type: none"> • Aboriginal Support Program – partnership with Friendship Centre <p>6. Use our resources efficiently, effectively and wisely. Observable Achievements</p> <p>7. Be viewed as the employer of choice. Observable Achievements</p> <ul style="list-style-type: none"> • Creation of Board Relations Committee • Creation of Board Teacher Mentorship Program • Creation of Facilitation and BEST professional development sessions <p>8. Govern and lead effectively. Observable Achievements</p> <ul style="list-style-type: none"> • Trustee review of current practices related to policy development • Establishment of Policy Review Sub-committee of the Board 	
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