

Strategic Directions 2009-2013

VISION

All Students Achieving Their Full Potential

MISSION

Providing relevant, responsive education so that each student becomes a lifelong learner and contributing citizen in a diverse world.

VALUES

Respect, Creativity, Excellence, Citizenship

Achievement Matters

- HWDSB will prepare all elementary students to be ready for success at the secondary school level.
- HWDSB will prepare all secondary students to be ready for success in their chosen pathway: apprenticeship, college, university or workplace.
- HWDSB will prepare all adult students to be ready for success in their chosen pathway: apprenticeship, college, university or workplace.

Engagement Matters

- HWDSB will achieve high levels of student engagement in our schools.
- HWDSB will achieve high levels of parent engagement in our school communities.
- HWDSB will maintain and strengthen collaborative relationships with employee groups.
- HWDSB will maintain and strengthen collaborative relationships with community partners.

Equity Matters

- HWDSB will ensure equitable resource allocation to schools, staff and students.
- HWDSB will ensure that our diverse learners receive the appropriate programming and support to achieve their full potential.
- HWDSB will provide safe, inclusive and respectful learning environments for all staff and students.



*Providing relevant,
responsive education so
that each student becomes
a life-long learner and
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diverse world.*

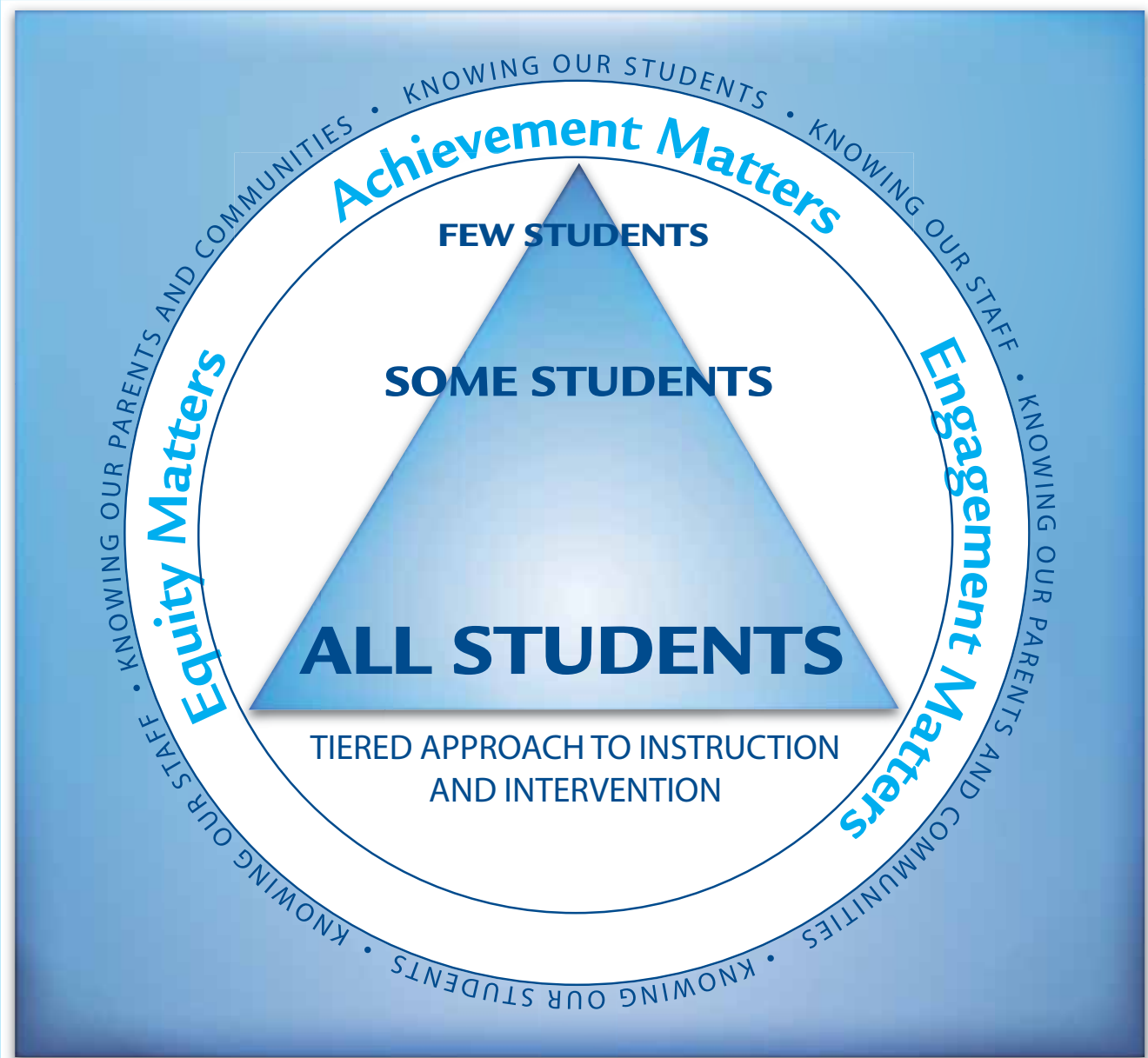


Implementing Our Annual Operating Plan

PLANNING

REFLECTING

ACTING



ASSESSING

Respect, Creativity, Excellence, Citizenship



Annual Operating Plan, 2011-2012

*Achievement Matters Engagement Matters Equity Matters
Respect, Creativity, Excellence, Citizenship*

Direction	Essential Component / Areas of Focus	Strategies/Processes	Indicators
Knowing our Students	<ul style="list-style-type: none"> Assessment for, as, of learning Tiered approach – preK - 2 literacy focus Tiered approach to instruction and intervention, 3-12+ Student voice Student leadership Engaging/re-engaging all students Continued enhancement of program pathways Equity lens 	<ul style="list-style-type: none"> Collaborative inquiry (School Effectiveness Framework, Teaching Learning Critical Pathway, Service Delivery Critical Pathway, School/Department Learning Teams, Networking) Data Mobilization Strategy Program Strategy Mental Health Strategy 21st century fluencies 	<ul style="list-style-type: none"> Measures of implementation and effectiveness of tiered instruction and intervention methods, K-2 Measures of student engagement and equity (e.g., Safe and Equitable Schools Survey) Measures of staff literacy in areas of focus (e.g., program strategy, mental health, 21st century fluencies) Measures of student achievement (e.g., EQAO)
Knowing our Staff	<ul style="list-style-type: none"> Professional learning for schools and departments within a responsive system Leadership development Equity lens Staff voice 	<ul style="list-style-type: none"> Collaborative inquiry (School Effectiveness Framework, Teaching Learning Critical Pathway, Service Delivery Critical Pathway (SDCP), School/Department Learning Teams, Networking) Professional learning for system capacity builders Coaching/Facilitation/Implementation support Effective employee relations processes for all employee groups Support for SDCP process 21st-century fluencies 	<ul style="list-style-type: none"> Measures of implementation and effectiveness of collaborative inquiry process for professional learning Measures of staff engagement and equity
Promoting Service Excellence	<ul style="list-style-type: none"> Differentiated service delivery models and support 	<ul style="list-style-type: none"> Support for SDCP process 21st-century fluencies 	<ul style="list-style-type: none"> Measures of implementation and effectiveness of school-level parent engagement initiatives
Knowing our Parents / Community	<ul style="list-style-type: none"> Tiered approach to engagement Parent voice Continued development of the community engagement plan Equity lens 	<ul style="list-style-type: none"> Focused school-based initiatives with selected groups of parents/guardians (Tier 3) Alignment of community supports with student needs Continued development of criteria and models for equitable allocation of resources 21st-century fluencies 	<ul style="list-style-type: none"> Measures of parent satisfaction Strategic execution of resource allocation criteria and models

Strategic Directions

All Students Achieving Their Full Potential
Respect, Creativity, Excellence, Citizenship



Achievement Matters, Engagement Matters, Equity Matters



Board Annual Operating Plan (AOP)

Knowing Our Students, Knowing Our Staff, Knowing Our Parents and Communities



Effective Instruction in Every Classroom
Effective Leadership in Every School and Department
Effective Conditions for Learning and Engagement



School Improvement Plan, Service Department Plan



How Will We Do This?

- **Strengthening our Learning Organization**
 - Collaborative Inquiry (TLCP, SEF, SDCP)
 - Learning Teams
 - Networks
 - Academic Optimism
 - Shared Leadership
- **Learning For All - Implementing Effective Instruction and Tiered Intervention (Differentiation)**
 - **Assessment for Learning, as Learning, and of Learning**
- **Engaging Students, Staff, Parents and Communities**
- **Using the Equity Lens**
- **Transforming our Structure and Processes**



Key Areas

- Pre-K to grade 2 Oral Language and Literacy Strategy
- Full Day Kindergarten
- Data Mobilization Strategy
- Program Strategy / Facilities Master Plan
- Mental Health Strategy
- 21st-century Fluencies - Critical and Creative Literacies
- Ontario Leadership Framework