



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 	<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 	
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 implementation and effectiveness of school-level parent engagement initiatives Measures of parent satisfaction Strategic execution of resource allocation criteria and models