



GOVERNANCE COMMITTEE

Tuesday February 16, 2016
Education Centre, Third Floor, Room 308

AGENDA

1:00 p.m.

1. Call to Order T. White
2. Approval of the Agenda
3. HWDSB Strategic Directions
4. Next Governance Meeting: March 1, 2016
5. Adjournment



EXECUTIVE REPORT TO GOVERNANCE COMMITTEE

TO: GOVERNANCE COMMITTEE

FROM: Manny Figueiredo, Director of Education

DATE: February 16 2016

PREPARED BY: Wayne Joudrie,
Joudrie Consulting Inc.

RE: HWDSB Strategic Directions

Action Monitoring

Recommended Action:

That the Strategic Plan (including Mission, Commitment and Priorities) be approved.

Proposed Mission/Commitment/Priorities:

After full consideration of all of this input from respondents the following options were considered.

Part 1: Mission Options:

1. Our students thrive through the power of learning
2. We use the power of learning to unlock the potential of every student so that they thrive.
3. Every student thrives through the power of learning

Preferred Option:

“Our students thrive through the power of learning”

Part 2: Commitment Options:

1. We are committed to achievement, equity, engagement and innovation.
2. Students, parents, staff and community will recognize our commitment to the principles of achievement, equity, engagement and innovation.
3. Our commitment to achievement, equity, engagement and innovation will be evident to students, parent, staff and community.

Preferred Option:

“We are committed to achievement, equity, engagement and innovation.”

Part 3: Priorities:

Preferred Option:

Student Learning and Achievement - We will improve our student achievement through effective instructional strategies

Positive Culture and Well-being - We will build our student and staff well-being through positive climate strategies

Effective Communication - We will improve the effectiveness of HWDSB through comprehensive communication strategies

School Renewal - We will optimize our opportunities to invest in improved school facilities for our students

Partnerships - We will strengthen our collaboration with new and existing community partners in support of our Mission

Appendix A

On Dec 15th HWDSB approved a draft Strategic Plan for public consultation.

Consultation occurred during the full month of January 2016. Key stakeholders included:

- Student Senate
- Parent Involvement Committee (PIC)
- First Nation, Métis, and Inuit Committee
- Special Education Advisory Committee
- Union Leaders
- System Leaders
- School Councils

The following is a summary table of the consultation approaches and response rates:

Consultation Approach	Number of Responses					Total
	Parent Input	Student Input	Staff Input	Community Input	Other or Unclear	
Web Survey	437	108	534	42	17	1138
Phone Survey	2943					2943
Focus Groups	14	63	216			293
Twitter Surveys					111	111
Total	3394	171	750	42	128	4485

Ratings:

The respondents were asked to provide ratings and comments/suggestions that would “help make the Strategic Plan better”. The rating scale includes “A” (Strongly Agree), “B” (Agree), “C” (Neutral), “D” (Disagree) and “F” (Strongly Disagree). The Key Themes/Ideas are not ranked by frequency. They represent the major themes and ideas that respondents offered in an effort to “Make the plan better.”

The following is a summary of rating, key consistent messages and interesting ideas that have helped to inform the final recommended draft:

PART 1: Draft Mission (Why?):

“We use the power of learning to unlock the potential of every student so that they thrive in our communities.”

Mission Rating					
Consultation Approach	“A”	“B”	“C”	“D”	“F”
Web Survey	19%	50%	23%	5%	3%
Phone Survey	50%	34%	12%	3%	1%
Focus Groups	8%	52%	36%	4%	0%
Twitter Surveys	Accept	Edit			
	39%	61%			

Key Themes/Ideas:

- Unlock and power have negative connotations
- Use community vs. communities
- All vs. every student (or our students)
- Shorter Mission would be better
- Like the concept of thriving
- Aim for life with purpose
- Start with a “student first” focus
- Citizenship missing?
- “This is a waste of time”
- “Learn, Grow, Thrive” or “Learn, Grow, Achieve”
- Global community vs our communities
- Too narrow/too specific to serve as Mission
- Thrive should include life, work and as a citizen
- Use Learning instead of student achievement
- Mission is too passive...Needs to be more inspiring, memorable

PART 2: Draft Commitment (How?):

“We are committed to our students, staff, parents and community. We are guided by the principles of achievement, equity, engagement and innovation.”

Commitment Rating

Consultation Approach	“A”	“B”	“C”	“D”	“F”
Web Survey	7%	54%	27%	6%	5%
Phone Survey	71%	21%	5%	2%	1%
Focus Groups	15%	50%	30%	5%	0%
Twitter Surveys	Accept	Edit			
	32%	68%			

Key Themes/Ideas:

- Include caring
- Eliminate this whole section
- Equity is critical
- What about follow through? Hollow words!
- Include respect
- Include environment
- What are you committed to?
- Combine Principles with Commitments
- Use Caregiver vs. Parent
- Innovation is not a reality
- Board’s commitment is to do things “on the cheap”
- Who writes this stuff?
- Include collaboration
- Include transparency/honesty
- Should be committed to principles (and not guided by them)
- Innovation must be purposeful vs innovation for innovation’s sake
- Are these not values vs. commitments?
- Start with the principles as the “how” followed by the “who”
- Needs to be more action oriented
- Equity and Achievement are supported by engagement and innovation?

PART 3: Draft Priorities (What?):

Learning and Student Achievement - We will improve our student achievement through effective program strategies

Positive Culture and Well-being - We will build our student and staff well-being through positive climate strategies

Effective Communication - We will improve the effectiveness of HWDSB through comprehensive communication strategies

Partnerships - We will strengthen the relationships with new and existing community partners in support of our Mission

School Renewal - We will maximize our opportunities to invest in improved school facilities for our students

Priorities Rating

Consultation Approach	“A”	“B”	“C”	“D”	“F”
Web Survey	7%	63%	20%	4%	5%
Phone Survey	58%	29%	8%	4%	1%
Focus Groups	15%	45%	25%	5%	10%

Rankings:

The respondents were asked to provide rankings for the 5 draft priorities (and any others that they feel should be added). The ranking of priorities based upon this input is shown below.

Priorities Ranking

Ranking	1st	2nd	3rd	4th	5th
Twitter	Culture and Wellbeing	Learning and S. A.	School Renewal	Effective Comm's	Partner-ships
Web Survey	Learning and S. A.	Culture and Wellbeing	Effective Comm'ns	School Renewal	Partner-ships
Phone Survey	Learning and S. A.	Culture and Wellbeing	School Renewal	Effective Comm'ns	Partner-ships

Key Themes/Ideas:

- All priorities are equal...Yes!
- Culture should be first
- Learning should be first
- Remove Student Achievement from Learning
- Need to set realistic, measurable goals
- Change program strategies to instructional strategies
- Need more teachers and educational assistants in the class
- Reduce board staff and focus on classroom supports
- What about transportation?
- What about environment?
- Need stability in the learning environment
- School renewal not just school closures
- Mental Health support?—Part of well-being?
- Consider Maslow's hierarchy- safety, affiliation, success.
- What about technology?
- What about TLE as a good foundation?
- Need a culture of positive, supportive leadership
- How will these priorities be measured and reported?
- Optimize opportunities vs maximize related to school renewal
- Use collaboration vs. partnership?
- Priorities should be student focused
- Trust the judgment of professionals working with students
- Can Priorities be connected to Commitments?
- Priorities are non-linear (perhaps a 5 circle graphic?)
- Priorities vs. Pillars?
- Shared leadership is key
- Too much change---Let's stabilize first.

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