

# SYSTEM GOALS AND ACTION PLANS 2005 – 2006

## SYSTEM GOAL - SUCCESS FOR ALL STUDENTS

The Hastings and Prince Edward District School Board delivers an extraordinary educational experience for every student with a commitment to continual improvement and success for all.

SUCCESS FOR ALL STUDENTS ACTION PLAN 1	CHAMPION <i>Support</i>	Notes		
Every student demonstrates the skills and values to contribute positively to their chosen communities.	ROB McGALL <i>Jan Montgomery</i> <i>Michael Prendergast</i>	Multi-department planning team: Darryl Denyes, Trish FitzGibbon, David Fox, Rob McGall, Jan Montgomery and Michael Prendergast		
SUCCESS FOR ALL STUDENTS Action Steps – Phase I		Timelines	Status as at June 30, 2006	Overall progress (out of four ★)
<p>1. <b>Set and measure specific targets for student performance in the areas of literacy and numeracy, credit accumulation rates, graduation and planned exit rates. Collaboratively define targets for student performance in the areas of community, culture and caring indicators.</b></p> <ul style="list-style-type: none"> <li>• Consultation with administrators to develop system targets for literacy and numeracy.</li> <li>• Communication of system and Ministry of Education targets to both elementary and secondary administrators.</li> <li>• Targets communicated to Board, partners and the community.</li> <li>• School improvement planning process begins. School targets align with system and Ministry of Education targets.</li> <li>• Consultation to define targets for student performance in the areas of community, culture and caring indicators.</li> </ul>		March 2006 April 2006 May 2006 May 2006	Complete for 2006 Complete for 2006 Ongoing Ongoing  Pending (has links to the System of Character goal)	★ ★ ★

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<p><b>2. Coordinate innovative use of Ministry of Education, Board and school resources to align strategies, training, supports and instructional materials to maximize student performance.</b></p> <ul style="list-style-type: none"> <li>• Student Achievement Improvement Plan 2005-2009 framework has been developed to list strategies to support student achievement and targets (a living document).</li> <li>• Differentiated system strategies developed to support specific schools.</li> <li>• Appendix listing specific training and supports for 2006-2007 from Curriculum Services, Special Education Services, and Information and Technology Services to be distributed to schools in late June 2006 (a living document).</li> <li>• School improvement planning process to align system supports with school-based strategies to improve student performance.</li> </ul>	<p>April 2006 May 2006 June 2006  May 2006</p>	<p>Ongoing Ongoing Pending/Ongoing  Ongoing</p>	<p>★ ★ ★ ★</p>
<p><b>3. Support the system as a professional learning community and establish indicators for assessing progress.</b></p> <ul style="list-style-type: none"> <li>• Elementary focus on school/system partner roles—Literacy Partner—to focus professional learning dialogue on student achievement and targets.</li> <li>• Secondary focus on school/system partner roles—Student Success teacher—to focus professional learning dialogue on student indicators of success (emphasis on Secondary Student Success Team)</li> <li>• Academic superintendents engage in ongoing professional dialogue with administrators related to student achievement through the school improvement planning process.</li> </ul>	<p>June 2006 Sept. 2005 Sept. 2005</p>	<p>Ongoing Ongoing Ongoing</p>	<p>★ ★ ★</p>

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SUCCESS FOR ALL STUDENTS ACTION PLAN 2	CHAMPION Support	Notes		
Students select appropriate program pathways and experience success. <i>Every student—a successful pathway. Every pathway—a valued destination.</i>	JAN MONTGOMERY Trish FitzGibbon Rob McGall	Multi-department planning teams: Pathway Committee, Guiding Student Success Committee, Group of Six, Specialized work groups		
SUCCESS FOR ALL STUDENTS Action Steps	Timelines	Status as at June 30, 2006	Overall progress (out of four ★)	
<p><b>1. Complete the current review of system programs and supports and make recommendations to align pathways to meet the needs of all students.</b></p> <ul style="list-style-type: none"> <li>Development of resources and training to support pathways (DVD, Web site, curriculum resources, guide to HPEDSB) and have students make the correct choices.</li> <li>Alignment of secondary Bridges program with Student Success pathways focus.</li> <li>Ongoing development of secondary Student Success teachers/teams in the implementation of the pyramid of prevention and intervention model.</li> <li>Develop a district-wide Pathway Guide to help students and parents select appropriate pathways.</li> </ul>	<p>Sept. 2006</p> <p>June 2006 May 2006</p> <p>Fall 2006</p>	<p>Ongoing</p> <p>Complete Ongoing</p> <p>Pending</p>	<p>★★★</p>	
<p><b>2. Determine the measurement tools and methods to evaluate that students are selecting appropriate pathways.</b></p> <ul style="list-style-type: none"> <li>School teams are using the nine indicators, priority is on credit accumulation, OSSLT/C, compulsory courses, workplace/prep/LD courses.</li> <li>System-developed credit recovery guidelines align with Ministry of Education expectations.</li> <li>The school improvement planning process is updated, graduation targets are set in consultation with school leaders (the data portal will support school improvement planning).</li> <li>Ministry of Education training for the transition from Grade 8 to 9 is conducted.</li> <li>The system Pathways Committee addresses data collection and analysis related to successful Grade 8 to 9 transitioning.</li> </ul>	<p>Sept. 2006</p> <p>June 2006 June 2006</p> <p>June 2006 June 2006</p>	<p>Ongoing</p> <p>Complete Ongoing</p> <p>Pending Ongoing</p>	<p>★★★</p>	

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SUCCESS FOR ALL STUDENTS ACTION PLAN 3	CHAMPION Support	Notes		
Maximize resources to provide excellent learning and working environments.	DAVE RUTHERFORD <i>Darryl Denyes</i> <i>Bob Minigan</i> <i>Bob Roy</i> <i>Don Tregenza</i>			
SUCCESS FOR ALL STUDENTS Action Steps	Timelines	Status as at June 30, 2006	Overall progress (out of four ★)	
<p><b>1. Identify the deployment of existing resources: human, financial and facilities.</b></p> <ul style="list-style-type: none"> <li>Administrative completion of long-term capital plan and formation of student enrollment/school capacity committee to review space needs and the impact of declining enrollment.</li> <li>Development of a new Board procedure dealing with how to maximize school space and eliminate portables across the district.</li> <li>Relocate students and programs to improve student learning, for example William R. Kirk students, Harry J. Clarke PS primary students and the SHAPE program.</li> </ul>	June 30 for 2006-07 budget approval. Nov. 30 for 2005-06 audited financial statements and 2006-07 revised estimates.	Ongoing	★★★	
<p><b>2. Align resources with system goals.</b></p> <ul style="list-style-type: none"> <li>Reformulate the Early Reading Intervention and Professional Learning Dialogue into the Literacy Partner.</li> <li>Combine provincial and Board resources to create Student Success teachers at each secondary school.</li> <li>Realign Special Education resources based on the impact of the Net New Needs funding reduction.</li> <li>Incorporate input and recommendations from other <i>AiM</i> action plans.</li> </ul>	June 30 for 2006-07 budget approval. Nov. 30 for 2005-06 audited financial statements and 2006-07 revised estimates.	Ongoing	★★½	
<p><b>3. Establish a process to review the ongoing allocation of resources.</b></p> <ul style="list-style-type: none"> <li>Undertake a review of the International Student Program and Continuing Education Program to ensure they continue to meet the needs of students and the Board, and continue to use resources wisely.</li> <li>Create an inventory of existing instructional computers and develop an evergreening plan along with a new model for allocating computers to schools.</li> <li>Review the playground equipment study; develop a plan to ensure the safe removal of hazardous equipment and review alternatives for the replacement and enhancement, such as “recess revival.”</li> </ul>	June 30 for 2006-07 budget approval. Nov. 30 for 2005-06 audited financial statements and 2006-07 revised estimates.	Ongoing	★★½	

# SYSTEM GOALS AND ACTION PLANS 2005 – 2006



## SYSTEM GOAL – SYSTEM OF CHARACTER

All partners within the Hastings and Prince Edward District School Board community know, understand and demonstrate a commitment to the core values of our organization. These core values provide the foundation to the realization of the system goals.

SYSTEM OF CHARACTER ACTION PLAN 1	CHAMPION <i>Support</i>	Notes
To develop a character framework that represents the system's core values.	KATHY SOULE <i>Darryl Denyes</i> <i>Kerry Donnell</i> <i>Michael Prendergast</i>	<p>Planning Committee members: Kathy Soule – Director; Michael Prendergast, System Principal; Liane Woodley, Centennial SS; Erna Sorenson, CST; Beth Vreugdenhill, ETFO; Cathy Wijshijer, OSSTF; Gail Brant, Susanna Moodie ES; Bill Launderville, Frankford PS; Lisa Shunock, Child &amp; Youth Counsellor; Kerry Donnell – Communications Officer</p> <p>Steering Committee members: Kathy Soule, Director; Darryl Denyes, System Leader; Michael Prendergast, System Principal; Jamie Robb, Pinecrest Memorial El.; TBD, CUPE; Ted Ashberry, Marmora Senior PS; Colleen DeMille, Harry J. Clarke PS.; Madeline Cassidy, Queen Elizabeth PS; Kim Mahoney, Bayside PS; Rod Moffit, Bancroft PS; Kerry Donnell, Communications Officer; Derek DeLarge, Madoc PS; Marg Wagner, Sir J. A. Macdonald PS; Kim Potvin, North Hastings SS; Ian Press, Trenton HS; Rob McGall, Superintendent; Joanne Card, Frankford PS; Christine Reidell, Coordinator; Leona Laird, Park Dale PS, ETFO; Jennifer Johnstone, PTA Harry J. Clarke PS; Shelley Stacey, Attendance Counsellor HPE</p>

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SYSTEM OF CHARACTER Action Steps	Timelines	Status as at June 30, 2006	Overall progress (out of four ★)
<p><b>1. Establish a steering committee consisting of system representatives to provide direction in the development and communication of core values.</b></p> <ul style="list-style-type: none"> <li>• <b>Conduct a review of character-based programs throughout the system.</b></li> <li>• <b>Develop a process for determining character traits.</b></li> </ul> <ul style="list-style-type: none"> <li>• Determine character indicators for student and system success in becoming a system of character once the system character attributes are established.</li> <li>• Determine the role of the committee and the system in building understanding and knowledge of others within the school system and larger community.</li> <li>• Consider ways the committee can support and promote character development across panels and in the community.</li> <li>• Develop and communicate a statement of respect for the Education Centre.</li> </ul>	<p>Met in early April</p> <p>Review of HPE policies and procedures completed by June 2006.</p> <p>Establish a process for determining district-wide character attributes by June 2006.</p>		<p>★ ★ ★</p>
<p><b>2. Invite a guest speaker to the Director's Meetings in December and May to address this goal.</b></p> <ul style="list-style-type: none"> <li>• John Havercroft, Superintendent of Education, York Region DSB was the guest speaker on December 15, 2005, on the topic of becoming a system of character.</li> <li>• Wayne Hulley, author and educator, was the guest speaker on May 30, 2006 on the topic of how a system of character based on hope and respect can result in student success in mind, heart and body.</li> </ul>	<p>Dec. 2005</p> <p>May 2006</p>	<p>Completed</p> <p>Completed</p>	<p>★ ★ ★ ★</p>

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## SYSTEM GOAL – EMPLOYEE EXCELLENCE

The Hastings and Prince Edward District School Board is an organization where every employee counts, every employee cares, and every employee shares in the success of our students.

EMPLOYEE EXCELLENCE ACTION PLAN 1	CHAMPION Support	Notes		
Recognize employee achievements and their contributions to student success.	CHRIS SALT <i>Peter Fong</i> <i>Karen Fox</i> <i>Bob Minigan</i>	Committee members: Deirdre Gordon, OPC; Natasha Taylor, ETFO; Lori Gillespie, ASG/shared; Janice Walker, ASG/shared, Bill Edwards, Occasional Teachers; Beverley Boyd, OSSTF; and Donna Howes, CUPE		
EMPLOYEE EXCELLENCE Action Steps		Timelines	Status as at June 30, 2006	Overall progress (out of four ★)
<b>1. Establish a committee consisting of various employee representatives to review current recognition practices and make recommendations on future direction.</b> <ul style="list-style-type: none"> <li>• Recommendations have been drafted and will be presented to senior administration.</li> <li>• Establish a process for implementing recommendations, including budget impact.</li> </ul>		Ap/May 2006 Pending	Completed	★ ★ ★ ★
EMPLOYEE EXCELLENCE ACTION PLAN 2	CHAMPION Support	Notes		
Actively promote wellness and healthy active living for all staff.	DAVE RUTHERFORD <i>Arlene Dagenais</i> <i>Tom Johnston</i>	Steering Committee members: John Chesterton, CUPE; Arlene Dagenais, ASG; Bill Edwards, Occasional Teachers; Lee-Ann Evans-West, CUPE; Susan Grav, ETFO; Tom Johnston, Health & Safety; Sharron Kennedy, OPC; Linda McNevin, ASG; Summer Mulvihill, OSSTF; Jo-Anne Newman, ASG; Nancy Popovich, OSSTF; Dan Quinn, ETFO; Dave Rutherford, Senior Administration		

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EMPLOYEE EXCELLENCE Action Steps	Timelines	Status as at June 30, 2006	Overall progress (out of four ★)
<b>1. Establish a committee consisting of various employee representatives to review current health and wellness practices and make recommendations on future directions.</b> <ul style="list-style-type: none"> <li>Committee formed and initial meeting held May 4. Reviewed available resources and efforts made to date as well as possible employee survey.</li> <li>Committee to meet through the fall with recommendations by December, 2006.</li> </ul>	Committee to meet monthly May, June, September through to December.	Ongoing  Ongoing	★ ★
<b>2. Communicate health and wellness information to all employees.</b>	Fall 2006	Pending	★ ★

EMPLOYEE EXCELLENCE ACTION PLAN 3	CHAMPION Support	Notes
Promote coaching, mentoring and professional development for all employees.	CHRIS SALT <i>Michael Prendergast</i> <i>Wendy Whitehead</i>	Committee members: Chris Salt, Champion; Wendy Whitehead, H.R. Support; Michael Prendergast, Leadership Support; Bev Boyd and Susan Markle, OSSTF; Karen Fisk, ETFO; Sandy Smith, ASG; Lisa Vincent and Anne Whitfield, OPC; Linda MacDonald, CUPE; Bill Edwards, ETFO Occasional Teachers

EMPLOYEE EXCELLENCE Action Steps	Timelines	Status as at June 30, 2006	Overall progress (out of four ★)
<b>1. Identify and review current status of coaching, mentoring and professional development programs.</b> <ul style="list-style-type: none"> <li>Ongoing support for and development of various programs and initiatives such as: the New Teacher Induction Program; 30 to 40 leadership development opportunities were provided in 2005-06; creation of an ongoing steering committee; staff professional development fund; in-house training workshops and joint training opportunities.</li> </ul>	Ongoing	Ongoing	★ ★
<b>2. Make recommendations and build upon existing programs.</b> <ul style="list-style-type: none"> <li>Conduct a SWOT (strengths, weaknesses, opportunities, threats) analysis to identify what currently exists; the areas of need (program and budget); and make recommendations.</li> </ul>	Next meeting is June 7	Ongoing	★ ★

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## SYSTEM GOAL – OPEN COMMUNICATION

The Hastings and Prince Edward District School Board, through clear and transparent two-way communication, is recognized as the system of choice in the communities we serve.

OPEN COMMUNICATION ACTION PLAN 1	CHAMPION Support	Notes		
Develop a marketing plan to promote the Board as the system of choice and as an essential community partner.	KATHY SOULE <i>Kerry Donnell</i>	Committee members: to be determined with representation from all employee groups; include Andy Hanson, ETFO.		
OPEN COMMUNICATION Action Steps		Timelines	Status as at June 30, 2006	Overall progress (out of four ★)
<p><b>1. Establish a committee to review marketing plans from other organizations and make recommendations on future direction.</b></p> <ul style="list-style-type: none"> <li>• Have collected marketing plans from Trillium Lakelands DSB and Kawartha Pine Ridge DSB.</li> <li>• Committee to meet in the fall of 2006; expand membership.</li> <li>• Ongoing marketing of HPEDSB through:               <ul style="list-style-type: none"> <li>• Great Place to Learn radio commercials</li> <li>• Advertisements in newspapers and community publications</li> <li>• Feature newspaper articles</li> <li>• Various brochures and the Director's Annual Report</li> <li>• HPEDSB Web site</li> </ul> </li> </ul>		Pending	Ongoing	★
OPEN COMMUNICATION ACTION PLAN 2	CHAMPION Support	Notes		
Improve processes and mechanisms to support open, two-way communication within the organization and with community partners.	CHRIS SALT <i>Kerry Donnell</i> <i>Karen Fox</i> <i>Bob Minigan</i> <i>Sue Taylor</i>	Committee members: Bob Cottrell, OSSTF Public Relations; Kerry Donnell, Communications Officer; Bill Edwards, ETFO Occasional Teachers; Lori Gillespie, WSIB in HR; Patti Sharpe, ETFO; Donna Howes, CUPE; Gillian McCurdy, Administrative Support Group; Darren McFarlane, Secondary Administrators; Wil McQuaid, District School Council; Tonia Shelmerdine, Elementary Administrators; Sue Taylor, Human Resources Officer – Teaching		

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OPEN COMMUNICATION Action Steps	Timelines	Status as at June 30, 2006	Overall progress (out of four ★)
<b>1. Establish a committee consisting of various employee representatives and community partners to review existing communications practices and make recommendations on future direction.</b> <ul style="list-style-type: none"> <li>Conducted a review of existing communications practices; recommendations are being prepared.</li> <li>Review the Communications Policy and report back to the Policy Review Committee.</li> </ul>	June 2006 June 2006	Ongoing	★ ★ ★
<b>2. Create opportunities for discussion with the media to seek input and foster improved cooperation.</b> <ul style="list-style-type: none"> <li>Ongoing contact with the media to promote school and Board events.</li> <li>Will invite members of the media to meet with HPEDSB in the fall.</li> </ul>	Ongoing Fall 2006	Ongoing Pending	★ ★

OPEN COMMUNICATION ACTION PLAN 3	CHAMPION Support	Notes		
Utilize technology to plan, organize and share information, and to manage records.	DAVID FOX <i>Darryl Denyes, Kerry Donnell, Peter Fong, Bob Roy, Don Tregenza</i>	Committee includes: Angela Silver, ETFO; Wendy Whitehead, HR Support		
Action Steps	Timelines	Status as at June 30, 2006	Overall progress (out of four ★)	
<b>1. Establish a committee to review existing resources, processes and initiatives.</b> <ul style="list-style-type: none"> <li>Reviewing current work groups related to the Action Plan: Learning Management Software, Collaborative Software, Enterprise Project and Student Achievement Reporting Tools (elementary and secondary).               <ul style="list-style-type: none"> <li>Also connects to the Information Management Initiative, i.e., the records retention plan.</li> </ul> </li> <li>In an effort to avoid duplication of committees or initiatives, create a template that facilitates the organization of various initiatives related to this action plan.</li> <li>Expand the committee.</li> </ul>	June 2006 June 2006  Fall 2006	Ongoing	★	
<b>2. Establish system standards.</b>	Pending	Pending	-	
<b>3. Develop a detailed implementation plan including budget, resources, personnel, training and timelines.</b>	Pending	Pending.	-	

# SYSTEM GOALS AND ACTION PLANS 2005 – 2006



## SYSTEM GOAL – COMMUNITY RELATIONSHIPS

The Hastings and Prince Edward District School Board actively partners with students, families, communities and organizations to build engaging learning environments that contribute to the social, emotional and economic well-being of every student.

COMMUNITY RELATIONSHIPS ACTION PLAN 1	CHAMPION <i>Support</i>	Notes		
Collaborate with community partners to develop a diversity and equity policy and procedure.	ROB MCGALL <i>Arlene Dageanis Wendy Whitehead</i>	Committee members: Aruna Alexander, Quinte and District Branch of the United Nations Association in Canada; Cindy Benben, Quinte United Immigrant Services; Michael Brant, Trustee; Arlene Dagenais, ASB; Jennifer Davis, OSSTF; Donna Howes, CUPE; Thelma Goodfellow, Trustee; Sacha Gudmundsson, Student Trustee; Brian Harder, Belleville Police Services; Gillian McCurdy, Special Education Services; Rob McGall, Senior Administration; Dave Patterson, ETFO; Sharon Richardson, Curriculum Services; Tonia Shelmerdine, OPC; Wendy Whitehead, Human Resources Support Services		
COMMUNITY RELATIONSHIPS Action Steps		Timelines	Status as at June 30, 2006	Overall progress (out of four ★)
<b>1. Establish a steering committee to review and provide direction in the development and communication of a diversity and equity policy and procedure.</b> <ul style="list-style-type: none"> <li>• <b>Seek employee and community representation and input.</b></li> <li>• <b>Assess current community connections and successes, and seek additional resources.</b></li> <li>• <b>Make recommendations to appropriate committees and the Board.</b></li> </ul> <ul style="list-style-type: none"> <li>• Establish the committee.</li> <li>• Meeting held, mandate shared and schedule established April – November.</li> <li>• Meeting held, resources received and reviewed.</li> </ul>		March 2006 Mar/Apr 2006 May 2006	Ongoing	★★★

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COMMUNITY RELATIONSHIPS ACTION PLAN 2	CHAMPION <i>Support</i>	Notes		
Continue to develop community partnerships.	DAVID FOX <i>Sue Taylor</i>	Committee members: Michael Daniels, Maribeth deSnoo, Sue Taylor		
COMMUNITY RELATIONSHIPS Action Steps		Timelines	Status as at June 30, 2006	Overall progress (out of four ★)
<b>1. Establish a steering committee to conduct a review of existing partnerships and determine future direction.</b> <ul style="list-style-type: none"> <li>• Create categories of the types of existing partnerships.</li> <li>• Once the categories are determined, survey schools and Education Centre departments to determine the current situation.</li> <li>• The committee will broaden its membership to review the survey results and make recommendations.</li> </ul>		May/Jun '06  Fall of 2006	Ongoing	★ ½