



**NIAGARA CATHOLIC**

**DISTRICT SCHOOL BOARD**

# **VISION 2020**

*Strategic Plan*



# BACKGROUND

1 The Niagara Catholic District School Board embarked on a strategic planning process that began in September 2008. The Director of Education identified a need and presented a process and recommendation to design a Vision 2020 Strategic Plan. The process was approved by the Board in the Fall of 2008 and Niagara Catholic embarked on a two year Vision 2020 Strategic Planning process.

In keeping with the Catholic understanding of how the Spirit of the Living God moves amongst His people, a strategic planning process was developed to engage and listen to as many voices as possible.

In addition to a comprehensive Director of Education survey conducted with Niagara Catholic staff throughout the 2008-2009 school year, the insights, ideas, dreams and wisdom of those who care deeply about Catholic Education in the Niagara Region were gathered through 160 Discovery Sessions and thousands of conversations. Over 3,300 people participated in the Discovery Session, with over 4,700 participants directly engaged in the two year process.

As part of strategic planning, a careful review of the external context was conducted, so that the design of the Niagara Catholic Vision 2020 Strategic Plan would fully consider the communities served within the Region of Niagara. An internal analysis was also conducted by the Senior Administrative team so that the internal context could also be reviewed as part of the design of a Strategic Plan.

The synthesis of the Discovery Sessions, external context and internal review were summarized in the Vision 2020: Discovery Report – Working Document.

Following the Discovery Sessions, over 80 participants attended the Vision 2020 Strategic Planning Summit, which took place on April 14th, 2010. Based on the Discovery Report, Summit participants, through rich and active dialogue discerned recommendations for the future of Niagara Catholic.

The Vision 2020 Strategic Plan emerged through prayer, dialogue and active listening. This was a discernment process to more fully understand how the Spirit is calling us to continue, in this time and place, to build the Reign of God through Catholic Education in the Niagara Region.



# VISION 2020 STATEMENTS

*....Our Children, Their Future, Christ's Way....  
....Nurturing Souls and Building Minds....*

## **Faith in All We Do**

As Christ's followers, we embody Catholic Education as it integrates school, family, Church and community; our faith permeates all aspects of our schools, programs, policies, and procedures.

## **Learning for All**

Our faith is the foundation of our programming. We provide engaging learning opportunities, accessible to all, which nurture the souls and build the minds of our students as they strive for excellence and embrace their unique pathways founded on Gospel values and the Catholic Graduate Expectations.

## **Vibrant Board-wide Culture**

We are alive in the Faith of Jesus Christ. We live out our charisms of faith, justice, community, support and leadership.

## **A Call to Social Justice**

Based on Catholic social justice teachings, we put our faith into action to create awareness and empower our community to become involved, both locally and globally, for the greater good.

## **All Children of God – Diversity and Equity**

Grounded in the value of human dignity, we are a system which responds to students' needs and celebrates the diversity of our community. Every student has equitable access and opportunity for success.



# VISION 2020 STATEMENTS

*...inspired by more than 3,300 dreams and more than 4,700 voices representing our Niagara Catholic community....*

## **Effective Use of Technology**

While upholding the values of interpersonal relationships, responsible use of technology and equitable access, and governed by our Catholic beliefs, we integrate new and emerging technical literacy strategies and resources into all classrooms to enhance learning and teaching experiences.

## **Supports for Success**

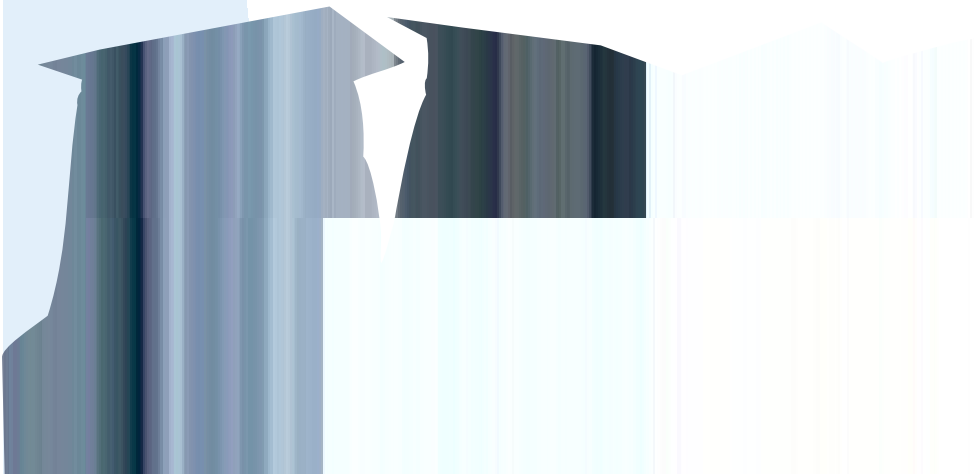
We advocate for students and network with our community partners and the Church to create solutions so that all students are supported and able to reach their full potential.

## **School in Community**

Linked with the Church and local community, our schools are Catholic based learning centres that are safe, eco-friendly, dynamic and responsive to the needs of its people.

## **Leadership**

In building the Reign of God, we are servant-leaders who inspire, nurture, support, engage and motivate so that we all use our gifts for the service of others.



# MISSION STATEMENT

*The Niagara Catholic District School Board through the charisms of faith, social justice, support and leadership, nurtures an enriching Catholic learning community for all to reach their full potential and become living witnesses of Christ.*

## BELIEFS

### ABOUT LEARNERS AND LEARNING

We believe that:

- Learners are called by God to fulfill their potential
- All learners are gifted by God and can learn
- Learning is an interactive process
- Learning is an enriching experience
- Learning is for eternity

### ABOUT TEACHERS AND TEACHING

We believe that:

- Teachers are called by God to serve
- Jesus Christ is the model for teaching
- Teachers are role models for living
- Teaching is shaped by the learner
- Teaching is for tomorrow

### ABOUT CATHOLIC LEARNING COMMUNITIES

We believe that:

- Catholic learning communities are called by God to celebrate their gifts
- Catholic learning communities are Christ-centred
- Catholic learning communities share the commitment for all learners and learning
- Catholic learning communities have a global vision
- Catholic learning communities are transformational



# STRATEGIC DIRECTIONS

In order to reach the Vision, the following are the Strategic Directions and Enabling Strategies for Niagara Catholic. The Strategic Directions, which are aligned to the Vision Statements and the Mission Statement, clearly articulate the direct focus of Niagara Catholic. The Enabling Strategies are key focus areas which align with and support the Strategic Directions and will enable the Vision Statements and Mission Statement to be reached.

The annual System Priorities will articulate indicators to achieve each strategic direction. Operational Plans, the Board Improvement Plan and School Improvement Plans will contextualize each indicator. All input generated through the Director's Survey, the Discovery Sessions and Summit will be reviewed and incorporated, where possible, into indicators within the annual System Priorities.

The Strategic Directions and Enabling Strategies were created and determined based on the feedback of Summit participants. They are summarized in the appendix to this Vision 2020 Strategic Plan.

## STRATEGIC DIRECTIONS

- Build Strong Catholic Identity and Community to Nurture the Distinctiveness of Catholic Education
- Advance Student Achievement for All

## Enabling Strategies

- Provide Supports for Success
- Enhance Technology for Optimal Learning
- Build Partnerships and Schools as Hubs
- Strengthen Human Resources Practices and Develop Transformational Leadership
- Create Equity and Accessibility of Resources
- Ensure Responsible Fiscal and Operational Management
- Address Changing Demographics



# MOVING FORWARD

The Strategic Planning journey which Niagara Catholic has taken has been an enriching experience for all involved. Thousands of people prayed, imagined, shared and created a Vision for Catholic Education in the Niagara Region for the next ten years.

Careful planning occurred to involve many in this discernment process and careful planning will now follow to implement this Strategic Plan. While the Vision Statement is a ten year vision, the Strategic Directions will provide guidance for the Board's annual System Priorities, Board and School Improvement Plans. The ten year Vision will be the guide; however as the landscape changes and objectives are reached, the Strategic Directions may also change.

Overwhelmingly, the people of Niagara Catholic believe that the Strategic Direction to Build a Strong Catholic Identity and Community to Nurture the Distinctiveness of Catholic Education is by far the most important direction, followed by Advanced Student Achievement for All. The System Priorities will include an engagement strategy inclusive of students, parents, the Diocese, educators and community.

The Vision 2020 Strategic Plan and the annual System Priorities will build on the dreams and voices of the entire Niagara Catholic community.



## GOSPEL VALUES

### **Integrity**

People who behave in a manner that is consistent with Gospel values.

### **Faithfulness**

People who are nourished by the Word, respect tradition and abide by the Spirit.

### **Pursuit of Excellence**

People who respond to God's call to fulfill their highest, human potential.

### **Justice**

People who are committed to the fair treatment of individuals and the celebration of diversity.

### **Compassion**

People who practise forgiveness, generosity, kindness and service in their interactions with others.

### **Stewardship**

People who care and act respectfully and responsibly for all God's creation.

### **Accountability**

People who take ownership for the impact and consequences of actions and decisions.

### **Fidelity**

People who consistently celebrate and trust in friendship; whose relationships are centred in Gospel values.





# APPENDIX

## SUMMARY OF KEY STRATEGIC DIRECTIONS AND ENABLING STRATEGIES FROM THE VISION 2020 PLANNING SUMMIT

### **Build Strong Catholic Identity and Community in order to Nurture our Distinctiveness of Catholic Education**

#### **Advance Student Achievement for All**

- Address learning gaps
- Ensure student success in a Catholic context
- Provide specialized subject teachers
- Promote all pathways for all students
- Increase opportunities for social justice
- Engage all students in community services
- Create programs that meet local economic needs

#### **Provide Supports for Success**

- Address learning gaps
- Mental health supports
- Strategies for classroom supports
- Impact of socio-economic factors
- Life-skills programs for students
- Provide additional resources for identified students

### **Build Partnerships and Schools as Hubs**

#### **Strengthen Human Resources Practices and Develop Transformational Leadership**

#### **Enhance Technology for Optimal Learning**

#### **Create Equity and Accessibility of Resources**

#### **Ensure Responsible Fiscal and Operational Management**

#### **Address Changing Demographics**

- Address declining enrolment
- Prepare and support diversity of communities
- Accuracy and impact of enrolment projections

