

# Strategic Directions 2009-2012

## Our Goals

- Improve student achievement in all areas of student learning, with a focus on literacy and numeracy.
- Develop positive citizenship qualities in our students.
- Attract and retain quality staff.
- Engage our community as partners in public education.
- Use Board resources efficiently and effectively.

## Our Guiding Principles

**Character** We will model our Character Attributes of respect, empathy, courage, compassion, responsibility, perseverance, optimism, honesty, fairness and integrity in all our work.

**Sustainability** We will approach all decision-making with a need to ensure these decisions can be maintained in terms of best instructional practice, and are economically, socially/culturally and environmentally sound.

**Service Leadership** We will engage, identify the needs of, and provide support for our students, staff and school communities.



AVON MAITLAND DISTRICT SCHOOL BOARD

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## GOAL 1

Improve student achievement in all areas of student learning, with a focus on literacy and numeracy

### Performance Indicators

By 2012 students within the District will have reached the following EQAO achievement levels:

#### Grade 3 Students:

- 71% reading at a minimum of level 3
- 71% writing at a minimum of level 3
- 75% will demonstrate math skills at a minimum of level 3

#### Grade 6 Students:

- 75% reading at a minimum of level 3
- 72% writing at a minimum of level 3
- 75% will demonstrate math skills at a minimum of level 3

#### Grade 3 Students with Special Needs:

- 37% will be reading at a minimum of level 3
- 43% will be writing at a minimum of level 3
- 50% will demonstrate math skills at a minimum of level 3

#### Grade 6 Students with Special Needs:

- 52% will be reading at a minimum of level 3
- 62% will be writing at a minimum of level 3
- 44% will demonstrate math skills at a minimum of level 3

#### Grade 3 Male Students:

- 70% reading at a minimum of level 3
- 59% writing at a minimum of level 3
- 81% will demonstrate math skills at a minimum of level 3

#### Grade 6 Male Students:

- 72% reading at a minimum of level 3
- 62% writing at a minimum of level 3
- 71% will demonstrate math skills at a minimum of level 3

## GOAL 2

Develop positive citizenship qualities in our students

### Performance Indicators

School climate surveys, conducted every second year, will demonstrate evidence of the regular application of the Character Attributes adopted by the Avon Maitland District School Board.

By 2012 the percentage of participating students within the District who will successfully complete the OSSLT are as follows:

- 93% of all grade 10 students
- 96% of all female grade 10 students
- 88% of all male grade 10 students
- 62% of all grade 10 students with special needs
- 99% of all grade 10 students taking Academic English
- 82% of all grade 10 students taking Applied English

By 2012 the percentage of students within the District who will have reached a minimum of level 3 in the EQAO grade 9 math assessment are as follows:

#### Applied Math Program

- 60% of all students
- 56% of all female students
- 64% of all male students
- 59% of all students with special needs

#### Academic Math Program

- 93% of all students
- 94% of all female students
- 92% of all male students
- 89% of all students with special needs



## GOAL 3

Attract and retain quality staff

### Performance Indicators

1. Staff satisfaction surveys will be conducted every second year and will demonstrate increased workplace satisfaction. Target areas for employee satisfaction will include the following:

- 80% of respondents will feel their work contributions are being recognized
- 80% of respondents will feel motivated to address the targets set in their Personal Improvement Plan
- 80% of respondents will feel they have input into work place decisions
- 80% of employees will feel they are being treated fairly by the board.

2. We will enhance recruitment of quality employees through applying effective performance management processes. Mentorship and in-service support programs are provided and utilized by staff. Tracking and reporting of this information will take place annually.

3. Professional development provided to staff will be rated and a benchmark established in 2009/2010. This activity will be measured from 2010 to 2012.

4. We will enhance the retention of employees through healthy workplace and staff development initiatives

resulting in increased regular attendance, and decreased occupational, non-occupational and personal illness. Tracking and reporting of this information will take place annually.

## GOAL 4

Engage our community as partners in public education

### Performance Indicators

All schools in the district will have functioning school councils that meet regularly. All schools will also be connected to a regional council. This relationship will be monitored and reports to the board concerning school council activity will be presented in November and May of each school year.

The total membership of school councils will be monitored annually and increased participation will be demonstrated from 2009 to 2012.

Community partnerships that assist in the increased facilitation of student achievement and the promotion of public education will be encouraged through 2009 to 2012. Annual reporting of the number and variety of board partnerships will take place.

A variety of parental engagement activities that support student achievement will take place between 2009 and 2012. Tracking of the number of activities, the number of those who attended and the rating of these activities by the participants will be reported to the board annually.

## GOAL 5

Use Board resources efficiently and effectively



### Performance Indicators

#### Financial

Efficiency Measure – 100 % of all capital projects from 2009 to 2012 will fall within allocated budgets.

Effectiveness Measure – 100% of all program costing over 2009 to 2012 will reflect the board goals and budget decisions.

#### Sustainability

Total empty pupil space, by panel, will be monitored on an annual basis, and decreased surplus space will be demonstrated from 2009 to 2012.

#### Enterprise Risk Management

In 2009/2010 a set of Enterprise Risk Management measures will be developed and assessed.

In 2010/2011 we will in-service staff and implement the Enterprise Risk Management plans based on the 2009/2010 risk assessment of the school district.

In 2011/2012 we will monitor the effectiveness of the Enterprise Risk Management plans and adjust as necessary. By the end of 2012 we will present data to the Board concerning the development, implementation and results of the overall efficiencies and effectiveness of the plan.