

**ISLAND CATHOLIC SCHOOLS STRATEGIC PLAN  
2017/18 - 2019/20**

2018-08-17

**GOAL # 1:  
TO BE COMMUNITIES OF EVANGELIZATION,  
FOSTERING A CULTURE THAT NURTURES FAITH AND CATHOLIC IDENTITY**

OBJECTIVES	STRATEGIES/ACTIVITIES/ACTION PLANS (including who is responsible)	OUTCOMES/ TIMELINES/ MEASURES OF SUCCESS
<p>A. All employees are called to be evangelized and to be Agents of Evangelization</p> <p>(Authentically Catholic in a spirit of interfaith dialogue)</p>	<ol style="list-style-type: none"> <li>1. Define "evangelization" so that all staff understands the term. Look to Pope Francis (i.e. <i>Ten things Pope Francis wants you to know about evangelization</i>) - see CISBC Strat Plan for more details</li> <li>2. Faith retreats/Faith formation days with a focus on evangelization</li> <li>3. Provide opportunities for missionary outreach, corporal and spiritual works of mercy, common social justice</li> <li>4. Foundations of Faith (F of F) required for all new employees (Glen and Gwen)</li> <li>5. Vicar of Education and/or Bishop's Delegate (School Pastor) to meet each new staff member one-on-one (ICS office to share new staff member list)</li> </ol>	<p>Bev and Glen to complete definition and share with all employees; employees understand definition</p> <p>All retreats faith foundation based: liturgy, faith education, service,</p> <p>Every employee involved in some form of outreach</p> <p>100% of new employees completes F of F within 2 years of employment</p> <p>Fr. William and/or School Pastor meets all new employees during first year;</p>

	<ol style="list-style-type: none"> <li>6. Existing staff to mentor other staff in the faith; Faith mentors established in each school</li> <li>7. Create opportunities for thoughtful conversations for all levels (one on one <u>or</u> planned topics; i.e. Alpha, Life in Spirit, The Goose is Loose, Faith conversation on tap)</li> <li>8. Daily morning staff prayer; all staff participate</li> <li>9. Bishop's Delegate (School Pastor) to support employees with items noted above</li> </ol>	<p>Bishop's Delegate provided names of new employees in their school</p> <p>All staff have access for faith mentors; mentors can provide evidence of supporting others in the faith</p> <p>Opportunities have been provided annually</p> <p>Takes place at all schools every day</p> <p>Bishop's Delegates involved with staff and students.</p>
<p>B. Support students to be evangelized and to be Agents of Evangelization</p>	<ol style="list-style-type: none"> <li>1. Define "evangelization" so that all students understand the term relative to their age. Look to Pope Francis (<i>Ten things Pope Francis wants you to know about evangelization</i>) - see CISBC Strat Plan for more details</li> <li>2. Provide opportunities for students to encounter Christ</li> <li>3. Provide opportunities to evangelize students (i.e. Face - to Face Ministries, retreats, etc.)</li> </ol>	<p>Complete definition and share with all students</p> <p>Every student will have experienced opportunities to be evangelized</p>

	<ol style="list-style-type: none"> <li>4. Infuse curriculum with <i>Catholic Worldview</i> (see <i>CISBC Strat Plan</i>)</li> <li>5. Use school Masses as an opportunity to get the central basic Christian message to the "unchurched"</li> <li>6. Provide opportunities for daily prayer (traditional and spontaneous)</li> <li>7. Students to participate and be involved in school Masses and parish Masses</li> <li>8. Celebrations of Sacraments at school (Reconciliation opportunity for "all"; invite enough priests)</li> <li>9. Provide opportunities for students to be "Agents of Evangelization" (i.e. retreat leaders, prayer leaders, buddies, lead Alpha Program for students [grade 8 or 9])</li> <li>10. Performing Arts/concerts relate to faith and/or align with Catholic values</li> <li>11. Music/drama/arts performances (school and/or class/subject) shared in broader community (invitation and/or outreach); not just specialty teachers</li> </ol>	<p>All teachers authentically relate curriculum to Catholic Worldview in their classrooms</p> <p>School Mass to occur at least once a month</p> <p>Morning, lunch, end of day, before exams, etc.</p> <p>All students participate</p> <p>Takes place two (2) per year; priests other than school chaplains are included</p> <p>School and teachers can articulate where and when students have had this opportunity</p> <p>Admin ensure they do; public perception is positive</p> <p>Evidence that this occurs regularly in every school</p>
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	12. Provide opportunities for missionary outreach, corporal and spiritual works of mercy, common social justice	Occurs monthly in every school in every classroom
C. Enhance parish/school connections through a variety of community orientated activities	<ol style="list-style-type: none"> <li>1. Invite Bishop's Delegate and other pastors to be involved and/or present in the school and at school events</li> <li>2. Share school/parish calendars and plan school events accordingly</li> <li>3. Make available links to parish and diocesan websites from school websites</li> <li>4. Students to participate and be involved in parish Masses (i.e. greeters, school choir at Sunday Mass once a month)</li> <li>5. Encourage classroom teachers to be part of sacramental preparation team</li> <li>6. ICS/School Baptismal gift from school to family during/after the celebration (will need to be consistent across ICS)</li> <li>7. Communicate with the parishes; inviting parishioners to school events (i.e. invite parishioners to school Masses, CSW events, school concerts)</li> </ol>	<p>Bishop's Delegate and other pastors receive invitations frequently</p> <p>Calendars are shared at start of year; updated monthly</p> <p>Completed by Jan 2018</p> <p>Parishioners see school participation monthly</p> <p>Measure the number that are involved</p> <p>Gifts given to families</p> <p>Ongoing evidence of invitations being given</p>

	8. School facility to be available for adult learning for parents and parishioners (i.e. faith formation evenings, computer course, etc.)	
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**GOAL # 2:  
TO ENSURE SUSTAINABILITY OF OUR CATHOLIC SCHOOLS**

<b>OBJECTIVES</b>	<b>STRATEGIES/ACTIVITIES/ACTION PLANS (including who is responsible)</b>	<b>OUTCOMES/ TIMELINES/ MEASURES OF SUCCESS</b>
<p>A. Ensure balanced budgets and positive year-ends</p>	<ol style="list-style-type: none"> <li>1. Review/analyze budgeting (i.e. debt reduction, assessed levy, etc.)</li> <li>2. Educate/inform school employees, Local School Councils and Parish Councils on the fiscal reality of our schools - annual budgets and long term debt (e.g. explain budgets to staff at the beginning of year)</li> <li>3. Re-evaluate Tuition Assistance (change/reduce/remove; including review of who is it available to)</li> <li>4. Develop school-based Scholarship and/or Bursary Program</li> </ol>	<p>Review takes place by Board, Finance Committee and Local School Council (LSC) by May 30 each year</p> <p>Principals and Bishop's Delegates to share and explain budgets annually with stakeholders; CFO to share at Board AGM</p> <p>Review takes place by Diocesan Office, Superintendent and principals by May 30 each year</p> <p>Outcome based on above (#3) LSC and Parent Auxiliary Group (PAG) to review annually</p>
<p>B. Improve marketing in the schools and across the system</p>	<ol style="list-style-type: none"> <li>1. Hire an individual (development officer) and/or team to message/brand/market/recruit for ICS.</li> </ol>	<p>Determine how and if to fund by after Building Project is completed.</p>

	<ol style="list-style-type: none"> <li>2. Market schools as regional entities; examine local marketing opportunities (i.e. parades, billboards, ferries, airport, etc.)</li> <li>3. Collect data; demographic studies - to guide marketing and school development efforts as well as to focus and guide enrolment</li> <li>4. Improved social media presence on multiple platforms and keep it current (marketing online, Facebook, blog on ICS website, commercials for TV/radio, YouTube promo)</li> <li>5. School to maintain current marketing information at local level (e.g. update websites at least weekly/monthly).</li> <li>6. Continue with exit surveys for families and staff</li> <li>7. Student presence in broader community (e.g. choir, social justice, retirement homes, Mount St. Mary's)</li> </ol>	<p>Principal to determine person in each school to look after this; IT Department to provide training is necessary</p> <p>Current websites are reviewed for inaccuracies by students and LSC; Websites updated monthly</p> <p>All school send out yearly; results analyzed yearly by principals and Superintendent</p> <p>At least ten (10) times per year by every school</p>
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<p>C. To retain and increase enrolment through diverse student centered programs across the curriculum (meeting the diverse needs of all learners).</p>	<ol style="list-style-type: none"> <li>1. See Goal #3</li> <li>2. Examine other programs/initiatives that may enhance enrollment (e.g. Distance Learning, International Baccalaureate Program, outdoor education, international housing, environmental program, French Immersion track, First Nations School, school in Nanaimo)</li> </ol>	
<p>D. Improve Stewardship in and for our schools</p>	<ol style="list-style-type: none"> <li>1. In keeping with our Catholic culture, promote stewardship and service to others.</li> <li>2. Provide opportunities for student and staff outreach (e.g. Refugee involvement/adopt-a-family)</li> <li>3. Sponsor a child's tuition campaign across diocese</li> <li>4. Continually examine for effective use of our resources (financial, human, material and buildings).</li> <li>5. Promote <i>Caring in Our Common Home</i> and <i>Caring for Everyone in Our Common Home; What Do You Want of Me Lord?</i> carry on themes of 2016/17, 2017/18 &amp; 2018/19 as the norm</li> <li>6. School Green Teams at all schools (recycling programs, etc.)</li> </ol>	<p>Occurs in every school every year; report to Board</p> <p>Occurs in every school and every classroom every year (year long social justice project in every classroom); very year; report to Board</p> <p>Heidi/Connie to develop brochure created by Dec 2018</p> <p>Ongoing discussion with students, staff, Councils and Parent Groups</p> <p>Established in every school</p>



	<p>7. Parent liaison for collecting and recycling items of use to and for other families (uniforms, school supplies, etc.)</p> <p>8. Promote city bus pass initiative at the HS - savings on emissions</p> <p>9. Get children to write thank you letters (authentic) to patrons (includes: prayers for others)</p>	<p>Discussed with each parent group by _____</p> <p>Sept 2017 in effect for 2017/18; evaluate at end of year; continued 2018/19</p> <p>Ongoing evidence</p>
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**GOAL # 3:  
TO PROVIDE EXCELLENCE IN EDUCATION**

OBJECTIVES	STRATEGIES/ACTIVITIES/ACTION PLANS (including who is responsible)	OUTCOMES/ TIMELINES/ MEASURES OF SUCCESS
A. Define excellence in education	<ol style="list-style-type: none"> <li>1. Gather thoughts at admin and staff level in order to define what "excellence in education" (i.e. all students engaged, feel cared and loved)</li> <li>2. Share with staff once finalized</li> <li>3. Review/revise clear vision/mission of ICS and schools individually (i.e. excellence as recognizing long-standing tradition blended with current educational practices)</li> </ol>	<p>Shared common definition by November 2018</p> <p>Completed by January 2019</p> <p>Completed by 2020</p>
B. Support teachers to meet the diverse needs of all learners (personalized learning)	<ol style="list-style-type: none"> <li>1. Provide ongoing in-service opportunities around Professional Learning Community (PLC), Response to Intervention (RTI), the new curriculum, differentiation, inquiry-based learning, technology, and Indigenous Education . . .</li> <li>2. Schools to be creative in scheduling PLC time as part of timetable; including PLC opportunities for single grade teachers and/or teachers of a single subject in a school (i.e. interschool PLC opportunities)</li> </ol>	<p>All pro-d relates to goal</p> <p>Evidence of it being scheduled; teacher satisfaction</p>

	<ol style="list-style-type: none"> <li>3. Develop focus/structure/checklists for PLC focus meetings</li> <li>4. Develop common assessment/benchmarking (grade/school/system); develop standards expected</li> <li>5. Develop inquiry-based learning opportunities</li> <li>6. Evaluate and support teachers appropriately; review/revise evaluation tool</li> <li>7. Develop peer mentorship in each school and across the system; includes mentoring of new and existing staff (i.e. reading instruction, sharing with PLC, effective math strategies)</li> </ol>	<p>RTI and PLC rubric developed; admin check-in for effective use of RTI/PLC collaboration</p> <p>Evidence of implementation</p> <p>Increased opportunities for students.</p> <p>Evidence of implementation</p> <p>Established by _____</p>
<p>C. To focus on literacy and numeracy skills in all students</p>	<ol style="list-style-type: none"> <li>1. Refer to strategies in "Goal 3-B4" and combine with FSA and provincial exam analysis</li> <li>2. Development of RTI/Literacy/Numeracy School Level Teams</li> <li>3. Create ICS standards /core essentials for each grade level</li> <li>4. Determine baseline to measure against</li> </ol>	<p>Consistently acceptable literacy and numeracy scores based on annual benchmarks</p> <p>Teams in place by October 2018</p>

<p>D. Acquire current/needed resources to support teachers and students</p>	<ol style="list-style-type: none"> <li>1. Each school to complete inventory and needs assessment</li> <li>2. IT Education support - unfold IT strategic plan</li> <li>3. Facilitate the sharing of school resources</li> </ol>	<p>Completed by June 2018 and annually thereafter</p> <p>IT Support Person hired by August 2017; movement with Plan</p> <p>Inventory of resources that can be shared will be located on intranet</p>
<p>E. To infuse the curriculum with Catholic Worldview</p>	<ol style="list-style-type: none"> <li>1. Refer to "Goal 1-B-3"</li> <li>2. Refer to CISBC Strat Plan</li> <li>3. Collaboration with Religious Ed Coordinator</li> <li>4. Acknowledge Catholic Education on our diocese; share rich diocesan history with students through archives</li> </ol>	<p>Embedding of faith teachings into all subjects.</p> <p>All teachers authentically relate curriculum to Catholic Worldview in their classrooms</p> <p>Meetings held throughout year to support teachers</p> <p>Schools access Diocesan Archives Department and events</p>
<p>F. To build on programs and infrastructures to meet the diverse needs of all learners.</p>	<ol style="list-style-type: none"> <li>1. Relates to Goal #2-C-2</li> <li>2. Leadership - Service - Community partnerships (including Aboriginal partnerships, Parish partnerships)</li> </ol>	<p>Great variety of programs ; increased enrollment</p> <p>(2 &amp;3)</p>

	<ol style="list-style-type: none"> <li>3. Offer additional programs (i.e. work experience/woodworking/cultural language/mechanics/project management/College courses/Aboriginal culture)</li> <li>4. St. Andrew's High School Building project</li> <li>5. Embed <i>First Peoples Principles of Learning</i> in to every classroom</li> </ol>	<p>Retains and increases enrolment through diverse student centered programs across the curriculum.</p> <p>Completion by Summer of 2019</p> <p>Ongoing</p>
<p>G. Identify and recruit teachers and support staff based on school needs</p>	<ol style="list-style-type: none"> <li>1. Determine staff needs annually and plan for future needs; hire based on needs</li> <li>2. Promote Catholic Student Teacher practicum placement in ICS schools</li> <li>3. Build Relationships with institutions that offer EA/ECE Programs and promote EA/ECE practicum placement in ICS schools</li> </ol>	<p>Complete yearly by May 1</p> <p>Teacher Practicum students choose our schools</p> <p>EA/ECE Practicum students choose our schools</p>
<p>H. Determine parent/student/staff satisfaction</p>	<ol style="list-style-type: none"> <li>1. Develop satisfaction surveys for students/parents/staff</li> <li>2. Better understand our current and potential clientele</li> </ol>	<p>Surveys developed by Sept 2019 and sent out at least once every three years</p> <p>Review and analyze surveys annually</p>

	<p>3. Research possibility of Francophone, French Immersion or Late French Immersion</p> <p>4. Outside audit/evaluation</p> <p>5. Continue with exit surveys for families and staff</p> <p>6. Analyze data from exit surveys with families and staff</p>	<p>Complete survey by June 2018</p> <p>All school send out yearly</p> <p>Results analyzed yearly</p>
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