

**BOARD  
Report No. 19-090**

**24 September 2018**

**Approval of the Board Work Plan and Key Areas of Focus for  
2019-2020**

**Key Contact: Michele Giroux, Executive Officer, 596-8211 ext. 8607**

**PURPOSE:**

1. To approve the Board work plan and key areas of focus for the 2019-2020 school year.

**CONTEXT:**

2. As part of its responsibility for ethical leadership and accountability, the Board recognizes that it must plan and schedule its work to effectively govern the Ottawa-Carleton District School Board. The Board has had an annual work plan since 2013-2014, incorporating areas of focus, fiduciary responsibilities, major projects already directed by the Board, and new initiatives. The annual identification of areas of focus is a requirement in Board policy P.130.GOV Evaluation Process for the Board of Trustees.

The development and approval of the Board Work Plan and Areas of Focus enables the Board to 1) identify the learning opportunities it requires to effectively act on its priorities and, 2) clearly articulate the Board's expectations of its own contributions to the achievement of the District's strategic objectives and, 3) establishing the benchmarks against which the Board can evaluate its performance.

**KEY CONSIDERATIONS:**

3. **Board Annual Reflection**  
At the Trustee Professional Development Session held on 5 September 2018, the Board reflected on its accomplishments over the past year, identified areas of growth, reviewed its strategic objectives, discussed areas of focus, highlighted work to be carried forward from the previous year, and discussed new initiatives for the coming year. The Board Work Plan and Key Areas of Focus 2019-2020 results from that reflection and discussion.

Some of the things the Board appreciated in 2018-2019 were:

- Efficient management of the Board's fiduciary responsibilities;
- Effective and timely orientation program for new trustees that was responsive to their expressed needs;
- Trustee professional development sessions on the budget process and over, academic staffing process and timelines; collective bargaining/labour negotiations process; and development of the new 2019-2023 Strategic Plan;
- Increased focus on the collection and use of identity based data;
- Increased focus on the use of metrics and performance indicators to support decision-making and monitor progress on the 2015-2019 Strategic Plan;
- Improved engagement with marginalized communities;
- Established the Indigenous Education Advisory Council to seek advice from First Nations, Métis and Inuit on the Board's commitment to provide an equitable and inclusive education and work environment;
- Advocacy and responses to new Ministry initiatives, including changes to hiring practices, class sizes, Health & Physical Education curriculum; and Ontario Autism Program funding,
- Informal relationship building opportunities between trustees and community partners, including Ottawa-area MPPs; and
- Monitoring and understanding the impact of the amalgamation of Rideau High School and Gloucester High School.

#### 4. **Board Work Plan and Key Areas of Focus 2018-2019**

The 2019-2020 work plan includes Areas of Focus, Learning Opportunities, and Fiduciary Responsibilities. This approach differentiates the purpose of the work plan from that of the long range agenda.

#### 5. **Key Areas of Focus**

Based on the Board's discussion, the key areas of focus align with the Board's Strategic Plan for 2019-2023:

- **Culture of Innovation** - Build a learning community where innovation and inquiry drive learning.
- **Culture of Caring** – Advance equity and sense of belonging to promote a safe and caring community.
- **Culture of Social Responsibility** – Strengthen our community through ethical leadership, equitable practice, and responsible stewardship.

#### 6. **Strategies and Opportunities**

During their discussion, members identified a range of strategies and actions that the Board will undertake to support their strategic priorities. The following list was included in the work plan and reflects the common themes from the discussion:

- Align and prioritize the work of the Board with the 2019-2023 Strategic Plan;
- Encourage innovation in the classroom by bringing attention to best practices;

- Encourage innovation in administrative processes by leveraging digital technologies;
- Understand cultural challenges and strengthen engagement, consultation and communication strategies with students, staff, parents, and community members;
- Improve the use of data and measurement metrics to support decision making;
- Understand how large organizations manage their facilities; and
- Understand the delivery models for special education programs and services.

## 7. **Fiduciary Responsibilities**

The ongoing fiduciary responsibilities of the Board support the District in achieving its strategic objectives. These responsibilities were included in previous work plans and have been retained as an important facet of the work plan:

- Strategic plan measurement reports;
- Increase the alignment of the budget with strategic priorities;
- Approval of 2018-2019 Financial Statements.
- Monitor the 2019-2020 budget;
- Develop the 2020-2021 budget process and priorities;
- Approve academic staffing (2020-2021);
- Approve the 2020-2021 budget;
- OPSBA policy resolutions and appointment of representatives for 2020-2021;
- Adopt policy and retain an Integrity Commissioner;
- Director evaluation; and
- Board evaluation process.

## 8. **Monitoring Progress**

The Board will monitor progress on its work plan during regular updates at Board every month. At the end of the year the Board will assess their accomplishments with respect to what it set out to do. This would be an opportunity for the Board to reflect on what has been accomplished and highlight the next year's work in year two of the Strategic Plan 2019-2023.

## **RESOURCE IMPLICATIONS:**

9. The creation of a work plan will require on-going monitoring by the Board to ensure effective implementation. In addition, the Board has identified areas for professional development to assist it in meeting its goals for each area of focus. The creation of the work plan is intended to establish high level priorities and guide the work setting for the Director and the District. The work plan itself does not require additional resources, but it does serve to inform how staff time will be invested in order to support the work of the Board.

## **COMMUNICATION/CONSULTATION ISSUES:**

10. The Board will have the opportunity to review and discuss the work of the Board for the upcoming year and confirm its areas of focus during the Board meeting.

## **STRATEGIC LINKS:**

11. Learning, well-being and equity are the core of the work of the Board, and building a culture that supports and engages students, staff and community is a priority of the District's strategic plan. The development and approval of the areas of focus and the Board work plan helps to move the work of the Board to create a culture of innovation, a culture of caring, and a culture of social responsibility.

## **RECOMMENDATION:**

THAT the 2019-2020 Board Work Plan and Key Areas of Focus as outlined in Appendix A to Report 19-090 be approved.

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Michele Giroux  
Executive Officer, Corporate Services

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Camille Williams-Taylor  
Director of Education and  
Secretary of the Board

## **APPENDICES**

Appendix A: Board Work Plan and Key Areas of Focus 2019-2020