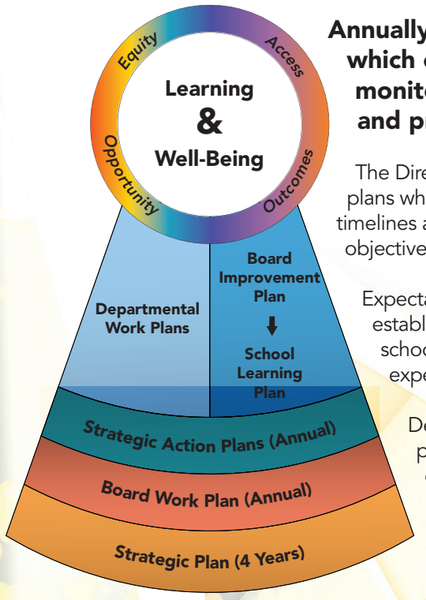
Moving Forward

The Strategic Plan sets a course for the next four (4) years.



Annually, the Board adopts a workplan which establishes key dates for monitoring fiduciary responsibilities and progress on strategic priorities.

The Director generates annual strategic action plans which lay out the key work, deliverables, timelines and anticipated progress on the strategic objectives.

Expectations for student achievement are established in the Board Improvement Plan and schools set their annual goals based on these expectations in the School Learning Plan.

Departmental work-plans are companion pieces to the Strategic Action Plan and are developed to reflect how departmental initiatives, programs and the operational activities will be directed by the Strategic Plan objectives.

Monitoring Progress

Creating a Cycle of Accountability

We monitor progress in the classroom, at the school and District level, and in the Boardroom.

Some sample questions to guide our monitoring include:

- Is there evidence of these priorities in schools, classrooms, and workplaces?
- Is decision-making guided by the strategic priorities?
- Are we creating conditions to promote a change in culture?
- Do we see a disproportionate representation of students in programs, classrooms, and success/recognition activities?
- How does the data/ evidence inform our work?



Key Performance Indicators (KPIs)

Key Performance Indicators are used to measure change.

The KPIs include a mix of current data sources as well as some new data sources. The District collects and reports on student achievement data. Our capacity to differentiate data by group will expand with the collection of identity-based data.The KPI's will be reported on annually in a series of reports — one report on each of the three strategic objectives and in the Annual Student Achievement Report. This data provides the strategic overview necessary to support the Board's accountability.

Key Performance Indicators

Culture of Innovation

- Graduation Rate
- Annual Certification Rate
- EQAO Results
- Achievement Gaps
- Parent, Student, Staff Experience

Culture of Caring

- School climate
- Employee engagement
- Student engagement
- Parent engagement

Culture of Social Responsibility

- Social Emotional Skills
- Leadership Diversity
- Disproportionality indices
- Environmental Stewardship

July 2019 Version 1.1

Appendix A to Report 19-119

OTTAWA-CARLETON
DISTRICT SCHOOL BOARD

Building Brighter Futures Together @OCDSB

2019 – 2023 STRATEGIC PLAN

"Education must not simply teach work — it must teach life."
— W.E.B. Du Bois



We acknowledge that our District is on unceded and unsurrendered Algonquin Territory, and we thank the Algonquin Nation for hosting us and recognize their enduring presence on this land.

OTTAWA-CARLETON DISTRICT SCHOOL BOARD

Educating for Success — Inspiring Learning, Developing Well-Being and Building Social Responsibility

Recognizing that learning, well-being and equity are the core of our work, our strategic plan is focused on building a culture that supports and engages students, staff and community. Our new plan has three key objectives — to create a Culture of Innovation, a Culture of Caring, and a Culture of Social Responsibility. Each objective has one of three goals — one with a student focus, one with a staff focus and one with a system focus.

These goals are supported by strategies that will guide our work; outcomes that describe the change we want to happen; and key performance indicators that will help us to measure our progress.

Culture of Innovation

We will build a learning community where innovation and inquiry drive learning.



Goals

- Champion high learning expectations for all students in all programs;
- Promote collaborative environments which foster innovation and creativity; and
- Modernize instruction and administrative processes.

Desired Outcomes:

For Students

- Improved student achievement;
- Increased graduation success in all pathways;
- Increased sense of relevance and motivation for students;

For Staff

- Increased capacity to support personalization of learning;
- Increased leadership capacity; and

For System

- Improved business processes and efficiency.

Strategies:

- Establish targets for student achievement;
- Provide professional learning and tools to support quality instruction and collaboration;
- Create conditions to support creativity, innovation and evidence-based practice;
- Modernize learning and enhance student experience; and
- Optimize resources and technology to modernize business processes.

Culture of Caring

We will advance equity and a sense of belonging to promote a safe and caring community.



Goals

- Prioritize the dignity and well-being of students in inclusive and caring classrooms;
- Champion and nurture a safe, caring and respectful workplace; and
- Build authentic engagement with and among our communities.

Desired Outcomes:

For Students

- Improved equity of access, opportunity and outcomes;
- Improved student well-being;
- Enhanced student safety;

For Staff

- Improved employee well-being;
- Improved employee engagement;

For System

- Increased parent voice;
- Increased community partnerships; and
- More representative workforce.

Strategies:

- Build system capacity in equity and inclusive practice to support education, engagement and reconciliation with historically marginalized groups;
- Provide learning opportunities and resources to support student well-being;
- Foster conditions to improve workplace safety and employee well-being;
- Enhance communications and develop mechanisms to build employee engagement; and
- Build system capacity to support parent and family engagement at the classroom, school and district levels.

Culture of Social Responsibility

We will strengthen our community through ethical leadership, equitable practice, and responsible stewardship.



Goals

- Remove barriers to equity of access, opportunity, and outcomes;
- Model responsive and ethical leadership and accountability; and
- Foster progressive stewardship of the environment, and human and financial resources.

Desired Outcomes:

For Students

- Improved social and emotional skills;
- Increased student voice;
- Improved student behaviour;
- Reduced disproportionate representation;

For Staff

- Improved leadership capacity;
- Improved employee engagement and recognition;

For System

- Improved decision-making;
- Improved governance practices; and
- Improved environmental practice and reduction in greenhouse gas emissions.

Strategies:

- Support and encourage the development of our Exit Outcomes and life skills in all students;
- Build leadership capacity and succession plans;
- Build system capacity in environmental stewardship, resource allocation and risk management; and
- Collect and use data to inform instructional practice, policy, and decision making.

EXIT OUTCOMES — What we want for our graduates

CHARACTERISTICS					SKILLS				
Goal-oriented	Innovative/ Creative	Collaborative	Globally Aware	Resilient	Ethical Decision-makers	Digitally Fluent	Academically Diverse	Effective Communicators	Critical Thinkers