The Halton District School Board is committed to every student

We will... **inspire** and **support learning;** create **safe, healthy, inclusive** and **engaging environments,** provide **opportunities** for **challenge** and **choice,** prepare students for **success.**

Halton District School Board

Multi-Year Plan 2012-2016

We value and respect...

Relationships

therefore, we will

- build and maintain partnerships
- demonstrate cooperation, collaboration and compassion
- communicate effectively
- align our words and actions
- acknowledge and appreciate diversity

Responsibility

therefore, we will

- measure and report results
- use resources effectively
- respond to demographic needs
- operate in an open and transparent manner
- model sound environmental practices
- make timely and informed decisions
- promote social responsibility

Ingenuity

therefore, we will

- foster creativity, innovation and initiative
- identify, develop, share and implement exemplary practices
- establish responsive practices to address divergent learning needs
- recognize ideas, efforts and results

STUDENT GOALS

Goal 1

Every student will be socially engaged in their school and intellectually engaged in their learning.

Targets – By 2016:

- the Halton District School Board graduation rate/completion of program will be 85% (a rise from the current 81%);
- elementary students will report an average score of 8.9/10 and secondary students 7.8/10 of feeling accepted and valued by their peers and others at school as measured by the Tell Them From Me Survey (a rise from 8.5/10 and 7.4/10);
- secondary students will report an average score of 7/10 on the Tell Them From Me Survey measure of Relevance (a rise from the current 5.7/10).

Goal 2

Every student will realize their potential through an integrated and coordinated system of supports and resources.

Targets – By 2016:

- 12% of Grade 3 students will achieve Level 4 in Reading on the EQAO provincial assessment (a rise from 8%);
- 74% of all Grade 3 boys will achieve Level 3 in Reading on the EQAO provincial assessment (a rise from 66%);
- 70% of Grade 6 students will achieve Level 3 or 4 in Mathematics on the EQAO provincial assessment (a rise from 64%);
- the cohort analysis of junior and intermediate EQAO scores in Math will show value added;
- all students completing alternative curriculum will demonstrate value-added growth on their individual program outcomes;
- all staff will implement the Board's alternative curriculum and assessment strategies for students not completing Ontario curriculum.

Goal 3

Every student will learn in a safe and inclusive school environment.

Targets – By 2016:

- elementary students will report an average of 8.7/10 of feeling safe at school (a rise from 8.3/10);
- secondary students will report an average of 8.6/10 of feeling safe at school (a rise from 8.2/10);
- the number of elementary students who report experiencing moderate or severe bullying in the Tell Them From Me Survey will decrease by five percentage points (currently 25%);
- the number of secondary students who report experiencing moderate or severe bullying in the Tell Them From Me Survey will decrease by four percentage points (currently 18%);

Goal 4

Every Kindergarten to Grade 3 student will receive intensive guided instruction in reading. Students who do not demonstrate movement towards their grade level target will be assessed and supported by a second tier of support.

Targets – By 2016:

- 44% of students with special needs will achieve grade level reading skills as evidenced by June PM Benchmark data;
- 75% of all Grade 3 students will achieve the provincial standard in reading on EQAO (a rise from 71%);
- 100% of elementary principals and teachers will use a comprehensive literacy program incorporating phonemic awareness, phonics, fluency, vocabulary and comprehension.
- The Board-wide early literacy strategy will use teacher and principal data tracking to ensure students advance to their appropriate reading grade level at a minimum.

Goal 5

Every student will receive research-based instructional strategies differentiated to the needs of students.

Targets – By 2016:

- elementary and secondary teachers will understand and implement effective instruction in the following areas:
  - direct instruction in Literacy and Numeracy;
  - teaching through mathematical processes;
  - differentiated strategies for student engagement;
  - learning goals, success criteria, feedback;
  - use of high level questioning and critical thinking skills;
  - inquiry-based learning;
  - use of assistive and instructional technologies.

STAFF GOALS

Goal 1

Staff will participate in collaborative, supportive and inclusive working and learning communities focused on innovation and research.

Targets – By 2016:

- the Board will approve an Employment Equity Policy;
- the principles of Employment Equity as delineated in the Policy will be integrated into the recruitment and promotion practices of the Board;
- school and department staff will participate in a collaborative, supportive, inclusive learning community (PLC) with a workplace environment focused on innovation and research that reflects the principles of equity.

Goal 2

Staff will support safe, respectful and inclusive relationships with students, staff, families and communities.

Targets – By 2016:

- 100% of the School Improvement Plans (SIPSAs) will reflect the work of the Safe School Action Team with staff, students, families and communities to support and ensure safety, respect and inclusivity with help from system, school and community leaders;
- all system leaders will have the opportunity to attend training on inclusive recruitment strategies.

Goal 3

Staff will use systemic data to inform actions and validate decision-making and resource allocation.

Targets – By 2016:

- all system leaders will be trained on how to effectively use data to inform decision-making;
- 100% of principals will use data and other evidence in literacy and numeracy, and safety and well-being to assess literacy and numeracy instruction in their schools;
- 100% of primary and junior teachers will understand and use literacy and numeracy data to assess and modify their instructional and assessment strategies for student achievement;
- the Board will use comparative provincial data to reduce the number of lost-time accidents by 5% (currently 1.79%).

Halton District School Board

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The Halton District School Board serves the southern Ontario municipalities of Burlington, Halton Hills, Milton and Oakville.

LEARN GROW SUCCEED
Together

SYSTEM GOALS

Goal 1

The Halton District School Board will integrate proactive and strategic communications with the Board's initiatives and achievements in order to increase public confidence and understanding.

Targets – By 2016:

- all administrators, trustees, managers and project leaders will be provided with resources to assist in determining audiences, appropriate methods of communication and key messages for all communications initiatives and purposes;
- all communications plans will include a method of evaluation for short-term and long-term monitoring and appraisal to ascertain success in achieving communication goals.

Goal 2

The Halton District School Board will plan, provide and maintain facilities as safe, accessible, comfortable and engaging learning environments for all students and staff.

Targets – By 2016:

- the Halton District School Board will develop an annual maintenance plan to:
  - identify a cycle of infrastructure upgrades to reduce the frequency of disruptions to classroom instruction and work environments;
  - identify a cycle of renewal to address equity of program functionality in all schools;
  - provide functional equity for programs in all schools;
  - respond to all items reported by Health and Safety within the regulatory timelines.

Goal 3

The Halton District School Board will provide and maintain a technology infrastructure to engage and support 21st Century learning for all students and staff.

Targets – By 2016:

- WiFi connectivity will be provided in 95% of the Board's portable classrooms (currently 0%), and in 99% of school building classrooms, including all school libraries (currently 80%);
- develop an annual plan that will maximize the efficient use of technology;
- within the next four years, 60% of the Board's classrooms will be "Bring IT" classrooms (currently in pilot).

Goal 4

The Halton District School Board will optimize the resources and learning environments through innovative program delivery models and partnerships.

Targets – By 2016:

- the Halton District School Board will develop and implement a system innovation strategy.