



STRATEGIC PLAN *2018-2020*



PREFACE

Jesus said to his disciples, "Be merciful, just as your Father is merciful. Don't be a judge of others and you will not be judged; do not condemn and you will not be condemned; forgive and you will be forgiven; give and it will be given to you, and you will receive in your sack good measure, pressed down, full and running over. For the measure you give will be the measure you receive back".

Luke: 6,36-38

***"Does God honour the process of strategic planning?
By principle and by example, God's Word establishes strategic planning
as one of the ways He works in and through His people.
There are a number of leaders in Scripture who thought and acted strategically.
Yes, strategic planning is found in Scripture."***

Is Strategic Planning Biblical? - Looking at leaders from scripture.
Mark Marshall

The Catholic Principals' Council | Ontario reached a significant milestone in 2018 – our 20th anniversary of serving, advocating and leading our Catholic Principals and Vice-Principals in Ontario. It also provided the organization an opportunity to develop a new Strategic Plan for the next three years.

Building on the mandate of the previous Strategic Plan to **Serve, Advocate, Lead**, we undertook an extensive process to gather input and insights from our Executive Council, our Professional Staff, our Assembly of Member Representatives (AMRs) and all of our Associates in creating the plan for the years ahead.

The result of this consultation is a plan forward, a blue print for how CPCO will continue to develop and grow as a provincial organization recognized by all partners for its commitment to strong Catholic values and leadership.

The overarching messages of our renewed Strategic Plan are captured in the three Strategic Priorities that have been developed throughout this process:

- **SUPPORT OUR PRINCIPALS AND VICE-PRINCIPALS TO BE EFFECTIVE CATHOLIC LEADERS, WITHIN THE PUBLICLY FUNDED EDUCATION SYSTEM**
- **FOSTER CATHOLICITY AND CATHOLIC LEADERSHIP**
- **ADVOCATE ETHICALLY, BOLDLY AND AUTHENTICALLY WITH A STRONG CATHOLIC VOICE**

We are confident that these Strategic Priorities, along with the sub-priorities and the annual Operational Plans that flow from them will ensure that our Catholic Principals and Vice-Principals will be well served, supported and strengthened in their vocations as they continue to provide Catholic leadership in their schools, their communities and parishes and within their school boards.

Regular communication with all Associates, Members and the Executive Council will ensure that the Strategic Plan (2018-2020) continues to be a living document, responsive to the evolving nature of education in Ontario.

Ultimately, this Strategic Plan belongs to **you**, the Catholic Principals and Vice-Principals leading our Catholic school communities. You are encouraged to continue to be engaged in **your** association, to regularly communicate with each other, with our Professional Staff and with your Executive – sharing your challenges and your successes.

Thank you for your on-going Catholic leadership, support and advocacy on behalf of the students we are privileged to serve.

God bless,

Joseph Geiser
Executive Director





Our **MISSION, VISION & VALUES**

MISSION

Catholic Principals' Council | Ontario is called to leadership in Catholic education through service and advocacy with a commitment to gospel values.

VISION

- To advance the cause of Catholic education
- To maintain and improve terms and conditions of employment
- To provide leadership, support and development

VALUES

- Catholic education and its commitment to gospel values
- The leadership of Catholic Principals and Vice-Principals
- Independence as an organization
- Partnerships in education and business



Catholic Principals' Council | Ontario (CPCO) became an independent association as a result of the decision by the government of the day to remove Principals and Vice-Principals from the teachers' bargaining units effective April 1, 1998. By May 1, 1998, 1,800 Catholic Principals and Vice-Principals had signed up for membership.

Our HISTORY

Today, CPCO's membership includes representation from all of Ontario's publicly-funded Catholic school boards with over 2,100 Principals and Vice-Principals receiving service and advocacy from CPCO.

Our association has a strong history of advocacy through communication, consultation, collaboration, consensus and commitment. Past CPCO presidents have all commented on the importance of meeting Associates in their local associations, hearing their concerns and celebrating their successes with them.

Ensuring that CPCO offers quality services that will support Principals and Vice-Principals in their endeavours such as legal representation, professional learning and a long-term disability insurance program has been of paramount importance.

The development of a Principal's Qualification Program from the Catholic perspective has enabled CPCO to train future school administrators for Catholic educational leadership. The Program and Member Services department has worked diligently to ensure that CPCO services include access to current research and theories of effective school leadership developed through the lens of our gospel values.

Since the release of its position paper on the Role of the Principal in 2004, CPCO has worked ceaselessly to inform the Ministry of Education and our Catholic partners of the impact that new initiatives, labour contracts and legislation have on the ability of Principals and Vice-Principals to do their jobs effectively and maintain a life-work balance.

As CPCO prepares for the future, our endeavours will be centred on supporting and furthering our founding critical purposes:

1. To represent and assist Catholic Principals/Vice-Principals with respect to the maintenance and improvement of their terms and conditions of employment.
2. To advance the cause of Catholic education.
3. To foster educational leadership among Catholic Principals/Vice-Principals through leadership development.





Our **STRATEGIC PLAN**

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- **Marketing & Communications**
 - **Corporate Operations**
 - **Program & Member Services**
 - **Support Services**

SUPPORT OUR PRINCIPALS AND VICE-PRINCIPALS TO BE EFFECTIVE CATHOLIC LEADERS, WITHIN THE PUBLICLY FUNDED EDUCATION SYSTEM

GOALS
Understand and articulate the evolving role of the Principal and Vice-Principal
Foster well-being

FOSTER CATHOLICITY AND CATHOLIC LEADERSHIP

GOALS
Renew and proclaim our unique Catholic identity
Promote social justice through inclusion and equity

ADVOCATE ETHICALLY, BOLDLY AND AUTHENTICALLY WITH A STRONG CATHOLIC VOICE

GOALS
Seek the voice of our Practising Associates and Members
Represent our collective voice and nurture relationships
Account for our shared voice



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