

## Appendix III: Draft Strategic Plan 2024-2026

CSCO STRATEGIC PLAN				
CSCO VALUES	GOALS	From 2018-2021	Proposed 2024-2027	
		ACTIONS	ACTIONS FOR EXECUTIVE	ACTIONS FOR MEMBERSHIP
BEING CHRIST-CENTRED IN ALL OUR EFFORTS DECISIONS & ENCOUNTERS	Encourage ongoing spiritual renewal and discernment	<ul style="list-style-type: none"> <li>- review the code of conduct document and include in the membership renewal</li> <li>- provide information to encourage individual prayer, communal prayer and sacramental life - provide retreat resources and encourage personal spiritual direction</li> </ul>	<ul style="list-style-type: none"> <li>- discern the need for ethical guidelines based on Mission, Vision and Values of the CSCO</li> <li>- continue to provide virtual retreats between conferences</li> </ul>	<ul style="list-style-type: none"> <li>- create, update and share a list of links to regional retreat centres, spiritual directors, and faith opportunities offered through Catholic Ed. Partners.</li> <li>-use newsletter to share 'good reads' for spiritual renewal/ discernment</li> </ul>
UNITY, JOY AND COLLEGIALLY AMONG OUR MEMBERS	Increase communication among members	<ul style="list-style-type: none"> <li>- use social media campaigns to increase member connections</li> <li>- include member contributions in the newsletter</li> <li>- connect with members separated by great distance and survey their needs and issues</li> </ul>	<ul style="list-style-type: none"> <li>-survey members separated by great distance to assess their needs and issues.</li> <li>- use email, social media, newsletters, zoom meetings for new members, and prayer partnerships to connect members</li> </ul>	<ul style="list-style-type: none"> <li>-host regional meet and greets to facilitate contact between CSCO conferences</li> <li>-increase member contributions in the newsletter</li> </ul>
	Support collegiality at conferences	<ul style="list-style-type: none"> <li>- review the role of the Executive Liaison for the annual conference</li> <li>- increase Executive Liaison involvement in planning conferences</li> </ul>	<ul style="list-style-type: none"> <li>-continue assigning an executive member to liaise with the conference planning team.</li> <li>- ensure the conference planners employ the conference planning guide.</li> <li>- conference planning teams will provide fun and meaningful opportunities (i.e. like at a retreat)</li> </ul>	<ul style="list-style-type: none"> <li>-members will aim to connect with colleagues from outside their board</li> <li>-show hospitality towards new chaplains at conferences</li> </ul>
ON-GOING FAITH FORMATION AND PROFESSIONAL	Provide opportunities for professional development	<ul style="list-style-type: none"> <li>- ensure structure of annual conference includes professional development opportunities</li> <li>- create a committee to coordinate opportunities for professional development</li> <li>- invite members to share their professional expertise</li> </ul>	<ul style="list-style-type: none"> <li>- ensure structure of annual conference includes some professional development</li> <li>- provide opportunities to help chaplaincy leaders develop skills in areas that would further enhance their chaplaincy</li> </ul>	<ul style="list-style-type: none"> <li>- continue virtual professional development sessions</li> <li>-regional PD among members (eg; gatherings/ book clubs etc...)</li> </ul>

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DEVELOPMENT		<ul style="list-style-type: none"> <li>- utilize technology to increase access to chaplaincy related professional development</li> </ul>	<p>competencies. ( i.e. tech, a/i, softwear, counseling/bereavement)</p> <ul style="list-style-type: none"> <li>-prioritize presenters with different lived experiences that would bring a diverse perspective.</li> <li>-choose a CSCO member at large to coordinate professional development opportunities.</li> <li>-survey membership regarding their areas of expertise/proficiency to facilitate future PD lead by CSCO members</li> </ul>	
	Provide opportunities for faith formation	<ul style="list-style-type: none"> <li>- ensure structure of annual conference includes faith formation opportunities</li> <li>- offer social justice or spiritual based travel</li> <li>- utilize technology to increase access to chaplaincy related faith formation</li> </ul>	<ul style="list-style-type: none"> <li>- ensure structure of annual conference includes faith formation opportunities</li> </ul>	<ul style="list-style-type: none"> <li>- explore possible social justice or spiritual based travel</li> <li>- continue providing faith formation information and opportunities</li> </ul>
	Support new Chaplaincy Leaders	<ul style="list-style-type: none"> <li>- investigate a mentorship program</li> <li>- offer workshops for new Chaplaincy Leaders</li> </ul>	<ul style="list-style-type: none"> <li>-survey members for participation in a mentorship program</li> <li>-continue to offer conference and virtual workshops for new chaplaincy leaders</li> <li>- send a digital New Members Welcome Package to new chaplains</li> </ul>	
ADVOCACY FOR THE VOCATION AND PROFESSION OF CATHOLIC SCHOOL CHAPLAINCY	Promote a standard of practice across the province	<ul style="list-style-type: none"> <li>- create a committee to establish recommended standards for chaplaincy based on the ACBO Pastoral Letter on Catholic Secondary School Chaplaincy</li> <li>- promote recommended standards for chaplaincy with school boards and Catholic education partners</li> </ul>	<ul style="list-style-type: none"> <li>-investigate the possibility of offering educational opportunities in partnership with OECTA</li> <li>-explore which educational facilities train chaplains</li> <li>-survey boards to update educational requirements for chaplaincy leaders</li> </ul>	<ul style="list-style-type: none"> <li>- share the CSCO documents</li> <li>-promote chaplaincy as a viable career</li> </ul>

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COLLABORATION WITH OUR PARTNERS IN CATHOLIC EDUCATION	Be recognized as a Catholic Education partner	<ul style="list-style-type: none"> <li>- assign an Executive Liaison for all Catholic education partners and partner organizations</li> <li>- identify shared goals between CSCO and our current and potential partners in order to collaborate -</li> <li>work towards official recognition by ACBO as a Catholic education partner</li> </ul>	<ul style="list-style-type: none"> <li>-continue to assign an Executive Liaison for Catholic education partners and partner organizations</li> <li>-increase recognition of CSCO as a valid partner in Catholic Education</li> <li>-continue inviting the Assembly of Catholic Bishops of Ontario to liaise with the CSCO.</li> </ul>	
	Contribute to the process of ongoing formation for administration	<ul style="list-style-type: none"> <li>- offer a workshop on chaplaincy and school administration for CPCO members</li> </ul>	<ul style="list-style-type: none"> <li>-consult board chaplaincy leaders to determine if there is a need for promoting and advocating what the chaplaincy leader does and how to partner with chaplaincy leaders.</li> <li>-checked archived materials from CSCO and update any that might provide best practices and advice for chaplaincy services.</li> </ul>	
	Ongoing promotion of chaplaincy to partners and organizations	<ul style="list-style-type: none"> <li>- request an opportunity to bring greetings at events of Catholic education partners and partner organizations - utilize branding for promotion at events</li> <li>- encourage participation at conferences of Catholic education partners</li> </ul>	<ul style="list-style-type: none"> <li>- offer CSCO presence to various gatherings of Catholic Education Partners. (i.e. display, greetings, leading simple prayer/ reading at liturgies, conference planning liaison)</li> <li>-use consistent CSCO branding at events (i.e. purchase CSCO shirts for representing members to wear and CSCO information, documents and merchandise to hand out).</li> </ul>	