



"Together We Learn"

SCHOOL DISTRICT No. 23
(Central Okanagan)

STRATEGIC PLAN

September 2008

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APPENDIX

1. STRATEGIC PLANNING - OPERATIONAL FRAMEWORK

PROLOGUE

Strategic Planning Prologue

The purpose of this Strategic Planning document is to provide School District No. 23 (Central Okanagan) with a vision for the future including specific details on how, when and by what means we intend to accomplish our goals. The reader will have the opportunity to discover where we want to go and our detailed plans for getting there.

This document is also intended to be a 'living' document. As the School District shapes, refines or sets new directions, this Strategic Planning document will have to change. Much of its value lies in the fact that it provides an up-to-date direction for the District as well as the planned steps staff are putting in place to move our organization forward. To be relevant, however, the document must be updated on a regular basis to reflect the most recent directions and detailed steps established by our Board and staff.

The Strategic Plan must:

- Support the mandate established in our School District **mission statement**
- Move the District to become the organization seen in our School District **vision statement**
- Work within the **cultural values** we have established to govern our actions.
- Serve as a long-range guide to shape the District goals and objectives.

This 'living' Strategic Plan directs our mission, values, goals and objectives as set out in a specific plan of action for the next several years.

The Board's Strategic Plan drives the operational plan and subsequent related decisions, including establishment of a District mission and vision. The operational details for implementation are included in the supporting appendix document: *Strategic Planning – Operational Framework*.

DISTRICT MISSION

“Our Mission: To educate students in a safe, inspirational learning environment where every student develops the knowledge and skills to be a lifelong learner and a healthy productive member of our global society.”

DISTRICT VISION

“Our Vision: School District No. 23 (Central Okanagan) is a progressive leader in education, which sets the standard for educational excellence and ensures that every student has opportunities to succeed.”

DISTRICT CULTURAL VALUES

HONESTY:

Honesty is the building block for relationships and the basis for trust. It is the absence of falsehood and the action of full disclosure. It is the ultimate test of moral strength. When honesty is present, integrity will also be apparent.

RESPONSIBILITY:

Responsibility is being accountable for our actions and their consequences. When we demonstrate responsibility, we are doing our best to meet the expectations of ourselves and others.

RESPECT:

Respect is “to consider worthy of high regard”. Being respectful is an attitude of honouring people and caring about their rights.

EMPATHY:

Empathy is a feeling of concern, compassion and understanding of another's situation or feelings.

FAIRNESS:

While recognizing individual situations and differences, *fairness* is ensuring impartiality where everyone plays by the same rules.

STRATEGIC PRIORITIES

STUDENT ACHIEVEMENT

- 1) Every student will transition successfully from Kindergarten through to graduation and beyond.
- 2) Every student entering Kindergarten will be supported in being school ready.
- 3) Every student will graduate with a career/life plan and the skills, credentials, and experiences to meet that plan.
- 4) Every learner wants to go to school – to learn, to contribute, and to achieve personal success.
- 5) All students will be provided with an enriched, diverse cross-cultural experience.
- 6) Every learner will make safe and healthy choices.

STUDENT ACHIEVEMENT

Strategic Actions (Key Areas to be Addressed)

1. Provide support structures, services and initiatives to obtain **achievement levels** above provincial averages for all learners, including Aboriginal and ESL students.
2. Expand **early learning opportunities** for preschoolers across the District.
3. **Evaluate all programs** on a cyclical basis.
4. Align **in-service and professional development activities** to support the District goals and objectives.
5. Implement strategies and structures that support an **enriched and diverse cultural experience** for all students.
6. Within each region, provide **schools of choice or programs of choice**.
7. Implement an action plan to move all teachers forward in their implementation of **quality assessment** and **differentiated instructional practices**.
8. Implement the District's **Health Promoting Schools Plan** and **Provincial Physical Activity** requirements.
9. Establish the most effective and sustainable **grade configuration and timetable structure** to meet the needs of all learners.
10. **Integrate technologies** to support the teaching and learning process.

STRATEGIC PRIORITIES

HUMAN RESOURCES

- 1) Comprehensive and appropriate transitions, succession, recruitment, and employee development plans are in place.
- 2) Positive relationships with our employee groups are maintained.
- 3) The District is viewed as an “Employer of Choice” both internally and externally.
- 4) Strategies are in place to minimize disruption of service to students.
- 5) The most qualified and suitable people are hired and promoted.
- 6) Health and safety of employees, students, volunteers, and parents are top priorities.

HUMAN RESOURCES

Strategic Actions (Key Areas to be Addressed)

1. Update the **multi-year succession and transition plan**.
2. Align **in-service, apprenticeship and leadership programs** with the strategic plan.
3. Continue to adjust a comprehensive **employee recruitment plan** for all staff in order to meet the changing nature of the workforce, the marketplace and District needs.
4. Ensure there are **'back-up' personnel** with the required knowledge and skills available to cover all critical positions.
5. Continue to monitor and set targets for the **improvement of employee attendance**.
6. Maintain a **high standard for orientation** of new staff to the cultural values, safety, and expectations of the District.
7. Provide support and **mentorship processes for beginning teachers and administrators**.
8. Maintain effective communication, transparency and **input strategies** for all employees.
9. Honour and respect our **employee relationships**.

STRATEGIC PRIORITIES

ACCOUNTABILITY

- 1) All decisions are made in the best interest of students.
- 2) The District obtains 'the best bang for the buck'.
- 3) Community and partner group input are valued.
- 4) Long-term stability and sustainability are considerations in all financial decisions.
- 5) Sufficient flexibility in the system is maintained to accommodate unexpected challenges.
- 6) Complimentary initiatives are pursued to enhance Ministry of Education funding.
- 7) Communication strategies raise awareness, portray a positive image, and ensure transparency in decision making.
- 8) Services are environmentally conscious.
- 9) All actions, processes and decisions are viewed as transparent and reflect our cultural values of Honesty, Responsibility, Respect, Empathy and Fairness.

ACCOUNTABILITY

Strategic Actions (Key Areas to be Addressed)

1. Have in place appropriate **financial controls** to ensure accountability and safeguarding of public assets.
2. Maintain a **long-range financial plan**.
3. **Align financial resources** with plans and strategies.
4. Ensure all employees are **financially responsible** in their use of District resources.
5. Explore further **shared services** and contracting with other School Districts.
6. Support site based **flexible** funding and management process.
7. Align all facility decisions and planning with the **District Education Plan**.
8. Support **positive working relationships** with our partner groups, outside agencies, our communities and the general public.
9. Ensure all parents, community members, students and staff receive effective **information and support** on a timely basis.
10. Ensure all budget and financial decisions are made in the **best interest of students**, and that all facilities (current and future) meet the educational, health and safety needs of students and staff.
11. Maintain a **long-range facilities plan**, including review of needs, acquisition, disposal, construction and sustainability.
12. Optimize **space utilization** and the housing of students in permanent facilities.
13. Implement comprehensive **student transportation** (busing) guidelines and long-range service projections.

The Board's Strategic Plan drives the operational planning of the School District, including the yearly establishment of District Goals. Yearly goals are the short-term steps required to move us forward toward the greater vision established in our Strategic Plan.

The specific operational details for implementation are included in the supporting appendix document: Strategic Planning – Operational Framework.

DISTRICT GOALS 2009/2010

A. GRADUATION - The School District continues with its goal of increasing the Ministry six-year student graduation/completion rate with the following specific target objectives:

- 1) By June 2013, 89% of our students will graduate or earn their school completion certificate within six years of starting grade 8 – current average is 84%.
 - June 2009 – 85%
 - June 2010 – 86%
 - June 2011 – 87%
 - June 2012 – 88%
 - June 2013 – 89%

- 2) By June 2011, 75% of our Aboriginal students will graduate or earn their school completion certificate within six years of starting grade 8 - current average is 60%.
 - June 2009 – 65%
 - June 2010 – 70%
 - June 2011 – 75%

- 3) By June 2013, grade readiness (as defined by passing rate in all five core subjects) from grades 8 to 11 will increase each year to reach:
 - 95% in Gr. 8 – current 3-year average is 89%
 - 90% in Gr. 9 – current 3-year average is 84%
 - 85% in Gr. 10 – current 3-year average is 73%
 - 80% in Gr. 11 – current 3-year average is 70%

- 4) By June 2013, 75% of our graduating students will have received a career programs designation on their Dogwood Diploma – currently, approximately 25% of our graduates earn a CP designation annually.

B. LITERACY - The School District will continue its endeavour to improve all literacy skills for all students with the following objectives:

- 1) 90% of primary students meeting or exceeding grade level expectations on the Early Intervention Literacy Screener by June 2011.
- 2) 80% of primary Aboriginal students meeting or exceeding grade level expectations on the Early Intervention Literacy Screener by June 2011, with the objective of improving all primary Aboriginal students' literacy skills to equal the literacy skills of all primary students by 2015.
- 3) 90% of students grade 3 - 9 meeting or exceeding writing performance standards by June 2011.
- 4) 90% of students in grades 4 - 8 meeting or exceeding grade level expectations on a whole class reading assessment by June 2011.
- 5) 90% of Grade 10 students completing their English graduation or school completion requirements in the appropriate year by June 2011.

**C. NUMERACY - The number of students in grades K - 3 not yet meeting and approaching expectations in mathematics will be reduced annually by 25% as measured on yearend report cards.
The number of students in grades 4 - 12 achieving C- and F letter grades in mathematics courses will be reduced annually by 25% as measured on final report cards.**

- 1) The School District 23 K - 12 Numeracy Operational Plan will outline strategies to achieve the following in 2009 - 2010:
 - Develop and circulate the Numeracy Operational Plan to all staff by December 31, 2009, including presentation at a fall Education Committee meeting.
 - Implement the three year District-wide K-12 Numeracy Assessment Plan by February 28, 2010 and begin school level implementation in the spring of 2010.
 - Implement use of the District data warehouse to monitor and report numeracy achievement of every student K - 12 in all schools by June 30, 2010.
 - Implement the use of a numeracy component of the Early Learning Screener at all elementary schools during the 2009/2010 school year.
 - Include systems and structures to identify and support students at-risk in numeracy within each school's 'pyramid of intervention' by September 1, 2010.
 - Fully operationalize numeracy intervention strategies and resources at the District level by June 2011, and assess these strategies and resources by June 2012.

The Board's Strategic Plan drives the operational planning of the School District, including the establishment of the District Areas of Focus. Areas of Focus are established on a yearly basis to ensure we address our non-academic needs assisting us to reach the overall vision set out in our Strategic Plan.

DISTRICT AREAS OF FOCUS 2009/2010

- The Board continue to implement a four-year comprehensive plan to improve classroom instructional practices through a focus on Quality Assessment and the use of Data Warehouse technology (Skopus and Skovision).
- The Board work to improve student success by connecting students to a variety of learning opportunities by establishing further schools of choice or programs of choice within each region of the School District by June 2010.
- The Board continue work toward improving student health, and work toward improving employee health and wellness including the reduction of overall absenteeism.
- The Board encourage substantive structural change in District and school programs, and operational procedures toward creating long-term economic viability and stability for the School District.