



*"Together We Learn"*

SCHOOL DISTRICT No. 23  
(Central Okanagan)

## **STRATEGIC PLAN**

**September 2008**

# **INDEX**

<b>PROLOGUE .....</b>	<b>3</b>
<b>MISSION AND VISION .....</b>	<b>4</b>
<b>CULTURAL VALUES.....</b>	<b>4</b>
<b>STRATEGIC PRIORITIES</b>	
<b>PRIORITY 1. STUDENT ACHIEVEMENT .....</b>	<b>5</b>
<b>PRIORITY 2. HUMAN RESOURCES.....</b>	<b>7</b>
<b>PRIORITY 3. ACCOUNTABILITY .....</b>	<b>9</b>
<b>DISTRICT GOALS 2008/2009.....</b>	<b>11</b>
<b>DISTRICT AREAS OF FOCUS 2008/2009.....</b>	<b>14</b>

## **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 2008/2009**

### **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 2012, 89% of our students will graduate or earn their school completion certificate within six years of starting grade 8.
  - June 2008 – 85%
  - June 2009 – 86%
  - June 2010 – 87%
  - June 2011 – 88%
  - June 2012 – 89%
  
- 2) By June 2012, 95% of our students who begin grade 10 in our schools and then remain in our District for the next three years will successfully graduate or earn their school completion certificate.
  
- 3) By June 2011, 75% of our Aboriginal students will graduate or earn their school completion certificate within six years of starting grade 8.
  - June 2008 – 63%
  - June 2009 – 67%
  - June 2010 – 71%
  - June 2011 – 75%
  - June 2012 – 79% (*This specific target has not been identified in our Enhancement Agreement.*)

- 4) By June 2012, 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 Grade 8 – currently 3-year average is 88%
  - 90% in Grade 9 – currently 3-year average is 81%
  - 85% in Grade 10 – currently 3-year average is 69%
  - 80% in Grade 11 – currently 3-year average is 65%
- 5) By June 2009, grade readiness for each school's cohort in grade 8 – 11 will increase based on the passing rate in all five core subjects.

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

- 1) 95% of the primary students meeting or exceeding grade level expectations on the primary benchmarks by June 2011.
- 2) 90% of students grade 4 – 9 meeting or exceeding writing performance standards by June 2011.
- 3) 90% of Grade 10 students completing their English graduation requirements in their appropriate year by June 2011.

The School District will measure both school and District progress toward meeting these long-range indicators on a yearly basis.

In support of this goal, the School District will:

- Continue to support all teachers (cross-curricular through professional development and in-service activities) to increase student engagement in learning;
- Continue to support the teachers and administrators to apply the Quality Assessment strategies to increase student's ability to articulate what they have learned, and what skills and knowledge they will need to improve their literacy skills; and
- Continue to expand the Early Learning and K – 12 initiatives to increase the involvement of parents in their children's educational journey, with an emphasis on supporting literacy.

**C. NUMERACY - The School District will establish a formal, grade-to-grade Numeracy monitoring plan applicable to each student in our system from Kindergarten to Grade 12; and**

**100% of our students at-risk in Numeracy will be identified annually and supported through school-based and/or district intervention strategies beginning in 2008/2009.**

2008/2009:

- Develop a process for monitoring the numeracy achievement of every student.
- Analyze current sources of student performance data (e.g. report card results, local, provincial and standardized assessments, etc) and investigate other possible sources.
- Develop an early Numeracy Screener.
- Identify annually 100% of our students at-risk in Numeracy and support them through school-based intervention strategies.
- Develop district-based intervention strategies for supporting at-risk students in Numeracy.

2009/2010:

- Establish baseline data with a balance between local, provincial and standardized assessments.
- Pilot/Field-test the early Numeracy Screener.
- Identify annually 100% of our students at-risk in Numeracy and support them through school-based and/or district-based intervention strategies.

2010/2011:

- Determine meaningful achievement targets with a balance between local, provincial and standardized assessments.
- Fully implement the Early Numeracy Screener.

The Board's Strategic Plan drives the operational planning of the School District, including the establishment of the District Areas of Focus.

The specific operational details for implementation are included in the supporting appendix document: *Strategic Planning – Operational Framework*. 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 2008/2009**

- The Board work to improve student success by connecting students to a variety of learning opportunities by establishing new schools of choice or programs of choice within each region of the School District by 2010.
- The Board obtain and develop the highest quality staff by implementing a new employee recruitment portal, a national recruitment portal, and national recruitment strategy by June 2009, as well as providing mentorship for new employees.
- The Board continue to implement a four-year comprehensive plan to improve classroom instructional practices through the use of Quality Assessment in cooperation with teachers and administrators (completion by June 2011).
- The Board implement the new District Health Promoting Schools Plan, with emphasis on promoting the physical health of students by having all schools fully implement student activity initiatives by September 2009, and by eliminating all man-made trans fats from foods prepared, sold or served at school by June 2009.