



# Board of Trustees Strategic Plan

2019-2020



**Red Deer Catholic  
Regional Schools**

*Inspired by Christ. Aspiring to Excellence.*





## TABLE OF CONTENTS

---

Priority 1: Faith .....	3
Priority 2: Inclusion .....	4
Priority 2: Inclusion .....	5
Priority 3: Student Success.....	6
Priority 4: Board Governance and Effectiveness .....	7
Priority 5: Stakeholder and Community Engagement .....	9
Priority 6: Innovation .....	11

## **PRIORITY I: FAITH**

---

**Objective 1: To build all that we do upon the Catholic faith.**



### **Tactic 1**

Issue annual survey of students, staff, and parents to discern their satisfaction with the Board's three-year education plan faith goals.

### **Key Performance Indicator 1**

Overall student, staff, and parent satisfaction with three-year education plan faith goals.



### **Tactic 2**

LIFT professional development sessions will continue to teach how to effectively plan lessons to build Catholic identity in either the process of teaching or in the permeation of the curricular content.

### **Key Performance Indicator 1**

Overall staff satisfaction with professional development related to intentional permeation.

**Objective 2: To build capacity for all staff, students, and the Board on their faith journey.**



### **Tactic 1**

Continue a focus on faith formation learning opportunities for staff, including two-year faith formation program for new teachers, Newman College cohorts, faith-based conferences, and SPICE/Blueprints.

### **Key Performance Indicator 1**

All staff, students, and board members will have multiple opportunities to engage in faith formation activities. Specific enrollment numbers will be provided at the end of each school year.

## PRIORITY 2: INCLUSION

---

**Objective 1: To provide resources and supports to meet the needs of all learners.**



### **Tactic 1**

Use the annual provincial accountability instrument to discern the satisfaction of students, staff, and parents with the Board's inclusion focus.

### **Key Performance Indicator 1**

Overall student, teacher, and parent satisfaction that our schools are safe places, and where the importance of caring for others and learning respect is valued.



### **Tactic 2**

Continue programs and enhanced academic and cultural supports for all students that lead to successful transitions between all levels of our K-12 educational system.

### **Key Performance Indicator 1**

Measure overall Alberta Education accountability results related to key outcomes such as high school completion rates, low drop-out rates, and high school transitioning to post-secondary education results.

### **Key Performance Indicator 2**

Using the provincial accountability measures, determine the academic differences between our First Nations, Metis, and Inuit students and the provincial First Nations, Metis, and Inuit cohort.

## **PRIORITY 2: INCLUSION**

---



### **Tactic 3**

Use the annual provincial accountability instrument to discern the satisfaction of students, staff, and parents with the Board's inclusion focus.

#### **Key Performance Indicator 1**

Overall student, teacher, and parent satisfaction that our schools are safe places, and where the importance of caring for others and learning respect is valued.

#### **Key Performance Indicator 2**

Overall student, teacher, and parent satisfaction with the overall quality of basic education.

## PRIORITY 3: STUDENT SUCCESS

---

**Objective 1: To strive for excellence and continuous improvement throughout the Division.**



### Tactic 1

Ensure that flexible and responsive programming meets the diverse needs of all learners.

#### Key Performance Indicator 1

Overall student results on provincial achievement tests and diploma exams continue to improve.

#### Key Performance Indicator 2

Overall student, teacher, and parent satisfaction with the range of programs available for students.



### Tactic 2

Identify and implement best practices that align with excellent early learning pedagogy and learning environments while developing a strong foundation in literacy and numeracy.

#### Key Performance Indicator 1

Schollie survey results will determine teacher satisfaction with their professional development as it assists them in improving their instructional practices.

**Objective 2: To ensure every student achieves their full potential on their educational journey.**



### Tactic 1

Ensure that flexible and responsive programming meets the diverse needs of all learners.

#### Key Performance Indicator 1

Student, teacher, and parent satisfaction with the overall quality of basic education.

## PRIORITY 4: BOARD GOVERNANCE AND EFFECTIVENESS

---

**Objective 1: To pursue excellence in governance.**



### **Tactic 1**

The board will develop an Advocacy Plan to support its excellence in governance.

#### **Key Performance Indicator 1**

By June 2019 the board will have developed, approved, and begun to implement an Advocacy Plan.

#### **Key Performance Indicator 2**

Development and implementation of a Trustee annual personal growth plan.

#### **Key Performance Indicator 3**

Development and implementation of a Board governance training and development plan.



### **Tactic 2**

Ensure that all fiscal decisions are data-informed and transparent to ensure financial stewardship.

#### **Key Performance Indicator 1**

The board will endeavor to operate a fiscally responsible school division that is responsive to the needs of students

## **PRIORITY 4: BOARD GOVERNANCE AND EFFECTIVENESS**

---

**Objective 2: To practice servant leadership in our work and our communities.**



### **Tactic 1**

The Board will revise its “Board Year Work Plan” to include more opportunities to practice servant leadership in our community.

### **Key Performance Indicator 1**

The Board will endeavour to participate in three servant leadership activities per year.



# PRIORITY 5: STAKEHOLDER AND COMMUNITY ENGAGEMENT

---

**Objective 1: To be engaged with and accountable for all stakeholders.**



**Tactic 1**

To continue to develop relationships with key stakeholders to advocate for Catholic education.

**Key Performance Indicator 1**

Number and quality of engagements with local MLA's, city/town representatives, local and provincial educational partners, and parish community to advocate for Catholic education.



**Tactic 2**

Respond to relevant stakeholder feedback to ensure appropriate educational programs are in place.

**Key Performance Indicator 1**

Overall, student, teacher, and parent satisfaction indicating that the school division has improved.



**Tactic 3**

Continue to partner with ACSTA and ASBA to further enhance a strong working relationship.

**Key Performance Indicator 1**

Trustee participation at ACSTA and ASBA meetings.

**Key Performance Indicator 2**

Trustees will endeavor to seek the nomination of table officer positions where appropriate.

## **PRIORITY 5: STAKEHOLDER AND COMMUNITY ENGAGEMENT**

---

**Objective 2: To work with our provincial partners for the enhancement of Catholic education.**



### **Tactic 1**

Trustees advocate and collaborate in conjunction with ACSTA.

### **Key Performance Indicator 1**

Development of an RDCRS advocacy plan that complements the ACSTA provincial advocacy plan and the overall goals of the Board strategic plan.

## PRIORITY 6: INNOVATION

---

**Objective 1: To foster a culture of growth through innovation in all that we do.**



### **Tactic 1**

Implement initiatives to personalize and individualize student access to educational opportunities.

#### **Key Performance Indicator 1**

Annually create student non-traditional revenue opportunities (i.e. grant dollars) that will be tabulated at the end of each school year.

#### **Key Performance Indicator 2**

Annually create non-traditional student learning opportunities (i.e. dual credit programming options) that will be assessed at the end of each school year.