

**ST. JAMES-ASSINIBOIA SCHOOL DIVISION  
STRATEGIC PLAN 2009-2014**

**Mission**

*The mission of St. James-Assiniboia School Division is to provide a meaningful, safe and caring educational environment so that all students are prepared to be responsible citizens in a democratic society.*

**Beliefs**

*The St. James-Assiniboia School Division holds these five values on which everything we do in the Division will be based: respect, integrity, responsibility, consultation and excellence.*

RESPECT: We respect each other, our diverse community and organization.

INTEGRITY: We honour our obligations and are truthful in all interactions.

RESPONSIBILITY: We are responsible for our actions and decisions, and are accountable for the results.

CONSULTATION: We seek to understand the factual information, opinions, perceptions and outcomes before we make decisions and take action.

EXCELLENCE: We have high expectations: for student achievement based on their individual abilities, for our employees to continue to grow and develop, and for our programs and services to ensure these are innovative and increase the potential of our students.

**Values**

*Our approach to education and the way in which we offer programming and services in the St. James-Assiniboia School Division are based on our shared beliefs.*

1. Every child has the right to a public education and can learn if provided with support and encouragement.
2. A safe and caring environment is necessary for successful learning.
3. Decisions shall be evidence-based and should be made in the best interests of our students.
4. Our employees and their professional development are critical to the success of the Division.
5. Education will be delivered in a fiscally responsible manner.
6. Parent/guardian engagement in a child's education contributes to the success of our students.
7. Schools are an integral community partner.

**Strategic Outcomes**

- 1. Students will value the concept of social justice and recognize its importance for the betterment of an ever-changing world.**
- 2. Students are active learners able to demonstrate a high level of academic, intellectual and social engagement.**
- 3. Schools will nurture and promote a positive relationship with families and the local community.**
- 4. The St. James-Assiniboia School Division (hereinafter called " the Division") will have exceptional staff, a balanced divisional financial position and appropriate physical infrastructure that support/enhance students' educational experiences.**

## Strategic Outcomes

### 1. Students will value the concept of social justice and recognize its importance for the betterment of an ever-changing world.

Strategic Focus	Strategic Actions	Indicators of Success	Status
1.1 Students practice and promote sustainable living habits	<ul style="list-style-type: none"> <li>• Develop teaching resources</li> <li>• Model and promote sustainable operational practices</li> <li>• Integrate sustainable themes in teaching and learning activities</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced use of consumable products and increased recycling</li> <li>• Fewer non-renewable resources used</li> <li>• Increase in student projects with a 'sustainable living' theme</li> <li>• Eco School website utilized in teaching</li> </ul>	
1.2 Students practice and promote social responsibility and respect for self and others	<ul style="list-style-type: none"> <li>• Ongoing support for Restitution</li> <li>• Promote Roots of Empathy</li> <li>• Celebrate student success</li> <li>• Maintain safe learning environments</li> <li>• Emphasize character education</li> <li>• Provide an inclusive environment</li> <li>• Use proactive threat assessment protocols</li> <li>• Model social responsibility and respect for self and others</li> </ul>	<ul style="list-style-type: none"> <li>• More students engaged in "Cool to Care Committee"</li> <li>• More "student voice"</li> <li>• Reduced incidents of bullying or harassment</li> <li>• Students feel respected by their peers and others</li> <li>• Students are acknowledged for demonstrating respect</li> <li>• Students feel safe</li> <li>• Threat Assessment utilized in appropriate situations</li> <li>• Annual Suspension Report Data</li> <li>• Security tags used by all staff</li> <li>• Anti-bullying program at all schools</li> <li>• Inclusive and differentiated teaching practices implemented</li> <li>• Behaviour Intervention Team data</li> <li>• Roots of Empathy at all K-8 schools</li> </ul>	

Strategic Focus	Strategic Actions	Indicators of Success	Status
<p>1.3 Students are engaged in the community in a positive way</p>	<ul style="list-style-type: none"> <li>• Provide and support a variety of opportunities for student involvement in community based activities</li> <li>• Promote volunteerism</li> <li>• Support participation in approved charitable organizations</li> <li>• Provide opportunities for community involvement in school-based activities</li> <li>• Celebrate student participation in community events</li> </ul>	<ul style="list-style-type: none"> <li>• More students support local charities</li> <li>• Students participate in community events</li> <li>• More students complete Community Involvement Activity (CIA)</li> <li>• More students participate in volunteer activities</li> <li>• Increased numbers of students and families attend school events/programs</li> <li>• Students connect with seniors in the community</li> <li>• Students involved through curricular projects in community or globally-based problem solving issues</li> </ul>	
<p>1.4 Students practice healthy lifestyles</p>	<ul style="list-style-type: none"> <li>• Provide healthy nutritional choices</li> <li>• Encourage physical activity</li> <li>• Support and promote a wide variety of extra-curricular activities</li> <li>• Promote the “Safe and Active Routes to School” concept</li> <li>• Install secure bike cages</li> <li>• Provide healthy and active alternatives for indoor recess</li> </ul>	<ul style="list-style-type: none"> <li>• More students participating in extra curricular activities</li> <li>• More Grade 11 and 12 students participate in physical activity</li> <li>• More students walking and biking to school</li> <li>• Higher attendance rate at school</li> <li>• Fewer students smoking</li> <li>• More students choosing healthy foods at school</li> <li>• Continued use of facilities by community</li> <li>• Support and facilitate partnerships</li> <li>• Increased number of students actively engaged in healthy living practices and activities</li> <li>• Drug awareness programs in place in all middle and high schools</li> <li>• Staff promote, model and support “healthy-living” practices and activities</li> </ul>	

## Strategic Outcomes

### 2. Students are active learners able to demonstrate a high level of academic, intellectual and social engagement.

Strategic Focus	Strategic Actions	Indicators of Success	Status
<p>2.1 Students experience programming, services and instructional practices that meet their learning needs</p>	<ul style="list-style-type: none"> <li>• Implement and support the differentiation of instruction</li> <li>• Provide appropriate, relevant and meaningful programming</li> <li>• Provide services to support diverse needs</li> <li>• Provide meaningful professional learning</li> <li>• Celebrate student success</li> <li>• Communicate assessment and evaluation of student learning</li> <li>• Enhance literacy and numeracy competencies</li> <li>• Promote vocational education</li> <li>• Offer alternative education programming</li> <li>• Coordinators work with Professional Learning Communities (PLC's)</li> <li>• Provide students with ongoing descriptive feedback about their learning</li> <li>• Provide/develop specific criteria with students for essential learning outcomes</li> <li>• Provide opportunities for student self-assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment for and of learning practices is evident</li> <li>• Students maintain high standards</li> <li>• Students experience success at school</li> <li>• Students enjoy learning</li> <li>• Students explore more course options</li> <li>• Improved graduation rates</li> <li>• Fewer students are suspended/more attend school</li> <li>• Students achieve personalized learning through work experience, mentoring and apprenticeship programs</li> <li>• All students achieve learning outcomes/essential learning</li> <li>• More student initiated projects</li> <li>• Students demonstrate proficiency through varied learning modes and experiences</li> <li>• Students are able to incorporate technology into their learning and can demonstrate appropriate skills</li> <li>• Students have increased understanding of their own strengths and needs as learners</li> <li>• Students feel acknowledged for their efforts</li> <li>• Exceptional needs supported</li> <li>• Teachers use differentiated instruction strategies</li> <li>• Active PLC's in schools</li> <li>• Data analysis of results shared</li> </ul>	

## Strategic Outcomes

### 3. Schools will nurture and promote a positive relationship with families and the local community.

Strategic Focus	Strategic Actions	Indicators of Success	Status
<p>3.1 Schools will provide a safe and meaningful environment to facilitate critical dialogue among schools, families and the local community</p>	<ul style="list-style-type: none"> <li>• Contact families to keep them informed about progress, achievement, attendance, and events</li> <li>• Encourage parental involvement</li> <li>• Early Development Instrument (EDI) results reviewed and analyzed</li> <li>• Identify opportunities for promoting partnerships in the community</li> </ul>	<ul style="list-style-type: none"> <li>• More families of students have access to regular assessment and evaluation practices and reporting</li> <li>• Schools have increased parental involvement</li> <li>• Students will have opportunities to meaningfully engage their families in their learning</li> <li>• Schools have improved student behaviour</li> <li>• Schools offer information nights on curriculum</li> <li>• More families of students are involved in regular dialogue with the school (agendas, e-mails, phone calls)</li> <li>• Schools include students as an integral part of the regular communication process</li> <li>• More families participate in school activities</li> <li>• Students know/acknowledge the difference that community involvement makes in their learning and contributes to their education</li> <li>• Students engage families in student led initiatives</li> </ul>	

## Strategic Outcomes

### 4. The Division will have exceptional staff, a balanced divisional financial position and appropriate physical infrastructure that support and enhance students' educational experiences.

Strategic Focus	Strategic Actions	Indicators of Success	Status
4.1 The Division grows, protects and uses its revenues effectively to achieve positive student outcomes	<ul style="list-style-type: none"> <li>• Present planning options through simulation scenarios</li> <li>• Annual budget process</li> <li>• Develop Trustee Working Papers</li> <li>• Prioritize resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>• Balanced budget</li> <li>• Financial forecast scenarios developed</li> <li>• Reasonable taxation</li> <li>• Operating reserve maintained</li> <li>• Capital reserve established</li> <li>• Balanced programming that meets current and emerging priorities</li> <li>• Students have access to current technology across the division</li> </ul>	
4.2 The Division will have safe physical learning and plant environments	<ul style="list-style-type: none"> <li>• Maintain and update a comprehensive five-year capital plan that reflects continuous energy and efficiency upgrades</li> <li>• Enhance current facilities re: sustainability and safety</li> </ul>	<ul style="list-style-type: none"> <li>• Project status reports</li> <li>• Energy consumption report</li> <li>• Accident Report</li> <li>• Workplace Safety and Health committee recommendations</li> <li>• Facilities support sustainability</li> <li>• Information is clearly communicated to schools and staff</li> <li>• Students demonstrate energy consumption strategies (turn off lights, etc.)</li> </ul>	

Strategic Focus	Strategic Actions	Indicators of Success	Status
<p>4.3 The Division will have exceptional, experienced teaching and support staff</p>	<ul style="list-style-type: none"> <li>• Staff participates in ongoing professional learning activities</li> </ul>	<ul style="list-style-type: none"> <li>• Professional Staff Development Centre (PSDC) annual report</li> <li>• Exit interviews</li> <li>• Leadership training</li> <li>• Staff/Grad/Community surveys provide data/feedback</li> <li>• Professional Development reports</li> <li>• Teacher membership on internal or external committees and organizations</li> <li>• Research-based actions</li> </ul>	