
FATHER GORMAN COMMUNITY SCHOOL

Continuous Improvement Framework Strategic Plan
August 2009 - June 2012

August 24, 2009



TABLE OF CONTENTS

Continuous Improvement Framework Strategic Plan

August 2009 - June 2012

PAGE	Contents
4	About Us ...
7	Division Financial Profile
8	Our Governance Structure
9	Summary of Assessments
12	Learning Improvement Plan Goal #1: Reading
14	Learning Improvement Plan Goal #2: Math
15	Learning Improvement Plan Goal #3: Writing
16	Learning Improvement Plan Goal #4: Surveying Your Landscape
18	Division Improvement Plans: Equitable Opportunities

PAGE	Contents
22	Division Improvement Plans: Smooth Transitions
23	Division Improvement Plans: System Accountability & Governance
29	Communicating our Results

ABOUT US...

Division Profile



Our Mission

Lloydminster Catholic School Division will nurture the spiritual, intellectual, social and physical development of each student in a faith-centered community.

An Introduction:

Through our model of governance, our Board of Education trustees embarked during the fall of 2008 on a review of their mission and value statements, and the school division's logo. This process was very helpful as it reaffirmed its core values. This process provided an opportunity to refocus on what is important on the local level.

The Board's Values represent their core priorities in Lloydminster Catholic School Division (LCSD) culture, including what drives trustee priorities and how they truly act in the pursuit of excellence for our organization. The Board's Values are increasingly important in the development of the strategic planning process documented in their "Continuous Improvement Framework." The Board has committed to permeating these Values into our operations in the service of our students and the mandate of Catholic Education.

Our Story:

Lloydminster Catholic School Division continues to grow and expand educational services since our inception as a school division in 1959. During this span of time, our school division has grown to provide a range of academic programming in exceptional facilities within our Catholic Education mandate. We celebrated the opening of our first school in 1961. Recently in 2001, we opened our new Holy Rosary High School and Division Office. Our Kindergarten to grade 7 single track French Immersion program is growing at such a rate that we now are working diligently with the Saskatchewan Ministry of Education to open a new Ecole St. Thomas facility.

Our Lloydminster Catholic School Division has an exciting vibrancy. As we evolve, our Board of Education continues to assess and reaffirm its purpose and mandate. We are proud for the academic achievement of our students from Kindergarten to grade 12. We are grateful for our students' active involvement in their faith through such initiatives as the Positive Choices Leadership Program where our school division has partnered with our St. Anthony's Parish to support this initiative. We actively cheer for them as they participate in the wonderful extra-curricular opportunities. We encourage the seeds of their faith to develop and grow throughout their life.

Value #1 Catholic Faith:

Catholic faith permeates all aspects of our students' education.

Value #2 Academics:

We strive for academic excellence for all students.

Value #3 Communication:

Open communication with our students, staff, and our faith community characterizes our interactions.

Value #4 Family / Community:

Students, parents, and staff work together as a team.

Value #5 Honesty:

Integrity and honesty guide our conduct.

Value #6 Leadership:

Strong leadership is characterized by innovation and excellence and promoted through continuous learning.

Value #7 Love / Respect:

We foster love and promote respect for human dignity and life.

ABOUT US...

Demographics



Division Profile

Our school division has four elementary schools (K-7) and one high school (8-12). All of our schools offer a well-rounded, Catholic education, based on curriculum provided from the Saskatchewan Ministry of Education. Our schools are abound with co-curricular and extra-curricular opportunities!

St. Mary Elementary School

Approximately 350 students, Kindergarten - 7

St. Thomas Elementary School

Approximately 310 French Immersion students, Kindergarten - 7

St. Joseph Elementary School

Approximately 175 students, Kindergarten - 7

Father Gorman Community School

Approximately 350 students, Pre-Kindergarten - 7

Holy Rosary High School

Approximately 650 students, 8 - 12

CEO: Doug Robertson, Director of Education • email: [drobertson@lcsd.ca](mailto:d Robertson@lcsd.ca) •

ABOUT US ...

Fiscal and Capital Planning



LCSD is continuing with implementing and fine tuning of PSAB implementation as directed by the ministry. The schools will be going into the second year in which *School Generated Funds* component will be included in the Divisions financial reporting. This has resulted in administration procedures being adjusted to guide the schools. The PSAB component for tangible capital assets is underway this fall and Suncorp Appraisals has been contracted for the building valuations and depreciation. LCSD will be compliant with the Ministry's February 2010 PSAB deadline.

A weakness that was identified with all the additional PSAB reporting requirements was the limitations of our current financial software. LCSD reviewed several school financial software packages and have purchased the SRB package and support. Training and set up will commence during the period of September to December with the general ledger, accounts payable and payroll operating by January 2010. The human resource module will be developed with implementation in the spring of 2010. It may take up to a year to be fully integrated to the schools.

The major capital issue LCSD is dealing with is the growth and severe overcrowding of our French Immersion school. We have received stage 2 approval for the replacement of École St. Thomas School, but are waiting funding and approval for construction. We have moved up significantly on the ministry's priority list and are in a good position for approval in their 2010 budget. The second major capital goal is the purchase and set up of a bussing compound/maintenance shop during the 2009/2010 school year. Funding for this project will come from reserves as the school division has been saving for a number of years for this project. LCSD will continue to upgrade its bussing fleet by adding at least a bus a year.

MAKING SENSE OF A UNIQUE SITUATION

Two provinces, strategic planning, Saskatchewan's CIF, school goal setting...



Our Governance Structure

The Lloydminster Catholic School Division operates under a Role Clarification and Accountability (RCA) model. The primary action of the Board of Education is to direct senior administration through policy. The Director of Education has a very extensive list of Administrative Procedures that clearly articulate the structures of the school division and the accountability of those to whom he delegates authority at the division and school levels.

The Board of Education consists of 7 elected members, while senior administration consists of the Director of Education and 3 superintendents. Each school has a principal and a vice-principal(s) to support and provide leadership to the school.

The Alignment of Our Goals

In the Spring and Summer of 2009, our Board of Education and senior administration developed this strategic plan, which is designed to guide school and division actions over the next three years. The Board of Education identified areas of priority, based upon learning data, emerging needs and public consultation meetings. In the summer of 2009, the schools developed action plans that are aligned with provincial and school division goals. Thus, our school division has everyone working toward the same specific improvement goals!

Summary of Assessments

Although there are many advantages to being a Border City, one of the issues we face is finding a proper balance between mandated assessments from both provinces and those local common measures that are necessary to function as a successful school division. Another challenge is getting timely data to teachers and administrators so that they can truly use assessments for learning. Teachers and administrators will notice that our division is no longer going to use CAT-3 Assessments and we believe the change to Division Assessments will be well received. The following will begin with this Continuous Improvement Framework Strategic Plan (CIF) and we are very pleased to be able to finally have agreements in place to simplify the data collection, while creating greater utility for teachers, schools and the division.

LCSD Reading Screens, grades K-9, will be given in September, February and May.

LCSD Math Screens, grades K-9, will be given in September, February and May.

LCSD Writing Assessment, grades 6-8-10, will be given in November (pre-assessment) and May.

LCSD Surveying Your Landscape, grades 1-12, will be given twice in a school year.

Saskatchewan Ministry of Education Assessment For Learning Assessments, various grades and subjects, will be given in April and May of each year.

Saskatchewan Ministry of Education Treaty Survey, various grade levels, given in the spring of each year.

Surveying Your Landscape

Surveys

Results

Focus Groups

*All Survey results will be sent to the Principals.

*At the Elementary School level the principal will provide the Homeroom Teachers with documents and times for administering the surveys.

*At Holy Rosary High School the principal will select a specified period and provide teachers with the documents to administer the survey.

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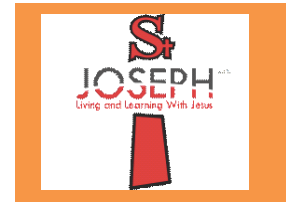
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June 2010						
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School Reports Submission Date

Division Report Submission Date

Division Data Team Meetings



Survey dates in solid colour

Result dates in faded colour

Focus group dates in pale colour



*LCSD Reading Assessments for Grades K - 7 will be administered by Kevin Kusch or Dave MacLean.

*Math Assessments for Kindergarten & Grade 1 will be administered by Kevin Kusch or Dave MacLean. Grades 2-7 will be administered by Learning Assistance Teachers or by the Vice Principals.

* Writing samples will be administered by English Language Arts teachers twice a year. All writings sample scoring will be done at the Division Office (2 teachers will be seconded to score.)

*Should a teacher assist students during the assessments, that teacher will be asked to leave the classroom.

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March 2010						
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AFL Science Assessment Grade 7
AFL Writing Assessment Grade 5
LCSD Reading Assessment Grade 7
LCSD Reading Assessment Grade 6
LCSD Reading Assessment for at risk Students Grade(s) 6-7
LCSD Reading Assessment Grade 5
LCSD Reading Assessment Grade 4
LCSD Reading Assessment for at risk Students Grade(s) 4-5

October 2009						
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January 2010						
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May 2010						
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LCSD Reading Assessment Grade 3
LCSD Reading Assessment Grade 2
LCSD Reading Assessment Grade 1
LCSD Phonological assessment for Kindergarten

November 2009						
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February 2010						
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LCSD Writing Samples

All Grade 6 writing samples must be submitted no later than the highlighted dates.

LCSD Math Assessments

Math Assessments for Kindergarten
Math Assessments for Grade 1
Math Assessments for Grades 2-7

Learning Improvement Plan

Ministry

Higher Literacy and Achievement #1

LCSD

90% of students in each grade from 1-9 will achieve or exceed the grade level standard (decoding, fluency and comprehension) on the *LCSD Reading Screen*.

Measure

LCSD Reading Screen



Action Plan:

1. Each Professional Learning Team (PLT) will create and carry out a specific detailed action plan to support this goal. This action plan will include:
 - a. All teachers will gather and use specific assessment data to monitor and improve student learning on an ongoing basis.
 - b. At least one *L to J* assessment strategy to support this goal.
 - c. The identification and programming for “at risk” students. This will include the reading intervention program (Learning Assistance Teacher supported) as well as other activities identified in Professional Learning Team action plans (Classroom Teacher supported.)
2. All students from Kindergarten to Grade 7 will be assessed following the LCSD Assessment Calendar (fall, winter and spring) on reading skills in decoding, fluency and comprehension.

Learning Improvement Plan

3. Each Professional Learning Team will meet at least three times to review and revise action plans based on the *LCSD Reading Screen Data*.
4. Each Professional Learning Team will provide school based administration with summaries of team meetings. The Professional Learning Team will receive administrative feedback after each PLT meeting.
5. The Father Gorman School Based Data Team will meet at least three times to review data on the learning improvement goals.

Learning Improvement Plan

Ministry

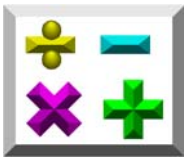
Higher Literacy and Achievement #2

LCSD

75% of students in each grade from 1-9 will achieve or exceed the grade level standard on the *LCSD Math Screen*.

Measure

LCSD Math Screen



Action Plan:

1. Each Professional Learning Team (PLT) will create and carry out a specific detailed action plan to support this goal. This action plan will include:
 - a. All teachers will gather and use specific assessment data to monitor and improve student learning on an ongoing basis.
 - b. At least one *L to J* assessment strategy to support this goal.
 - c. A plan that incorporates the use of pre and post data information; this will include the identification and programming of areas and/or students that require additional support to meet the goal.
2. All students from Kindergarten to Grade 7 will be assessed following the LCSD Assessment Calendar (fall, winter and spring) on math skills.
3. Each PLT will meet at least twice to review and revise action plans based on the *LCSD Math Screen Data*.
4. Each PLT will provide school based administration with summaries of team meetings. The Professional Learning Team will receive administrative feedback after each PLT meeting.
5. The Father Gorman School Based Data Team will meet at least three times to review data on the learning improvement goals.

Learning Improvement Plan

Ministry

Higher Literacy and Achievement #3

LCSD

80% of students in each of grades 6, 8, and 10 will be writing at or above a level 3 on the *LCSD Writing Assessment*.

Measure

LCSD Writing Assessment



Action Plan:

1. Each Professional Learning Team (PLT) will create and carry out a specific detailed action plan to support this goal. This action plan will include:
 - a. All teachers will gather and use specific assessment data to monitor and improve student learning on an ongoing basis.
 - b. The identification of writing skills required (or essential) to the grade/development level of students within the scope of the Professional Learning Team.
 - c. Students at all grade levels will be given exemplars and criteria to improve their writing.
2. Students at the grade 6 level will write the *LCSD Writing Assessment* in the fall and again in May as outlined in the LCSD Assessment Calendar.
3. Each PLT will provide school based administration with summaries of team meetings. The Professional Learning Team will receive administrative feedback after each PLT meeting.
4. The Father Gorman School Based Data Team will meet at least three times to review data on the learning improvement goals.

Learning Improvement Plan

Ministry

Higher Literacy and Achievement #4

LCSD

75% of students will indicate that learning targets are provided.

Measure

LCSD Surveying Your Landscape



Action Plan:

1. Evidence of Learning Targets will be visible in all Grades 1 to 7 classrooms by the end of September and continuing for the remainder of the school year.
2. Each Professional Learning Team will create and carry out a specific detailed action plan to support this goal. This action plan will include:
 - a. An ongoing plan for team discussions regarding the use of Learning Targets in classrooms or specific subjects (ELA and Math.)
 - b. An opportunity for every team member to review and provide feedback to each teacher on the use of Learning Targets in their classroom at least twice in the school year.
 - c. Team review and revision of action plans based on data collected in the *LCSD Surveying Your Landscape Survey*.

Learning Improvement Plan

3. The school based administrative team will provide feedback to individual teachers regarding the use of Learning Targets in their classroom at least twice through informal observations or student dialogues.
4. The *LCSD Surveying Your Landscape* Survey will be administered following the timelines outlined in the LCSD Assessment Calendar.
5. The Father Gorman School Based Data Team will meet at least twice in the year to review and provide feedback on the data collected in the *LCSD Surveying Your Landscape* Survey and the focus groups.

Division Improvement

Ministry

Equitable Opportunities #1

LCSD

By the beginning of the 2011-2012 school year all school classrooms will have SMART boards and all teachers will have training and support in using technology to enhance instruction.



School based Administration Action Plan:

1. Father Gorman Administration (principal) will identify and budget for the placement of each SMART board in classrooms at Father Gorman.
2. The Father Gorman Administrative Team (vice principal) will work collaboratively with the Technology Lead Teacher to tailor learning opportunities to the needs of staff and students as well as support initiatives within the division.
3. All teachers will have the supports and training required to implement the use of the SMART board.

Division Improvement

Ministry

Equitable Opportunities #2

LCSD

All administrators and teachers will understand and implement *Administrative Procedure 360; Assessment*, beginning August 24, 2009.



School based Administration Action Plan:

1. Father Gorman Administrative Team will share and review copies of the Administrative Procedure 360 with all teachers by or at the September 23, 2009 staff meeting.
2. All learning teams will review AP 360 by the end of the October Early release as reflected in their team minutes and feedback.
3. All learning teams will incorporate procedures of assessment and reporting into their planning.
4. AP 360 will be discussed during the Professional Growth process with each teacher.

Division Improvement

Ministry

Equitable Opportunities #3

LCSD

For the duration of this CIF Strategic Plan 2009-2012, Instructional Coach(s) will provide supports to teachers in all areas of instruction and be integral in the mentoring of new teachers' instructional practices.



School based Administration Action Plan:

1. Father Gorman Administrative Team will share and review copies of the Administrative Procedure 360 with all teacher(s) by or at the September 23, 2009 staff meeting.
2. All Professional Learning Teams (PLT) will review AP 360 by the end of the October Early release as reflected in their team minutes and feedback.
3. All PLT's will incorporate procedures of assessment and reporting into their planning.
4. AP 360 will be discussed during the Professional Growth process with each teacher.

Division Improvement

Ministry

Equitable Opportunities #4

LCSD

For the duration of this CIF Strategic Plan 2009-2012, *Saskatchewan Treaty Education Kit(s)* will be implemented in every grade.



School based Administration Action Plan:

1. *Saskatchewan Treaty Education Kit(s)* will be implemented and/or integrated at each grade level.
2. Treaty Education Surveys will be completed as requested by the Ministry of Education.
3. Our Family Liaison and Library Technician will support teachers in implementation (identification and sharing of supports, etc.).

Division Improvement

Ministry

Smooth Transitions #1

LCSD

Each school will develop and meet regularly with focus groups of students and teachers to identify effective practices in the classroom. The focus groups will eventually identify methods to increase trust and collaboration between staff, students and the community.



School based Administration Action Plan:

1. Father Gorman Administrative team will work collaboratively with division personnel to develop and plan with stakeholders to gather feedback over the course of the year.
2. Two focus group sessions will be coordinated with division personnel and hosted at Father Gorman for teachers and students.

Division Improvement

Ministry

System Accountability and Governance #1

LCSD

By the end of June 2010, the school division will be fully implementing new web-based Accounting and Personnel software which will improve both inputs and accountability.



School based Administration Action Plan:

1. Our applicable school personnel (administration, secretary, coordinators, etc.) will contribute feedback to the Division Office Finance Department regarding the implementation process for the benefit of improved practices.
2. All applicable school personnel will participate in training sessions to become familiar with the new software and division processes.
3. New processes will be implemented as designed by Division Office Finance Department staff.

Division Improvement

Ministry

System Accountability and Governance #2

LCSD

By June 30, 2012 the LCSD Recruitment and Retention Program will lead to the employment of 25 new employees.



School based Administration Action Plan:

1. Father Gorman Administrative team will work collaboratively with the Division Office personnel to select and hire the best possible teaching and support personnel.
2. Father Gorman Administrative team will implement and support the Professional Growth process for all new teachers.
3. Father Gorman Administrative team will identify future staff needs to allow for early hiring or creative retention.

Division Improvement

Ministry

System Accountability and Governance #3

LCSD

Our school division will collaborate with St. Anthony's Priest and Parish Council in order to support the growth of the Catholic Youth Leadership Program.



School based Administration Action Plan:

1. Father Gorman staff will communicate and advertise all Christian Youth Leadership Program (CYLP) events as shared with us.
2. We will encourage student participation in CYLP events.
3. Guest presentations and visits involving CYLP personnel will be facilitated at Father Gorman as determined.

Division Improvement

Ministry

System Accountability and Governance #4

LCSD

Between January 1, 2009 and August 31, 2012 ten teachers and administrators will have completed the *National Staff Development Council* Leadership Academy or a Masters' Program at an accredited university.



School based Administration Action Plan:

1. The Principal and Vice Principal at Father Gorman are currently enrolled and participating in the *National Staff Development Council* (NSDC) Leadership Academy Class of 2011.
2. Both the Principal and Vice Principal at Father Gorman currently hold a Masters' degree and encourage others to pursue theirs.

Division Improvement

Ministry

System Accountability and Governance #5

LCSD

Our school division will increase the amount of communications with our parents and School Community Councils.



School based Administration Action Plan:

1. Father Gorman Administration will share and communicate division parent and School Community Council communications through: newsletters, website, EBB, scrollers, reminder notes, letters and calendars.

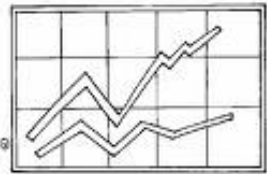
Division Improvement

Ministry

System Accountability and Governance #6

LCSD

The school division and each school will have a Data Team. Each Data Team will examine all sources of data a minimum of three times each year.



School based Administration Action Plan:

1. The Father Gorman Administrative team will work with the Instructional Coach and Staff Development Leader to create a Data Team within the school.
2. The Father Gorman Data Team will meet at least twice in the school year.
3. We will ensure membership from our school on the division data team as needed.

COMMUNICATING RESULTS

Check to see how we are doing in meeting our goals!



Efforts to improve communications with parents at the school level continue to be of the utmost importance to our school division. The *Key Communications Document* continues to guide the interactions between parents and teachers on a monthly basis. This process involves two-way communication ranging from programming, consultation, information sharing and student reporting.

The *Monthly Progress Reports* at Holy Rosary High School continue to be enhanced. Student progress in all subject areas is communicated in detail and students, teachers and parents also share information related to school and division goals, school results and individual student results.

In addition to the wonderful efforts schools put forth in communicating through monthly newsletters and daily use of agendas, schools regularly e-mail news, post on their websites and use our division's electronic bulletin board on Highway 16 and in 2010 we will also be on the electronic bulletin board on Highway 17. Our school division website also has frequent updates and links to all school calendars and pages.

This *Continuous Improvement Framework* Strategic Plan is an attempt to actualize the mission and the vision statements of the Lloydminster Catholic School Division. This report is available on our website, through newsletters, at School Community Council Meetings and on bulletin boards in our schools and through various media. A report on the learning goals contained in this plan will be published at the completion of the school year and a report on all goals will be published at the completion of this 3-Year Plan.