
HOLY ROSARY HIGH 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
16	Learning Improvement Plan Goal #3: Writing
17	Learning Improvement Plan Goal #4: Surveying Your Landscape
19	Division Improvement Plans: Equitable Opportunities

PAGE	Contents
23	Division Improvement Plans: Smooth Transitions
26	Division Improvement Plans: System Accountability & Governance
32	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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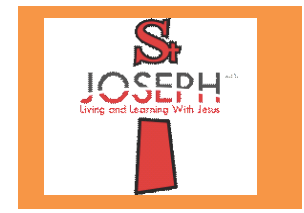
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School Reports Submission Date

Division Report Submission Date

Division Data Team Meetings



Survey dates in solid colour

Result dates in faded colour

Focus group dates in pale colour



* Reading Assessment will be administered by Learning Assistance Teachers (HRHS and Elementary.)

* Math Assessments will be administered by an Instructional Coach (Wendy Orioux) or by a Vice Principal.

* 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 at each level to score.)

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

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AFL
Science Assessment Grade 10

AFL
Writing Assessment Grade 8 & 11

LCS D Reading Assessments
All Grade 8 students
All student's at risk in Grade 8

LCS D Reading Assessments
All Grade 9 students
All student's at risk in Grade 9

LCS D Writing Sample Assessments
All Grade 8 & 10 student Writing Samples will be submitted no later than the highlighted dates.

LCS D Math Assessments
All Grade 8 and 9 students

R represents the report return date

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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. Holy Rosary High School will create a Reading Intervention program, targeting grade 8 and 9 students who do not meet the September 2009 reading screen standard.
2. A Reading Intervention committee will be established by September 8, 2009 and authorized to create a reading intervention program with a presentation deadline of November 4, 2009 early release. With an implementation start date on later than November 18, 2009. The committee will consist of HRHS administration, LAT and one representative from each of the Learning teams.
3. The Reading Intervention committee will evaluate the Reading Intervention program in June 2010 using the reading screen scores for 2009-2010 and make recommendations for improvement to be implemented September 2010.
4. The Committee will consult with Kevin Kusch and Dave McLean to ensure consistency with reading intervention programs which are currently operating in the elementary schools.

Learning Improvement Plan

5. School based Professional Development expenditures will be used to assist with this goal.

Learning Improvement Plan

Ministry

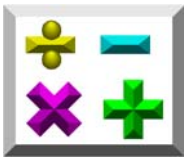
Higher Literacy and Achievement #2

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. Math team will ensure accountability for both students and teachers by:
 - a. Continue to work on common unit assessments – every 4 to 6 weeks
 - b. Agreed upon timeline for units of study
 - c. “Focus with the end in mind”(finalize midterms – November 15 and Final exams April 15 for grade 8 and 9 classes- current exams will need to be modified to match new curriculum)
 - d. Create planning time for grade alike Math teachers once per month.
2. All grade 8 and 9 Math teachers will *L to J* the 20 concepts of the *LCSD math screen*.
3. Modify and adapt current *L to J* questions for grades 8 and 9 to new curriculum by the end of September.
4. Communicate learning targets (student outcomes) at the start of each unit with a tracking checklist to each student. Completed by the end of January.
5. Math team to meet with Science and PAA teams by the end of October to communicate expected math practices for grade 8 and 9 students.

Learning Improvement Plan

6. The math team will analyze September 2009 Math screens results and make further action plans based on the results.
7. School based Professional Development expenditures will be used to assist with this goal.

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. By the end of October Early release, the ELA team will create posters outlining a “5-bullet checklist” of “Keys to Good Writing” that will be placed in all classrooms. The checklist will be presented to teacher(s) at the October Early release. Teacher will incorporate the checklist at least once into their student writing assignments by November 30, 2009. All teachers will provide feedback to the ELA team on the checklist before December Early release.
2. The existing Big Bad errors checklist will be rewritten to focus specifically on errors and error correction during the proof reading process. The checklist will be presented to teachers at October Early release and a poster placed in all classes. Teacher will incorporate the checklist at least once into their student writing assignments by November 30, 2009. All teachers will provide feedback to the ELA team on the checklist before December Early release.
3. ELA team will analyze September 2009 *LCSD Writing Assessments* results and make further action plans based on the results.
4. School based Professional Development expenditures will be used to assist in this goal.

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. The Vice Principal's of Holy Rosary High School (HRHS) will discuss learning targets and provide samples of learning targets to HRHS teachers at the September 2009 early release.
2. All grade alike teachers will collaboratively creative and include specific learning targets in their lesson and unit plans.
3. Additional support will be given to first and second year teachers through the evaluation process regarding learning targets.
4. Administration will review 2008-2009 results of Survey your landscape with all teachers during the October Early release.
5. Classroom dropin's and observations by HRHS administration will look for displayed student learning targets.
6. Survey your landscape will be administered through period 1 classes.
7. All teachers will participate in a data review of the January survey results and make recommendation for further actions.

Learning Improvement Plan

8. School based Professional Development expenditures will be used to assist with this goal.

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. Will work with the Technology Lead Teacher to create ½ day blocks of training support for HRHS teachers.
2. Teachers will be required to share SMART board lessons.
3. HRHS Administration will model use of SMART boards by utilizing them during staff meetings or presentations.
4. By January 2010 all instructional locations will have a 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. Details of the AP 360 will be reviewed with all staff before October 15, 2009.
2. The weekly ZCI (internal communication system) will be used to highlight specific items throughout the year.
3. The Professional Learning Team will be required to review AP 360 in each semester to assure that all assessments are in alignment with LCSD AP 360.

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. Require all first and second year teachers to HRHS to meet with instructional coach twice before October 30, 2009.
2. Provide class coverage to facilitate meeting time between teacher(s) and coach(s).
3. HRHS Principal will meet with Instructional Coach(s) bi-weekly to provide assistance.

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. All social studies, Native Studies, Cree and History classes will incorporate the contents of the Treaty Education Kit into their classes.
2. The Humanities team will investigate using aboriginal resources in the surrounding area to support the Treaty Education Kit.

Division Improvement

Ministry

Smooth Transitions #1

LCSD

All students in grades 8-12 will receive exceptional career and post-secondary counseling training.



School based Administration Action Plan:

1. The Holy Rosary High School (HRHS) Career Counseling staff will meet with all grade 10-12 students before September 15, 2009.
2. The HRHS Career Counseling staff will implement the career section in the STAR program, evaluate and recommend changes as needed.
3. The HRHS Career Counseling staff will create and submit a year plan of all career related activities (IE, Apprenticeship, Scholarship, Post Secondary application, resume building, Post secondary open house tours, skill competitions, graduation and post secondary requirements for the 2009-2010 school year to HRHS Principal by September 30, 2009.

Division Improvement

Ministry

Smooth Transitions #2

LCSD

By May 31, 2010, twenty-five First Nations and Metis students will be enrolled in a Personal Mentoring or the Leadership Mentoring program, in either the junior or senior level of these programs.



School based Administration Action Plan:

1. A brief overview of Leadership mentoring program will be presented to all Holy Rosary High School staff on September 9, 2009 early release staff meeting.
2. A brief overview of Leadership mentoring program will be presented to parents on September 22, 2009 Parent information evening.
3. Release from instructional duties will be given to the Mentorship Coordinator to plan and organize leadership events and activities.

Division Improvement

Ministry

Smooth Transitions #3

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. Establish a team of Holy Rosary High School staff members and students to create focus groups at HRHS, by October 15, 2009
2. Provide training on conducting and participating in effective focus group sessions.
3. Conduct at least 4 focus group sessions before May 1, 2010 with results to be shared with HRHS staff and students by May 12, 2010 early release.

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. Work collaboratively with Central Division Office Finance Department personnel and Holy Rosary High School (HRHS) secretary responsible for financial matters to assist in implementing the new financial software.
2. Provide meeting and training time for HRHS financial secretary.
3. Create new understandings of financial procedures as they apply to HRHS staff members with face to face discussions.

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. Holy Rosary High School (HRHS) Principal will work closely with interns assigned to HRHS in an effort to hire quality teachers.
2. HRHS Principal will make contact with universities (University of Saskatoon, University of Lethbridge) in an effort to recruit graduating teachers.
3. HRHS Administration will participate in the intern interview process for all interns in the surrounding area.
4. HRHS Principal will provide the Director of Education with all professional staffing needs by the end of March each school year.

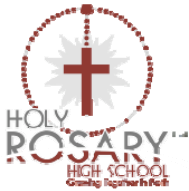
Division Improvement

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. Holy Rosary High School (HRHS) Administration will arrange a meeting with Fr. Jan and Fr. Martin before September 11, 2009.
2. Parish Priest will be invited to HRHS once per week to meet with classes and students.
 - a. Priest meeting with individual Christian Ethics classes will be scheduled starting October 1, 2009. Meetings format will be a short prayer service, discussing CE topics and connection to Catholic Youth Leadership Program (CYLP).
3. HRHS Administration will meet weekly with CYLP Coordinators to assist and provide support as needed.

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. Holy Rosary High School (HRHS) Administration will offer time and support to HRHS staff members who maybe conducting school based research as a part of their studies.
2. HRHS administration will provide leadership opportunities to HRHS staff member engaged in post graduate studies or National Staff Development Council.

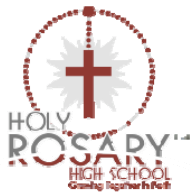
Division Improvement

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. Holy Rosary High School (HRHS) newsletters will be sent to families via email.
2. Lloydminster Catholic School Division website and HRHS school web calendar links will be emailed to parents each month with the newsletter.
3. HRHS School Community Council (SCC) will provide monthly contribution to the HRHS newsletter.
4. All families will be contacted via telephone once per semester by their child's homeroom/Christian Ethics teacher.
5. All students will complete monthly progress reports and a parent signed return rate of 90% is a goal for this year.
6. HRHS principal will communicate directly with the SCC at regular meetings about the Continuous Improvement Framework document; school/division goals and action plans; and any initiatives involving student learning.

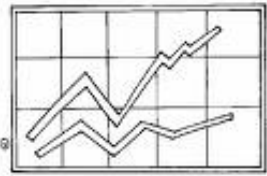
Division Improvement

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. Establish a Data Team of Holy Rosary High School (HRHS) staff members, by October 15, 2009
2. HRHS Administration and other supports will provide direction and information to HRHS data teams on effective data analysis.
3. HRHS administration will provide time to the HRHS Data Team to work with monthly data reports.

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.