
ST. JOSEPH ELEMENTARY SCHOOL

Continuous Improvement Framework Strategic Plan

August 2009 - June 2012

August 24, 2009



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Continuous Improvement Framework Strategic Plan

August 2009 - June 2012

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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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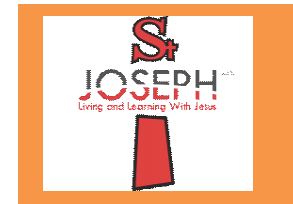
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School Reports Submission Date

Division Report Submission Date

Division Data Team Meetings



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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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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

LCSD Reading Assessment Grade 3
LCSD Reading Assessment Grade 2
LCSD Reading Assessment Grade 1
LCSD Phonological assessment for Kindergarten

All Grade 6 writing samples must be submitted no later than the highlighted dates.
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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. All Professional Learning Teams (PLT) will have a specific action plan for each goal.
2. All teams will receive administrative feedback after each PLT meeting.
3. The *L to J* method will be used to monitor at least 1 SMART Goal (regarding goals 1, 2 and 3) to measure student growth and improvement for each grade throughout the year.
4. All teams will use the “Five Keys to Quality Assessment” to ensure quality assessments and communication.
5. Each staff member will choose one goal in their professional growth plan to address learning more about student growth and improvement.
6. The Learning Assistance Teacher (LAT) will support reading improvement using the reading intervention program.

Learning Improvement Plan

7. Professional Learning Team Leaders will meet with school based administration monthly to discuss team direction, data and support.
8. Additional support for reading will be offered to all students in grade(s) 4 to 7 whose data indicates more than five errors in fluency.
9. School data team comprised of teachers, the LAT and school principal will look at available data in November, February and May to determine patterns and trends to support the fulfillment of Achievement # 1.

Learning Improvement Plan

Ministry

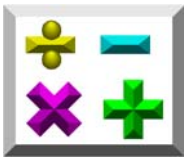
Higher Literacy and Achievement #2

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. All Professional Learning Teams (PLT) will have a specific action plan for each goal.
2. All teams will receive administrative feedback after each PLT meeting.
3. The *L to J* method will be used to monitor at least 1 SMART Goal (regarding goals 1, 2 and 3) to measure student growth and improvement for each grade throughout the year.
4. All teams will use the “Five Keys to Quality Assessment” to ensure quality assessments and communication.
5. Each staff member will choose one goal in their professional growth plan to address learning more about student growth and improvement.
6. The Learning Assistance Teacher will collaborate with teachers on how to support math skills improvement. Professional Learning Team Leaders will meet with school based administration monthly to discuss team direction, data and support.
7. A school data team comprised of teachers, the LAT and school principal will look at available data in November, February and May to determine patterns and trends to support the fulfillment of Achievement # 2.

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. All Professional Learning Teams (PLT) will have a specific action plan that supports this writing goal.
2. All teams will receive administrative feedback after each PLT meeting.
3. The *L to J* method will be used to monitor at least 1 SMART Goal (regarding goals 1, 2 and 3) to measure student growth and improvement for each grade throughout the year.
4. All teams will use the “Five Keys to Quality Assessment” to ensure quality assessments and communication.
5. Each staff member will choose one goal in their professional growth plan to address learning more about student growth and improvement.
6. The Learning Assistance Teacher will collaborate with teachers on how to support writing improvement.
7. Professional Learning Team Leaders will meet with school based administration monthly to discuss team direction, data and support.
8. A school data team comprised of teachers, the LAT and school principal will look at available data in November, February and May to determine patterns and trends to support the fulfillment of Achievement # 3.

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. Learning targets will be communicated to students at the beginning of each topic.
2. The term “learning target” will be used when describing outcomes using student friendly language.
3. The “Surveying Your Landscape” will be administered the last week of November and the second week of May.
4. Professional Learning Team Leaders will meet with school based administration monthly to discuss team direction, data, and support.
5. School administration will conduct walkthroughs/discussions to observe visible learning targets in all classrooms.

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. By December 2009, every classroom in St. Joseph School will have a SMART board installed.
2. All teachers will meet with the Technology Lead Teacher for support at various times throughout the school year.
3. Technology support will be provided every month to enhance instruction.

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. All professional staff will review *Administrative Procedure 360* by September 15, 2009.
2. A copy of AP 360 will be provided in Professional Learning Team binders for reference.
3. Professional Learning Team's will be required to review AP 360 in each term to assure that all assessment are in alignment with LCSD goals.

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. LCSD first and second year teachers at St. Joseph School will be provided with opportunities to meet with the Instructional Coach(s).
2. Teachers implementing new curriculum will be provided with opportunities to meet with the Instructional Coach(s).
3. The Instructional Coach will meet with the Principal every month, beginning in September and ending in June to discuss school needs relating to instruction and assessment.

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. Every Social Studies teacher in Kindergarten through grade 7 will implement the *Saskatchewan Treaty Education Kit(s)* for 20 hours of instructional time.

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. Using the *Surveying Your Landscape* data, teachers will meet to identify effective practices in the classroom.
2. In alliance with *The National Staff Development Council (NSDC)* the Vice Principal will develop focus groups that look at student learning by the end of the 2009 – 2010 school year.

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. School based administrators and secretarial staff will learn about and implement new web-based Accounting and Personnel software.
2. Supports, training and coverage will be provided to ensure that the secretarial staff and school based administration is knowledgeable about all new procedures.

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. The Principal will provide the Director of Education with all professional staffing needs by the end of March each school year.
2. The school based administration will provide leadership opportunities for all staff.
3. The school will support the Vice Principal's work with the Nation Staff Development Council to continue improving student learning.

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. School based administration will attend meetings involving St. Anthony's Parish priest, the Parish Council, and representatives of the LCSD regarding the Christian Youth Leadership Program (CYLP) as required.
2. School based administration will meet regularly with the CYLP Coordinator or designate person(s).

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. One school based administrator from St. Joseph School will complete the *National Staff Development Council* Leadership Academy by December, 2011.

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. St. Joseph School will provide families with a variety of communication options including: LCSD website (school calendars); monthly school newsletters; classroom letters; Electronic Bulletin Board; student agendas (sent home daily); emails; phone calls; and interviews upon request (both teacher and parent).
2. All professional staff will follow the LCSD Key Communicators' Document.
3. The Principal will communicate directly with the School Community Council 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. A school Data Team comprised of the principal, LAT, and two classroom teachers will be constructed by the end of June 2010.
2. The school Data Team will develop norms and structures by June 2010.

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.