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# ÉCOLE ST. THOMAS

Continuous Improvement Framework Strategic Plan

August 2009 - June 2012

August 24, 2009

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August 2009 - June 2012

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# ABOUT US...

## Division Profile

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### *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.

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# ABOUT US...

## Demographics

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### *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) •

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# ABOUT US ...

## Fiscal and Capital Planning

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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.

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# MAKING SENSE OF A UNIQUE SITUATION

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

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## *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.

September 2009						
S	M	T	W	T	F	S
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

October 2009						
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November 2009						
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29	30					

December 2009						
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January 2010						
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31						



February 2010						
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28						

March 2010						
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28	29	30	31			



School Reports Submission Date

Division Report Submission Date

Division Data Team Meetings

April 2010						
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May 2010						
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				20		
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23	24	25	26	27	28	29
	31					
30	31					



June 2010						
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	14					
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

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.

September 2009						
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	R 28					
	28	29	30			
27	28	29	30			

October 2009						
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				1	2	3
	R 5	R 6				
4	5	6	7	8	9	10
	R 12					
11	R 12	13	14	15	16	17
	R 19					
18	19	20	21	22	23	24
	R 26					
25	26	27	28	29	30	31

November 2009						
S	M	T	W	T	F	S
1	R 2	3	4	5	6	7
8	R 9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	R 27	28
29	R 30					

December 2009						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

January 2010						
S	M	T	W	T	F	S
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	11	12	13	14	15	
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	18	19	20	21	22	
	18	19	20	21	22	
17	18	19	20	21	22	23
	R 25					
24	25	26	27	28	29	30
31						

February 2010						
S	M	T	W	T	F	S
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	R 1	R 2				
	1	2	3	4	5	6
	R 8					
7	8	9	10	11	12	13
14	15	R 16	17	18	19	20
21	R 22	23	24	25	26	27
28						

March 2010						
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

May 2010						
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	3	4	5	6	7	
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	10	11	12	13	14	
9	10	11	12	13	14	15
	R 17	R 18				
16	17	18	19	20	21	22
		R 25	R 26			
		25	26	27	28	
	24	25	26	27	28	
23	24	25	26	27	28	29
	31	R 31				
30	31	R 31				

June 2010						
S	M	T	W	T	F	S
		1	2	3	4	
		1	2	3	4	5
	R 7					
	7	8	9	10	11	
6	7	8	9	10	11	12
13	R 14	15	16	17	18	19
20	R 21	22	23	24	25	26
27	28	29	30			

- 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 Phonological assessment for Kindergarten

**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

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## 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 implement ELA/FLA Reading SMART Goals and action plans. *LCSD Reading screen* results will guide practice and action in ELA. School based assessment data will guide FLA action.
2. All teams will receive administrative feedback after each PLT meeting.
3. The school timetable will allow for regrouping and support to address student needs.
4. School based French Reading Intervention will occur in Grades 1, 2, and 4. Classroom based FLA mini-reading intervention will occur in Grades 1 to 3.
5. School based English Reading Intervention will occur in Grades 3 and 4.
6. Based on *LCSD Reading Screen* data, one on one English reading support will occur in Grades 5 to 7.
7. FLA reading support will be provided for students in Grades 5 to 7 based on Professional Learning Team results.

# Learning Improvement Plan

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8. Data from the June Grade 2 School based English reading screens will guide the regrouping for the Intensive start of Grade 3 English.
9. We will work towards a French *LCSD Reading Screen*.

# Learning Improvement Plan

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## Ministry

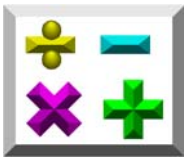
Higher Literacy and Achievement #2

## 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 will implement Math SMART Goals and action plans.
2. All teams will receive administrative feedback after each PLT meeting.
3. Data from the LCSD Math Assessment will guide regrouping, instruction and Learning Team actions.
4. The implementation of new curriculum and the purchase of the recommended resources will support curriculum objectives.
5. We will work towards a French Math Screen.

# Learning Improvement Plan

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## 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. The ELA Team will implement a writing SMART Goal and action plan. *LCSD Writing Assessment* results will guide practice and action.
2. The FLA Learning Teams will implement an FLA SMART Goal and action plan for one of the three remaining strands. (Comprehension Orale, Production Orale, Production Ecrite)
3. All teams will receive administrative feedback after each PLT meeting.
4. We will utilize major integrated resources to support writing in ELA and FLA as defined by the curriculum.
5. We will provide students with examples.

# Learning Improvement Plan

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## 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. We will use the Key Communicator document to guide communications regarding progress and achievement.
2. We will provide students with very specific written Learning Targets in all classes and involve them in understanding the criteria to achieve them.
3. Students will know their Learning Targets and be involved in understanding the criteria to achieve them.
4. We will track student progress (long-term, short term) using data from student assessments (school based common assessments, LCSD Assessments, classroom assessments) to guide practice.
5. We will showcase student achievements.
6. Staff will implement the school Academic and Behavioral Pyramid of Interventions to support student success.

# Learning Improvement Plan

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7. Administration will support the use of Learning Targets through the Professional Growth Plan, classroom observation and provide supports for “best practice”. (articles, information, opportunities for teacher discussion, peer observation, and growth)
8. Administration will support the use of the Instructional Coach.

# Division Improvement

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## 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. Administration will identify placement of the SMART boards.
2. Division Technology Coordinator will be scheduled by administration to support staff in the usage of technology to support instruction.
3. Administration will ensure that staff meets the requirements of the conditions to have a SMART board in their classroom.

# Division Improvement

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## 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. Teams will examine and discuss Administrative Procedure 360 in September team meetings.
2. Administration will discuss AP360 with teachers in long term planning interviews and Professional Growth plan meetings.
3. Administration will verify implementation of the AP 360 prior to first term report cards.

# Division Improvement

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## 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. Administration will coordinate the scheduling of the Instructional Coach (IC).
2. All new teachers to the division in year 1 and 2 and who are new to teaching will work with the IC throughout the year.
3. Experienced teachers may request the services of the IC.

# Division Improvement

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## 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. Teachers, administrators and students will complete surveys at the request of the Ministry of Education.
2. All staff will use the *Saskatchewan Treaty Education Kit(s)* provided to implement Treaty Education at their grade level beginning September 2009.
3. Library Technician will highlight treaty materials based on needs of the various grades.
4. Treaty Education will be evident in all planning documents.

# Division Improvement

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## 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. Will work with students and teachers to develop a focus group structure over the course of the year.

# Division Improvement

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## 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. Administration and office personnel will attend all in-services regarding the new software and implement as per the procedures of the LCSD.
2. Staff will be trained to access the software as needed.

# Division Improvement

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## 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. Administration will maintain current contacts with the Faculte St. Jean (AB) and the BAC programs (SK) to request interns and attempt to hire strong French Immersion teaching candidates.
2. Holy Rosary High School Graduates, now graduating from the FAC/BAC programs will be contacted in person by administration regarding employment.
3. Administration will work with the SCC to promote École St. Thomas school and ensure new staff feel welcome.
4. Administration will post adds in the University of AB/SK via the site based supervisors or intern supervisors. Contact with these supervisors is essential for intern recruitment.
5. Administration and staff ensure that new staff feel welcome and appreciated through the school start up activities and various events staff events throughout the year.
6. Administration will ask current staff to promote École St. Thomas as a possibility for employment.
7. By January 2009, administration will have discussed with all new and existing staff their intention for the upcoming school year.

# Division Improvement

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## 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. École St. Thomas School will offer a praise and worship band for grades 5-7 students, called Hold Fast.
2. Christian Youth Leadership Program students will be welcomed to share and perform at École St. Thomas to promote Youth leadership.
3. Administration will meet regularly with CYLP Coordinator to ensure clear communication regarding programming and École St. Thomas student needs.

# Division Improvement

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## 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. Administration will work with *National Staff Development Council* (NSDC) candidates (staff who attended local/international NSDC workshops) to support school improvement efforts.
2. École St. Thomas Administration will complete the Masters of Educational Studies program at the University of Alberta by August 2012.

# Division Improvement

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## 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. Administration facilitates the School Community Council (SCC) minutes on a common drive for the Secretary and Chair person of the SCC.
2. A parent web-page on the school based website continues to be updated by a parent volunteer and it houses important links for parents.
3. Daily agenda, school newsletters, web scrollers, Electronic Bulletin board, class websites, homeroom parents, class newsletters, phone calls will be used as communication tools with parents.

# Division Improvement

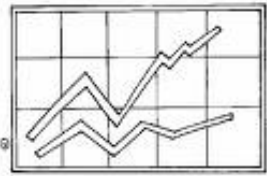
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## Ministry

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. Administration will identify staff to be part of a school Data Team who will meet three times per year to examine all sources of data.
2. Data will be organized and shared in timely manner to staff and teams to allow for adjustments to classroom instruction.

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# COMMUNICATING RESULTS

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

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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.