

*education*

*technology*

*governance*



# *S*TRATEGIC *P*LAN

School District No. 67 (Okanagan Skaha)

**2017 - 2020**

*human resources*

*facilities & transportation*

*finance & operations*



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# School District No. 67 (Okanagan Skaha)

## Strategic Plan

*See Schedule A for all definitions and acronyms*

### Theme 1 – Governance

**Leads - Board Chair, Board Vice Chair, Superintendent, Secretary-Treasurer**

#### Goals:

- ❖ The Board will work with partner groups to revisit the District's Mission and create *Belief Statements* which are reflective of the renewed curriculum and support the development of 'Educated Citizens'. (Schedule A)

##### Objectives

- Organize board work session to plan process
- Confirm facilitator and date
- Invite stakeholder representatives to participate in the process
- Create DRAFT of District Mission and *Belief Statements* with partner groups. (Schedule A)
- Send out draft statements to partner groups for feedback/input
- Review feedback and finalize Mission Statement and *Belief Statements*
- Communicate and celebrate

- ❖ The Board will collaboratively develop and implement a District Communication Plan to improve both internal and external communication.

##### Objectives

- Strike a committee with representatives who will work on creating a plan to enhance internal and external communication
- Develop draft plan
- Circulate draft plan for input/feedback
- Finalize and communicate plan
- Provide media training for Board, senior staff and OSPVPA

- ❖ The Board will continue to ensure that resources are efficiently and effectively allocated to enhance educational opportunities for all students.

##### Objectives

- Use the Strategic Plan to guide budget process
- Continue to meet with partner groups to inform and assess priorities
- Review the school based funding formula

- ❖ The Board will work toward strengthening relationships with district partner groups and community.

##### Objectives

- Continue to support communication with community and government agencies and service providers
- Distribute minutes/reports from meetings after they occur
- Take advantage of opportunities for collaboration with partner groups

- ❖ The Board will continue to provide a political voice to advocate for predictable, sustainable, and appropriate levels of funding.

#### **Objectives**

- Meet with MLA, Minister of Education, Deputy Minister of Education and Minister of Finance
- Have meetings and joint submissions with partner groups when/where appropriate
- Continue Board advocacy
- Continue advocacy through the BCSTA

## **Theme 2 – Education**

**Leads - Superintendent, Assistant Superintendent, Director of Instruction – Student Services, District Principal**

### **Goals:**

- ❖ The Board will continue to work to identify and support diverse needs of all learners.

#### **Objectives**

- Encourage and support inclusive education initiatives
- Support cultural awareness and diversity in our schools
- Collect and review data on school completion rates, and implement strategies to best support all our learners
- Strengthen and build on community partnerships

- ❖ The Board will continue to develop a culture of health and wellness for all students.

#### **Objective**

- Create a collaborative holistic plan to support all students around wellness in the areas of physical, mental, social, and emotional learning

- ❖ The Board will explore opportunities to offer programs that best meet the learning interests of students in our district.

#### **Objectives**

- Continue to support the exploration of programs of choice
- Continue to review course offerings at the secondary level and create more access for all students

- ❖ The Board will continue to support the Aboriginal Enhancement Agreement and the infusion of First People's Principles of Learning into our educational community.

#### **Objectives**

- Continue to implement the framework and goals of the Enhancement Agreement
- Review the success of our Enhancement Agreement by reflecting on district data and prepare to renew the agreement with appropriate revisions to best support student success
- Investigate further educational interventions, strategies and structures for at-risk aboriginal students

- ❖ The Board will support professional learning opportunities that align with District mission and goals.

#### **Objectives**

- Support our instructional leadership team (helping teachers/administrators/senior staff) as it continues to align professional learning opportunities through a central communication system

- Ensure professional learning opportunities will continue to support the implementation of the renewed curriculum

### **Theme 3 – Technology**

**Leads - Assistant Superintendent, Director of Information Technology**

#### **Goals:**

- ❖ The Board will align its technological resources to best support and enhance our learning community.

##### **Objectives**

- Conduct an external technology review as a means to enhancing the learning environment for students while facilitating efficient, effective operational services
- Investigate research based best practices around educational technology
- Establish a technology leadership group that collaborates to create and implement the district technology plan
- Direct the Technology Leadership Group to develop and implement a communication plan with reference to technology, which aligns with the district communication plan

- ❖ The Board will continue to support its shared services model in technology.

##### **Objectives**

- Explore efficiencies to generate additional resources for creativity and innovation
- Communicate its leadership role as an active partner in our shared services model

### **Theme 4 - Human Resources**

**Leads - Superintendent, Secretary-Treasurer, Director of Instruction – Human Resources**

#### **Goals:**

- ❖ The Board will develop a culture of health and wellness for all persons employed by the District.

##### **Objectives**

- Create a holistic plan to support all District staff around wellness in the areas of physical, mental, social, and emotional well-being
  - Plan School District Wide events for all employees
  - Explore a Professional Development Day devoted to Health and Wellness in consultation with partner groups
- Establish a Wellness Committee comprised of Board representatives and employees of the District
- Review Employee and Family Assistance programs and establish an awareness program for employees around the services offered

- ❖ The Board will continue to plan for the recruitment, retention and succession of quality personnel in all areas of employment.

##### **Objectives**

- Develop an overarching recruitment strategy
- Develop a demographic analysis to identify current and future needs
- Track recruitment data to maximize recruitment services
- Continue to liaise with universities and colleges to ensure specialty area programs are offered locally for potential school district personnel in alignment with district needs

- Implement and monitor the Learning to Lead program (teacher leadership series)
  - Endeavor to increase staff from the indigenous community
  - Develop and implement ongoing employee orientation, in-service and mentorship programs.
- ❖ The Board will collaborate effectively and transparently with all employee groups to promote positive, proactive labour relations practices.
- Objectives**
- Develop a communication plan, which aligns with the district communication plan
  - Explore joint labour relations training opportunities with partner groups

## **Theme 5 - Facilities and Transportation**

**Leads - Secretary-Treasurer, Director of Facilities**

### **Goals:**

- ❖ The Board will support a student transportation system that is sustainable and best meets the needs of students within their catchment areas.

**Objectives**

- Complete a transportation review
- Review policy and practices based on completion of transportation review to shape student transportation

- ❖ The Board will support the continued operation and maintenance of high quality facilities and grounds.

**Objectives**

- Investigate industry standards and best practices to enhance services
- Develop a communication plan to raise the profile of the Facilities and Transportation departments in alignment with the district communication plan

- ❖ The Board will develop a Long Range Facilities Plan.

**Objectives**

- Guide the District capital plan that is submitted to the Ministry annually
- Review enrolment forecasts and capacity utilization to optimize facility utilization and to determine educational, operational and financial priorities

- ❖ The Board will promote environmental stewardship within its facilities and operations.

**Objectives**

- Support federal and provincial government environmental goals and guidelines
- Continue to look for and apply for grants that support environmental projects
- Explore opportunities to connect environmental stewardship with student learning

## **Theme 6 - Finance and Operations**

**Leads - Superintendent, Secretary-Treasurer, Director of Finance**

### **Goals:**

- ❖ The Board will create district and school processes to facilitate understanding of funding resource allocation.

#### **Objectives**

- Host staff and partner group meetings
- Create and communicate an overview of the district budget, including revenue and expenses, in alignment with our district communication plan

- ❖ The Board will explore further opportunities for operational efficiencies and additional sources of funding.

#### **Objectives**

- Explore further opportunities for shared services
- Implement improved revenue opportunities.
- Apply for grants from various funding sources
- Implement best practices for finance and business systems
- Conduct a review of Health and Safety

## **SCHEDULE A**

### **Definitions and Acronyms**

#### **Definitions:**

*The Board:* Refers to the Board of Education for School District No. 67 (Okanagan Skaha). The board is made up of 7 elected trustees made up of 1 trustee for the Regional District areas, 2 trustees from the Summerland area and 4 trustees from the Penticton area. The Board governs the school district by setting policy and procedures for the Superintendent and designates to follow.

*Partner Groups:* Includes OSTU, CUPE, OSPVPA, DPAC, Aboriginal Education Council, Excluded Staff and sometimes student committees.

*Educated Citizen:* As defined in the Ministry of Education's "Statement of Education Policy Order" published September 30, 2016. "A quality education system assists in the development of human potential and improves the well-being of each individual person in British Columbia society.

Continued progress toward our social and economic goals as a province depends upon well educated people who have the ability to think clearly and critically, and to adapt to change. Progress toward these goals also depends on educated citizens who accept the tolerant and multifaceted nature of Canadian society and who are motivated to participate actively in our democratic institutions.

Government is responsible for ensuring that all of our youth have the opportunity to obtain high quality schooling that will assist in the development of an educated society. To this end, schools in the province assist in the development of citizens who are:

- thoughtful, able to learn and to think critically, and who can communicate information from a broad knowledge base;
- creative, flexible, self-motivated and who have a positive self-image;
- capable of making independent decisions;
- skilled and who can contribute to society generally, including the world of work;
- productive, who gain satisfaction through achievement and who strive for physical well-being;
- cooperative, principled and respectful of others regardless of differences;
- aware of the rights and prepared to exercise the responsibilities of an individual within the family, the community, Canada, and the world."

#### **Acronyms:**

*BCSTA:* British Columbia School Trustee's Association. This association represents all Boards of Education throughout the province.

*BCTF:* British Columbia Teacher's Federation. This is the provincial union body representing all teachers in the province.

*CUPE:* Canadian Union of Public Employees. This union represents all district support staff.

## **SCHEDULE A continued**

*DPAC:* District Parent Advisory Council. This group acts as a district wide body representing each school's PAC. They liaise with the Board of Education.

*Excluded Staff:* This group includes all staff that are not covered by CUPE, OSTU, or OSPVPA.

*OSPVPA:* Okanagan Skaha Principal and Vice Principals Association. This association represents all principals and vice principals within the district.

*OSTU:* Okanagan Skaha Teacher's Union. This group is the local aspect of the BCTF and represents all teaching staff in the district.