



Strategic Plan

2008 - 2011

Superintendent's Message

The 2007 – 2008 school year was very much a year of challenge and change in Pine Creek School Division. There was change at the Division Administration level, with me assuming the role of Superintendent, and Rochelle Rands replacing me as Student Services Coordinator/Assistant Superintendent. There were challenges in many areas including dealing with the change in leadership, reacting to Government fiscal policies and facing declining enrolments. Great credit goes to staff and board members alike that we were able to rise to the occasion, meet the challenges, and see our students complete a successful year of programming with very positive results.

One thing that became abundantly clear by the end of June was the need for refocusing and for charting a course to guide us through the challenges to come. It had been five years since we last did a full Strategic Action Plan, and it was time to go through that process again.

Given time and fiscal constraints, the Division was not in a position to undertake large scale and protracted consultations with all stakeholder groups, nor were we in a position to engage in a costly and detailed planning retreat with a professional facilitator, but the task was before us and had to be completed. We decided to establish this plan through joint consultation between the Pine Creek School Division Board and the Administrative Council of the Division, facilitated by our own division level administrators.

All involved deserve thanks for their commitment of time and energy, and for their cooperative and collaborative approach to establishing a fresh and positive focus for the Division.

Strategic Planning Process

The group met three times; one afternoon and evening session in August, one Saturday session in September, and one evening session in October. The sessions included:

- A review of the nature and structure of strategic planning
- Strategic analysis (use of SWOT technique to articulate current situation and challenges)
- Strategic Direction (review of mission, vision, values and areas of strategic intent)
- Action Planning (establishing action plan priority areas based on strategic intent, and using a SMART goal approach for specific actions that will move us toward priorities by identifying resources, timelines and responsibility)

The Action Plan is intended to be a framework for three years of direction in Pine Creek, but it is also a fluid document in the sense that it can be re-visited and updated by the groups at regular intervals as the time passes. The plan should serve not only as a frame of reference for initiatives in the Division, but also a platform for discussion and strong communication between and among the Board, the Administrative Council, and the Division Administration.

Mission

The Mission of the Pine Creek School Division is to meet the educational needs of students in a positive learning environment.

Values

We Value Students

-We believe in:

Achievement and success for all students
All students supported in their learning

We Value Community

-We believe in:

Collaboration and shared responsibility for student success
The development of skills and attitudes that promote life long learning, a desire for excellence, a desire to serve and enhance community

We Value Relationships

-We believe in:

Mutual respect and trust
Empathy, sensitivity and encouragement
Creativity and celebration
Openness and involvement of others

We Value Integrity

-We believe in:

Honesty
Equity
Accountability

Vision

- Pine Creek School Division is a place where:
 - Students are nurtured to become valued and contributing members of an inclusive community
 - Students are successful in their development of knowledge, skills and a desire for lifelong learning
 - Students have a positive work ethic which will enable them to be productive in an ever changing work force
 - Students are respectful, responsible, capable people with a strong sense of community and citizenship

Areas of Strategic Intent

- To provide a safe, respectful, positive learning environment in the division and all its schools.
- To maximize learning for all students served by the Pine Creek School Division
- To encourage community and parental involvement in the schools with the goal to improve student learning and participation
- To support staff professional development to build an effective staff in the Pine Creek School Division

Action Plan Priority Areas

- Effective Delivery of Varied and High-quality Programs
- Liaison and Communications
- Student Engagement and Assessment
- Operational Efficiency
- Safe and Positive Environment

Priority Area #1:
Effective Delivery of Varied and High Quality Programs

Expected Outcome (goal)	Actions/Strategies	Responsibility	Indicators and Data Sources	Time lines	S t a t u s
Students will receive PE/Health education that meets provincial standards at all levels	<ul style="list-style-type: none"> -A report on first-year implementation and 2nd year planning in the high schools will be developed and presented to the Board. -Appropriate budgetary support will be explored based on the above investigation and reporting. -A review of current PE programs, facilities and resources in the elementary schools will be completed. 	<ul style="list-style-type: none"> -Principals to report on current programming and plans for next year -principals, division admin, ed development and finance committees to look at support needed and plan accordingly. -Clint, with assistance from Emory, will collect data and prepare report 	<ul style="list-style-type: none"> -MECY curriculum and time guidelines for delivery of program -data from schools re current program delivery 	-Year one (data pertaining to staffing and other budgetary considerations for the next school year must be complete prior to Jan 31, 09)	
High School students will have access to a wide variety of career related course options	<ul style="list-style-type: none"> -The second year of the TVI grant-supported Career Technologies (internship initiative) will be completed and reviewed. -Options for sustaining and building on the program will be explored. -possibilities for TVI and other grant funding will be explored. 	<ul style="list-style-type: none"> -Judy and Shannon will report to the board on current program. -Bruce, Clint, Ray, Judy and Shannon will meet to discuss/develop proposal for next year, and to look at other grant possibilities. 	<ul style="list-style-type: none"> -data on enrolment and success in current program. -information on options available and costs for another year. 	-Year one (data pertaining to staffing and other budgetary considerations for the next school year must be complete prior to Jan 31, 09)	
Hutterian high-school students will have access to a variety of good	<ul style="list-style-type: none"> -An inventory of current delivery systems and course options will be developed and presented to the Board and Administrative Council. -Appropriate delivery options for each Colony will be 	<ul style="list-style-type: none"> -colony teachers/principals to collect and organize data -principals, division admin, ed. Dev. and finance ctees to look at options. 	<ul style="list-style-type: none"> -current enrolment, -enrolment projections, -variety and quality of current offerings, 	(data pertaining to staffing and other budgetary considerations for	

Priority Area #2:
Liaison and Communications

Expected Outcome (goal)	Actions/Strategies	Responsibility	Indicators and Data Sources	Time lines	Status
Positive collaborative communication between Board and Admin Council will be undertaken, enhanced and documented	-admin council and board will hold a minimum of two joint meetings per school year to address strategic planning and other topics of mutual interest. -minimum of one fun event per year	Senior admin to arrange and plan	-strategic plan -record of meetings	Fall and spring each year	
Communication between and among Pine Creek School Division employees and management at all levels will be strengthened and enhanced	-one meeting per year involving Board, PCTA executive and Sr. Admin. -10 min interviews with staff -exit interviews with departing staff -letters of appreciation -Pine Creek gift items -explore ways of soliciting input for next round of strategic planning	Board and senior admin to plan in conjunction with schools and employee groups	-record of meetings and other initiatives carried out, and discussion of successes and challenges	Once per year	
Division and school websites will be dynamic, user-friendly, current and practical	-senior admin will continue to explore with tech coordinator -need for technology committee will be re-examined -process for accessing and updating will be looked at	Superintendent Tech coordinator	-tech coordinator to report to board and admin council	By end of June 09	
Communication between the School Division and the greater community	-school and division newsletters and annual reports to continue -explore possibility of one-page 'coffee news' in local restaurants -This Week in Pine Creek to continue and broader distribution to be explored incl newspapers	-Superintendent -Tech coordinator	-record of communication completed by end of school year	Ongoing, Review progress at end of June 09	

Priority Area #3:
Student Engagement and Assessment

Expected Outcome (goal)	Actions/Strategies	Responsibility	Indicators and Data Sources	Time lines	S t a t u s
Staff, students, administration, Board and parents in the Pine Creek School Division will develop increased and shared understanding of current assessment and engagement theory and practice.	<ul style="list-style-type: none"> -staff will receive specific and high-quality training in current best practice in student assessment -staff will utilize an organized, collaborative approach to implementation of best practice strategies -Assessment workshop in PTGE Oct. 10 -Meeting with Deputy Minister to discuss assessment 	<ul style="list-style-type: none"> -PD committee will arrange delivery -administrators will facilitate, monitor 	<ul style="list-style-type: none"> -documentation of sessions attended, feedback, follow-up discussions and implementation -evidence of implementation and of results for students 	-Ongoing, revisit after year one	
Staff and students in PCSD will implement strategies and practices consistent with current best practice in assessment, including assessment <i>as, of and for</i> learning	<ul style="list-style-type: none"> -Board information sessions regarding documents -Examine current best practice in summative assessment, including discussion of exams at gr 7-8 level. -in-school PD and action research on assessment and reporting -information available for parents and public 	<ul style="list-style-type: none"> -School-level teams will plan, implement, monitor, and report on specific implementation of best-practice strategies -involvement of PD committee will continue 	<ul style="list-style-type: none"> -staff reporting -student reporting -student achievement records 	-Ongoing, revisit after year one	
Transition support for all students entering the high-schools will be enhanced and success will be monitored	<ul style="list-style-type: none"> -collect data on what we are currently doing for general population of students -look into using class maps as data source -look at PLC model: base of pyramid of support for grade 9 students. 	Tony, Ray and Clint will look a this	Anecdotal data from schools	-Year one	
Celebration of student and system success in PCSD will be documented and expanded.	<ul style="list-style-type: none"> -collect data from schools regarding celebrations and recognition -review data and discuss ways of enhancing -share findings and implement 	Clint and admin council will carry this out	<ul style="list-style-type: none"> -current information on file and survey info from schools -additional questionnaire and survey information 	-Year one	

Priority Area #4:
Operational Efficiency

Expected Outcome (goal)	Actions/Strategies	Responsibility	Indicators and Data Sources	Time lines	Status
Budget outlines for groups and initiatives operating in the division will be developed and submitted to the finance committee prior to December 20th for consideration in the next school year budget.	A budget outline form will be developed and presented to the chair of each group or committee, or the individual responsible for each initiative.	-Sec. Treas. will develop form -All involved will carry out	Submission of requests on form	Year one	
The division will maintain an efficient and effective financial management system	System needs will be assessed, necessary purchases will be built into next budget	-Sec. Treas. will explore cost and details of purchase of new system and budget implications	-info collected on replacement system -budget info	Year one	
The division will maintain an efficient and effective student information management system	-Maplewood system implementation will continue -Maplewood hosting will be set up -effectiveness of system will be monitored	Tech. Coordinator will continue to monitor and report on implementation	-Maplewood data -reports from Tech Coordinator -feedback from schools	Ongoing	

Priority Area #5:
Safe and Positive Environment

Expected Outcome (goal)	Actions/Strategies	Responsibility	Indicators and Data Sources	Time lines	S t a t u s
Pine Creek School Division and individual schools will be well prepared to undertake:	-In all areas, specific costs of such as training time for staff, recertification of trainers, etc. will be discussed and considered prior to budget planning each year.	Sr. Admin, Board	-budgets and cost projections	Prior to Dec 20 of each year	
threat assessment	-another team will be trained in threat assessment -trained teams will be utilized when appropriate	Sr. admin and principals, social worker	Record of training and team activation	ongoing	
crisis intervention	-appropriate staff will continue to receive training within the division -trainer certification will be maintained	Sr. admin, principals and trainers	Record of training -record of incidents	ongoing	
security measures	-emergency plans and lock-down procedures will be maintained and practiced -schools will be equipped to meet minimum security needs	Sr. admin, principals and maintenance and transportation dept.	Record of plans, practices, etc	ongoing	
bullying prevention	-policies and procedures will be updated to reflect best practice -staff training will be maintained -programs at school level will continue	Board, Sr. admin, social worker, principals, staff, safe schools committees	-policies -record of training-record of school-level programs -record of incidents	ongoing	