

Strait Regional School Board Strategic Plan 2013-2016

Approved April 9, 2013

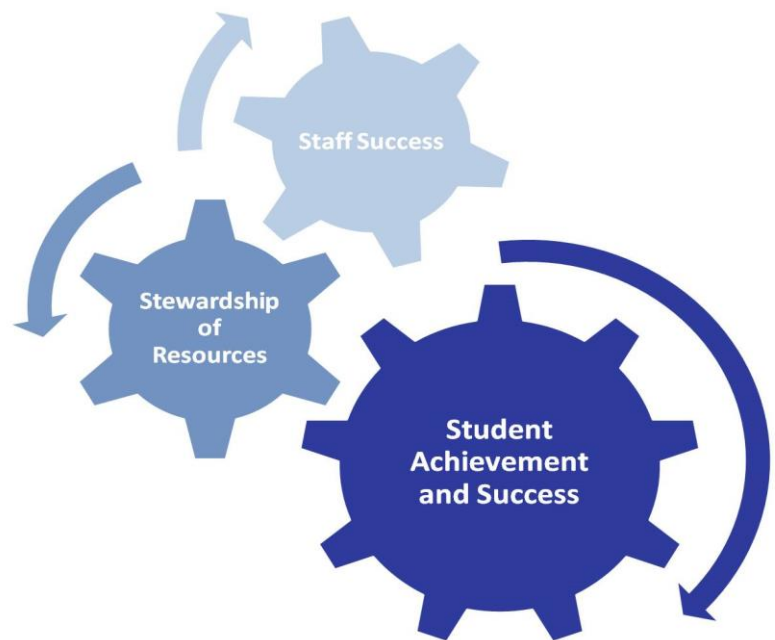


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Executive Summary

In January 2013, the Strait Regional School Board embarked on a collaborative Strategic Planning Process to create a guiding document for the Board for the next three years. During a seven-week period of public consultation, input was collected from students, staff, parents/guardians and community members. Based upon the feedback contributed by approximately 1,000 individuals, three Strategic Issues were identified along with corresponding Goals.

The Strategic Issues and Goals comprise the framework of the Strait Regional School Board's Strategic Plan for 2013-2016. Through a unified focus on student achievement and success, the Plan enables the Board to fulfill its Vision of *Excellence in Lifelong Learning*. By providing students with high-quality learning opportunities in progressive learning environments, the Board honours its mandate to deliver the Public School Programs to all students in an equitable and diverse manner. Through increased professional learning opportunities and expanded recognition of all school board staff, the Board fosters continuous workplace improvement focused on the best interest of students. As conscientious stewards of all resources, the Board practices open, transparent and responsible decision-making that supports increased organizational effectiveness and environmentally sustainable practices, for the betterment of students.

Consultation Process

On Wednesday, January 9, 2013, the Strait Regional School Board launched its Strategic Planning Consultation Process. In an effort to ensure input was received from members of our school communities, a number of consultation activities and communications strategies were planned.

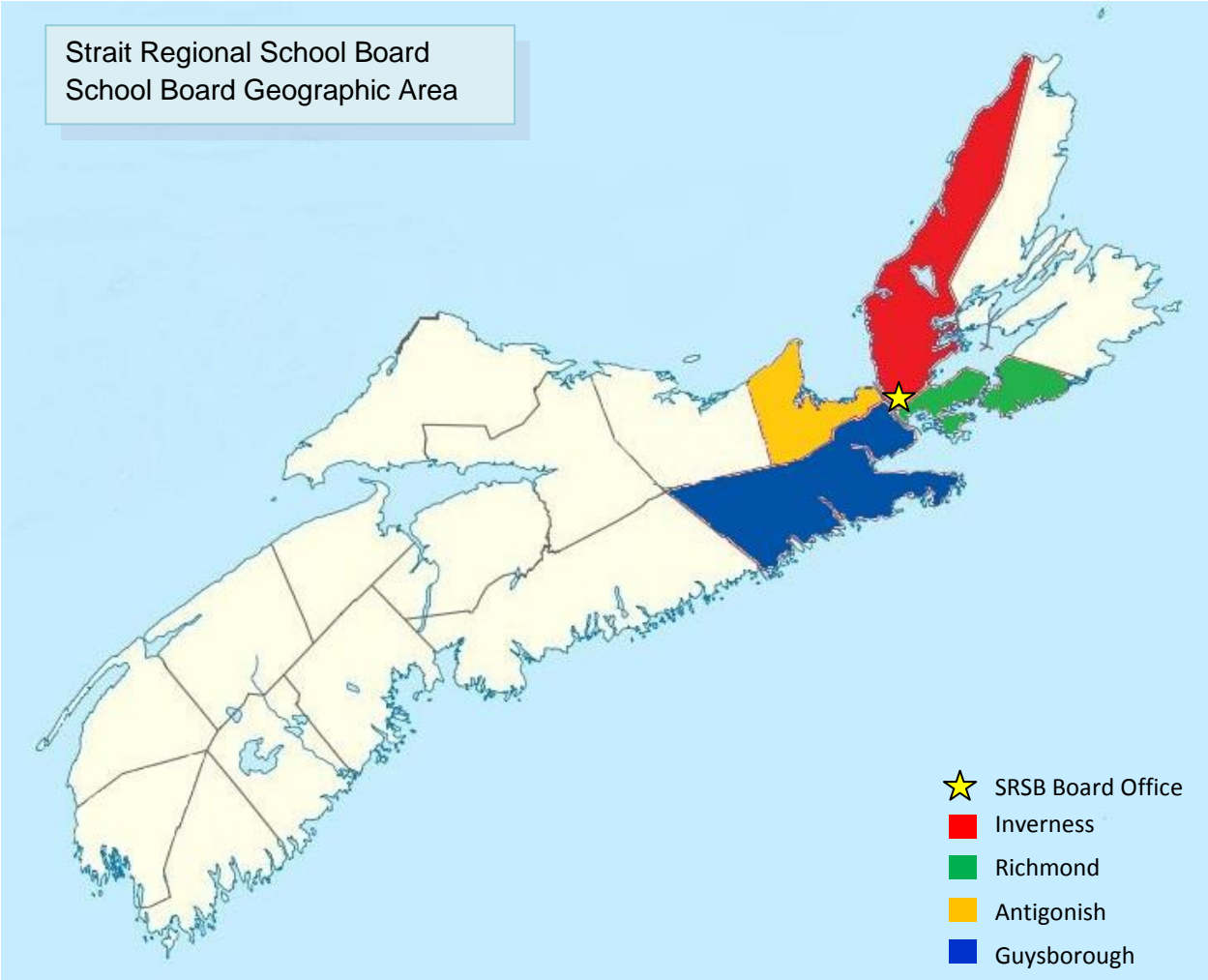
To begin the process, the School Board developed a Strategic Planning Consultation Survey (see Appendix A). The information received from this survey and from the consultation sessions (through face-to-face meetings and/or focus groups) held with students, parents/guardians, school administration, teachers/support staff, school advisory councils and other educational partners has provided the Strait Regional School Board with valuable input in the development of this three-year Strategic Plan.

Specifically, the following representatives provided input into the development of this Plan:

- African Descent communities
- Community and education partners
- First Nations communities
- Parents/guardians
- School Advisory Councils in the Strait Regional School Board
- Strait Regional School Board staff
- Students

Overview

Established in 1996, the Strait Regional School Board is a rural school board located in the northeastern part of Nova Scotia. It is one of eight school boards in the Province. Its jurisdiction includes Antigonish and Guysborough Counties on the mainland of Nova Scotia and Inverness and Richmond Counties on Cape Breton Island.



Planning Context

Located in the northeastern part of Nova Scotia, the Strait Regional School Board’s jurisdiction encompasses an area of approximately 11,000 square kilometers with a population of 54,972 (Census 2011).

The Board’s regional administrative office is located in Port Hastings. Regional operations, technology and professional development services are provided through facilities located in Mulgrave.

There are eight municipal units within the Board's coverage area:

1. Municipality of the County of Antigonish
2. Municipality of the District of Guysborough
3. Municipality of the County of Inverness
4. Municipality of the County of Richmond
5. Municipality of the District of St. Mary's
6. Town of Antigonish
7. Town of Mulgrave
8. Town of Port Hawkesbury

Mission, Beliefs and Vision

The Strait Regional School Board is entrusted, under the *Education Act* of Nova Scotia, to deliver the Public School Programs in the four counties of Antigonish, Guysborough, Inverness and Richmond. Established in 1996, the Board has worked to influence its vision of excellence in lifelong learning.

The **Strait Regional School Board's Vision** is to pursue:

- Excellence in Lifelong Learning

The **Strait Regional School Board believes . . .**

- All students have a right to an education
- All students have a right to be treated with dignity
- All students have an opportunity to participate in appropriate programs and services
- All students have an opportunity to achieve their potential
- We must provide varied programs and supports
- Learning is a lifelong process
- In community partnerships which benefit our students

The **Strait Regional School Board's Mission Statement is:**

- To provide all students with educational opportunities that will help them gain the necessary skills to develop mentally, physically and socially in a learning environment that enhances and fosters positive self-esteem.

Board Governance Structure

School Board Elections took place on October 20, 2012. The following is a list of members of the Strait Regional School Board elected for the term of office effective November 7, 2012 to November 2016.

Strait Regional School Board Members

The Strait Regional School Board is comprised of twelve board members -- eleven elected and one Mi'kmaq member appointed by the Minister of Education.

Jim Austin	Central Inverness, District #2
Francine Boudreau	East Richmond, District #5
Basil Johnson	Mi'kmaq Representative
Mary Jess MacDonald	South Inverness, District #3
Richelle MacLaughlin	West Antigonish, District #7
Brian Murray	Town of Antigonish, District #6
Mallori Nickerson	West Guysborough, District #10
Rosalee Parker	East Guysborough, District #9
Anne Peters	North Inverness, District #1
Clarence Reddick	African Nova Scotia Representative
Lian Sampson	West Richmond, District #4
Jamie Samson	East Antigonish, District #8

In accordance with its by-laws, the Strait Regional School Board holds its annual organizational meeting in November of each year at which time the schedule of meetings is determined. Committees and their respective memberships are also determined at this time.

Core Business Areas

The core business areas within the Strait region's system are:

- **Programs and Student Services**
- **Finance**
- **Human Resources**
- **Operations**

Programs and Student Services

The Strait Regional School Board is responsible for the:

- provision of educational programs and services to students and support for schools in the delivery of all aspects of the Public School Programs; and
- provision of suitable professional development in order to ensure that students effectively reach the outcomes of the Public School Programs.

Under the leadership of the Director of Programs and Student Services, the Department's responsibilities include:

- Curriculum implementation and instruction;
- Professional development;
- Student behaviour and conduct;
- Student achievement, evaluation and growth;
- Special needs/services including speech/language and psychology;
- Race Relations, Cross Cultural Understanding and Human Rights;
- Information technology and integration;
- School advisory councils;
- School improvement;
- School administrative support and appraisal; and
- Educational partnerships.

Finance

Under the leadership of the Director of Finance, the Department's responsibilities include:

- Financial planning, budget control and forecasting;
- Financial accounting and reporting;
- Monthly and yearly financial statements;
- Payroll processing;
- Monitor and manage accounts receivable and payables;
- Purchasing;

- Risk management/internal controls/insurance;
- Monitoring of the financial processes and reporting of school-based funds; and
- Completion and filing of report to various government agencies.

Human Resources

Under the leadership of the Director of Human Resources, the Department's responsibilities include:

- Labour relations, including support of local and Provincial bargaining;
- Performance management and growth planning systems; employee relationships throughout the organization; and
- Non-teacher professional development and coordination of the board-wide professional development plan;
- Employment equity;
- Employee health;
- Succession planning;
- Coordination of staff allocations;
- Staff recruitment and placement; and
- Principal support in the area of human resources.

Operations

Under the leadership of the Director of Operations, the Operations Department is responsible for the provision and operation of safe and efficient facilities and fleet for the students and staff of the Strait Regional School Board. The Department's responsibilities include:

- Facilities maintenance;
- Capital planning and project management;
- Pupil transportation services;
- Fleet maintenance; and
- Health and safety.

The Transportation Department operates a large fleet of busses transporting approximately 96% of students over an area of 11,000 square kilometres. The system is totally owned, operated and maintained by the Board. Facilities management functions are primarily conducted utilizing board employees including custodial services, building operations and most facility maintenance functions. Board resources are augmented by specialty contract services. The Operations Department's core functions are centrally managed from facilities in Mulgrave.

A combination of Board and contract services is utilized to perform capital construction functions.

Strategic Goals



Strategic Issue One	Student Achievement and Success
Goal	By June 30, 2016, the Strait Regional School Board will have advanced student achievement and success through high-quality learning opportunities.
Objective One	By June 30, 2016, the Strait Regional School Board will have expanded student access to appropriate information communications technology to support student achievement.
Objective Two	By June 30, 2016, the Strait Regional School Board will have provided equity of access to appropriate learning opportunities for all students.
Objective Three	By June 30, 2016, the Strait Regional School Board will promote the personal development and citizenship of all students through healthy and active, safe and caring, and socially-just learning environments.

Strategic Issue Two	Staff Success
Goal	By June 30, 2016, the Strait Regional School Board will have supported their dedicated and committed staff in the performance of their duties and responsibilities.
Objective One	By June 30, 2016, the Strait Regional School Board will have developed a plan for the expanded integration of information communications technology to assist staff in the performance of their duties and responsibilities.
Objective Two	By June 30, 2016, the Strait Regional School Board will have advanced a workplace culture that fosters continuous improvement and professional learning.
Objective Three	By June 30, 2016, the Strait Regional School Board will have expanded the staff recognition program to celebrate the contribution of all employees of the Strait Regional School Board.

Strategic Issue Three	Stewardship of Resources
Goal	By June 30, 2016, the Strait Regional School Board will have modeled an integrated approach to responsible decision-making for the allocation of all resources.
Objective One	By June 30, 2016, the Strait Regional School Board will have conducted a review of all resources to ensure future sustainability.
Objective Two	By June 30, 2016, the Strait Regional School Board will have extended the use of environmentally sustainable practices.
Objective Three	By June 30, 2016, the Strait Regional School Board will have facilitated increased access to information that supports responsible decision making.

Strategic Issues

The following tables outline an explanation of each strategic issue, its corresponding performance measures and indicators of success in the implementation of the Strategic Plan over the period 2013-2016.

Strategic Issue One	Student Achievement and Success
<p>Student achievement and success are the foundation, focus and framework for all school board endeavors. Students in the Strait Regional School Board have a strong record of achievement on multiple measures of student success, at the classroom, school, board, provincial, national and international levels. Striving toward the Board’s vision of <i>Excellence in Lifelong Learning</i>, the Strait Regional School Board is committed to providing high-quality learning opportunities that foster the academic achievement, personal development and citizenship of every student in healthy and active, safe and caring, and socially-just learning environments.</p>	
Goal	By June 30, 2016, the Strait Regional School Board will have advanced student achievement and success through high-quality learning opportunities.
Performance Measure	<p>High-quality learning opportunities</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Identified gaps in student achievement and established a formalized intervention plan 2. Increased access to current technologies for students 3. Provided opportunities and support for increased student participation in service learning 4. Completed an environmental scan of inclusionary practices
Objective One	By June 30, 2016, the Strait Regional School Board will have expanded student access to appropriate information communications technology to support student achievement.
Objective Two	By June 30, 2016, the Strait Regional School Board will have provided equity of access to appropriate learning opportunities for all students.

Objective Three	By June 30, 2016, the Strait Regional School Board will promote the personal development and citizenship of all students through healthy and active, safe and caring, and socially-just learning environments.
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Strategic Issue Two	Staff Success
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Student achievement and success are highly dependent upon staff success. The continuing education, support and recognition of all School Board personnel are essential to the delivery of high-quality learning opportunities for all students in the Strait Regional School Board. By providing all staff with appropriate professional learning opportunities, current technologies and recognition of their dedication and efforts, continuous improvement is advanced, with a common focus on the best interest of students.

Goal	By June 30, 2016, the Strait Regional School Board will have supported their dedicated and committed staff in the performance of their duties and responsibilities.
Performance Measure:	Supported staff
Indicators:	<ol style="list-style-type: none"> 1. Increased access to current technologies for staff 2. Provided associated professional development 3. Developed an information management and communications technology plan 4. Expanded the staff recognition program
Objective One	By June 30, 2016, the Strait Regional School Board will have developed a plan for the expanded integration of information communications technology to assist staff in the performance of their duties and responsibilities.
Objective Two	By June 30, 2016, the Strait Regional School Board will have advanced a workplace culture that fosters continuous improvement and professional learning.
Objective Three	By June 30, 2016, the Strait Regional School Board will have expanded the staff recognition program to celebrate the contribution of all employees of the Strait Regional School Board.

Strategic Issue Three	Stewardship of Resources
<p>The responsible stewardship of resources is essential to staff empowerment to support student achievement and success. The Strait Regional School Board is committed to open, transparent and responsible decision making that supports increased organizational effectiveness.</p>	
Goal	<p>By June 30, 2016, the Strait Regional School Board will have modeled an integrated approach to responsible decision-making for the allocation of all resources.</p>
Performance Measure:	<p>Increased organizational effectiveness</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Conducted a review of facility requirements 2. Conducted a review of school catchment areas 3. Conducted a review of school bus transportation 4. Expanded implementation of energy management systems 5. Implemented a quick reference guide format for communication with partners
Objective One	<p>By June 30, 2016, the Strait Regional School Board will have conducted a review of all resources to ensure future sustainability.</p>
Objective Two	<p>By June 30, 2016, the Strait Regional School Board will have extended the use of environmentally sustainable practices.</p>
Objective Three	<p>By June 30, 2016, the Strait Regional School board will have facilitated increased access to information that supports responsible decision making.</p>

Appendix A: Strategic Planning Consultation Survey

The Strait Regional School Board is conducting a Strategic Planning Consultation Process. As part of the consultation phase, the School Board would like to hear from you. Please take a few moments to respond to the questions below.

The information received from this survey along with input from face-to-face meetings and focus groups will provide the Strait Regional School Board with valuable information as the new three-year Strategic Plan is developed.

Please note that the deadline for responding to this survey is Friday, February 22, 2013.

Please indicate the role which best describes you. You may only select one.

- | | |
|---|---|
| <input type="checkbox"/> Community Member | <input type="checkbox"/> Student |
| <input type="checkbox"/> Parent/Guardian | <input type="checkbox"/> Support Staff/Student Support Worker |
| <input type="checkbox"/> SAC Member | <input type="checkbox"/> Teacher / Administrator |

Please indicate the County in which you live. However, if you are an employee of the Strait Regional School Board, please indicate the County in which you work.

- | | |
|--------------------------------------|------------------------------------|
| <input type="checkbox"/> Antigonish | <input type="checkbox"/> Inverness |
| <input type="checkbox"/> Guysborough | <input type="checkbox"/> Richmond |

Self Identification - Optional Completion

- African Descent
- First Nations

In your opinion, what is the Strait Regional School Board doing well?

In your opinion, what can the Strait Regional School Board improve upon?

In your opinion, over the next three years, what are two to four suggestions that the Strait Regional School Board should set as its priorities?

Please return to the Strait Regional School Board by mail at 16 Cemetery Road, Port Hastings, NS; B9A 1K6; or by fax at 625-2281. You may also submit your input online at www.srsb.ca.

Thank you for taking the time to provide your input.

The Strait Regional School Board appreciates your continued cooperation and support.