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SCHOOL DISTRICT OF WHITESHELL

STRATEGIC PLAN 2012-2015

April 19, 2012 Version

Contact....

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Preface

The School District of Whiteshell Board of Trustees is very pleased to share our vision, values, mission, priorities, and planned strategies/activities for the coming three years. The **2012-2015 Strategic Plan** is the culmination of over one year of review and discussions towards establishing a clear sense of direction.

A collaborative approach was taken within the planning process, and it resulted in a wide variety of ideas and opinions to consider. Every piece of information received was reviewed in a systematic manner that allowed the priorities and values to rise to the top.

The Board would like to express our sincere gratitude to every person who contributed to the plan through various roles such as participating in a focus group, completing a survey, sitting on a committee, or reviewing documentation.

It is our hope that all people associated with the School District of Whiteshell, F.W. Gilbert Elementary School, or Pinawa Secondary School, take some time to review the Strategic Plan. The vision, values and priorities of the School District should be considered within all planning efforts associated with our schools, committees, departments, and partnerships.

By directing multiple efforts of many people towards these priorities, together we will make the significant impacts we seek.

Sincerely,

The School District of Whiteshell Board of Trustees

Strategic Planning Process Overview

The School District of Whiteshell Board of Trustees initiated a strategic planning process with consultation provided by Community Futures Winnipeg River (CFWR). A strategic plan is a living document used to establish the direction of an organization and to guide its activities and initiatives. Strategic plans typically have a 3-5 year horizon and set the vision, mission, and broad strategic goals for the organization. Through strategic planning you create a picture of the current environment; envision the future of the organization; identify issues, opportunities and priorities; and determine ways to make the vision a reality.

The School District of Whiteshell determined the following planning outcomes to achieve through the strategic planning process:

- To establish an accurate and shared understanding of the current state of the organization (core areas of function).
- To determine future hopes and dreams for the organization.
- To determine priorities, goals, strategies and key activities that will take the organization from the current state to the desired future state.
- To increase understanding, communication and cooperation among members of the organization.

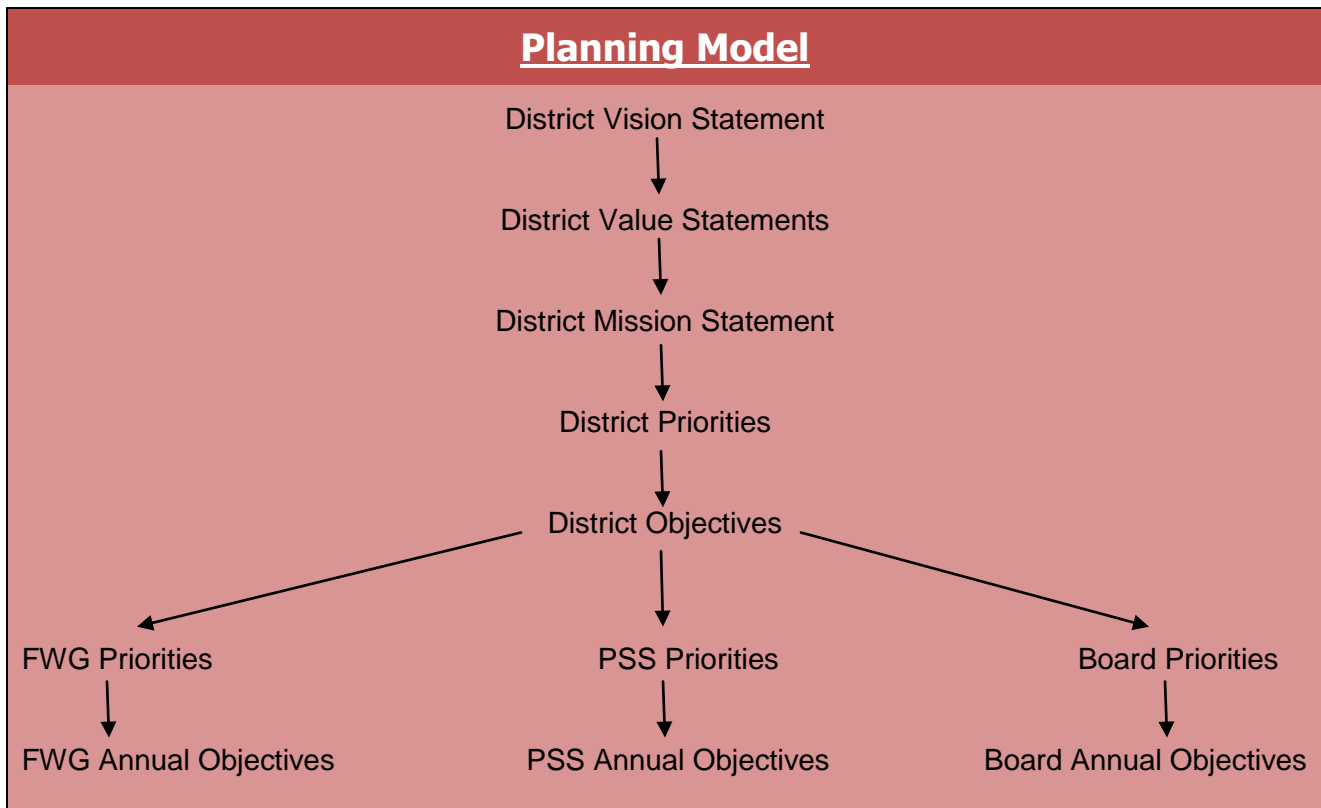
The strategic planning process began in April 2011 and was completed by June 30, 2012. The strategic plan covers the timeframe of January 1, 2012 to June 30, 2015 and is overseen by the Board of Trustees. Input into the plan was sought from students, parents, teaching staff, administrative staff, caretaking staff, board members, direct user groups, and the LGD of Pinawa through various steps in the process. The following chart outlines the key steps in the strategic planning process and the corresponding timeframe for each step:

Timeframe	Process Step
April 2011	Project Outline – An overview/guideline of the strategic planning project is developed and adopted.
May-November 2011	Environmental Scan – External data and internal information/input regarding the current state of the organization is gathered through research, surveys, and focus groups.
November - December 2011	Strategic /Operational Planning Meetings – A core group of representatives meets on two occasions to review the information gathered, analyze the data, and determine future vision, values, and priorities. Input is also gathered towards setting the objectives, strategies, and activities.

December 2011 – April 2012	Documentation – A Writing Team is determined to work with CFWR on the writing and formatting of the strategic planning document. The first draft is developed and provided to the Board of Trustees for review.
May – June 2012	Review and Adoption – The Board reviews the strategic plan. Other internal methods of review are determined and implemented. Plan is revised based on input and adopted by the Board following the final review.
June 2012 – June 2015	Implementation – The plan is communicated, implemented, monitored, and adjusted as required, evaluated, and celebrated.
Ongoing	Annual Planning – The strategic plan is reviewed and considered within the annual operational planning and budgeting processes of the District and each school.
April 2015	Strategic Planning – Strategic planning process begins again with the new board to plan for the next term.

Planning Model

The following planning model was developed to visually depict the various planning components and planning relationships between the School District Board, F.W. Gilbert Elementary School (FWG), and Pinawa Secondary School (PSS).



Planning Model Notes

1. The District planning components are shared among the board, each school, and the District as a whole.
2. The schools and board will have specific priorities and objectives that are not shared by all parties. Core functions, priorities, objectives, and strategies that are specific to a group will be planned for in the corresponding annual operating plan (i.e. each school, Board, administration, departments, special project committees, etc.).
3. The District will track all objectives and strategies related to achieving the priorities determined within this Strategic Plan.
4. Objectives and strategies will be planned and tracked by the administration at each school and within the District on an annual basis using the templates located within this document.
5. The objectives and strategies within the Strategic Plan were identified by June 2012. Additional objectives and strategies (related to the priorities) identified by associated people/groups should be added to the Strategic Plan at regular times (i.e. quarterly).

Vision & Values

Vision Statement

The School District of Whiteshell provides an excellent learning environment where enthusiastic teaching inspires students and empowers them to live life to the fullest.

Value Statements

The following values are the foundation from which our organization operates. The School District of Whiteshell believes that:

- ✓ **High quality education and inspired learning** are standards for all teachers to strive for in our commitment to reach each student.
- ✓ Strong **collaboration and communication** among staff, students, parents and the community is the key to highly successful teaching and learning.
- ✓ **Healthy relationships, citizenship, courtesy and respect** are important qualities for all students and staff to value and demonstrate within the school, home and community.
- ✓ The importance of **healthy living, safety, and environmental sustainability** is evident within our school environments.
- ✓ **Responsible leadership and accountability** are principles that will guide effective and efficient operations within the School District of Whiteshell.

Mission & Core Functions

Mission Statement

The mission of the School District of Whiteshell is to provide quality education in partnership with home and community which enables students to maximize their individual potential as contributing members of society.

Core Functions

The School District of Whiteshell fosters effective and efficient operations within the District, F.W. Gilbert Elementary School, and Pinawa Secondary School by performing the following core functions:

- ✓ Ensuring that core curriculum requirements are taught
- ✓ Meeting individual learning needs for each student
- ✓ Providing opportunities for social development
- ✓ Encouraging and enabling healthy living behaviors
- ✓ Encouraging and enabling environmentally conscious practices
- ✓ Ensuring adequate resources to enable success (i.e. time, money, qualified people, etc.)
- ✓ Ensuring a positive, safe and engaging environment for students, staff, and visitors
- ✓ Ensuring public accountability, responsibility, and transparency
- ✓ Ensuring effective governance/leadership of the District and schools
- ✓ Providing employment and sound human resource practices
- ✓ Being responsible stewards of the facilities, grounds and assets of the District
- ✓ Tracking, monitoring, assessing, and continually improving on all that we do
- ✓ Providing space for community groups to conduct activities and meetings

Environmental Scan

Definitions

Environmental Scan: An analysis and evaluation of internal conditions and external data and factors that affect the organization.

Internal Data: Information about factors occurring within the organization.

External Data: Information about factors occurring outside of the organization at the community level, or at a larger scale than the community level.

SWOT Analysis: A process that evaluates the data by looking at both strengths and weaknesses that are internal to the organization; and opportunities and threats that are external to the organization.

Overview

To establish an accurate and shared understanding of the current state of the organization, an environmental scan was conducted around the core areas of function. Both external and internal data was gathered about present operations. A wide variety of people that included staff members, board members, students, parents, and user groups participated in the information gathering phase. Data was collected through four methods - surveys, roundtables, a review of key documents and other research. Key points from each data source were reviewed by the Planning Group and were considered during the subsequent phases in the strategic planning process.

The Data

The following information was collected in the Environmental Scan:

- ✓ School District of Whiteshell Educators Consultation, October 2008
- ✓ School District of Whiteshell Board of Trustees Consultation, Fall 2008
- ✓ School District of Whiteshell Community Consultations, November 2008 and January 2009
- ✓ School District of Whiteshell Student Services Formative Review, April 25, 2011
- ✓ School District of Whiteshell Staff Roundtable, June 30, 2011
- ✓ School District of Whiteshell Board of Trustees Roundtable, September 12, 2011
- ✓ Student Opinion Surveys were conducted at both schools, Fall 2011
- ✓ Parent Opinion Surveys were conducted at both schools, Fall 2011
- ✓ School User Group Opinion Surveys were conducted for both schools, Fall 2011
- ✓ 2006 demographic information for Pinawa, Manitoba Bureau of Statistics

- ✓ Projected (2009-2028) Manitoba population growth information, Manitoba Bureau of Statistics
- ✓ Organizational statistics regarding trends in enrolment, staffing, budget
- ✓ Stantec Report – Infrastructure review

Reports on any of the above information can be attained through the School District Office.

The information collected was considered as the Planning Group worked to identify priorities, objectives, and strategies.

Priorities

Strategic Priorities

Priorities reflect the important issues, opportunities, and key focus areas, that when addressed, will allow the organization to flourish. From 2012-2015, the School District of Whiteshell will strategically focus efforts around the following five priorities:

School District of Whiteshell Priorities

1. Ensuring high quality education for each student to learn, explore, and grow
2. Assessing and addressing the impacts associated with declining enrolment
3. Strengthening the internal operations within the District and schools
4. Strengthening communications and collaborations with the community, partners, parents, and other school divisions
5. Assessing and addressing the impacts associated with the aging infrastructure

In addition to the District specific priorities, the following Manitoba Education priorities will also be taken into account within the planning and activities of the School District of Whiteshell:

Manitoba Education Priorities

1. Improving outcomes especially for less successful learners
2. Strengthening links among schools, families, and communities
3. Strengthening school planning and reporting
4. Improving professional learning opportunities for educators
5. Strengthening pathways among secondary schools, post-secondary education and work
6. Linking policy and practice to research and evidence

Objectives & Strategies

Objectives and strategies (methods and key activities) have been documented for each of the five priorities as a result of the information gathered during the environmental scan and planning sessions. ***It is important to note that additional objectives and strategies should be continually put into the Strategic Plan as they are identified.***

1 Ensuring high quality education for each student to learn, explore, and grow

1.1 Increase the District's ability to personalize and improve learning outcomes for each student

Strategy (method or activity)	Timeline	Lead Role
<ul style="list-style-type: none"> Develop an action plan to address system improvements identified in the 2010/2011 Student Services Formative Review 	By June 2013	Student Services Review Team (SSRT)
<ul style="list-style-type: none"> Investigate additional/alternative education programs (vocational/ apprenticeship/post secondary programs, etc.) 	By June 2013	Admin Team + 1Trustee
<ul style="list-style-type: none"> Investigate talent development opportunities 	By May 2013	SSRT
<ul style="list-style-type: none"> Conduct an assessment of teaching practice with regards to personalized student planning 	Sept 2012 – Sept 2013	Admin Team
<ul style="list-style-type: none"> Host staff training on personalized student planning 	Feb – June 2013	mRLC Document + Admin Team
<ul style="list-style-type: none"> Attend Dept. Ed. Provincial Report card training 	Completed	School Admin
<ul style="list-style-type: none"> Host staff training in outcomes based reporting 	June 2013	Admin Team
<ul style="list-style-type: none"> Deliver Software Report Card Training for staff 	June 2013	Admin Team
<ul style="list-style-type: none"> Research/review modern and best practices for student learning in various class sizes 	By April 2012 Completed	Admin Team

- 1.2 Improve professional learning opportunities for educators to ensure that the knowledge and training needs of individual staff, the schools, and the district as a whole are met

Strategy (method or activity)	Timeline	Lead Role
<ul style="list-style-type: none"> Conduct a review of current professional development practices and make recommendations for improvement 	By May 2012 Complete	Teaching Staff MB Ed Consultant
<ul style="list-style-type: none"> Research alternative PD models (i.e. mentoring, train the trainer, resource sharing, peer to peer, etc.) from other schools/divisions and make recommendations for policy 	Research Complete Recommendations Ongoing December 2012	Admin Team
<ul style="list-style-type: none"> Review current policy on Professional Development 	January 2013	Board
<ul style="list-style-type: none"> Update policies for professional development practices 	September 2013	Board
<ul style="list-style-type: none"> Implement updated professional development policies and practices (Ex: Research and develop professional growth plans) 	By Jan 2013	Admin Team

- 1.3 Strengthen pathways among secondary schools, post-secondary education, work and life

Strategy (method or activity)	Timeline	Lead Role
<ul style="list-style-type: none"> Investigate full time kindergarten 	December 2012	Mrs. D.A. Light
<ul style="list-style-type: none"> Investigate centralized early childhood programs (grassroots, daycare) 	Sept 2013 – Jan 2014	Mrs. D.A. Light grassroots Mrs. K. Harvey

2 Assessing and addressing the impacts associated with declining enrolment

- 2.1 Increase enrolment by 10% each school year (+18 students in 2013)

Strategy (method or activity)	Timeline	Lead Role
<ul style="list-style-type: none"> Develop a plan/strategies to increase enrolment 	Sept – June 2012/2013	Board & Admin
<ul style="list-style-type: none"> Implement strategies to increase enrolment 	Sept 2012 – Sept 2015	Board & Admin

2.2 Develop a plan/strategies to identify ways to deal with each impact associated with declining enrolment

Strategy (method or activity)	Timeline	Lead Role
<ul style="list-style-type: none"> Identify, research and review all factors (positive and negative) associated with decreasing enrolment and small class sizes 	Complete	Admin Team
<ul style="list-style-type: none"> Develop a contingency plan/strategies that will be used if enrolment cannot be increased (i.e. multi-age classes) 	Pilot Projects Sept 2013	Admin Team & Board
<ul style="list-style-type: none"> Develop a communication strategy for addressing staff and community concerns regarding declining enrolment 	By June 2013	Admin Team & Board
<ul style="list-style-type: none"> Implement communication strategy with staff and community 	June - Sept 2013	Admin Team & Board

3 Strengthening the internal operations within the District and schools

3.1 Improve communication, collaboration, relationships, and morale within our team of staff and board members

Strategy (method or activity)	Timeline	Lead Role
<ul style="list-style-type: none"> Review and update all District and schools documentation and documentation systems that assist staff and board members to effectively fulfill their roles and to follow the policies and procedures of the organization (job descriptions, policies and procedures, by-laws, forms, etc.) 	July 2012/2014	Board SSRT Admin Team
<ul style="list-style-type: none"> Review and align organizational practices to make practices as consistent as possible throughout the schools and District 	June 2014	Admin Team Support Personnel
<ul style="list-style-type: none"> Communicate updated documentation and operational processes effectively with all staff members 	Annually by August	Superintendent District Secretary
<ul style="list-style-type: none"> Review and improve internal communication/reporting practices. (i.e. admin/staff discussion processes; board/staff connections; planning input; 	June 2014	Superintendent

consistent recording and reporting for all meetings; etc.)		
<ul style="list-style-type: none"> Determine ways to provide stronger leadership/direction to EAs 	January 2013	Superintendent Resource Teachers
<ul style="list-style-type: none"> Review and improve staff evaluation practices (i.e. self and peer evaluation opportunities; identification of professional development needs and interests; methods to recognize successes and to address issues/concerns, etc.) 	Ongoing	Superintendent Principals
<ul style="list-style-type: none"> Host workshops on topics such as communication, teamwork, change, etc. on staff PD days 	June 2014	Superintendent
<ul style="list-style-type: none"> Review and improve staff recognition practices 	December 2013	Superintendent
<ul style="list-style-type: none"> Develop a memorandum of compensation and benefits for support staff 	Done Distribution: September 2012	Superintendent
<ul style="list-style-type: none"> Investigate the Employee Assistance Program (EAP) for non-union staff benefits 	December 2012	Superintendent

3.2 Improve District and school planning practices

Strategy (method or activity)	Timeline	Lead Role
<ul style="list-style-type: none"> Complete District strategic planning process 	Sept 2012	Board
<ul style="list-style-type: none"> Develop a succession plan to address staff turnover and other possible future job changes 	March 2013	Board Admin Team
<ul style="list-style-type: none"> Develop a succession plan to address board turnover 	April 2014	Board
<ul style="list-style-type: none"> Review and align long term (strategic, capital) and short term (annual operations, projects, etc.) planning processes within all levels of the organization 	December 2012	Board
<ul style="list-style-type: none"> Provide opportunities and encouragement for staff participation in planning and initiatives 	Ongoing September 2012	Board Admin Team

4 Strengthening communications and collaborations with the community, partners, parents, and other school divisions

4.1 Improve external communication practices to more effectively reach parents and the general public – Now-

Strategy (method or activity)	Timeline	Lead Role
<ul style="list-style-type: none"> Review and update website 	By Sept 2012	Mrs. L. Daymond
<ul style="list-style-type: none"> Consistently submit monthly news articles to regional publications 	Ongoing 6-8 Articles/yr	Board Admin Team

4.2 Increase family involvement within each school

Strategy (method or activity)	Timeline	Lead Role
<ul style="list-style-type: none"> Institute Mandatory Parent-Teacher conference at the beginning of school year 	Sept 2013 & then ongoing	School Admin
<ul style="list-style-type: none"> Institute student led portfolio interviews with parents across all grades 	Start Grade 7 and 8 March 2013 & then ongoing	PSS School Admin

4.3 Enhance partnerships with parents, community groups, and other organizations that increase effectiveness and resourcefulness of the organization

Strategy (method or activity)	Timeline	Lead Role
<ul style="list-style-type: none"> Identify and implement ways to collaborate and share resources with other schools 	June 2013 - ongoing	Board Admin Team
<ul style="list-style-type: none"> Update the shared use agreement 	By Oct 2012	Board Secretary-Treas.
<ul style="list-style-type: none"> Review, identify and utilize strengths/knowledge of parents and groups as teaching aids 	Sept 2012 - ongoing	Superintendent
<ul style="list-style-type: none"> Establish a regular meeting schedule with the LGD of Pinawa at both the board and administrative levels 	Quarterly ongoing	Superintendent

5 Assessing and addressing the impacts associated with the aging infrastructure

5.1 Address safety and maintenance concerns

Strategy (method or activity)	Timeline	Lead Role
<ul style="list-style-type: none"> Develop an Infrastructure Upgrade Plan with identified priorities, timelines, and required resources using Stantec Report 	December 2012	Board Admin team Mr. D. Verrier
<ul style="list-style-type: none"> Implement Infrastructure Upgrade Plan 	January Annually	Mr. D. Verrier

5.2 Increase understanding of the needs and interests of the various users and functions and how it relates to infrastructure

Strategy (method or activity)	Timeline	Lead Role
<ul style="list-style-type: none"> Encourage user groups to utilize the reporting process attached to rental agreement 	Process November 2012 & Ongoing	Superintendent Mrs. T. Rogers
<ul style="list-style-type: none"> User needs/concerns identified (written) reported to School 	Process November 2012 & Ongoing	Mrs. L. Daymond
<ul style="list-style-type: none"> User groups are consulted in infrastructure planning process Board deems necessary 	Ongoing	Mrs. L. Daymond

2012 Annual Plan Template with Sample for Strategic Priorities

Priority: _____

Objective <i>Describe the target, deliverable, or outcome your efforts/actions are intended to attain or accomplish. Objectives are SMART – Specific, measurable, achievable, realistic/relevant, and timed. Objectives can be process (develop, implement, establish, conduct, etc.) or outcome (increase, decrease, improve, etc.) based.</i>	Strategies <i>List the key methods and activities you will undertake to achieve the objective.</i>	Involvement <i>List groups and/or people that will be involved in each method/activity. Indicate a leader for each initiative as well (bold).</i>	Timeline <i>Indicate desired timeframes in which each initiative will occur.</i>	Determinants of Success <i>List the factors that will indicate that your strategies had the desired effect you were seeking in your objective.</i>
EXAMPLE PROCESS OBJECTIVE... Conduct a risk analysis/evaluation in 2012 that considers all factors and impacts (positive and negative) of decreasing enrolment and small class sizes in both schools to gather information that will be used in future decision making processes.	Form an ad hoc committee	Brian , Darcia, Scott	February 2012	<ul style="list-style-type: none"> - New information is gathered and understood - New ideas/options are formulated - A direction/plan is developed to move forward - The direction/plan is agreed on by a 2/3 majority of board and staff members
	Develop a project outline	Brian , Darcia, Scott	March 2012	
	Identify and research each factor and impact	Brian , Darcia, Scott	April – June 2012	
	Develop a report of findings and conclusions	Brian , Darcia, Scott	Sept – Oct 2012	
	Present report and recommendations to Board	Brian , Darcia, Scott	Nov 2012	
	Board determines future direction	Brian , Board	Dec 2012	
EXAMPLE OUTCOME OBJECTIVE... Increase student enrolment by 10% for the 2012/2013 school year.	Develop and implement a strategy to target international students	Bob , Kay, Donovan	Feb – June 2012	<ul style="list-style-type: none"> - 9 more students are enrolled in each school
	Develop and implement a strategy to actively promote schools of choice	Bob , Scott	Feb – June 2012	
	Work with PCDC to promote moving to Pinawa	Bob , Mike, Mary	Feb –Dec 2012	

2012 Annual Report Template for Strategic Priorities

Priority: _____

<p style="text-align: center;"><u>Objective</u></p> <p><i>Describe the target, deliverable, or outcome your efforts/actions are intended to attain or accomplish. Objectives are SMART – Specific, measurable, achievable, realistic/relevant, and timed. Objectives can be process (develop, implement, establish, conduct, etc.) or outcome (increase, decrease, improve, etc.) based.</i></p>	<p style="text-align: center;"><u>Progress Report</u></p> <p><i>Highlight progress made and the corresponding timeframe.</i></p>	<p style="text-align: center;"><u>Evaluation</u></p> <p><i>Were your strategies implemented successfully and was the objective (desired result) achieved? Describe any variances from the intended objective to the actual results.</i></p>

Action Plan Template for Strategies (Method, Activity, Initiative)

Method or Activity: _____

<u>Tasks/Actions</u>	<u>Person(s) Responsible</u>	<u>Timelines</u>	<u>Resources Required</u>	<u>Progress Report</u>