Vancouver School Board
Strategic Plan
2011~2016

VISION: *Engaged Learners – Inclusive Schools – Caring Communities*

GOAL 1:   STUDENTS ARE FULLY ENGAGED IN LEARNING

Strategies

1. Develop educational policies and practices that actively engage all students in their learning

    1.1. Review and expand our programs of choice:

    - Mini-schools
    - International Baccalaureate/Advanced Placement
    - Montessori
    - SPARTS
    - Academies
    - Languages

    1.2. Review and enhance our instructional strategies that support student engagement including:

    - The centrality of the relationship between students and teachers
    - Supporting diversity in the classroom/understanding by design (UDL)
    - Integration of technology
    - The range of practices that are based on active engagement, including inquiry, problem based learning, project based learning, …

- Early Intervention

2. Employ assessment practices that provide on-going feedback, learning improvement opportunities, and guide practice

    2.1. Continue to support *Assessment for Learning* (AFL) as our primary way to improve instructional practices

    - Use the ongoing three-year assessment for learning plan
    - Use collaborative funds to support this professional development
    - Create other opportunities for collaborative time as an opportunity for teachers to work together to share and refine instructional strategies and practice related to assessment for learning
    - Continue to host assessment for learning forums

    2.2. Clarify and declare our overall language framework for AFL and align our plans to support this framework

    - strategic plan, LEARNS, district plan, school plans, …

3. Increase student voice in learning, planning and policy development

    3.1. Pursue the survey (*What Did You Do In School Today* – WDYDIST) as part of our initiatives on student voice

    3.2. Ensure that student voice is honoured in the governance of the district and that this voice is not only present, but makes a difference in the outcomes of the direction of the district.

    3.3. Ensure that student voice is part of conversations in helping to define programs, structures, and opportunities we want now and in the future within the VSB and ensure that the voice of students is from a diverse range of students

3.4. Continue to pursue large scale forums designed to hear the student perspective on what works for them in school, and how we can design programs for the future

4. Employ technology to support and enhance teaching and learning

   4.1. Continue to pursue a wireless infrastructure in all schools where students and teachers may use any device/any time to support their learning

   4.2. Support the work of the District Principal for Learning Technologies and expand the team for support to schools

   4.3. Continue to develop and implement policies, appropriate use, security and guidelines to support the effective and transparent use of technology to support learning

5. Create learning environments that support student engagement

   5.1. Provide more flexibility in the system through the following:
   - Blended online learning opportunities
   - Hybrid semestered schools
   - Balanced calendar
   - Dual credit courses, laddering of courses into post secondary
   - Community partnerships
   - Independent directed studies

   5.2. Facilities for learning

- Design new facilities to support personalized learning
- Redesign libraries into Learning Commons

6. Provide professional development and training in instructional and assessment practices that engage students

6.1. Organize for large group presentations
- Teacher and administration team sessions with Andy Hargreaves / Michael Fullan
- Teacher and administration team sessions with Anne Davies, Faye Brownlie, Linda Kaser & Judy Halbert, Damian Cooper
- Sessions on Integration of technology through the curriculum
- Teaching and Learning with Technology conferences

6.2. Support small group collaborative work
- Maintain the focus of mentors/consultants in supporting in class and study groups
- Identify and highlight existing exemplars of personalized learning and develop a network of teachers
- Continue to develop and train in collaborative planning and information sharing
- Use of study groups for iPad implementation
- Use of inquiry to explore individual learning interests

6.3. Purchase necessary e-resources and others
- Work with MLST to identify materials for professional development and assessment

6.4. Develop more online learning opportunities
- Utilize portal and provincial cloud for sharing of practice with collaborative networks – streaming video, e-resources, lesson ideas, project sharing, ideas sharing

7. Support students in preparing for their future

7.1. Expand career preparation, apprenticeship, dual credits, work experience
- Expand trades and apprenticeship programs, and laddering programs into post secondary
- Increase opportunities for student workers in the business areas of the district
- Create improved opportunities for real life experiences within curriculum or extra curricular (e.g. business projects / clubs)
- Work with Sector Councils to develop partnerships and expand career opportunities
- Develop strategies for increased support of community service as part of learning and preparation for post secondary

7.2. Expand opportunities for community work for students
- Increase mentorship opportunities with community mentors - including internships
- Expand partnerships with and among secondary schools

7.3. Develop a renewed vision for Adult Education
- Refocus Adult Education Programs at various sites
- Implement supported recommendations of the Adult Education review

8. Promote socially responsible behaviour in both the real and virtual societies

8.1. Develop and implement sustainability education initiatives within the district
- Develop green initiatives for and with schools
- Add an educator to the Sustainability Team
- Clarify the roles and responsibilities of the Sustainability Team

8.2. Create more opportunities for student to student positive engagements
- Continue to support the District Student Council and the 'Sister School Switch'
- Continue to offer school programs through CST - facilitated by secondary students for elementary students
- Use the Leadership Program at Windermere as a model for other secondary schools
- Explore the implementation of a Citizenship course similar to the one offered by the Calgary Board of Education

8.3. Continue to support and refine the delivery of the scope and sequence developed by the Social Responsibility Team.
- Support ongoing implementation of the School Codes of Conduct
- Implement acceptable use policy and digital citizenship learning - provide teacher/staff PD as well to understand appropriate use for students
- Expand partnerships between elementary and secondary schools to promote social responsibility

GOAL 2:   ALL STUDENTS ARE INCLUDED AND HAVE THE OPPORTUNITY TO SUCCEED

Strategies

1. Differentiate the allocation of resources to improve equity of opportunity for all students, with an emphasis on supporting improved outcomes for students who face barriers to learning e.g., some Aboriginal students, students with special needs, ESL students, and students living in poverty

   1.1. Review the allocation of resources to students with unique needs e.g. Inner city, Community School Teams, Food Programs

   1.2. Review and Improve the transparency of staff allocations to schools and programs

   1.3. Complete the Programs Review

2. Improve equity of access to programs and services across the School District

   2.1. Complete the Sectoral Review to ensure equity of access to programs

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- Fully implement the NLC concept through the district sectoral review findings
- Work with others to develop an Asset Sustainability Plan

3. Increase responsiveness to individual student learning needs

    3.1. Review and enhance school based assets (facilities, furniture and equipment) for the responsiveness to attend to individual needs

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GOAL 3:   OUR COMMUNITIES, FAMILIES AND EDUCATIONAL PARTNERS ARE EFFECTIVELY ENGAGED IN SUPPORTING STUDENT SUCCESS

Strategies

1. Extend integration with community agencies and build positive, collaborative relationships to support the work of our staff in meeting the needs of students, families, and the School District

    1.1. Explore, and develop partnerships with the following agencies: - CoV /Parks /Libraries /VPD / Post Secondary / Provincial agencies e.g. MCF, VCH / Community agencies / Early care & learning agencies / Businesses e.g. Board of Trade / private organizations such as Green Thumb Theatre
- Explore partnerships as part of the Sectoral Review

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- Continue to use the expertise of community school teams and review the service model in West 1 and 2 teams
- Continue to apply for Community grants to engage in such projects as the 'keypads for after-hour groups'

1.2. Review and expand rentals and hours of use opportunities for community agencies

1.3. Expand child care in schools

1.4. Expand community garden opportunities

1.5. Work with Provincial and Municipal governments for the funding of playgrounds

2. Strengthen School District governance, structures, processes and practices

2.1. Introduce more NLC space/programs in schools to engage parents and communities
   - Plan Family Learning Events (sustained) such as Ready, Set, Learn
   - Strengthen StrongStart Centres and enhance relationships with 'home' schools

2.2. Review current governance structures with the assistance of an outside facilitator

2.3. Review Board Committee/Advisory Committee to determine need and effectiveness and alignment with Strategic Plan

2.4. Improve communications
   - Develop a Communications Plan
   - Refresh the school district official identity and brand
   - Make greater use of online means for communicating with the public, parents and other stakeholders
   - Implement the "parent connect module" of BCeSIS or other similar programs
   - Sustain the Sectoral Review website on an ongoing basis and continue to use *PlaceSpeak* and other social media tools

- Update the general district website and school websites
- Increase public events such as ribbon cutting and ground breaking ceremonies

2.5. Support Schools to engage parents and the community in a variety of ways

3. Engage families directly in supporting student success and provide information and tools to support their involvement

4. Expand communications with our communities, families and educational partners to support greater awareness of the School District and the value of public education

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GOAL 4:   OUR SCHOOL DISTRICT IS EFFICIENT, EFFECTIVE AND SUSTAINABLE

Strategies

1. Advocate for adequate, predictable and stable funding to support financial sustainability

   1.1. Approach the Ministry of Education to advocate specifically for:
   - Funds from property leases/sales to be retained for planned use such as tech renewal
   - Advocating for how SPED funding takes place in the province - reframe it to an asset-based model
   - Assist the Board in public presentations such as to the Select Standing Committee on Finances and Budget

2. Effectively manage the resources of the School District to support student learning opportunities

2.1. Work internally to address effective use of funds
- Complete Resource Allocation Review and implement recommendations where appropriate
- Develop more opportunities to increase funding within the community
- Make school fundraising more equitable and sustainable (neighbours, business partnerships)
- Seek appropriate funding opportunities for targeted initiatives eg matching corporate donor to identified school needs
- Align operational systems and merge where duplicated e.g., VLN, Adult Ed., International Ed./DRPC
- Investigate opportunities for partnerships with outside organizations to share costs
- Implement single banking entity
- Implement new school accounting model
- Explore the move from textbooks to e-books
- Establish guidelines for the use of photocopiers and reduction of stand-alone peripherals (fax, printers, scanners) - use secure print for confidentiality

2.2. Work internally to address effective use of facilities
- Complete comprehensive audit of facilities/strategic facilities audit
- Continue to pursue the Project Office concept
- Explore mixed use facilities options with co-located services
- Lease properties for capital infrastructure funds
- Review/align our school-use rental fees to support maintaining of school district facilities

2.3. Improve HR systems and Procedures
- Review of staffing allocation
- Implement recommendations of the Inner City Review and align staffing with CST staffing
- Implement "Attendance Wellness System"

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- Review hiring procedures

2.4. Implement strategic plan for Business Systems

3. Develop technology infrastructure that supports teaching, learning, and system-wide efficiency and effectiveness

   3.1. Acquire and maintain efficient integrated software systems to support HR, eSIS, and business related functions

   3.2. Improve technology speed, access and equity

   3.3. Review internal staff resources for capacity to support technology infrastructure and initiatives

4. Ensure healthy, safe and sustainable facilities and work places

   4.1. Advocate for new school renewal strategy
      - Develop contractor standards, guidelines for new and renovated space
      - Develop school design principles
      - Strive for LEED GOLD or equivalent for sustainability
      - Ensure sustainable design - operational efficiencies

5. Develop and enhance the capacity of staff to meet the core purpose of the School District

   5.1.   Implement FOI Policy & Procedures

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5.2.   Educate and align staff work with strategic plan
- Continue visioning work with Field Services Team around Strategic Plan
- Review, revise and align school growth process and template to connect with Strategic Plan
- Bridge LEARNS to the Strategic Plan
- Realign CST and LST with Field Services
- Develop strategic systems plan to identify applications that would improve staff efficiency and effectiveness
- Develop a clear Service Plan where the Strategic Plan is aligned with the Financial and Educational Plans.
- Develop a Technology Infrastructure Plan

5.3.   Continue to develop a succession plan
- Plan targeted professional and leadership development
- Departments to identify gaps in capacity - cross train staff to reduce structural impediments
- Enhance recruitment and retention strategies
- Focus on employee engagement