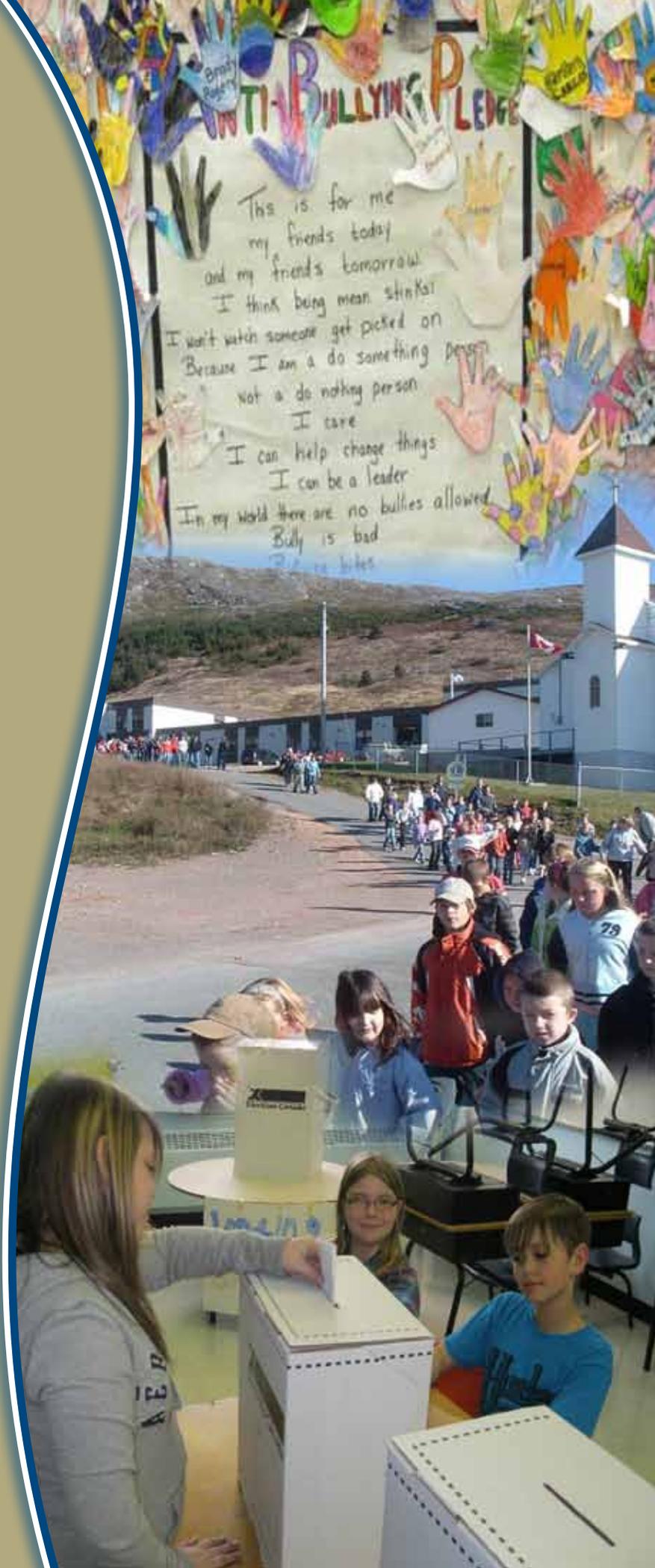


Strategic Plan 2011 - 2014





October 31, 2011

The Honourable Clyde Jackman
Minister of Education
P.O. Box 8700
Confederation Building
St. John's, NL A1B 4J6



Dear Minister Jackman:

On behalf of the Nova Central School Board of Trustees, I am pleased to submit our Strategic Plan for the three years from July 1, 2011 to June 30, 2014. This has been prepared in accordance with our Board's requirements as a category one government entity under the *Transparency and Accountability Act*.

The priorities that we have identified are supportive of the strategic direction of the Government of Newfoundland and Labrador as outlined in Appendix A. The goals and objectives that we have identified in this plan will guide our work over the next three years and continue our focus on improving student academic achievement.

We look forward to working with our district and school staff in the implementation of our strategic plan.

My signature below indicates our Board of Trustees' accountability for the development of this plan and the achievement of the goals and objectives contained within.

Sincerely,

A handwritten signature in black ink that reads "John George". The signature is written in a cursive, flowing style.

John George, Chair

Division

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41	42	43	44	45	46	47	48	49	50
51	52	53	54	55	56	57	58	59	60
61	62	63	64	65	66	67	68	69	70
71	72	73	74	75	76	77	78	79	80
81	82	83	84	85	86	87	88	89	90
91	92	93	94	95	96	97	98	99	100





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Plan At A Glance

VISION

A community of learners achieving their highest potential in a safe and caring environment.

MISSION

By June 30, 2017, Nova Central School District will have improved student academic achievement by enhancing supports and services for students and promoting safe, caring and healthy schools.

Strategic Issues

1. Improving Student Academic Achievement

GOAL 1:

By June 30, 2014, Nova Central School District will have improved student academic achievement in 15 pilot schools at the intermediate level, through implementation of a revised strategy that reflects differentiated learning experiences, and interactive and inclusive environments.

OBJECTIVE 1:

By June 30, 2012, Nova Central School District will have implemented a revised strategy to improve student academic achievement at grade 7 in fifteen pilot schools.

OBJECTIVE 2:

By June 30, 2013, Nova Central School District will have implemented a revised strategy to improve student academic achievement at grade 8 in fifteen pilot schools.

OBJECTIVE 3:

By June 30, 2014, Nova Central School District will have implemented a revised strategy to improve student academic achievement at grades 7, 8 and 9 in fifteen pilot schools.

2. Improving Student Retention

GOAL 2:

By June 30, 2014, Nova Central School District will have implemented a strategy to enhance student retention.

OBJECTIVE 1:

By June 30, 2012, Nova Central School District will have developed a district-wide tracking and reporting system for student attendance, and completed a literature review and background report on student retention.

OBJECTIVE 2:

By June 30, 2013, Nova Central School District will have developed a strategy to enhance student retention and improve the transition experience of K-12 students from one educational level to the next.

OBJECTIVE 3:

By June 30, 2014, Nova Central School District will have piloted a strategy in select schools to enhance student retention and improve the transition experience of K-12 students from one educational level to the next.



3. Promoting Safe, Caring and Healthy Schools

GOAL 3:

By June 30, 2014, Nova Central School District will have enhanced positive behaviour interventions and supports for K-12 students in the district.

OBJECTIVE 1:

By June 30, 2012, Nova Central School District will have developed a strategy to increase positive student behaviour and supports, and implemented the PBIS Model in a select number of schools.

OBJECTIVE 2:

By June 30, 2013, Nova Central School District will have begun to implement the strategy to increase positive student behaviour and supports, and will have implemented the PBIS Model in an increased number of schools in 2013, over 2012.

OBJECTIVE 3:

By June 30, 2014, Nova Central School District will have further implemented the strategy to increase positive student behaviour and supports, and will have implemented the PBIS Model in an increased number of schools in 2014, over 2013.

4. Improving Recruitment and Retention of Employees

GOAL 4:

By June 30, 2014, Nova Central School District will have enhanced school leadership in the district.

OBJECTIVE 1:

By June 30, 2012, Nova Central School District will have implemented a leadership program for teaching staff who are interested in becoming school administrators.

OBJECTIVE 2:

By June 30, 2013, Nova Central School District will have increased leadership development activities and supports for probationary and tenured school administrators.

OBJECTIVE 3:

By June 30, 2014, Nova Central School District will have supported the development of Professional Learning Communities in select schools.

Overview

Nova Central School District (NCS D) extends from the Baie Verte Peninsula in the Northwest of Newfoundland, to the Connaigre Peninsula in the South, to Fogo Island in the Northeast and to the Eastport Peninsula in the East, with a total geographic area of 45,500 kilometres. Schools which are located at extreme points in the district are separated by distances in excess of 400 kilometres by road.

Nova Central School District operates 65 schools in 50 communities, and provides educational programming and services to over 12,000 students. The district has diverse school populations, with school sizes ranging from two students to over 900. There are 14 schools that have a projected enrolment for September 2011 of fewer than 50 students. Eight of our schools are located in communities only accessible by ferry. There are 26 all-grade (K-12) schools in the district.

The district is governed by a volunteer Board of Trustees, elected or appointed to represent 11 zones throughout Central Newfoundland. (See Appendix B.)

The district is managed by the Director of Education and has three operational divisions:

1. Finance and Administration (including technology, maintenance & facilities management, and student transportation)
2. Human Resources
3. Programs (including student support services).

For the school year 2011-2012, the Nova Central School Board has approved a budget of \$125,468,030.00. The budget includes salaries, student transportation, fixed costs (e.g. fuel, phone service, electricity), operations and maintenance, administration and capital expenditures.

As of July 1, 2011 the district has 2410 full-time, part-time and casual employees:

Teaching Staff	Number of Males	Number of Females	Total Number of Employees
Teachers	523	1012	1535
Student assistants	4	224	228
Sub-Total	527	1236	1763
Support Staff	Number of Males	Number of Females	Total Number of Employees
Managers-District Office	13	9	22
Office Support	9	18	27
Secretaries	0	116	116
Maintenance, Custodial And Cleaning	136	57	193
Bus Drivers/Mechanics	149	43	192
Combined Bus Drivers/ Custodial/ Maintenance	79	18	97
Sub-Total	386	261	647
TOTAL STAFF	913	1497	2410

Mandate

The Nova Central School Board of Trustees is responsible for the implementation of educational services and curriculum as prescribed by the Department of Education, primarily through the *Schools' Act, 1997*. The district provides prescribed pre-Kindergarten programs and K-12 school programs to students within its jurisdiction.

Please see Appendix C for a more complete description of the mandate of school boards.

Lines of Business

The Nova Central School District has two lines of business:

1. Programs and Services (Pre-Kindergarten to Grade 12)

One year prior to school entry children are offered an opportunity to become oriented to the Kindergarten environment via the KinderStart Program. The itinerant teacher for the deaf and hard of hearing and the itinerant teacher for the blind and visually impaired provide pre-school intervention to qualified children.

Department of Education prescribed programs are offered based on the core requirements within the Pathways framework. The board offers other Department of Education approved programs based on management criteria and the resource capacity of the district. Pathway Four courses are approved by the school administrator.

Personal and career guidance and counselling are available in all schools.

Extra and/or co-curricular programs and activities are available to varying degrees in all schools.

2. Transportation

The Nova Central School Board is responsible for transporting students to and from schools in compliance with the *Schools' Act, 1997* and Department of Education policies.

Values

The core values of Nova Central School District are the values which guide the behaviour of our trustees, staff and students. They describe the way we are when we are 'at our best' and our core values challenge us to be that way in our everyday work, at every level.

CORE VALUES

Value	This Means
Learning	Each person supports optimum educational opportunities and attainment, and promotes lifelong learning.
Respect	Each person respects and values all people, treats others fairly, acknowledges differences and considers views different from his or her own.
Caring and Citizenship	Each person shows concern for the well-being of others, demonstrates empathy and acts with compassion. He or she strives not only for personal success but to make our community and world better.
Integrity	Each person consistently acts in an ethical, honest and trustworthy manner.
Accountability	Each person accepts responsibility for his or her actions and fulfills commitments in accordance with defined criteria.



Clients

Our primary clients are the students in our schools, their families and our employees.

Vision

A community of learners achieving their highest potential in a safe and caring environment.

Mission

The Nova Central School Board of Trustees is responsible for establishing outcomes for the educational services and programs for K-12 students in the region. Through its strategic plan and other initiatives, the Board has established an ongoing process for improvement in student academic achievement. This is reflected in its organizational structure, budget and support for school development.

Feedback obtained through the strategic planning process emphasized the importance of maintaining a focus on student achievement and on providing opportunities for every student to succeed in school. This priority is reflected in our organization's Mission Statement. The statement, covering two strategic planning cycles, also reflects the strategic direction of the to provincial government:

"Academic/Learning Foundation: Educational foundations are enhanced for each student throughout the primary, elementary and secondary system."

MISSION:

By June 30, 2017, Nova Central School District will have improved student academic achievement by enhancing supports and services for students and promoting safe, caring and healthy schools.

Measure:

- Improved student academic achievement

Indicators:

- Improved Criterion Reference Testing (CRT) results for grades 3, 6 and 9 in 2017, over 2011.
- Improved public exam results in 2017, over 2011.
- Increased percentage of students graduating from high school in 2017, over 2011.
- Increased percentage of students graduating with an academic/honours diploma in 2017, over 2011.

Strategic Issues

The following priorities were identified for the district for the next three years:

1. Improving Student Academic Achievement
2. Improving Student Retention
3. Promoting Safe, Caring and Healthy Schools
4. Improving the Recruitment and Retention of Employees.

These priorities were identified through a planning process carried out over the 2010-2011 school year which included the following:

- Review of the provincial government's strategic direction.
- Environmental scan of internal and external factors affecting the district.
- Planning sessions with the senior management and line management teams.
- Planning session with the Board of Trustees.
- Consultations/focus groups with school council representatives and identified employee groups.
- Employee survey.

The four strategic goals identified build on work accomplished through previous strategic plans and support our district's mission and the Minister of Education's strategic direction. The measures and indicators are provided for each goal to reflect our expected results at the end of the three-year implementation of the plan.

The measures and indicators provided for Year I objectives reflect what we expect to accomplish in the first year of the 2011-2014 Strategic Plan. NCSD will monitor progress and report on it in the organization's annual report to stakeholders and the general public.

The 2011-2014 Strategic Plan is intended to ensure that students have available to them an equitable education system that is of high quality, and supports student success.

Issue I: Improving Student Academic Achievement

RATIONALE:

Nova Central School District is committed to improving student academic achievement in all areas. However, based on the information considered for the new strategic plan, the district has identified a need to continue and enhance the focus on student success at the intermediate level over the next three years.

This priority is in line with the provincial government's strategic direction:

"Academic/Learning Foundation: Educational foundations are enhanced for each student throughout the primary, elementary and secondary system."

The initiatives to be implemented over the next three years will reflect the provincial government's systemic interventions of student supports, curriculum, technology and academic achievement.

The district recognizes that student success at the intermediate level has a direct impact on the ability to complete an academic program in high school, and the options students have available to them upon graduation. Intermediate student performance in the district is generally below that of our district's primary and elementary levels, as well as the



intermediate student performance for the province as a whole, as indicated through CRT results.

Through the 2008-2011 Strategic Plan, Nova Central School District developed and implemented a plan targeting student academic achievement at 15 pilot schools at the intermediate level, called “Fostering Ownership of Students, Learning and Opportunity.” This included increased professional development for school administrators and teachers at the intermediate level; additional student resources; implementation of instructional practices and programs; and, communication with parents.

The goal and objectives for 2011-2014 related to student achievement are based on an evaluation of the initiatives implemented under the plan. As a result of that evaluation, gaps were identified and addressed and the plan was revised to support the continued improvement in educational outcomes at the intermediate level. The revised plan will improve student academic achievement at the intermediate level through better coordination at the district level, improved supports and increased resources for both students and teachers.

Effective change takes five to seven years, and the Board of Trustees and staff recognize the importance of focusing on this priority over two strategic planning cycles. The intermediate plan will continue to be implemented and evaluated in all three grade levels (7, 8 and 9) at the 15 pilot schools. These 15 schools contain 60% of our intermediate student population. However, other schools in the district will have the opportunity to adopt specific strategies from the plan.

It is intended that by the beginning of 2014, the district will begin the roll-out of “Fostering Ownership of Students, Learning and Opportunity” with all intermediate schools.

GOAL 1:

By June 30, 2014, Nova Central School District will have improved student academic achievement in 15 pilot schools at the intermediate level, through implementation of a revised strategy that reflects differentiated learning experiences, and interactive and inclusive environments.

Measure:

- Improved student academic achievement in 15 pilot schools

Indicators:

- Increase in grade 9 Math and English Language Arts CRT results in 2014, for the cohort of students in the intermediate pilot schools, over their grade 6 results in 2011.
- Improved Criterion Reference Testing (CRT) results for grade 9 in 2014, over grade 9 results in 2011.

Objective 1:

By June 30, 2012, Nova Central School District will have implemented a revised strategy to improve student academic achievement at grade 7 in 15 pilot schools.

Measure:

- Implemented revised strategy in pilot schools

Indicators:

- Implemented revised strategy in pilot schools.
- Enhanced resources for grade 7 students in pilot schools.
- Enhanced professional development for grade 7 teachers in pilot schools.

Objective 2:

By June 30, 2013, Nova Central School District will have implemented a revised strategy to improve student academic achievement at grade 8 in 15 pilot schools

Objective 3:

By June 30, 2014, Nova Central School District will have implemented a revised strategy to improve student academic achievement at grade 9 in 15 pilot schools.

Issue II: Improving Student Retention

RATIONALE:

Nova Central School District is concerned about student attendance. This issue has been identified through the analysis of available student attendance and early school leavers' data, as well as through feedback from school administrators, teachers, partner agencies and school councils.

In 2009 a district student attendance protocol was developed, which provided for formal follow-up in the case of students who were absent from school. Implementation of the protocol began in the 2009-2010 school year. Data was compiled through the Programs Division at the district office. Preliminary issues identified included the number of students absent for more than five days and more than ten days without an excuse, and inconsistencies in the reporting of student attendance data at the school level.

There are many issues that contribute to poor student attendance and early school leaving. Many of those issues are beyond the control of the school district. However, for its Strategic Plan 2011-2014, Nova Central School District has identified student retention as a priority, and intends to address factors within its control which can positively affect student attendance.

The district also recognizes that additional research needs to be conducted in order to confirm and analyze data on students who are absent from school, and to identify and address the issues that lead to student attendance problems and early school leavers.

This priority is in line with the strategic direction of the provincial government, and will reflect the systemic interventions under "Academic/Learning Foundation", including student supports (especially for struggling learners).

The work that will be carried out over the next three years will enhance student retention by improving the student attendance tracking system and protocol, and supporting students in the transition from primary to elementary, from elementary to intermediate and from intermediate to high school.

GOAL 2:

By June 30, 2014, Nova Central School District will have implemented a strategy to enhance student retention in select schools.

Measure:

- Implemented Strategy

Indicators:

- Implemented district-wide tracking system for student attendance.
- Improved student attendance protocol.
- Increased activities to enhance student retention.

Objective 1:

By June 30, 2012, Nova Central School District will have developed a district-wide tracking and reporting system for student attendance, and completed a literature review and background report on student retention.

Measure:

- Developed tracking and reporting system.
- Completed literature review and background report.

Indicators:

- Researched and developed tracking and reporting system for student attendance.
- Completed literature review and background report.
- Reviewed student attendance protocol.
- Conducted survey with select student cohorts.

Objective 2:

By June 30, 2013, Nova Central School District will have developed a strategy to enhance student retention and improve the transition experience of K-12 students from one educational level to the next.

Objective 3:

By June 30, 2014, Nova Central School District will have piloted a strategy in select schools to enhance student retention and improve the transition experience of K-12 students from one educational level to the next.

Issue III: Promoting Safe, Caring and Healthy Schools

RATIONALE:

Nova Central School District is committed to supporting safe, caring and healthy learning and teaching environments. The district addresses this commitment in a variety of ways, including by supporting healthy and active living and smoke free environments. The district also works with the Department of Education to address air quality, fire and life safety issues and to ensure proper maintenance of our facilities.

Nova Central School District also identifies the importance of promoting positive behaviour by students and reducing behavioural issues, including bullying, as part of its commitment to safe, caring and healthy schools. This is the third priority in our 2011-2014 Strategic Plan, and was identified based on the environmental scan and feedback from school councils and employees during our strategic planning process.

This priority is also in line with the strategic direction of the provincial government, and will reflect the systemic interventions under “Academic/Learning Foundation”, including student supports (especially for struggling learners) and character education programming.

Our strategic priority of promoting safe, caring and healthy schools is also in line with the Department’s Safe and Caring Schools Policy and Positive Behaviour Interventions and Supports (PBIS) initiative. PBIS is based on proven strategies that, over time, can contribute to positive school environments and lead to a reduction in student behaviours that result in disciplinary measures, including bullying behaviours.

Nova Central School District believes that a focus on the implementation of positive behaviour interventions and supports over the next three years, through our strategic plan, will contribute significantly to improved teaching and learning environments and student success.

GOAL 3:

By June 30, 2014, Nova Central School District will have enhanced positive behaviour interventions and supports for K-12 students in the district.

Measure:

Enhanced positive behaviour interventions and supports

Indicators:

- Revised district and school *Safe and Caring Schools* policies.
- Improved tracking system for student behaviour and discipline issues.
- Increased number of schools implementing PBIS Model in 2014, over 2011.

Objective 1:

By June 30, 2012, Nova Central School District will have developed a strategy to increase positive student behaviour and supports, and implemented the PBIS Model in a select number of schools.

Measure:

- Developed strategy
- Implemented PBIS Model in select number of schools

Indicators:

- Revised district and school Safe and Caring Schools policies.
- Implemented district template for bullying prevention protocol.
- Improved tracking system for student behaviour and discipline issues.
- Increased number of schools implementing PBIS Model in 2012, over 2011.

Objective 2:

By June 30, 2013, Nova Central School District will have begun to implement the strategy to increase positive student behaviour and supports, and will have implemented the PBIS Model in an increased number of schools in 2013, over 2012.

Objective 3:

By June 30, 2014, Nova Central School District will have further implemented the strategy to increase positive student behaviour and supports, and will have implemented the PBIS Model in an increased number of schools in 2014, over 2013.

Issue IV: Improving Recruitment and Retention of Employees

RATIONALE:

Nova Central School District, like other school districts, has an ongoing challenge in recruiting and retaining employees to specific positions. We regularly experience difficulty in filling specialist and school administrator positions, particularly in more rural and remote areas of the district. The recruitment of staff for those positions is affected by the rural nature of our district, the number of employees eligible for retirement, the number of qualified candidates internal to the organization, and the sometimes limited pool of external candidates for which all school districts are competing.

Our district has identified the recruitment and retention of school administrators as a priority for our 2011-2014 Strategic Plan. This is based on input from the Human Resources and Programs Divisions, as well as from the broader consultations and environmental scan. This priority supports the provincial government's strategic direction of an academic/learning foundation, builds on the development of a professional development plan for all employees which was addressed in our 2008-2011 Strategic Plan, and also supports the other three strategic goals in this plan. In order to improve student academic achievement, retain and engage students and promote positive behaviour and character building, we require strong, forward-thinking school administrators who are committed to excellence in education.

The role of the school administrator in a large, rural district is a rewarding but challenging one. S/he has to be able to deal with the complexity of leadership in a modern, evolving school environment. Education in the 21st century will require a principal to have expertise in the roles of school instructional leader, building manager, team leader and student motivator. Many principals are now providing leadership to schools with students from all four educational levels (primary, elementary, intermediate and high school).

Nova Central School District recognizes that it is essential, as part of its employee recruitment and retention strategy, to mentor and support the development of qualified candidates from within the district who can assume leadership roles. The provision of professional development opportunities for potential school administrators within our system will enhance succession planning as many of our experienced school administrators near retirement age. Leadership development can enhance the pool of candidates ready to take on different leadership roles as positions become vacant.

Given the pace of change in education and the ever evolving school environment, Nova Central School District also recognizes that it is important to support professional development for current school administrators, as part of its school administrator retention strategy. Through the Strategic Plan for 2011-2014, a leadership program will be implemented to support new and tenured administrators to help them meet emerging challenges and opportunities.

GOAL 4:

By June 30, 2014, Nova Central School District will have enhanced school leadership in the district.

Measure:

- Enhanced school leadership

Indicators:

- Implemented leadership program for aspiring school administrators.
- Increased leadership development activities for probationary and tenured school administrators.
- Supported the development of *Professional Learning Communities* in select schools.

Objective 1:

By June 30, 2012, Nova Central School District will have implemented a leadership program for teaching staff who are interested in becoming school administrators.

Measure:

- Implemented leadership program.

Indicators:

- Developed leadership program.
- Offered leadership institutes for selected NCSD teaching staff.
- Evaluated leadership program.

Objective 2:

By June 30, 2013, Nova Central School District will have increased leadership development activities and supports for probationary and tenured school administrators.

Objective 3:

By June 30, 2014, Nova Central School District will have supported the development of *Professional Learning Communities* in select schools.

Summary

Through this Strategic Plan for 2011-2014, the Nova Central School Board of Trustees has continued to target improvement of student academic achievement through:

- Specific initiatives at the intermediate level;
- Addressing student retention issues;
- Promoting positive behaviour in schools; and,
- Increasing leadership development opportunities for teaching staff and school administrators.

We believe that the goals and objectives we have identified in this plan require significant commitment and effort, but are achievable.

While these are the strategic priorities outlined for the next three years, the district continues to address many other priorities through its divisional work plans and through partnerships with the Department of Education and other agencies.

They include:

- Continuing to offer significant professional development for all teaching and support staff, in line with our district's professional development plan.
- Enhancing supports for students at all educational levels.
- Supporting a balanced curriculum, with quality programming, in line with the resources of the district and provincial directions.
- Maintaining and upgrading our school facilities.
- Ensuring safe and appropriate student transportation.

Academic/Learning Foundation

Strategic Direction:

Educational foundations are enhanced for each student throughout the primary, elementary and secondary system.

This outcome supports the policy direction of government. It requires systemic intervention by the department and its entities in the areas of:

Components of Strategic Direction	Being Addressed by Other Entities Reporting to the Minister	This Direction is addressed:		
		in the department's strategic plan	in the department's operational plan	In the branch / divisional work plans of the department
1. Student Supports, especially for struggling learners		✓		
2. Curriculum	✓			
3. Academic Achievement		✓		
4. Character education programming		✓		
5. Library services	✓			

APPENDIX B: Board of Trustees

The NCSD Board of Trustees consists of fifteen Trustees, elected every four years from eleven zones in the District. As of July 1, 2011, the Board included the following trustees:

	Trustee	Zone
1.	Ms. Rochelle Lane	All communities on the Baie Verte Peninsula
2.	Mr. Hardy Sparkes	All communities from Sheppardville to Rattling Brook to Harry's Harbour to Beachside to Little Bay Islands to Miles Cove to Beaumont to Brighton, inclusive
3.	Mr. Thomas Kendell	All communities from Buchans to Grand Falls-Windsor, inclusive
4.	Ms. Jacqueline Howard	All communities from Buchans to Grand Falls-Windsor, inclusive
5.	Mr. Michael Thomas	All communities from Bishop's Falls to Peterview to Leading Tickles to Fortune Harbour, inclusive
6.	Mr. Raymond Jenkins	All communities from Bishop's Falls to Peterview to Leading Tickles to Fortune Harbour, inclusive
7.	Mr. John George (Chair)	All communities on the Connaigre Peninsula from St. Alban's to Morrisville to Rencontre East to Gaultois to McCallum, inclusive
8.	Mr. Hubert Langdon	All communities on the Connaigre Peninsula from St. Alban's to Morrisville to Rencontre East to Gaultois to McCallum, inclusive
9.	Mr. George Tiller	All communities from Norris Arm to Laurenceton to Little Burnt Bay to Comfort Cove to Baytona to Birchy Bay, inclusive

10.	Mr. Newman Harris	All communities on Twillingate Island and New World Island, inclusive
11.	Mr. Andre Power	All communities on Fogo Island and Change Islands to Port Albert to Horwood to Gander Bay South to Frederickton to Aspen Cove to Ladle Cove to Musgrave Harbour, inclusive
12.	VACANT	All communities from Deadman's Bay to Cape Freels to Pool's Island to Greenspond to Hare Bay, inclusive
13.	Mr. David Oxford	All communities from Gambo to Glovertown to Charlottetown, inclusive, and all communities on the Eastport Peninsula, and St. Brendan's Island
14.	Mr. Kerry Noble	All communities from Benton to Glenwood, inclusive
15.	Ms. Kim Cheeks	All communities from Benton to Glenwood, inclusive

School Board Mandate (Legislation: Schools Act, 1997)

DUTIES OF BOARDS

75. (1) A board shall
- (a) organize and administer primary, elementary and secondary education within the district;
 - (b) provide for the instruction of students either by the establishment of a program in its schools or by making an arrangement with another board or with another educational body in Canada;
 - (c) determine policy for the effective operation of primary, elementary and secondary schools in the district;
 - (d) ensure that policies and guidelines issued by the minister relating to special education for students are followed in schools under its jurisdiction;
 - (e) ensure adequate supervision of all students enrolled in its schools during the period for which the board is responsible for those students;
 - (f) develop a policy on employment equity and a plan for implementing the policy;
 - (g) appoint and dismiss employees;
 - (h) appoint and assign duties of teachers;
 - (i) adopt personnel policies which shall follow the personnel administration procedures of the government of the province, with the necessary changes, unless other policies are approved, in writing, by the minister;
 - (j) formulate policies for evaluating employees;
 - (k) arrange for the bonding of the assistant director of finance and administration and other persons employed by the board whose duties include the collecting, receiving or depositing of money belonging to the board;
 - (l) purchase or otherwise acquire, subject to the prior written approval of the minister, real property that it requires;

- (m) ensure that those programs or courses of study, including courses in religious education, and the materials prescribed or approved by the minister are followed in the schools under its control;
- (n) ensure that each school within its district maintains adequate program and performance standards;
- (o) establish policies for student evaluation and student promotion;
- (p) establish priorities for school construction, maintenance and repair and make recommendations to the minister;
- (q) make known to the public and enlist the support of the public for board policies and programs;
- (r) transmit to the minister all records and returns required by this Act and other reports and returns that the minister may require;
- (s) where the board considers it necessary, arrange for a system of transportation of students to and from schools;
- (t) where arrangements are made by it for the transportation of students, ensure that all vehicles engaged in carrying students to and from school are
 - (i) in good mechanical condition,
 - (ii) have adequate liability insurance, and
 - (iii) that an appropriate bus safety program is offered to students who are transported by bus;
- (u) insure and keep insured all its buildings and equipment and obtain insurance indemnifying it against liability in respect of a claim for damages or personal injury;
- (v) admit, at all reasonable times and subject to the terms of an agreement between it and the Memorial University of Newfoundland, a student enrolled in the Faculty of Education or School of Physical Education and Athletics at that University to a school under its control for the purpose of observation and the practice of teaching;
- (w) admit, at all reasonable times and subject to the terms of an agreement between it and a college or institute, a student enrolled in a training program for student assistants, to a school under its control for the purpose of observation and activities associated with a work term;

- (x) organize and administer a school in an institution, where directed to do so by the minister;
 - (y) comply with a policy directive of the minister; and
 - (z) immediately inform the minister in writing of a vacancy in the position of director or assistant director.
- (2) Notwithstanding paragraph (1)(g), an emergency supply shall not be employed or appointed to teach without the permission of the minister.
- (3) A board shall be responsible to the minister for the expenditure of public funds, the conduct of programs of instruction, and evaluation required by the minister and for the maintenance of adequate program and performance standards in schools in the district.



