

2014-2017

Department of Education
and Early Childhood Development

Strategic Plan







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2014-2017 Strategic Plan

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Message from the Minister



As Minister of Education and Early Childhood Development, and in accordance with my responsibilities under the *Transparency and Accountability Act*, I am pleased to present the 2014-2017 Strategic Plan for the Department of Education and Early Childhood Development covering April 1, 2014 to March 31, 2017.

On September 30, 2014, the Department of Education and Early Childhood Development was created as part of the Provincial Government's restructuring, which resulted in a change in the department's mandate. As such, a new strategic plan is required to reflect the department's expanded mandate. Prior to this date, the mandate for the Minister of Education covered all matters relating to education in the K-12 system, as well as leading the development of initiatives in support of early childhood learning prior to Kindergarten. As a result of the restructuring, the child care and family resource programming responsibilities, formerly provided by the Department of Child, Youth and Family Services, now fall under the mandate of the Minister of Education and Early Childhood Development.

As a category one Provincial Government entity, the Department of Education and Early Childhood Development is responsible for outcomes respecting provincial early childhood development and the K-12 education system. The goals and objectives included in this Strategic Plan were prepared in consideration of the strategic directions detailed in Appendix A.

The Department of Education and Early Childhood Development has identified four strategic issues that will guide its work over the next three years: Regulated Child Care; Early Childhood Learning; Primary, Elementary and Secondary Education; and K-12 School Infrastructure. I look forward to working with the department's staff and entities to implement these initiatives over the 2014-17 planning period.

My signature below is indicative of my accountability for the preparation of this plan and the achievement of the identified goals and objectives.

Respectfully submitted,

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

SUSAN SULLIVAN

Minister



Plan at a Glance

2014-2017 Strategic Plan

Vision

A community that fosters care and learning in safe and inclusive environments enabling individuals to reach their full potential.

Mission

By March 31, 2017, the Department of Education and Early Childhood Development will have improved early learning and child care and the K-12 education system to further opportunities for the people of Newfoundland and Labrador.



Issue One

**Regulated
Child Care**

Issue One: Regulated Child Care

Goal One: By March 31, 2017, the Department of Education and Early Childhood Development will have enhanced regulated child care ensuring it is responsive to client needs.

Objectives:

1. By March 31, 2015, the Department of Education and Early Childhood Development will have developed and implemented system changes focused on improving programs and services for clients.
2. By March 31, 2016, the Department of Education and Early Childhood Development will have continued development and implementation of system changes to improve programs and services.
3. By March 31, 2017, the Department of Education and Early Childhood Development will have further implemented system changes to improve programs and services.



Issue Two

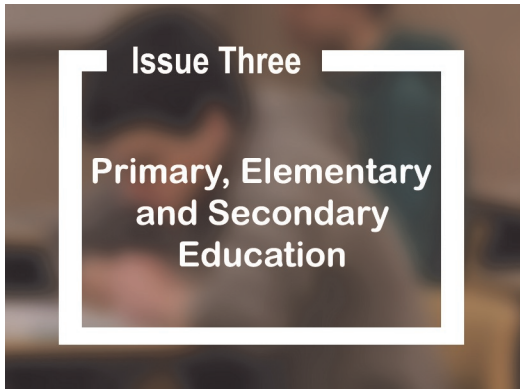
**Early Childhood
Learning**

Issue Two: Early Childhood Learning

Goal Two: By March 31, 2017, the Department of Education and Early Childhood Development will have enhanced early learning opportunities for children.

Objectives:

1. By March 31, 2015, the Department of Education and Early Childhood Development will have implemented initiatives in support of early childhood learning.
2. By March 31, 2016, the Department of Education and Early Childhood Development will have further implemented initiatives in support of early childhood learning.
3. By March 31, 2017, the Department of Education and Early Childhood Development will have continued to implement initiatives in support of early childhood learning.



Issue Three: Primary, Elementary and Secondary Education

Goal Three: By March 31, 2017, the Department of Education and Early Childhood Development will have enhanced opportunities for the success of students in the K-12 education system.

Objectives:

1. By March 31, 2015, the Department of Education and Early Childhood Development will have enhanced select areas of the K-12 education system.
2. By March 31, 2016, the Department of Education and Early Childhood Development will have initiated further enhancements in select areas of the K-12 education system.
3. By March 31, 2017, the Department of Education and Early Childhood Development will have continued enhancements in select areas of the K-12 education system.



Issue Four: K-12 School Infrastructure

Goal Four: By March 31, 2017, the Department of Education and Early Childhood Development will have improved K-12 school infrastructure to ensure students have access to appropriate learning environments.

Objectives:

1. By March 31, 2015, the Department of Education and Early Childhood Development will have addressed priority infrastructure projects to improve facilities throughout the K-12 education system.
2. By March 31, 2016, the Department of Education and Early Childhood Development will have further addressed priority infrastructure projects to improve facilities throughout the K-12 education system.
3. By March 31, 2017, the Department of Education and Early Childhood Development will have continued to address priority infrastructure projects to improve facilities throughout the K-12 education system.



Department Overview

2014-2017 Strategic Plan

The Department of Education and Early Childhood Development was established under the *Executive Council Act*. It is a category one Provincial Government entity under the *Transparency and Accountability Act* and is responsible for achieving outcomes with respect to provincial early childhood development and the K-12 education system. The programs and services offered are provided through the department's three branches:

Kindergarten to Grade 12 Education and Early Childhood Development Branch

This branch includes the divisions of: the Centre for Distance Learning and Innovation (CDLI); early childhood learning; evaluation and research; family and child development; program development; school services; and student support services.

Corporate Services Branch

This branch includes the divisions of: financial services, which also manages student transportation and teachers' payroll; policy, planning and accountability; and information management and special projects.

Infrastructure Branch

This branch includes the division of design and construction.

Number of Employees

As of September 30, 2014, the Department of Education and Early Childhood Development employed 202 individuals.

Department of Education and Early Childhood Development Employees			
Branch	Female	Male	Total
Executive Services ¹	9	1	10
Corporate Services	27	11	38
Infrastructure	6	8	14
K-12 Education and Early Childhood Development ²	105	35	140
Total	147	55	202

¹ These numbers include communications and executive support staff.

² The CDLI also had 9 female and 21 male teachers who are excluded from the total.

Physical Location

The main offices of the Department of Education and Early Childhood Development are located in the West Block of the Confederation Building in St. John's, with additional services being provided by the Learning Resources Distribution Centre located at Pleasantville, St. John's. Child care services are provided throughout the province in offices located in St. John's, Mount Pearl, Conception Bay South, Harbour Grace, Whitbourne, Clarenville, Gander, Grand Falls-Windsor, Corner Brook, Stephenville, Happy Valley-Goose Bay and Labrador City.

The CDLI has its main offices in the West Block, Confederation Building, as well as offices at: Memorial University, St. John's; Central Regional Office for the Newfoundland and Labrador English School District, Gander; and Stephenville High School, Stephenville.



Budget

Following the departmental restructuring on September 30, 2014, the budget allocation for the Department of Education and Early Childhood Development was revised to \$924,986,500.

Mandate

The Minister of Education and Early Childhood Development is responsible for early childhood development, the K-12 school system and public libraries with the objective of building an educational community in Newfoundland and Labrador that fosters safe, caring and inclusive learning environments for all children and youth in early childhood settings, regulated child care and family resource centres, and pre-school to grade 12.

The mandate for the Department of Education and Early Childhood Development is primarily established under the:

- Departmental Notice under the *Executive Council Act*;
- *Child Care Services Act*;
- *Schools Act, 1997*; and
- *Teacher Training Act*.

Primary Clients

The Department of Education and Early Childhood Development's primary clients are children, youth and their families.



The Department of Education and Early Childhood Development has nine main program and service areas:

1. Educational Policy and Direction

The department sets the strategy and vision for the K-12 education system and provincial early learning and child care. Decision-making is informed through reviewing and amending legislation and regulations; conducting relevant research and analysis; and providing statistical indicators and background information. The department is responsible for the certification of teachers and the administration of various articles of the teachers' collective agreement. The department also approves the certification of early childhood educators (ECEs), which is completed by the Association of Early Childhood Educators Newfoundland and Labrador (AECENL).

2. Curriculum and Programs

In the K-12 system, responsibilities include: developing and monitoring the French and English curricula and programs; creating or selecting learning resources; developing programs for improved teaching and learning; developing and supporting inclusive education initiatives; supporting safe, caring and inclusive environments; providing teacher professional learning opportunities; and collaborating with Aboriginal groups.

3. Support for Children and Youth with Diverse Needs/Exceptionalities

The department provides a broad range of support services to enhance inclusive practices in child care and learning environments for children and youth with diverse needs/exceptionalities. In regulated child care settings, the Inclusion Support Program is a voluntary program that provides support to child care providers (centre-based or family child care) to support children with diverse needs (birth to 13 years) to participate meaningfully in those programs. In the K-12 system, support for students with exceptionalities is provided within the inclusive education framework. The service delivery model is supported by policies and guidelines and professional learning and is enhanced through collaboration with community partners.

4. Early Childhood Learning

The department fosters early childhood learning opportunities through cooperation with other departments and agencies. Responsibilities include: developing and implementing early childhood learning resources; developing and monitoring the KinderStart program; the provincial early childhood learning framework; evaluation activities; the provincial early childhood learning strategy, *Learning from the Start*; early literacy partnerships with public libraries; Parent Resource Kit partnership with regional health authorities; and the *Power of Play* promotional campaign.

5. Child Care Services and Family Resource Centres

Responsibilities include: monitoring and licensing of regulated child care services (centre-based or family child care home) throughout the province; providing financial support for regulated child care services on behalf of eligible families; providing financial support for the development and operation of child care centres and family child care homes; providing financial assistance to help recruit and retain early childhood educators (ECEs); and supporting the operation and development of family resource centres in many areas of the province.

For additional information on early childhood programs and services, please visit:

<http://www.gov.nl.ca/edu/earlychildhood/guide.html>

6. Student Assessment and Research

The department collects data and manages databases for core areas such as child care services, enrolment, student support services, student achievement and graduate outcomes. Responsibilities include: the evaluation, monitoring, test development and certification processes for the K-12 system; administration of the General Educational Development (GED) tests; and all major functions related to education system performance, such as education statistics, planning, accountability, policy development and research.

7. Support to School Districts

Areas include: school transportation; school construction and major repairs and maintenance; monitoring compliance with codes and legislation (including Occupational Health and Safety compliance); school board operations; teacher allocation; and teacher payroll (including teachers and student assistants).

8. e-Learning

Responsibilities include: the delivery of distance education programs and services to secondary level students attending schools supported by the two provincial school districts; the provision of digital learning resources to support selected intermediate course delivery; the development and delivery of online e-course review supports for public and school-based exams; the development and delivery of multimedia learning objects as learner supports for select intermediate and secondary level provincial curricula; the hosting of the provincial K-12 video-conferencing bridging services; and the negotiation, purchase and oversight of select provincial software licensing acquisitions.

9. Support for Public Libraries

Areas include: support for compliance with codes and legislation (Occupational Health and Safety, Access to Information and Protection of Privacy); early literacy; and a community Internet access youth employment program.





The following core values characterize the fundamental principles that guide the organizational culture of the Department of Education and Early Childhood Development:

- Respect** Each person is considerate of the diversity that exists amongst colleagues and clients.
- Communication** Each person strives to be clear, concise, timely and easily accessible to clients and colleagues.
- Excellence** Each person endeavors to apply the highest professional standards when carrying out duties and takes pride in their work.
- Collaboration** Each person values the contribution and opinions of their colleagues and clients and actively seeks support to achieve the department’s mission.
- Accountability** Each person is aware of their roles and responsibilities and performs their tasks with integrity.
- Innovation** Each person strives to identify new ideas and methods to serve clients in the most efficient and effective manner possible.



Vision

A focus on strengthening early childhood development, regulated child care and the K-12 system lays the foundation for the success of the people of Newfoundland and Labrador. Working and learning in safe, caring and inclusive environments will encourage and support individuals as they strive to reach their full potential. As such, the vision of the Department of Education and Early Childhood Development is:

Vision

A community that fosters care and learning in safe and inclusive environments enabling individuals to reach their full potential.

Mission

The mission statement normally identifies the priority focus areas for the Minister of Education and Early Childhood Development over two planning cycles. However, due to the Provincial Government restructuring and the changes to the department's mandate, the mission statement, originally developed in the 2011-14 strategic plan, has been expanded to include the new elements of the department's mandate. This mission statement indicates the results that the Minister and the department will work towards in addressing the strategic directions of the Provincial Government. It also identifies the measures and indicators that will assist both the department and the public to monitor and evaluate success. The mission was developed in consideration of the Provincial Government's strategic directions of Early Learning and Child Care; Primary, Elementary and Secondary Education; and K-12 School Infrastructure. The complete list of strategic directions and associated components can be found in Appendix A.

The implementation of early learning initiatives, which support parents/caregivers in their role of nurturing their child's development from birth, as well as supporting a system of quality, sufficient and affordable regulated child care, offers the children and youth of Newfoundland and Labrador greater opportunities for achievement and successful integration into the K-12 education system. Improvements in the K-12 system help lay the groundwork for life-long learning and success by providing students with programs and services to prepare them for future educational and career opportunities. By improving early learning and child care and the K-12 system, the Department of Education and Early Childhood Development is working toward its vision of a community that fosters care and learning in safe and inclusive environments enabling individuals to reach their full potential.



Mission

By March 31, 2017, the Department of Education and Early Childhood Development will have improved early learning and child care and the K-12 education system to further opportunities for the people of Newfoundland and Labrador.

Measure 1: Improved early learning and child care

Indicators: Improved early childhood learning opportunities

Enhanced professional development

Achieved progress on the implementation of *Caring For Our Future*, the provincial 10-year child care strategy

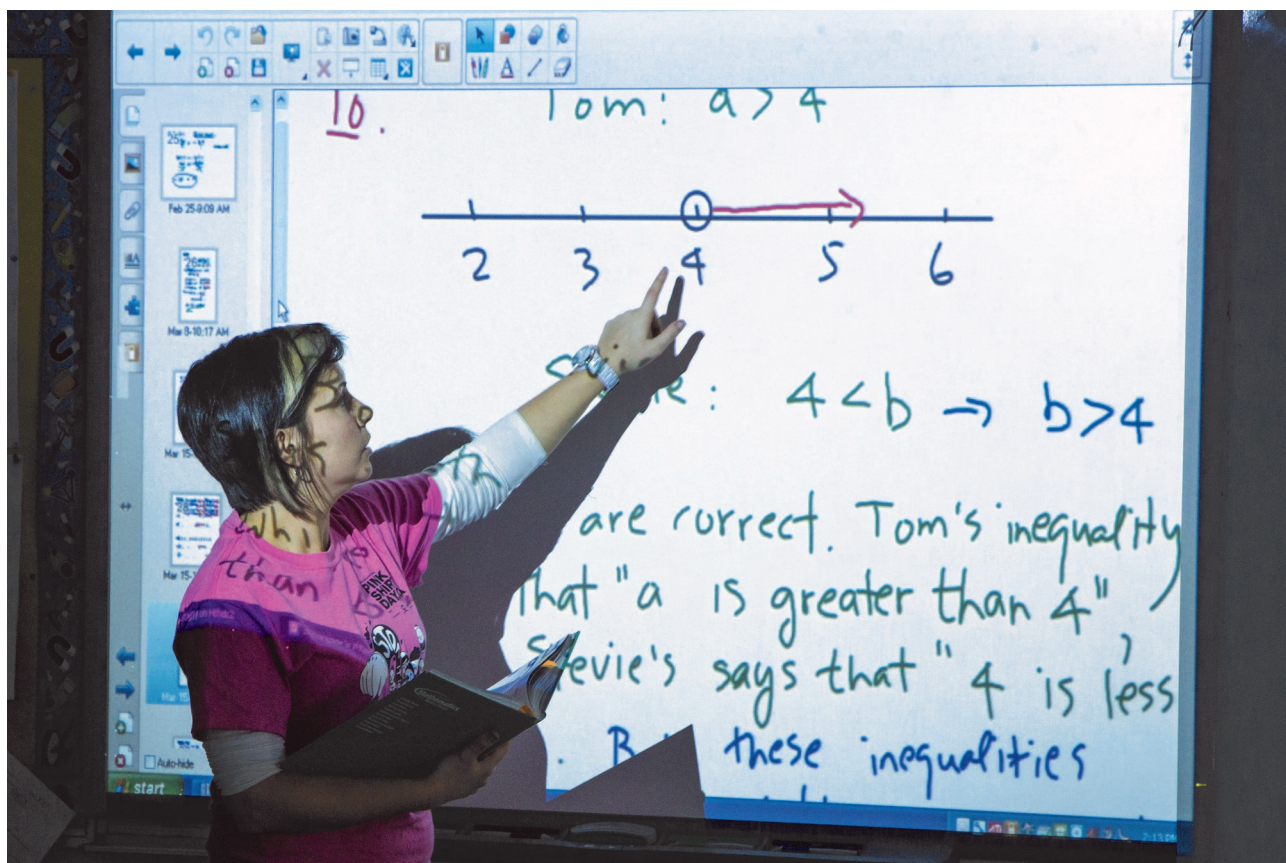
Measure 2: Improved K-12 education system

Indicators: Improved education opportunities

Enhanced professional development

Enhanced curricula and learning resources

Improved infrastructure





2014-2017 Strategic Plan

In consideration of the Provincial Government's strategic directions and the mandate and financial resources of the department, the following four areas have been identified as the department's key priorities for the next three years: Regulated Child Care; Early Childhood Learning; Primary, Elementary and Secondary Education; and K-12 School Infrastructure. The goal identified for each issue reflects the results expected in the three year timeframe while the objectives provide an annual focus. Measures and indicators are provided for both the goal and the first year's objective to assist the department and the public in monitoring and evaluating success.





Issue One: Regulated Child Care

The Department of Education and Early Childhood Development is committed to supporting a system of quality, sufficient and affordable regulated child care as well as strong family resource programs to provide support to families in caring for their children. Research indicates that there are improved developmental outcomes for children who take part in early learning opportunities. To ensure parents who choose regulated child care in this province have access to high quality and affordable services, the department will continue to implement the provincial 10-year child care strategy, *Caring For Our Future*, which was released in 2012. By continuing to make progress on the commitments in the child care strategy, the department is supporting government’s strategic direction of “Enhanced early learning and child care programs and services that support the needs of children, youth and families in Newfoundland and Labrador.”

Goal One: By March 31, 2017, the Department of Education and Early Childhood Development will have enhanced regulated child care ensuring it is responsive to client needs.

Measure: Enhanced regulated child care

Indicators: Enhanced standards and policies for child care
Enhanced child care programs and services

Objectives:

1. By March 31, 2015, the Department of Education and Early Childhood Development will have developed and implemented system changes focused on improving programs and services for clients.

Measure: Developed and implemented system changes

Indicators:

- Introduced a new *Child Care Act*
- Developed and commenced implementation of a new operating grant program for regulated child care operators
- Revised the Child Care Services Subsidy Program

2. By March 31, 2016, the Department of Education and Early Childhood Development will have continued development and implementation of system changes to improve programs and services.

3. By March 31, 2017, the Department of Education and Early Childhood Development will have further implemented system changes to improve programs and services.



Issue Two: Early Childhood Learning

The department is committed to supporting healthy child development through the implementation of early childhood learning initiatives. These initiatives will not only enhance children’s early learning, but also support parental/caregiver involvement and strive to offer a seamless transition from early childhood into the K-12 education system. Program and service enhancements, increased professional development and promotional campaigns illustrate the Department of Education and Early Childhood Development’s commitment to early childhood learning. These initiatives also demonstrate the department’s commitment to government’s strategic direction of “Enhanced early learning and child care programs and services that support the needs of children, youth and families in Newfoundland and Labrador.” Recognition of the importance of the early years has become prominent at the international, national and provincial levels. Interest in supporting early childhood development and learning has been noted in recent research findings and studies which highlight the long-term benefits associated with early learning. By providing opportunities to our early learners, the stage is set for life-long success.

Goal Two: By March 31, 2017, the Department of Education and Early Childhood Development will have enhanced early learning opportunities for children.

Measure: Enhanced early learning opportunities for children

Indicators: Enhanced early learning opportunities
Enhanced professional development
Enhanced promotional initiatives

Objectives:

1. By March 31, 2015, the Department of Education and Early Childhood Development will have implemented initiatives in support of early childhood learning.

Measure: Implemented initiatives in support of early childhood learning

Indicators:

- Implemented select early learning opportunities
- Implemented professional development initiatives
- Commenced provincial phase-in of an early childhood learning framework
- Commenced Early Years Evaluation pilot
- Implemented a revised KinderStart Program Guide
- Commenced work associated with full-day Kindergarten implementation
- Continued to implement promotional initiatives

2. By March 31, 2016, the Department of Education and Early Childhood Development will have further implemented initiatives in support of early childhood learning.
3. By March 31, 2017, the Department of Education and Early Childhood Development will have continued to implement initiatives in support of early childhood learning.



Issue Three: Primary, Elementary and Secondary Education

The Department of Education and Early Childhood Development works diligently to ensure that every child in Newfoundland and Labrador has access to inclusive educational opportunities in safe and caring environments that support a solid foundation for life-long success. Enhancing K-12 programs and services – including curriculum, inclusive education and safe and caring schools – supports the learning needs of students and will help prepare them for future educational and career opportunities and prepare them to participate in their community and society. These initiatives demonstrate the department’s commitment to government’s strategic direction of “Educational foundations are enhanced for each student throughout the primary, elementary and secondary system.”

Goal Three: By March 31, 2017, the Department of Education and Early Childhood Development will have enhanced opportunities for the success of students in the K-12 education system.

Measure: Enhanced opportunities for the success of students in the K-12 education system

Indicators: Enhanced resources and programs
Enhanced curricula
Enhanced inclusive education practices

Objectives:

1. By March 31, 2015, the Department of Education and Early Childhood Development will have enhanced select areas of the K-12 education system.

Measure: Enhanced select areas of the K-12 education system

- Indicators:**
- Continued to implement the Safe and Caring Schools Policy and inclusive education practices
 - Piloted prevention and early intervention initiatives in the areas of literacy and numeracy at select sites
 - Developed and implemented policies and guidelines that further support students with exceptionalities
 - Implemented revised curricula in select areas

2. By March 31, 2016, the Department of Education and Early Childhood Development will have initiated further enhancements in select areas of the K-12 education system.
3. By March 31, 2017, the Department of Education and Early Childhood Development will have continued enhancements in select areas of the K-12 education system.



Issue Four: K-12 School Infrastructure

By improving K-12 school infrastructure, the Department of Education and Early Childhood Development will create and maintain high-quality inclusive learning environments in the provincial K-12 education system. New schools, major renovations, repair and maintenance projects and program enhancements ensure students benefit from appropriate learning environments that facilitate effective program delivery, while upholding high safety standards.

These investments enhance student life by improving the capacity, safety, and quality of the provincial K-12 education system infrastructure. Improved infrastructure will benefit students across the education system and is supportive of government’s strategic direction of “Improved infrastructure is in place for students throughout the provincial education system.”

Goal Four: By March 31, 2017, the Department of Education and Early Childhood Development will have improved K-12 school infrastructure to ensure students have access to appropriate learning environments.

Measure: Improved K-12 infrastructure

Indicators: Implemented priority repair and maintenance projects
Continued K-12 major school construction projects
Continued energy efficiency building initiatives

Objectives:

1. By March 31, 2015, the Department of Education and Early Childhood Development will have addressed priority infrastructure projects to improve facilities throughout the K-12 education system.

Measure: Addressed priority infrastructure projects

Indicators:

- Continued with planning and/or construction of K-12 major capital projects
- Continued with improvements to existing K-12 schools (including: building envelopes; fire and life safety systems; air quality; energy efficiency; and upgrades related to full-day Kindergarten)

2. By March 31, 2016, the Department of Education and Early Childhood Development will have further addressed priority infrastructure projects to improve facilities throughout the K-12 education system.
3. By March 31, 2017, the Department of Education and Early Childhood Development will have continued to address priority infrastructure projects to improve facilities throughout the K-12 education system.





As demonstrated throughout this plan, the Department of Education and Early Childhood Development is intent on providing the best possible resources and settings for early childhood learning, regulated child care and the K-12 education system. This will ensure the department is focused on achieving success on the mission of improved early learning and child care and an improved K-12 education system that furthers opportunities for the people of Newfoundland and Labrador. The department cannot achieve this alone and is committed to the development of strong working relationships with all its partners and stakeholders throughout the province and beyond.

The Newfoundland and Labrador English School Board, the Conseil scolaire francophone provincial de Terre-Neuve-et-Labrador, the Provincial Information and Library Resources Board and all other entities reporting to the Minister have prepared multi-year performance-based plans to satisfy their requirements under the *Transparency and Accountability Act*. These plans provide the public with detailed information regarding each entity's important contribution to the province. Refer to Appendix B for a complete list of entities reporting to the Minister of Education and Early Childhood Development.

Outcomes associated with yearly measures and indicators under the goals in the strategic issues section of this Strategic Plan will be reported in the Department of Education and Early Childhood Development's Annual Report, which is published each fall.

Copies of this document, as well as other departmental publications, are available on the Department of Education and Early Childhood Development website: <http://www.gov.nl.ca/edu>.



Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through platform documents, throne and budget speeches and policy documents. The *Transparency and Accountability Act* requires departments and public bodies to consider these strategic directions in the preparation of their performance-based plans. This facilitates the integration of planning practices across government and ensures that government entities are moving forward on key commitments.

The directions related to the Minister of Education and Early Childhood Development are provided in the following pages. Each strategic direction comprises a number of components or focus areas. These focus areas will be addressed through the various planning processes of the department and the six entities which form the provincial education system.

The governing bodies of each entity reporting to the Minister have reviewed the components of each strategic direction and have implemented those that are appropriate for their particular entity. The first strategic direction has been modified and the responsibility for this direction lies solely with the department.

Strategic Direction 1: Early Learning and Child Care

Outcome: Enhanced early learning and child care programs and services that support the needs of children, youth and families in Newfoundland and Labrador.

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
Early childhood learning programs and services		X
Professional development		X
Progress on 10-year child care strategy		X

Strategic Direction 2: Primary, Elementary and Secondary Education

Outcome: 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
Curriculum		X
Academic achievement	X	
Inclusive Education		X
Safe and caring schools		X
Library services (including Infrastructure)	X	

Strategic Direction 3: K-12 School Infrastructure

Outcome: Improved infrastructure is in place for students throughout the provincial education 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
Capital Infrastructure (including new school construction)		X
Repairs and Maintenance		X
Air quality, fire and Life safety issues		X
Program enhancements		X



Entities Reporting to the Minister of Education and Early Childhood Development

Category One Government Entities

Conseil scolaire francophone provincial de Terre-Neuve-et-Labrador
Newfoundland and Labrador English School Board
Provincial Information and Library Resources Board

Category Three Government Entities

Teacher Certification Board of Appeals (inactive)*
Teachers' Certification Committee
Teacher Certification Review Panel

*A Teacher Certification Board of Appeals is only appointed and convened by the Minister of Education and Early Childhood Development as required. However, if convened, a board will carry out its duties as per its mandate and will prepare an activity plan and report upon its annual activities in accordance with the *Transparency and Accountability Act*.





Education and Early Childhood Development

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