



Strategic Plan 2011-2014

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 **Eastern
School District**
Helping Each Student Achieve



OFFICE OF THE DIRECTOR

Chair: Milton Peach, B.A., B.A.(Ed.)
C.E.O./Director of Education: Ford Rice, B.A., B.Ed., M.Ed.

October 31, 2011

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

Dear Minister Jackman:

On behalf of the Board of Trustees, it is my pleasure to present to you the Eastern School Board's Strategic Plan 2011-2014 which covers the three year period from July 1, 2011 to June 30, 2014. The Strategic Plan 2011-2014 was prepared under the direction of the Board in consideration of the Minister of Education's strategic directions and is in accordance with the responsibilities mandated in the Provincial Government's *Transparency and Accountability Act*. This strategic plan represents a culmination of the Board's dedication and commitment to student achievement and success, staff empowerment, and continuous improvement of the system. These three strategic issues, as well as the goals and objectives as outlined in the plan, serve as a focal point for all Board initiatives and programs during the 2011-2014 timeframe.

As a Board we are committed to achieving the goals of our Strategic Plan and look forward to working with you and your Department to help these goals reach fruition.

My signature below is indicative of the Board's accountability for the preparation of this plan and the achievement of the specific goals and objectives listed in the strategic issues section.

Sincerely,

A handwritten signature in blue ink, appearing to read "Milton Peach", is written over a horizontal line.

MILTON PEACH
Chair

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1.0 Plan at a Glance

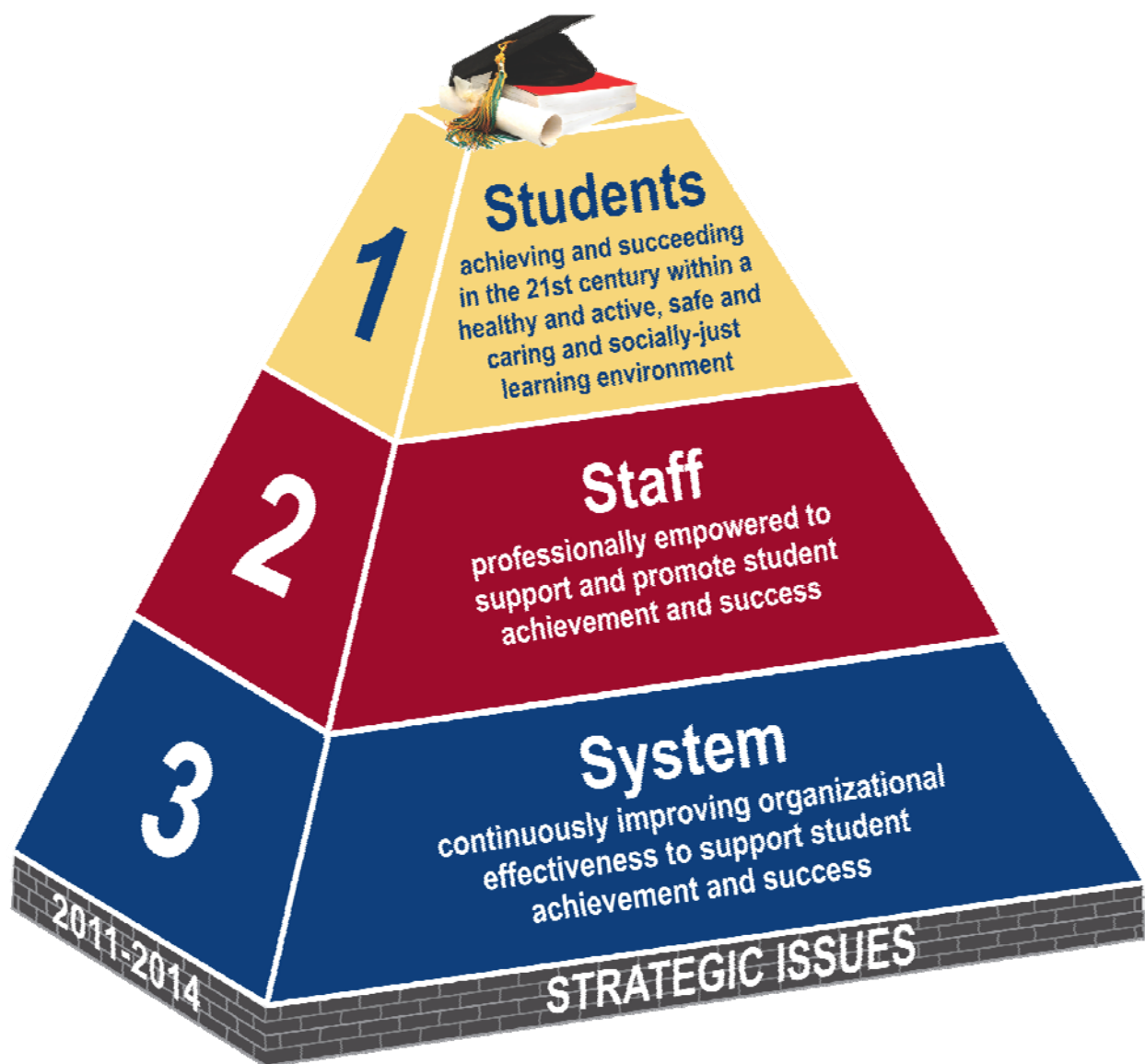
Vision

The Eastern School District empowering all students to achieve and succeed.

Mission

By June 30, 2017, Eastern School District will have enhanced the learning environment so that all students can achieve in the 21st century within a healthy and active, safe and caring and socially-just environment.

A Theoretical Construct



Strategic Issues, Goals, and Objectives

Strategic Issue 1	Students
Goal 1	By June 30, 2014, Eastern School District will have enhanced learning opportunities to support student achievement and success.
Objective 1	By June 30, 2012, Eastern School District will have supported learning environments for all students.
Objective 2	By June 30, 2013, Eastern School District will have continued to support learning environments for all students.
Objective 3	By June 30, 2014, Eastern School District will have further supported learning environments for all students.

Strategic Issue 2	Staff
Goal 2	By June 30, 2014, Eastern School District will have improved the adoption of technology by staff in the performance of their duties and responsibilities.
Objective 1	By June 30, 2012, Eastern School District will have supported a professional growth and development model for staff.
Objective 2	By June 30, 2013, Eastern School District will have supported staff in the incorporation of enhanced technology into their daily work.
Objective 3	By June 30, 2014, Eastern School District will have supported staff in the incorporation of enhanced technology into their daily work.

Strategic Issue 3	System
Goal 3	By June 30, 2014, Eastern School District will have improved its organizational effectiveness.
Objective 1	By June 30, 2012, Eastern School District will have conducted a new review of facility requirements for areas of the District outside the St. John's and North-East Avalon region.
Objective 2	By June 30, 2013, Eastern School District will have created a district-wide technology plan.
Objective 3	By June 30, 2014, Eastern School District will have enhanced communication opportunities to engage all stakeholders.

2.0 Overview

The Eastern School District is one of five school districts in the Province of Newfoundland and Labrador. It operates in Eastern Newfoundland from Terra Nova National Park to St. John's, including the Bonavista, Burin, and Avalon Peninsulas, providing education services to approximately 40,673 K-12 students. Within this area, there are employees in a total of 127 facilities: 119 (64 urban / 55 rural) schools, three regional offices, one District Office, and one bus depot.

There are four operational divisions within the District – Programs, Human Resources, Finance and Administration, and Rural Education/Corporate Services. The District is governed by a 15 member Board of Trustees that represent 15 zonal divisions of the Board. See Appendix One for the complete list of trustees. The CEO/Director of Education is responsible to the Board for taking such actions as are considered necessary to ensure compliance with the *Schools Act, 1997* and regulations there-under, as well as the Constitution, By-laws, directives, and policies of the Board and all other statutory and regulatory requirements.

Eastern School District performs its duties, responsibilities, and role within the framework provided by the following:

- *Schools Act, 1997*
- *Financial Administration Act*
- *Public Service Collective Bargaining Act*

- *Transparency and Accountability Act*
- *Public Tendering Act*
- *Occupational Health and Safety Act*
- *Access to Information and Protection of Privacy Act*
- Life Safety Code
- NLTA, NAPE, and CUPE Collective Agreements

District Dimensions

Students	40,673
Employees	4538
Teachers and Administrators	3101 (2293 female, 809 male)
Student Assistants	392 (362 female, 30 male)
Support Staff	884 (475 female, 409 male)
Replacement Staff (Call-ins)	161 (105 female, 56 male)

Capital Assets

Number of Schools Administered	119
Facility Capacity (Square Footage)	5,400,000 sq. ft.
Value of Capital Assets	\$425,000,000

Bussing

Board-Owned Bussing	
Size of Bus Fleet	61 units
Operational Budget (Bussing)	\$3,600,000
Contracted Bussing	
Number of units	420 units
Annual Budget	\$17,100,000
Special Transportation	
Contracts	176 routes
Annual Budget	\$2,900,000
Total Transportation Budget	\$23,600,000

District Budget

Operating Budget (2011-2012)	\$393,800,000
Capital Budget (2010-2011)	\$6,500,000

3.0 Mandate

Eastern School Board is responsible for all aspects of K-12 education within its District boundaries. The mandate of the Eastern School Board is derived from Sections 75 and 76 of the *Schools Act, 1997*. Please refer to Appendix Two for the Board's complete mandate.

4.0 Lines of Business

The Eastern School Board has three main lines of business. They are:

1. Curriculum and Programs

Responsibilities include providing for the full range of curriculum implementation; student assessment and evaluation; student placement, distance learning; supporting the core program with programs designed to improve the teaching and learning process; and teacher professional development. The Board also develops and provides support for school development.

2. Student Support Services

Responsibilities include the implementation, administration, and monitoring of programs and services to students with special needs. This includes implementation of provincial policy on Individual Student Support Services Plans (ISSP) as well as the Pathways to Graduation Program.

3. Corporate Services and Financial Administration

The Board has responsibility for compliance with provincial financial legislation and regulations; acquisition of materials, equipment, and services; school construction in conjunction with the Department of Education; properties and facilities management; transportation management; support staff payroll; collaborating with the Department of Education on teacher payroll; information technology; and school finance.

5.0 Values

The core values of the Eastern School District are the fundamental principles that guide behaviour and decision making. The values of the Eastern School District are student- centered, as it is the students of the Province that the District is serving.

- Student Centred:** Each person will work to ensure that the success of all students is maintained as our highest priority.
- Quality Service:** Each person provides timely responses to stakeholder requests and needs.
- Respect:** Each person will ensure a safe, welcoming, inclusive environment that nurtures student achievement and responds to stakeholder needs in a caring, thoughtful, and considerate manner.
- Innovation:** Each person will encourage and embrace new ways that challenge traditional methods to ensure that our students and staff are exposed to leading edge/state-of-the-art inspiring/stimulating programs and technology.
- Accountability:** Each person will act in a socially, legally, and fiscally responsible manner.
- Openness:** Each person will work to ensure a transparent decision-making process and develop effective communications among students, staff, family, and the community.
- Integrity:** Each person will be open, honest, and ethical by sharing information with a commitment to being open and transparent with all stakeholders.
- Social Justice:** Each person will ensure that the principles of social justice are applied in all decision making, policies, and practices.

6.0 Primary Clients

The Eastern School Board has two groups of primary clients: children/students and families/parents.

7.0 Vision

The Eastern School District's vision statement outlines what the organization wants to be, or how it wants the world in which it operates to be.

- Vision:** The Eastern School District empowering all students to achieve and succeed.

8.0 Mission

The Eastern School District Mission statement tells you the fundamental purpose of the organization. The mission statement normally identifies the priority focus area of the Board over two planning cycles. It represents the key longer-term result that the Board will be working towards as we move forward on Government's strategic directions of "educational foundations are enhanced for each student throughout the primary, elementary and secondary system"; and "improved infrastructure is in place to ensure students throughout the provincial education system receive maximum benefit from programming." The Mission Statement was developed to ensure student success in a 21st century learning environment through improved organizational effectiveness, empowered staff and a healthy and safe learning environment. In the 21st century learning environment students, as global citizens, use technology as a tool for learning to be independent learners who can collaborate and work in teams, think critically and solve problems, access and analyze information and communicate effectively. Through the achievement of this mission, Eastern School District will have enhanced student supports, academic achievement, programming and infrastructure.

Mission: By June 30, 2017, Eastern School District will have enhanced the learning environment so that all students can achieve in the 21st century within a healthy and active, safe and caring and socially-just environment.

Measure 1: Enhanced learning environment

Indicators:

1. Increased promotion and communication of 21st Century Learning
2. Enriched learning experiences
3. Increased opportunities for stakeholder engagement
4. Increased integration of technology
5. Enhanced professional development of staff

9.0 Strategic Issues

In consideration of the Board's mandate under sections 75 and 76 of the *Schools Act, 1997*, Government's strategic directions included in Appendix Three, and the financial resources of the Board, the following areas have been identified as strategic issues for the next three years.

Strategic Issue 1	Students
<p>Student achievement and success is the anchor, chart, and compass which rationalize the existence, purpose, and functioning of a school district. Such achievement and success, in order to be relevant and meaningful, must be within the context of our increasingly changing society and world. Hence, Eastern School District's focus upon enhanced learning opportunities to support student achievement and success as Strategic Issue One is in alignment with best practices of exemplary school districts and with the contemporary thinking which emphasizes that in order for students to flourish in a dynamic, global economy, every student deserves an education that focuses on 21st century learning skills. It is this strategic issue that realizes the characteristics of global citizenship for all our students within a 21st century framework. This is in line with Government's strategic direction of "Educational foundations are enhanced for each student throughout the primary, elementary and secondary systems".</p>	
Goal 1	<p>By June 30, 2014, Eastern School District will have enhanced learning opportunities to support student achievement and success.</p>
Performance Measure	<p>Enhanced learning opportunities</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Established a formalized individual intervention plan for at risk students 2. Enhanced inclusionary practices within a 21st Century Learning Environment 3. Promoted learning opportunities involving 21st Century Skills
Objective 1	<p>By June 30, 2012, Eastern School District will have supported learning environments for all students.</p> <p>Performance Measure: Supported learning environments</p>

	<p>Indicators:</p> <ol style="list-style-type: none"> 1. Developed a plan to promote and communicate 21st Century Learning 2. Conducted professional development activities 3. Completed an environmental scan of inclusionary practices 4. Established individual intervention plan for at-risk students
Objective 2	By June 30, 2013, Eastern School District will have continued to support learning environments for all students.
Objective 3	By June 30, 2014, the Eastern School District will have further supported learning environments for all students.

Strategic Issue 2	Staff
<p>Essential to the task of positioning students to achieve and succeed is the empowerment of all staff such that they have the skill-set, attitudes, work ethic, commitment and dedication to fulfill their duties and responsibilities in the most professional manner possible. Technology is a critical component of this strategic issue. Eastern School District's focus upon Strategic Issue Two - the improved adoption of technology by staff in the performance of their duties and responsibilities - is critical to ensuring that the school district's vision and mission are fully realized. The professional growth and development model empowers staff to take responsibility for their own professional growth. The adoption of this model by the Eastern School District will allow staff to identify areas where the integration of technology in their daily work will improve their overall effectiveness and efficiency. This is critical for the success of the organization. The research and literature confirms repeatedly that the single, most important variable in determining the success of students is the qualified staff that work collaboratively together in teams and in close relationship with students and parents. This is in line with Government's strategic direction of "Educational foundations are enhanced for each student throughout the primary, elementary and secondary systems".</p>	
Goal 2	By June 30, 2014, Eastern School District will have improved the adoption of technology by staff in the performance of their duties and responsibilities.
Performance Measure:	Improved the adoption of technology
	<p>Indicators:</p> <ol style="list-style-type: none"> 1. Supported a professional growth and development model for staff 2. Enhanced professional development opportunities and events 3. Enhanced integration of technology into daily work

Objective 1	By June 30, 2012, Eastern School District will have supported a professional growth and development model for staff.
	<p>Performance measure: Supported a professional growth and development model</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Completed staff survey of professional development needs 2. Increased staff participation in the professional growth model
Objective 2	By June 30, 2013, Eastern School District will have supported staff in the incorporation of enhanced technology into their daily work.
Objective 3	By June 30, 2014, Eastern School District will have further supported staff in the incorporation of enhanced technology into their daily work.

Strategic Issue 3	System
<p>Strategic Issue Three gives recognition to the geographical, demographic and organizational immensity and complexity of the school district. Organizational effectiveness is a key strategic issue for the District. Enhanced facilities, technologies, communications and public engagements are necessary to ensure improved organizational effectiveness. It is through active engagement of all stakeholders that the District is able to ensure that our organization is structured for student success. To enhance organizational effectiveness, the District will conduct a new review of facilities for areas outside the St. John’s and North-East Avalon region. This review will enable the District to make informed and strategic decisions regarding student success. The District also recognizes its need to address 21st century learning through the development of a strategic district-wide technology plan. The new technology plan will include policy development for 21st century learning, formation of a technology advisory committee, identification of pilot schools and the development of a communication strategy. In order for all students to achieve and succeed and for all staff to be empowered to support students within this context there exists the necessity for all to have an environment which effectively supports learning and teaching. This is in line with the Government’s strategic direction of “Improved infrastructure is in place to ensure students throughout the provincial education system receive maximum benefit from programming”.</p>	

Goal 3	By June 30, 2014, Eastern School District will have improved its organizational effectiveness.
Performance Measure:	<p>Improved organizational effectiveness</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Conducted new facility requirements review 2. Improved policies and procedures on the use of technology 3. Enhanced communication with stakeholders 4. Increased opportunities for stakeholder engagement
Objective 1	<p>By June 30, 2012, Eastern School District will have conducted a new review of facility requirements for areas of the District outside the St. John's and North-East Avalon region.</p> <p>Performance measure: Conducted a review</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Conducted facility requirements review 2. Created a draft multi-year facilities review document
Objective 2	By June 30, 2013, Eastern School District will have created a district-wide technology plan.
Objective 3	By June 30, 2014, Eastern School District will have enhanced communication opportunities to engage all stakeholders.

10.0 Appendix One – Eastern School District Trustees



Representation by Zone

2009-2013

Zone 1	Burin Region	Jack Cumben
Zone 2	Burin Region	Fred Douglas
Zone 3	Vista Region	Rick Martin
Zone 4	Vista Region	Anne Marie Furlong
Zone 5	Avalon West Region	Dr. James Hearn
Zone 6	Avalon West Region	Milton Peach
Zone 7	Avalon West Region	Eric A. Snow
Zone 8	Avalon West Region	Des Linehan
Zone 9	Avalon East Region	Christopher Hammond
Zone 10	Avalon East Region	Derek Winsor
Zone 11	Avalon East Region	George Joyce
Zone 12	Avalon East Region	Darrin Feehan
Zone 13	Avalon East Region	Ken Best
Zone 14	Avalon East Region	John McCarthy
Zone 15	Avalon East Region	George Sheppard

11.0 Appendix Two - Mandate

Taken from the *Schools Act, 1997*,

Duties of the Board - Section 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
 - (l) 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 (l)(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.

Powers of boards –Section 76

(1) A board may

- (a) employ persons that the board considers necessary for its operations and to carry out its objects;
- (b) enter into agreements for the purpose of carrying out its functions under this Act;
- (c) permit a school building under its control to be used outside of school hours, where this does not interfere with the regular conduct of the school;
- (d) assess a person or group a fee for use of a school under paragraph;
- (e) require a student, believed by a teacher to be suffering from a communicable disease or a physical or mental condition which might endanger an employee of the board or other students, to be examined by a medical practitioner or other professional person appointed or approved by the board and, upon the recommendation of the medical practitioner or that other professional person, exclude that student from school until a certificate acceptable to the board is obtained from a medical practitioner or that other professional person permitting that student to return to school, but an exclusion or extension of an exclusion shall be reviewed by the board within 25 school days;
- (f) by notice, in writing, require an employee or other person to undergo a physical examination by a medical practitioner appointed or approved by the board or a psychological examination by 2 medical practitioners or 2 psychologists registered under the Psychologists Act and to submit a certificate acceptable to

- the board signed by the medical practitioners or psychologists setting out the conclusions regarding the physical or mental health of that employee or person;
- (g) summarily dismiss an employee or other person who within 14 days from the date of receiving a notice under paragraph (f) has not made a reasonable attempt to obtain the examination;
 - (h) where a certificate submitted to a board under paragraph (f) shows that an employee or other person's physical or mental health would be injurious to an employee of the board or the students, direct the employee or other person to take sick leave or other earned leave or, where he or she has no sick leave or other earned leave or the sick leave or other earned leave is exhausted, require the employee or other person to take unpaid leave;
 - (i) suspend from work, with or without pay, an employee or other person who is charged with an offence that in the opinion of the board would make that employee or other person unsuitable to perform his or her duties;
 - (j) provide, subject to the written permission of the parent of the student concerned and in conjunction with the appropriate officials responsible for traffic control in the area, a system of school patrols in which a student may assist in the control of motor vehicle traffic on highways or elsewhere so far as the traffic may affect a student going to or from the school;
 - (k) raise money, subject to the prior written approval of the minister, upon its corporate credit and for the purpose of the board;
 - (l) sell or lease property for the purpose of the board, subject to the prior written approval of the minister;
 - (m) levy a fee for the transportation of students; and
 - (n) become a member of a provincial association of school boards and pay a required membership fee.
- (2) Notwithstanding section 75 or subsection (1) of this section, a board may close a school only after the parents of students affected have been given an opportunity to make representations to the board.

12.0 Appendix Three – Strategic Directions

Title: 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 board's strategic plan	in the board's operational plan	in the branch/divisional work plans of the board
1. Student Supports, especially for struggling learners		X		
2. Curriculum				X
3. Academic Achievement		X		
4. Character education programming				X
5. Library services	X			

Title: Infrastructure

Strategic Direction: Improved infrastructure is in place to ensure students throughout the provincial education system receive maximum benefit from programming.

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 board's strategic plan	in the board's operational plan	in the branch/divisional work plans of the board
1. K-12 school infrastructure		X		
2. Public post-secondary new infrastructure	X			
3. Repairs and maintenance				X
4. Facility upgrades				X
5. Air quality, fire and life safety issues				X
6. Program enhancements		X		

2011-2014 Eastern School District Strategic Plan



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