

KSD STRATEGIC PLAN 2022-2026



The Kelsey School Division endeavors to provide high quality learning for all students by having equitable access to programs and resources, and increased opportunities that value students' individuality and unique skills & abilities.

DIVISION GOALS

The Kelsey School Board is committed to focussing on the following five (5) goal areas for all learners. KSD will provide continued opportunities and supports for students to reach these goals.

ACADEMICS: LITERACY

Students will understand, critically analyze, and create a variety of communication forms, including oral, written, visual, digital, and multimedia. They will engage in intentional and meaningful literacy learning across all aspects of daily living.

ACADEMICS: NUMERACY

Students will understand and apply mathematical concepts, processes, and skills to solve problems in a variety of contexts and real world experiences. They will engage in intentional and meaningful numeracy learning across all aspects of daily living.

HEALTH & WELLNESS

Students will become literate in mental health and well-being, gaining knowledge and understanding that will provide them confidence and support in their pursuit of living a healthy life.

INDIGENOUS WAYS OF LIFE

Students will understand Indigenous perspectives and knowledge as a part of the historical and contemporary foundation of Manitoba and Canada. Knowledge of First Nations, Métis, and Inuit world views held and valued will be embedded into the K-12 learning journey.

INCLUSIVE & CARING ENVIRONMENTS

Students will feel safe, understood, and respected as schools respond to the diverse needs of learners and instill a sense of belonging for all.



MISSION STATEMENT

“We strive to be a respectful and enthusiastic school community, dedicated to quality education for all.”



OUR VALUES

- *We believe that* students should grow and learn in knowledge, skill, self-awareness, and social development;
- *We believe that* education in our schools should emphasize meeting academic, social, physical, and emotional needs for our students;
- *We believe that* students should learn respect for law, respect for the rights of others, and respect for their own rights, responsibilities and privileges as citizens;
- *We believe that* moral development, self-respect and self-fulfillment are essential in assisting students to become responsible, knowledgeable citizens;
- *We believe that* students have the right to an education appropriate to their specific needs, the right of acceptance of their individuality by staff and students, and the right to develop to their fullest potential;
- *We believe that* students should develop positive attitudes, learn skills, be creative, and appreciate human achievements; and
- *We believe that* students should develop skills to deal with social and moral issues, appreciate those different from themselves, and develop good health habits and healthy lifestyle.



DETERMINING OUR FOCUS

Evidence-based decision-making is central to the Kelsey School Division plan where data is used to reflect what has been accomplished and help inform actions, training and the use of resources moving forward. The Covid-19 pandemic impeded some of our data gathering which supports & informs our efforts. When determining our new plan, we referenced local and alternative data sources.

The KSD four-year Strategic Plan (2022-2026) was determined by reviewing key summative and formative data from schools, and referencing Manitoba Education documents. These included:

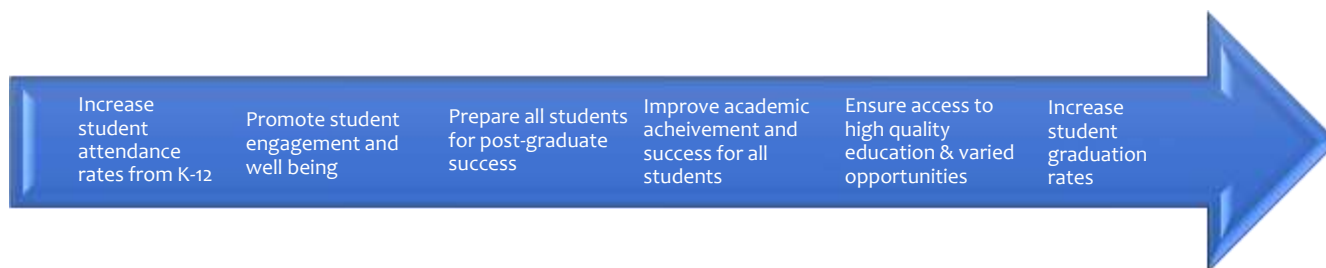
- Schools as a Setting for Promoting Positive Mental Health: Better Practices and Perspectives (2011)
- Safe and Caring Schools: Taking Action Against Bullying (2014)
- Safe and Caring Schools: A Resource for Equity and Inclusion in Manitoba Schools (2014)
- Safe and Caring Schools: Manitoba Provincial Report - *Tell Them From Me: Bullying and School Safety* (2014)
- Supporting Transgender and Gender Diverse Students in Manitoba Schools (2017)
- Safe and Caring Schools: A Whole-School Approach to Planning for Safety and Belonging (2017)
- Provincial Code of Conduct (2017)
- Literacy and Numeracy in Manitoba: Setting the Context - Including findings from the January 2018 Provincial Summit on Literacy and Numeracy (2019)
- Smudging Protocol and Guidelines (2019)
- Manitoba Commission on Kindergarten to Grade 12 Education: A Comprehensive, Independent Review of the Kindergarten to Grade 12 Education System Final Report (2020)
- Manitoba's K to 12 Education Action Plan (2022)
- Our Children's Success: MANITOBA'S FUTURE Report of the Commission on K to 12 Education (2020)
- K to 12 EAL/LAL Programming: Manitoba Curriculum Framework of Outcomes (2021)
- Safe and Caring Schools - A Policy Directive Enhancing Proactive Supports to Minimize the Use of Seclusion (2021)
- Support Guide for Teachers of EAL Learners (2022)
- Standards for Appropriate Educational Programming in Manitoba (2022)
- Mamàhtawisiwin: The Wonder We Are Born With - An Indigenous Education Policy Framework (2022)





The overview of these documents provided provincially based data or research which in turn reflected similar foci as identified through division and school data. The KSD Education Committee, Board committees & meetings, school community reports, school data & presentations, and needs identified by local staff & stakeholders throughout the Covid pandemic, established key areas of focus within the current local context and broader society.

PRIORITY OUTCOMES



The Kelsey School Board identified five Division Goals as the key areas of focus and further development.

All schools will further identify how they will address the needs of each goal area, within their Annual School Plans (school improvement plans) to ensure continuous improvement and student success.

The Board believes that a focus on the five Division Goals, as outline in the Strategic Plan, will help KSD meet the overarching, priority outcomes, as above.



ROADMAP TO SUCCESS

The Division's Strategic Plan is a roadmap for learner success. The KSD priorities have been identified by the Board as a commitment to attain continuous growth our prioritized outcomes.

We look towards 2022-2023 as an opportunity for change and renewal. As we enter into a post pandemic period, our goals will focus upon the changes required & the supports needed to develop new and innovative means to meet learner needs.

The Division's Strategic Plan and the Annual School Plans (school improvement plans) are living documents. Throughout the school year these plans will be monitored and evaluated quarterly by staff representatives on the the K-12 District Oversight Teams (DOT) for updates, modifications & data review. Further plan development & implementation will begin in the fall 2022.

Schools & staff will update and discuss their Annual School Plans (school improvement plans) using most current data. Later this fall, the Division will then post the outcomes, strategies, indicators of success and data collection which have been identified by each school to further address needs in their school.

“Know thy impact” John Hattie, Visible Learning, 2008



Schools will determine sources of data collection to measure student & program success, based on local and provincial documents & assessments. These could include the following:

Kindergarten Assessment - Early Development Instrument (EDI)	Interview data (Grad Transitions meetings)	Percentage of students reading by grade level (Grade 1-6)
Grade 3 - Reading Assessment (fall)	Grade 12 - Provincials: English Language Arts	Meeting goals of IEPs
Grade 3 - Lecture Assessment for FI (fall)	Grade 12 - Provincials: Français langue seconde — immersion: Langue et communication	Proficiency Levels (Report Cards)
Grade 3 - Numeracy Assessment (fall)	Grade 12 - Provincials: Applied Mathematics	Report cards
Grade 4 - Lecture Assessment for FI (fall)	Grade 12 - Provincials: Essential Mathematics	Percentage of students who participate in each area of study or development (i.e. Arts, Athletics, Academics, Languages, Trades, Extracurricular, etc.)
Middle Years - Math Competencies Assessment (fall)	Grade 12 - Provincials: Pre-Calculus Mathematics	Recognition awards in arts, athletics, academics, leadership, citizenship.
Middle Years - Reading Comprehension Assessment (fall)	Manitoba - Grade 4 - TIMSS: Trends in International Mathematics and Science Study (spring) - <i>selected schools</i>	Parent involvement in school - trends and changes being observed.
Middle Years - Expository Writing Assessment (fall)	Manitoba - Grade 8 - PCAP: Pan-Canadian Assessment for reading, math & science (spring) - <i>selected schools</i>	Parent perceptions - survey data
Grade 9 - Successful Credit Attainment - Completion rates for Grade 9 credits in English Language Arts (ELA) and distribution of marks.	Manitoba - Grade 10 - <i>Pilot testing (fall)</i>	Parent attendance at Student-led conferences & meetings
Grade 9 Successful Credit Attainment - Completion rates for Grade 9 credits in Mathematics and distribution of marks.	Manitoba - Programme for International Student Assessment (PISA), 15-year old	School Climate Surveys
Grade 12 - Proficiency of 80% higher in Math and distribution of marks.	EAL/LAL student progress reports	Tell Them From Me: Bullying and School Safety Survey
Grade 12 - Proficiency of 80% higher in English Language Arts and distribution of marks.	Indigenous student breakout data	Satisfaction Surveys (Academic perception questions)
High School Graduation Rates - % of graduation numbers compared to enrollment.	K-12 French Immersion enrolment trends & exit surveys	Health promoting efforts (events, teaching program & supports)
Percentage of 'on-time' high school graduation rates	Monthly <i>attendance</i> data - trends and changes being observed.	Engagement with community groups
Transitions to Post-Secondary & Career	Monthly <i>behavioral</i> data - trends and changes being observed.	Alignment of policies to Strategic Plan, Facilities Plan, Financial Plan, Technology Plan
Interview data (Grad Transitions meetings)	Recorded instructional reading levels 3x year (Grade 1-3)	# of and attendance at School/ Community themed events (Mental Health week; Anti-bullying; Orange Shirt Day; Terry Fox, etc.)

Other provincial references:

Manitoba Measuring Progress - K-12 Literacy Index (2022)	Manitoba Measuring Progress - Grade 9 Credit Attainment in English Language Arts (ELA)	Manitoba Measuring Progress - Graduation Rate
Manitoba Measuring Progress - K-12 Numeracy Index (2022)	Manitoba Measuring Progress - Grade 9 Credit Attainment in Mathematics	

KSD STRATEGIC GOALS
2022-2026

STRATEGIC GOAL 1a

LITERACY

OBJECTIVES

1. Focus on literacy so students demonstrate continued growth and achieve learning outcomes.
2. Close the achievement gap by re-engaging students and responding to individual literacy needs.
3. Maintain continuous collection & analysis of literacy data to inform instructional practice & provide high quality learning environments.
4. Engage in division planning, oversight and reporting.
5. Enhance teaching & learning and instructional leadership capacity in literacy.



KSD STRATEGIC GOALS
2022-2026

STRATEGIC GOAL 1b

NUMERACY

OBJECTIVES

1. Focus on numeracy so students demonstrate continued growth and achieve learning outcomes.
2. Close the achievement gap by re-engaging students and responding to individual numeracy needs.
3. Maintain continuous collection & analysis of numeracy data to inform instructional practice & provide high quality learning environments.
4. Engage in division planning, oversight and reporting.
5. Enhance teaching & learning and instructional leadership capacity in numeracy.



KSD STRATEGIC GOALS
2022-2026

STRATEGIC GOAL 2

HEALTH & WELLNESS

OBJECTIVES

1. Support students and staff in building skills, strategies and relationships that contribute to positive mental health & well-being.
2. Enhance physical and psychological safety and security for students and staff.
3. Build capacity to improve mental health supports through engagement in partnerships, programs, and support services.
4. Increase physical, social-emotional, behavioral, and mental health competency through prevention and intervention efforts.
5. Develop and implement the well-being framework to enhance school climate.



KSD STRATEGIC GOALS
2022-2026

STRATEGIC GOAL 3

INDIGENOUS WAYS
OF LIFE

OBJECTIVES

1. Incorporate inclusive education programs which promote Indigenous Peoples perspectives (world views, values, and traditions), cultural teachings & experiences across grades, curriculum & schools.
2. Close the achievement gap by re-engaging students and close the achievement gap and strengthen student pathways for Indigenous students.
3. Provide authentic land-based learning opportunities that support Indigenous knowledge integration.
4. Develop professional learning that promotes knowledge and expertise in Indigenous pedagogies, methodologies, and teaching practices.
5. Connect with Elders and traditional Knowledge Keepers, and invite them to share in activities, events and celebrations.



KSD STRATEGIC GOALS
2022-2026

STRATEGIC GOAL 4

**INCLUSIVE & CARING
ENVIRONMENTS**

OBJECTIVES

1. Support all learners to develop a sense of connection, belonging and positive personal and cultural identity.
2. Provide equitable and inclusive learning opportunities for all learners.
3. Devote focused attention and specialized support to address the individualized needs of learners with disabilities, language needs and diverse abilities.
4. Ensure proactive behavioral supports through positive behavioral intervention, anti-bullying & anti-racism education.
5. Strengthen connections through student voice, and family community engagement.





Please visit our school websites (by winter 2022) to review the annual SCHOOL IMPROVEMENT PLANS.

These plans will provide the outline of how schools will be addressing the KSD strategic goals, as they are defined in this Strategic Plan.

Each school will identify their:

Outcomes - Strategies - Indicators of success - Data collection for each of the five goal areas. At year end (June) schools will report out on their success/achievement to the community. School plans will be updated on yearly basis.

This 2022-2026 Strategic Plan was finalized & adopted by the Kelsey School Division, Board of Trustees at the September 12, 2022 Board Meeting.