



# Strategic Plan 2013-2014





## MESSAGE FROM THE CHAIR

March 8, 2014

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

Dear Minister Jackman:

On behalf of the Newfoundland and Labrador English School Board, I am pleased to submit our plan for the 2013-2014 school year, our first year of operations.

Our Board came into effect on September 1, 2013. We have prepared a plan for this year that keeps the focus on students and supports three key priorities:

1. Student achievement and success;
2. Safe school environments; and,
3. Organizational effectiveness.

Our Board is committed to building an efficient and effective school district supporting all students to succeed.

We have also commenced a planning and consultation process for the development of a new strategic plan for 2014-2017, in keeping with the requirements of the Transparency and Accountability Act.

I want to thank all of our trustees and our staff from across the province for their dedication and efforts on behalf of our new district. My signature below is indicative of the accountability of the Newfoundland and Labrador English School Board for the development of this plan and the achievement of the goals contained within.

Sincerely,



Milton Peach, Chair

## Vision

The Newfoundland and Labrador English School Board (NLESB) will confirm a new vision for the District as part of its strategic planning process for 2014-2017. A vision generally defines where an organization wants to be and the ideal state that it hopes to achieve. Over the past few years the former school boards had vision statements which reflected common elements focusing on student success and safety. These vision statements will be taken into consideration during the crafting of the new statement for NLESB.

## Mission

The NLESB will also confirm a new mission for the District as part of its strategic planning process for 2014-2017. A mission covers two planning cycles and is an outcomes-oriented statement. It sets the stage for the identification of strategic issues and goals.

## Values

Our core values guide the behaviour of our staff, students and volunteers. 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. The collective values identified by the former school boards include:

*Learning ▪ Respect ▪ Caring and Citizenship ▪ Integrity ▪ Accountability ▪ Innovation ▪ Child-Centered ▪ Teamwork ▪ Openness ▪ Collaboration ▪ Commitment*

Our core values will be reviewed and confirmed during the 2014-2017 strategic planning process.

## Mandate

The mandate for the NLESB is established under the *Schools Act, 1997*. The Board has legislative authority to administer primary, elementary and secondary educational services across the province. This includes programs and services, human resources, finances and operations, facilities maintenance and student transportation.

## **Clients**

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

## **Lines of Business**

The core lines of business for the Board will also be confirmed during the 2014-2017 strategic planning process.

The Board currently has the following key lines of business:

### **1. Student Programs and Services**

The NLESB has responsibility for curriculum implementation; student assessment and evaluation; student placement; and, teacher professional development. The NLESB also offers programs as approved by the Department of Education, based on the core requirements within the Pathways Framework. Personal and career guidance and counselling are available in all schools. Extra-curricular and co-curricular programs and activities are available to varying degrees in all schools. Support is also provided for school growth and development.

The NLESB delivers programs and services for students with exceptionalities. This includes implementation of provincial policy on Individual Student Support Services Plans (ISSP)/Individual Education Plans (IEP) as well as the Service Delivery Model for Students with Exceptionalities.

### **2. School Facilities and Student Transportation**

The NLESB has responsibility for efficiently managing resources to provide safe and comfortable environments conducive to student learning and for transporting students to and from school, in compliance with federal and provincial legislation and Department of Education requirements.

## Overview

The Newfoundland and Labrador English School District was established effective September 1, 2013, and now takes in all of the Province of Newfoundland and Labrador.

The District is overseen by a 15-member Board of Trustees:

REGION	TRUSTEE
<b>Eastern</b>	Mr. Milton Peach (Chair) Mr. George Sheppard Mr. John McCarthy Mr. Eric Snow Mr. Fred Douglas Mr. Rick Martin
<b>Central</b>	Mr. John George Ms. Kim Cheeks Mr. Newman Harris
<b>Western</b>	Ms. Nada Bordon Mr. Don Brown Mr. Wayne Lee
<b>Labrador</b>	Mr. Goronwy Price (Vice-Chair) Mr. Guy Elliott Mr. Gary Baikie

The District is managed by the Director of Education and has four operational divisions:

1. Programs:

The Programs Division is managed by the Associate Director of Education (Programs). There are four Assistant Directors of Education who are assigned to the four regions. The Programs Division implements student programs, services and curriculum for the District's 262 schools and more than 67,000 students, including supports for students with exceptionalities.

2. Finance and Business Administration:

The Assistant Director of Education (Finance) manages the Finance and Business Administration Division. This Division has responsibility for financial resources and compliance with provincial and federal financial legislation and regulations; acquisition of materials, equipment and services; and, information technology.

3. Human Resources:

The Assistant Director of Education (Human Resources) manages the Human Resources Division, which has responsibility for the recruitment and hiring of all teaching and support staff, implementation of collective agreements and performance appraisal programs, and the development and implementation of policies pertaining to personnel.

4. Operations

The Assistant Director of Education (Operations) manages the Operations Division, which has responsibility for property management, facilities repairs and maintenance, and capital priorities. The Division also has responsibility for student transportation, including contracted and board-owned bussing as well as alternate transportation.

## Students

The NLESB operates 262 schools throughout the District. The District has a varied school population, with school sizes ranging from 2 students (Mud Lake School) to 956 students (Holy Heart Regional High). The Board serves over 67,000 students across Newfoundland and Labrador and has approximately 8100 teaching and support staff.

Region	Number of Female Students September 2013	Number of Male Students September 2013	Total Number of Students September 2013
LABRADOR	1597	1738	3335
WESTERN	5456	5691	11147
CENTRAL	5713	6068	11781
EASTERN	19901	20916	40817
<b>PROVINCE</b>	<b>32667</b>	<b>34413</b>	<b>67080</b>

## Employees

The NLESB employs full-time, part-time and casual employees to deliver curriculum and programs and to support the business functions of the District. The breakdown for employees is as follows:

Employee Group	Labrador	Western	Central	Eastern	Total Number of Employees 2013
TEACHING STAFF	275	1001.25	1014	3026.50	<b>5316.75</b>
STUDENT ASSISTANTS	24	130	109	391	<b>654</b>
SUPPORT STAFF	156	353	500	408	<b>1417</b>
CASUAL EMPLOYEES	22	116	314	275	<b>727</b>
<b>TOTAL NUMBER OF EMPLOYEES</b>	<b>477</b>	<b>1600.25</b>	<b>1937</b>	<b>4100.50</b>	<b>8114.75</b>

## Strategic Issues

The NLESB has developed and is implementing a one-year plan, pending completion of a strategic planning process for the development of a new strategic plan for 2014-2017. The NLESB has reviewed the strategic issues and priorities of the former boards, and also identified priorities to address this year.

The strategic issues identified by the former boards were as follows:

Labrador	Western	Eastern	Central
<b>Student Achievement</b> <b>Technology</b> <b>Safe &amp; Caring Schools</b> <b>Leadership Development</b>	<b>Student Learning</b> <b>Organizational Learning and Effectiveness</b> <b>School Organization &amp; Infrastructure</b>	<b>Students</b> <b>Staff</b> <b>System</b>	<b>Student Academic Achievement</b> <b>Student Retention</b> <b>Safe, Caring &amp; Healthy Schools</b> <b>Recruitment &amp; Retention of Employees</b>



The strategic goals for each of the former boards addressed student academic achievement; use of technology by students and staff; organizational effectiveness; safe and caring school environments; leadership development; and, student retention.

The Newfoundland and Labrador English School Board has identified three strategic issues for 2013-2014, based on a review of the work of the former boards, and emerging priorities from the consolidation of the school boards. These strategic issues are:

1. Student Achievement and Success
2. Safe, Caring, Healthy and Socially Just Learning Environments
3. Organizational Effectiveness

## **Strategic Issue I: Student Achievement and Success**

### ***Rationale***

The NLESB has a mandate to administer primary, elementary and secondary educational services across the province. The four former school boards which formed the NLESB all had a strong focus on student academic achievement and this focus will be continued under the new Board. The NLESB wants to ensure that all students within its jurisdiction have the opportunity to succeed at all educational levels of the K-12 system, and have appropriate opportunities available to them upon finishing school. The NLESB recognizes that it takes continued, intentional effort to demonstrate progressive improvement in student academic achievement. During 2013-2014, the NLESB will continue to support learners in a variety of ways across the District; will review literacy strategies in place and will develop additional resources to support core literacy and numeracy. This work will help the Board to position itself for the future and a new three-year strategic plan, focusing on student achievement and success.

### ***Strategic Goal I:***

By June 30, 2014, the Board will have coordinated and enhanced select procedures and practices to support student academic achievement.

***Measure:*** Coordinated and enhanced select procedures and practices

### ***Indicators***

1. Continued learner supports and interventions.
2. Enhanced resources to support core literacy.
3. Enhanced resources to support core numeracy.

## **Strategic Issue II: Safe, Caring, Healthy and Socially Just Learning Environments**

### ***Rationale***

The Newfoundland and Labrador English School Board is committed to providing safe, caring, healthy and socially just learning environments. Through a variety of initiatives, the Board promotes active and healthy living and works to ensure safe and secure facilities for all students. The NLESB works closely with the Department of Education to promote student safety; bullying prevention and intervention; and, positive behaviour. The NLESB also recognizes that it has a responsibility to support accessible and equitable educational programs and services, taking into account vulnerable student populations.

During 2013-2014, the NLESB will develop a strategy to promote responsible and safe use of technology by students; work with the Department of Education to implement aspects of the Provincial Safe and Caring Schools Policy; and, support socially just practices in schools. These activities will build on work which began in the former districts, and the NLESB will continue to implement procedures and practices which contribute to safe, caring, healthy and socially just schools.

### ***Strategic Goal II:***

By June 30, 2014, the Board will have coordinated and enhanced select procedures and practices to support Safe, Caring, Healthy and Socially Just Schools.

***Measure:*** Coordinated and enhanced select procedures and practices.

### ***Indicators***

1. Developed a strategy that promotes responsible use of digital technology.
2. Promoted safe, caring and healthy school environments.
3. Promoted social justice practices in schools.

## Strategic Issue III: Organizational Effectiveness

### ***Rationale***

The Newfoundland and Labrador English School Board came into effective on September 1, 2013. Work is now underway to consolidate, where appropriate, the various systems, policies and practices of the former boards, or to develop new ones. The merger of four boards into one board provides an opportunity to build on best practices with respect to efficiency and effectiveness. It also provides an opportunity to promote consistency across the District. Where possible, the NLESB will develop or expand our technological resources to support teaching and learning and business operations, within existing resources.

Given the geography and diversity of the District, the NLESB also recognizes the need to communicate effectively with internal and external stakeholders, and to develop a variety of communications tools.

During 2013-2014, the NLESB will enhance electronic information systems; develop a constitution, by-laws and policies; and, enhance communications with stakeholders. This work will help to position the District as a transparent, accountable organization delivering educational programs and services to primary, elementary and secondary students throughout the province.

### ***Strategic Goal III:***

By June 30, 2014, the Board will have enhanced organizational effectiveness.

***Measure:*** Enhanced organizational effectiveness

### ***Indicators***

1. Enhanced select electronic information systems.
2. Developed constitution, by-laws and select policies.
3. Enhanced communications with stakeholders.

## Summary


Through our plan for 2013-2014, the Newfoundland and Labrador English School Board will continue to support student academic achievement, safe school environments and organizational effectiveness. The goals we have identified require considerable commitment and effort, but we believe they are achievable.

While the NLESB will focus on these strategic priorities in 2013-2014, it will continue to address many other priorities through the Programs, Finance, Operations and Human Resources Divisions, and through its partnership with the Department of Education. The Board is also undertaking its strategic planning process for 2014-2017, with a new three year plan to be tabled in the House of Assembly by September 30, 2014.

Outcomes associated with the goals in this Plan will be reported in the Fall of 2014 in our NLESB Annual Report for 2013-2014.





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