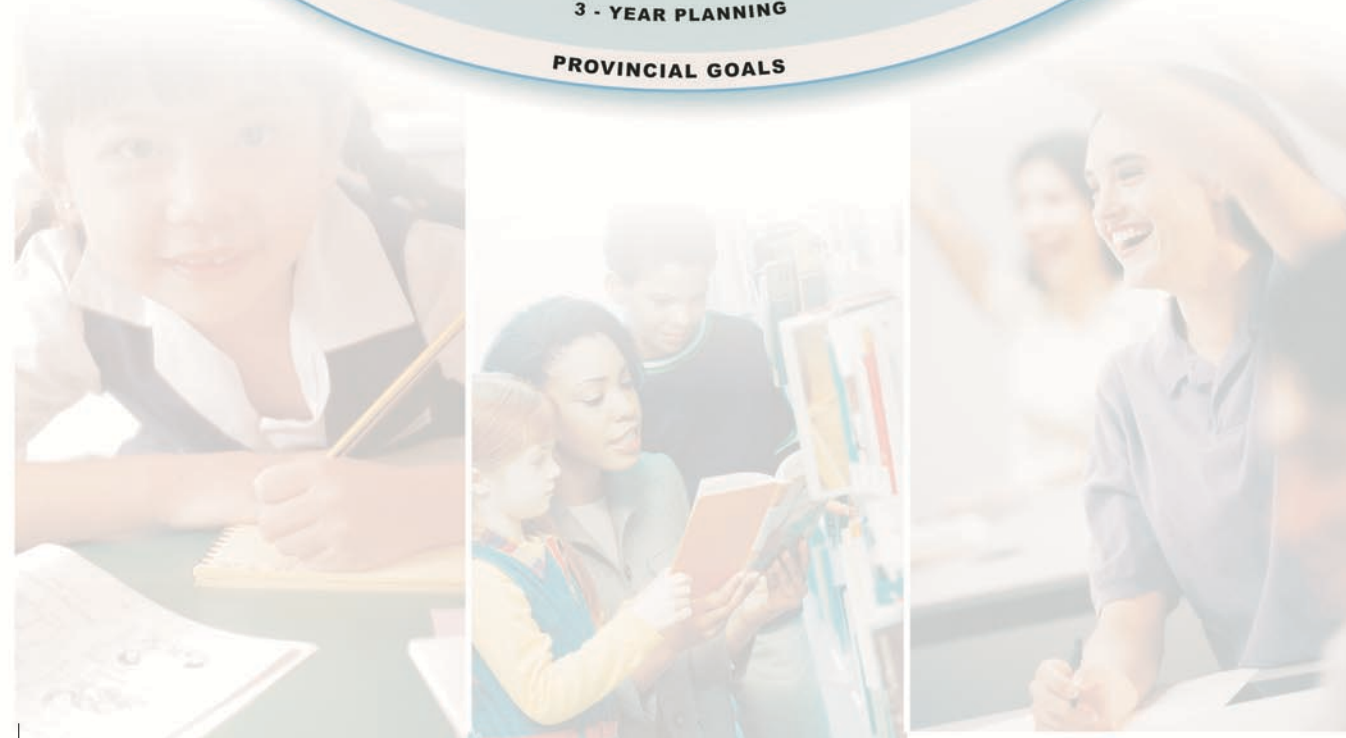
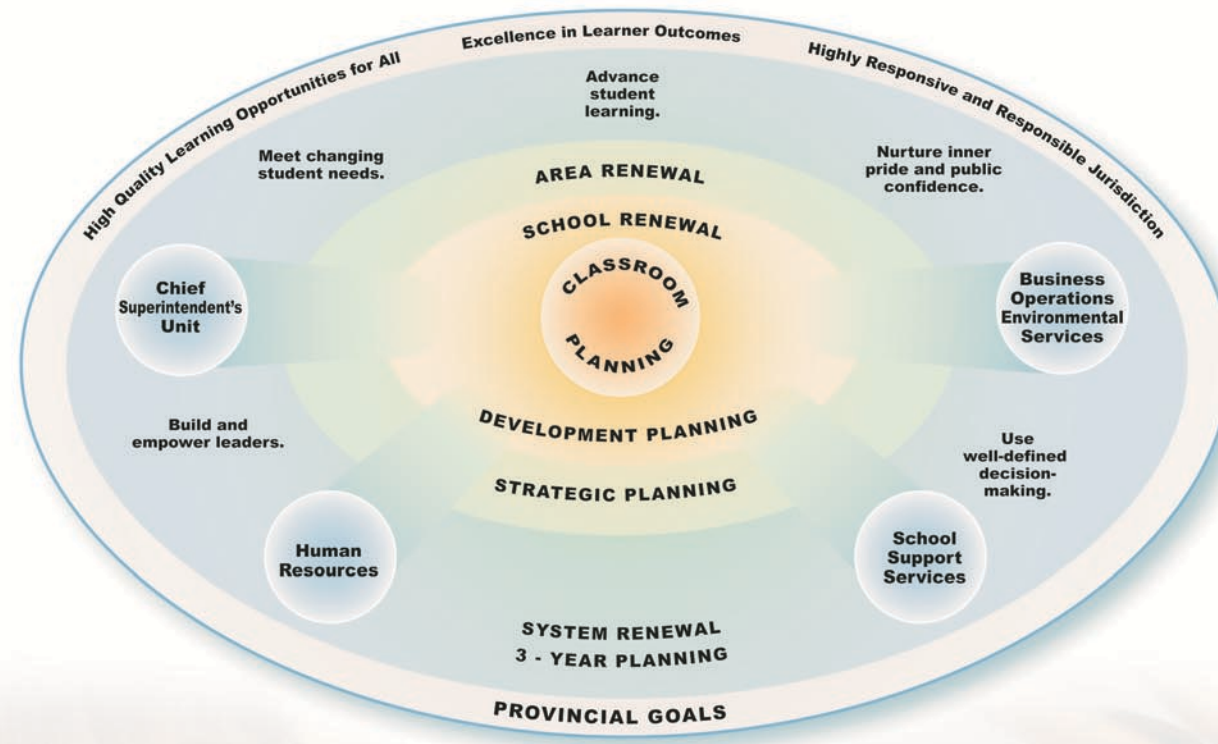


Measures

- Student assessment results, including provincial testing program
- Number of students awarded and/or eligible for High School Diplomas, Certificates of Achievement, scholarships
- Percentage of program completions, including high school, special populations, Registered Apprenticeship Program and Work Experience, Off-campus, international students
- Percentage of student enrolment change
- Survey results, including provincial stakeholder surveys
- Number of regular and online Professional Development opportunities; staff and international visitors in leadership development
- Number of alternative and special education programs offered; partnerships with industry and community
- Percentage of School Development Plans that involve School Councils
- Number of schools modernized; organizations leasing schools
- Number of international students/educators enrolled in CBE schools/development programs
- Percentage of days staff healthy and present in worksites

Alignment of the Planning Units for Change



Strategies

- Implement School Development Plans focused on student achievement and diverse student needs. Provide opportunities for School Council involvement.
- Implement Area Renewal Plans focused on school development, student achievement and diversity, high school completion, professional development and responsiveness to larger community.
- Implement high school renewal plans developed by Areas, High School Division Principals, Curriculum Support and Chinook Learning Services, including, but not limited to, Career Pathways.
- Coordinate student access to services and match student need to appropriate service provider.
- Deploy technology as an enabler for student and staff learning.
- Establish/expand regular and/or alternative programs based on community needs and interests, in congruence with Area, School Capital and Student Accommodation plans.
- Provide professional development related to new and current programs of studies, student diversity and inclusive leadership.
- Collect, analyze and interpret data relative to provincial tests, surveys and demographics for Area, school and system requirements.
- Recruit staff with expertise in areas of need identified through Area Renewal.
- Pursue innovative partnerships to support student learning and facility construction.
- Continue to refine Budget Process and Resource Allocation Method to schools.
- Focus accountabilities through System Instructional Accountabilities Council.
- Support staff by recognizing and celebrating achievements; facilitating safe and timely return to work after illness or injury.
- Communicate plans, results, successes and decision-making processes to staff and community.

SUMMARY

Three Year Education Plan

2004 - 2007



Calgary Board of Education

Improvement Priorities

- Early literacy and numeracy
- Secondary math achievement
- Students' access to services
- First Nations, Metis, Inuit (FNMI) learners' programs and results
- High school completion
- Information and communications technology
- Community satisfaction

Goals

Outcomes

Goal One Advance student learning

- Learners demonstrate high standards.
- Learners complete programs.
- Students learn to their maximum potential.
- Learners are well prepared for lifelong learning, employment and citizenship.

Goal Two Meet changing student needs

- Learners' needs are met.
- Learners participate in quality learning.

Goal Three Nurture inner pride and public confidence

- The CBE is the system of choice for Calgary families.
- The CBE demonstrates leadership and continuous improvement.
- Working relationships with stakeholders are effective.
- A culture of safety and caring exists.
- Educational partnerships increase.
- Staff - work is aligned with CBE goals, vision and mission; relationships are mutually beneficial and constructive; contributions are recognized and celebrated.
- The CBE is viewed as Employer of Choice.
- The CBE is respected and sought after by international educational institutions.

Goal Four Use well-defined decision-making

- Decision-making is responsive and responsible to community and stakeholder needs and interests.
- Guiding principles for decision-making are applied system-wide.
- Decisions are made by those with the knowledge, skills, information and responsibility and accountability for results.

Goal Five Build and empower leaders

- A shared understanding of inclusive leadership and its contribution to student learning exists.
- Inclusive leadership, as distinguished from positional authority, is manifested throughout the CBE.
- The CBE is a leader in international leadership development.

Mission

Educating Tomorrow's Citizens Today

Vision

(Subject to Board Approval)

The Calgary Board of Education is the dynamic learning community of choice.

We provide quality learning opportunities and options. Our learners take ownership by discovering and developing their potential, passions and gifts. They take their place as lifelong learners and make a significant contribution within a complex, changing world.

Values

(Subject to Board Approval)

Students come first.

We believe that everyone can learn. Each student is unique and worthwhile. We acknowledge, recognize and celebrate the diversity of our learners. Student success for each and every student is at the heart of our work.

Learning is our central purpose.

We believe that learning empowers students to achieve their potential. Attention to continuous improvement, high expectations, innovation and relationships will enable all students to reach their potential. Student learning is at the heart of everyone's work at the Calgary Board of Education.

Public education serves the common good.

Public education is essential for a vibrant democracy. The principles of democracy drive our accountability to the public and the public's participation in our work. The Calgary Board of Education is accountable to Calgary taxpayers for using their dollars wisely to meet students' learning needs.