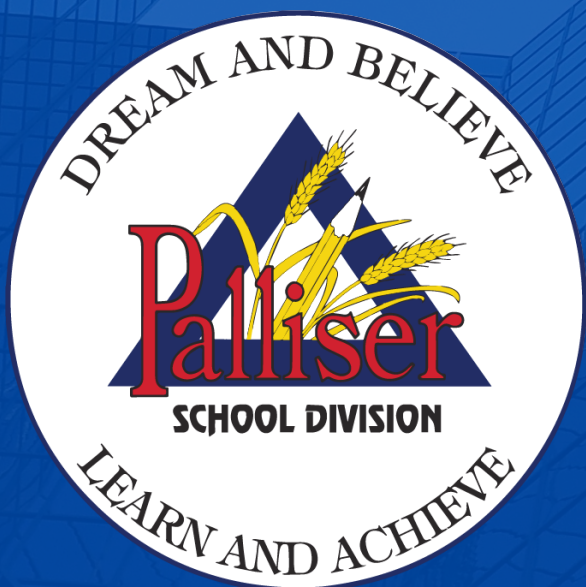


Mission Statement

Together we will ensure learning success for all students to develop their unique potential as caring citizens in a changing world.



EDUCATION PLAN

May 30, 2023

2021-2025 FOUR YEAR PLAN
Year Three

The 2021-2025 Education Plan, Year 3

| Mission |

Together we will ensure learning success for all students to develop their unique potential as caring citizens in a changing world.

| Vision |

Palliser School Division is committed to engendering and supporting the values of the broader society: empathy, integrity, respect, trust and responsibility. If the children of this community are to realize these values, the division acknowledges its responsibility to provide an exemplary education. It can only do this by establishing a clear sense of the goals it is trying to accomplish, the characteristics of the schools it seeks to provide, and the contributions the various stakeholders must make in order to transform these ideals into reality to improve student learning. The process focuses on measurable outcomes to ensure safe and caring school environments and support for student learning.

| Values |

Accessibility, Cooperation, Communication, Inclusivity, Diversity, Creativity, Excellence, Critical Thinking, Lifelong Learning, Continuous improvement, Transparency, Accountability, Respect, Integrity, Fairness, Equity, Empathy, Trust Responsibility, Commitment

The 2021-2025 Palliser School Division Education Plan is based on the priorities identified by the Board of Trustees, senior leadership and school administration. These priorities are wellness, literacy and numeracy and will be achieved through a focus on:



- **Student engagement:** Continue to enhance and promote student voice in their learning
- **Inclusion:** Continue to build an environment where diversity is celebrated and all students are supported in their learning endeavours.
- **Assessment Practices:** Align pedagogical approaches to ensure assessment is grounded by research, relevance and meaning for students.
- **Mental Health:** Continue to enhance and expand supports for students and staff.

Accountability Statement

The Education Plan for The Palliser School Division for the four years commencing September 1, 2021 was prepared under the direction of the Board of Trustees in accordance with the responsibilities under the Education Act and the Fiscal Planning and Transparency Act. This plan was developed in the context of the provincial government's business and fiscal plans. The Board has used its performance results to develop the plan and is committed to implementing the strategies contained within the plan to improve student learning and results.

The Board approved the 2021-2025 Education Plan, Year Three, on May 30, 2023.



Lorelei Bexte
Board Chair



Dave Driscoll
Superintendent

Our Commitment

Palliser School Division is committed to embracing and celebrating the diversity that exists within our school division. We strive to be inclusive in all of our practices and one of our foundational goals is the belief that all students can learn and grow to their potential. We recognize that the whole child must be supported in order for deeper learning to occur and that not all students learn the same way. We will continue to work towards a community of schools that embraces student wellness, social and educational equity and celebrating the learning journey as opposed to the end result.



The Palliser School Division is also committed to offering engaging learning opportunities for students, allowing them to experience learning in a variety of ways. By providing students the opportunity to learn both inside and outside the classroom, we hope to spark curiosity about the bright future our students have. Palliser will encourage students to explore interests and aptitudes, learn about potential futures and engage in learning opportunities that equip them with the passion, skills and confidence to be successful in life.

About Us



Palliser School Division is an incredibly diverse group of school communities. We respect and celebrate this diversity!



15 rural community schools in Southern Alberta

4 Low-German speaking Mennonite Schools
17 Hutterite Colony Schools



11 Faith-Based Alternative Programs

1 Sports-Based Alternative Program



Online and hybrid school

Home Education



Our Schools:



Calgary

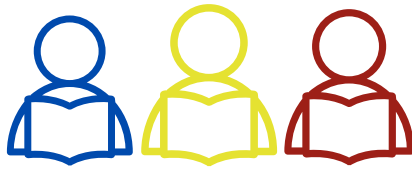


Vulcan



Lethbridge

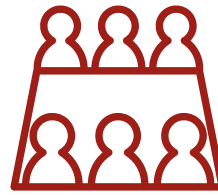
Who We Are



Approximately
9,300 students
from early learners
to grade 12



About **130** International
students



6 Board Trustees



1 Superintendent
2 Associate
Superintendents
1 Secretary Treasurer



About **635**
Teachers



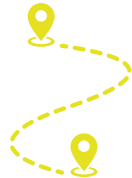
Over **500**
Support Staff



Over **1/3** of our students
are English
Language Learners



Our students speak over
50 languages, and counting



90 bus drivers drive **60** routes in Lethbridge
County, Vulcan County, and the Town of
Coaldale.

Our buses drive **1.8M** km a year

Alternative Programs:

An alternative education program emphasizes a particular language, culture, religion, or subject matter or uses a particular teaching philosophy.

Palliser Beyond Borders:

Our virtual school offers a blended approach to distance learning for students in grades 6 to 12. By prioritizing student-teacher relationships we are able to provide flexible digital programming that meets Alberta diploma requirements.

Off Campus:

Beginning in grade 7 students are invited to explore, engage and experience a variety of hands on experiences through educational partnerships.

Early Learning:

Palliser School Division is dedicated to providing a safe and caring environment where children from the ages of two and a half to the age of 6 can experience, learn and grow.

Summer School:

Our program offers students live instruction daily and is focused on student success. Our teachers are experts in their content areas and focus on relational teaching. Palliser offers all high school core subjects as well as CALM.

International Students:

This program enhances the education provided to our high school students through deepened cultural understanding by bringing students from around the globe to their schools and communities.

Pursuit of Excellence

The Senior Leadership Team is using the Leadership Quality Standards as the foundational document to shape decision making for the division. As a result, our administrators and senior division leadership are working closely to pursue excellence in the following areas:

- fostering effective relationships
- modelling commitment to professional learning
- embodying visionary leadership
- leading a learning community
- supporting the application of foundational knowledge of First Nations, Metis and Inuit
- providing instructional leadership
- developing leadership capacity
- managing school operations and resources
- understanding and responding to the larger societal context



Current Alberta Context

The Palliser School Division's 2021-2025 Education Plan outlines priorities for the system in alignment with the Alberta Education Assurance Framework found in the [Funding Manual for School Authorities 2023/2024 School Year](#). The Assurance Framework provides the structure for building and enhancing public trust and confidence in the education system. Through the guiding principles, domains and processes the education system demonstrates that is meeting the needs of students and that students are successful.

Assurance occurs when we support stakeholders to engage across the five domains of student growth and achievement; teaching and leading; learning supports; governance; and local and societal contexts. The Education Plan and the Annual Results Report are essential components for Palliser in demonstrating planning, monitoring results, assessing progress and adapting future plans all with the goal of providing assurance to the public.

Schools continue to work collaboratively with all central office departments to develop and implement programming that is responsive to identified needs within school communities. The data and feedback collected is used to enhance learning opportunities for all students.



The process of collecting data and input used in updating the 2021-2025 Education Plan is based on several perspectives and data sources collected throughout the 2022-2023 school year. Input has been gathered from:

- School education plans (staff, parents and school councils)
- Staff and Student Surveys
- Admin Association meetings (principals, vice principals)
- Learning Services team meetings
- Superintendent's leadership team



In follow-up to facilitated sessions designed to identify Palliser School Division's desired states, the framework was shared with each school community through School Council to collect further feedback and identify possible refinements. Our central office team and school principals are working to ensure our practices are aligned within this framework.



Desired States For Each Domain

Within the Domain of Student Growth and Achievement

1. Students will achieve prescribed provincial learning outcomes, demonstrating strengths in literacy and numeracy.
2. Students are engaged in their learning and approach each situation with a growth mindset to be ready for collaborating, problem-solving, critical thinking, creativity and communicating.
3. Students will be able to identify their emotions so they can react appropriately, helping them to self-advocate and make good decisions.

Within the Domain of Teaching and Leading

1. Teachers and leaders seek out ways to engage with staff, students and community to ensure each stakeholder group takes ownership of learning success to support optimal learning.
2. Teachers and leaders establish, promote and sustain inclusive learning environments where diversity is embraced and every student is welcomed, cared for, respected and safe.
3. Teachers and leaders will use effective assessment strategies to gather authentic evidence of learning and will use this evidence to inform practice.
4. Teachers and leaders bring care and competence to all their interactions; care with all stakeholders, both within and beyond their buildings, and competence evidenced by appropriate pedagogy and consistent professionalism.



Within the Domain of Learning Supports

1. Infrastructure (including all central office departments) supports learning and strives to meet the needs of Palliser students, families, staff and our communities.
2. Learning environments are agile and flexible enough to meet the diverse needs of students by providing the appropriate technology, learning supports and structures so that all students find success.
3. Learning environments work in collaboration with community and agency partners in order to develop both programming and physical infrastructure to support and enhance student learning.

Desired States For Each Domain

Within the Domain of Governance

1. The Palliser Board will consider the various complex and unique contextual variables including equity when managing resources.
2. The Palliser Board will develop fiscally responsible policies that support the shared vision of all community partners. Implementation of policies is coherent with provincial and division goals.
3. The Palliser Board will continue to advocate for the success of all learners. Within the Domain of Attending to Local and Societal Context.
4. The Palliser Board and Staff attend with agility and flexibility to the distinct learning needs, mental health, interests, aspirations and diverse cultural, social and economic circumstances of all students.



Within the Domain of Attending to Local and Societal Context

1. The Palliser Board and Staff attend with agility and flexibility to the distinct learning needs, mental health, interests, aspirations and diverse cultural, social and economic circumstances of all students.

Division Goals

Palliser School Division goals are:

LITERACY:

Palliser students will engage in intentional and meaningful literacy learning across all aspects of daily living.

NUMERACY:

All Palliser students will engage in intentional and meaningful numeracy learning across all aspects of daily living.

WELLNESS:

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



Palliser School Division's goals are aligned with those established by Alberta Education.

- Our students are successful.
- First Nations, Metis and Inuit students are successful.
- Our system is inclusive.
- We have excellent teachers, school and school authority leaders.
- Our system is well-governed and managed.

Palliser School Division Work in Literacy

Areas of Focus from Our Desired States

- Students will achieve prescribed provincial learning outcomes, demonstrating strengths in literacy and numeracy.
- Teachers and leaders establish, promote and sustain inclusive learning environments where diversity is embraced and every student is welcomed, cared for, respected and safe.
- Teachers and leaders will use effective assessment strategies to gather authentic evidence of learning, and will use this evidence to inform practice.
- Infrastructure (including all central office departments) support learning and strives to meet the needs of Palliser students, families, staff and our communities.
- Learning environments work in collaboration with community and agency partners in order to develop both programming and physical infrastructure to support and enhance student learning.
- The Palliser Board will consider the various complex and unique contextual variables including equity when managing resources.
- The Palliser Board will develop fiscally responsible policies that support the shared vision of all community partners. Implementation of policy is coherent with provincial and division goals.



Literacy Outcomes: All Palliser students will engage in intentional and meaningful literacy learning across all aspects of daily living.

Literacy Strategies*:

- Support schools in implementation of the Palliser Literacy Framework (need hyperlink).
- Continue implementation mapping to understand literacy needs, instructional and assessment areas of focus, and support collaboration between teachers and schools.
- Continue to support professional learning that emphasizes foundational areas of literacy: oral language, balanced literacy, and disciplinary literacy.
- [Create a staff professional learning plan for teachers, teacher leaders, and educational assistants to ensure staff are aware of professional learning opportunities throughout the year.](#)
- [Provide professional learning specific to new teachers and administrators joining the division.](#)
- [Establish a process for teachers to contribute to the development of high-quality literacy support materials.](#)
- Continue emphasis on opportunities to share and celebrate literacy learning across subjects.
- Continue student participation in engaging literacy learning experiences that allow for student choice, authenticity, and shared literacy experiences.

Palliser School Division Work in Literacy

Literacy Strategies (continued):

- Continue to support expertise with literacy interventions focused on oral language, areas of reading, and areas of writing.
- Evaluate literacy assessments in conjunction with teachers that are used through the Palliser Literacy Assessment Continuum.
- Develop a continuum of writing assessment to support our collective understanding of writing development.
- Continue student participation in engaging literacy learning experiences that allow for student choice, authenticity and shared literary experiences.

Local Literacy Performance Measures:

- Early reading measures
 - Test of Work Reading Efficiency (TOWRE), Test of Silent Reading Efficiency and Comprehension (TOSREC), and Test of Silent Word Reading Fluency (TOSWRF)
 - Fountas and Pinnell Benchmark Assessment
- OurSCHOOL Surveys
 - Responses of students indicating engagement in real-world, hands-on learning experiences.
 - Responses of students who state that their voice counts in their school.
 - Responses of students who indicate their schoolwork is meaningful.
 - Responses of students who indicate they understand how to best learn.
- Student and Teacher Assessment Surveys



Provincial Performance Measures:

- Provincial Achievement Tests
- Diploma Examinations
- Alberta Education Assurance Measure Surveys
- English Language Learner Language Proficiency Benchmarks
- Overall percentage of students (as well as FNMI and ELL students) who achieve acceptable standard and standard of excellence on PAT and diploma exams

Professional Learning:

- Continue professional learning related to oral language, balanced literacy, disciplinary literacy, and digital literacy.
- Support leaders with professional learning related to leading literacy initiatives.
- Support professional learning that supports assessment of foundational literacy skills and effective interventions for students in need of support.

Palliser School Division Work in Numeracy

Areas of Focus from Our Desired States



- Students will achieve prescribed provincial learning outcomes, demonstrating strengths in literacy and numeracy.
- Teachers and leaders establish, promote and sustain inclusive learning environments where diversity is embraced and every student is welcomed, cared for, respected and safe.
- Teachers and leaders will use effective assessment strategies to gather authentic evidence of learning, and will use this evidence to inform practice.
- Infrastructure (including all central office departments) support learning and strives to meet the needs of Palliser students, families, staff and our communities.
- Learning environments work in collaboration with community and agency partners in order to develop both programming and physical infrastructure to support and enhance student learning.
- The Palliser Board will consider the various complex and unique contextual variables including equity when managing resources.
- The Palliser Board will develop fiscally responsible policies that support the shared vision of all community partners. Implementation of policy is coherent with provincial and division goals.

Numeracy Outcome: All Palliser students will engage in intentional and meaningful numeracy learning across all aspects of daily living.

Numeracy Strategies*:

- Support school leaders with professional learning related to leading a culture of numeracy learning.
- Continue implementation mapping to understand numeracy needs, instructional and assessment areas of focus, and support collaboration between teachers and schools.
- Continue to support professional learning that emphasizes foundational areas of numeracy: number sense and fluency, mathematical reasoning, visual mathematics, problem solving, and rich tasks.
- Create a staff professional learning plan for teachers, teacher leaders, and educational assistants to ensure staff are aware of professional learning opportunities throughout the year.
- Provide professional learning specific to new teachers and administrators joining the division.
- Develop and support an inventory of key numeracy resources to support essential numeracy components: number sense and fluency, mathematical reasoning, visual mathematics, problem solving, and rich tasks.

*strategies identified in blue text are new strategies for the 2023-2024 school year

Palliser School Division Work in Numeracy

Numeracy Strategies (continued):

- Create an online platform for staff to share numeracy resources across the division.
- Establish a process for teachers to contribute to the development of high-quality numeracy support materials.
- Develop a needs assessment to gauge teacher professional learning needs within numeracy.
- Continue emphasis on opportunities to share and celebrate numeracy learning across subjects.
- Expanding off-campus opportunities to include numeracy outcomes.
- Provide increased middle and high school exploratory and dual credit opportunities for business and entrepreneurship.
- Continue to support expertise with numeracy interventions focused on number sense and fluency, mathematical reasoning, and problem solving.
- [Create a continuum of effective numeracy assessment practice through a Palliser Numeracy Framework.](#)
- Continue support for available numeracy assessments available for Alberta Education's Grades 1 to 3 mandatory assessments.
- Support schools in focusing on a numeracy goal and implementing a comprehensive whole-school approach to numeracy.
- Implementation the Palliser Numeracy Assurance (review and support assessment and intervention practices with numeracy).
- Support schools with accessibility to quality numeracy instruction.
- Continue to provide teachers with targeted numeracy professional learning opportunities that emphasize number sense and fluency, mathematical reasoning, visual mathematics, problem solving, and rich tasks.
- Continue to support opportunities to celebrate numeracy within Palliser. Expanding off-campus opportunities to include business/ numeracy outcomes.
- Provide more middle and high school exploratories and dual credit opportunities for business and entrepreneurship.
- An Inclusive Education PD plan rolled out for administrators and other school leaders with a focus to support all learners through an inclusive lens.
- Review and Pilot of new IPP/ISP platform for greater alignment with student planning and goals.



Palliser School Division Work in Numeracy

Local Numeracy Performance Measures:

- Math Intervention Programming Instrument (Grades 4 to 10)
 - Percentage of students meeting foundational areas of numeracy outcomes.
 - Fountas and Pinnell Benchmark Assessment
- Approved Assessments (Kindergarten to Grade 3)
 - Responses of students indicating engagement in real-world, hands-on learning experiences.
 - Responses of students who state that their voice counts in their school.
 - Responses of students who indicate their schoolwork is meaningful.
 - Responses of students who indicate they understand how to best learn.



Provincial Performance Measures:

- Provincial Achievement Tests
- Diploma Examinations
- Alberta Education Assurance Measure Surveys
- Overall percentage of students (as well as FNMI and ELL students) who achieve acceptable standard and standard of excellence on PAT and diploma exams

Professional Learning:

- Facilitate professional learning related to number sense and fluency, mathematical reasoning, visual mathematics, problem solving, and rich tasks.
- Support leaders with professional learning related to leading numeracy initiatives.
- Support professional learning that supports assessment of foundational literacy skills and effective interventions for students in need of support.

Palliser School Division Work in Wellness

Areas of Focus from Our Desired States

- Students are engaged in their learning and approach each situation with a growth mindset to be ready for collaborating, problem solving, critical thinking, creativity and communicating.
 - Students will be able to identify their emotions so they can react appropriately, helping them to self advocate and make good decisions.
 - Teachers and leaders establish, promote and sustain inclusive learning environments where diversity is embraced and every student is welcomed, cared for, respected and safe.
 - Teachers and leaders will use effective assessment strategies to gather authentic evidence of learning and will use this evidence to inform practice.
 - Infrastructure (including all central office departments) support learning and strives to meet the needs of Palliser students, families, staff and our communities.
 - Learning environments work in collaboration with community and agency partners in order to develop both programming and physical infrastructure to support and enhance student learning.
- The Palliser Board will consider the various complex and unique contextual variables including equity when managing resources.
 - The Palliser Board will develop fiscally responsible policies that support the shared vision of all community partners. Implementation of policy is coherent with provincial and division goals.
 - The Palliser Board and Staff attend with agility and flexibility to the distinct learning needs, mental health, interests, aspirations and diverse cultural, social and economic circumstances of all students.



Palliser School Division Work in Wellness

Wellness Outcome: Palliser students will become literate in mental health, gaining knowledge and understanding that will provide them confidence and support in their pursuit of living a healthy life.

Wellness Strategies*:

- Continued emphasis on mental health promotion and prevention through updating inventory of school based mental health and social emotional learning (SEL) resources. Ensure every school has access to a mental health or SEL resources and staff are adequately trained.
- Create teacher resources focused on smooth transitions for students between grade 9 and grade 10 and from grade 12 to post graduation life.
- Establishing a Google spaces platform to build a division wide wellness community.
- Partnering schools with common goals and strategies.
- Continue to increase mental health support staff.
- Continue to build partnerships with Alberta Health Promotion Facilitators, the University of Calgary, Ever Active Schools and Mental Health Literacy.
- Streamline the process and provide clarity to stakeholders on the crisis response protocols.
- Create a divisional framework and common understanding of staff wellness.
- Broaden partnership with Learning Bar to allow for a deeper analysis by school leaders of the Our School survey data to identify areas of strength and concerns.
- Develop a comprehensive communication plan to engage stakeholders.
- Provide opportunities to increase student agency.
- Further refinement of school based wellness action plans through collaborative opportunities.



Palliser School Division Work in Wellness

Local Performance Measures:

- OUR School Surveys
- Family Liaison Counselor and Making Connection Worker data for trends related to Mental Health.
- Survey Health Champions to measure increased level of engagement and support.
- Student access and utilization of transitions course experiential learning opportunities, MyBlueprint and Off Campus programming.

Provincial Performance Measures:

- Alberta Education Survey measures of Welcoming, Caring, Respectful and Safe Learning Environment and Access to Supports and Services
- Alberta Education Survey measure of Education Quality
- Alberta Education Survey Measures of Students Citizenship and Learning Engagement



Professional Learning:

- Support school leaders with professional learning related to Mental Health resources.
- Create a staff professional learning plan to ensure more staff are trained in mental health first aid and mental health literacy.
- Provide professional learning support for Learning Commons Facilitators to support safe and inclusive spaces.

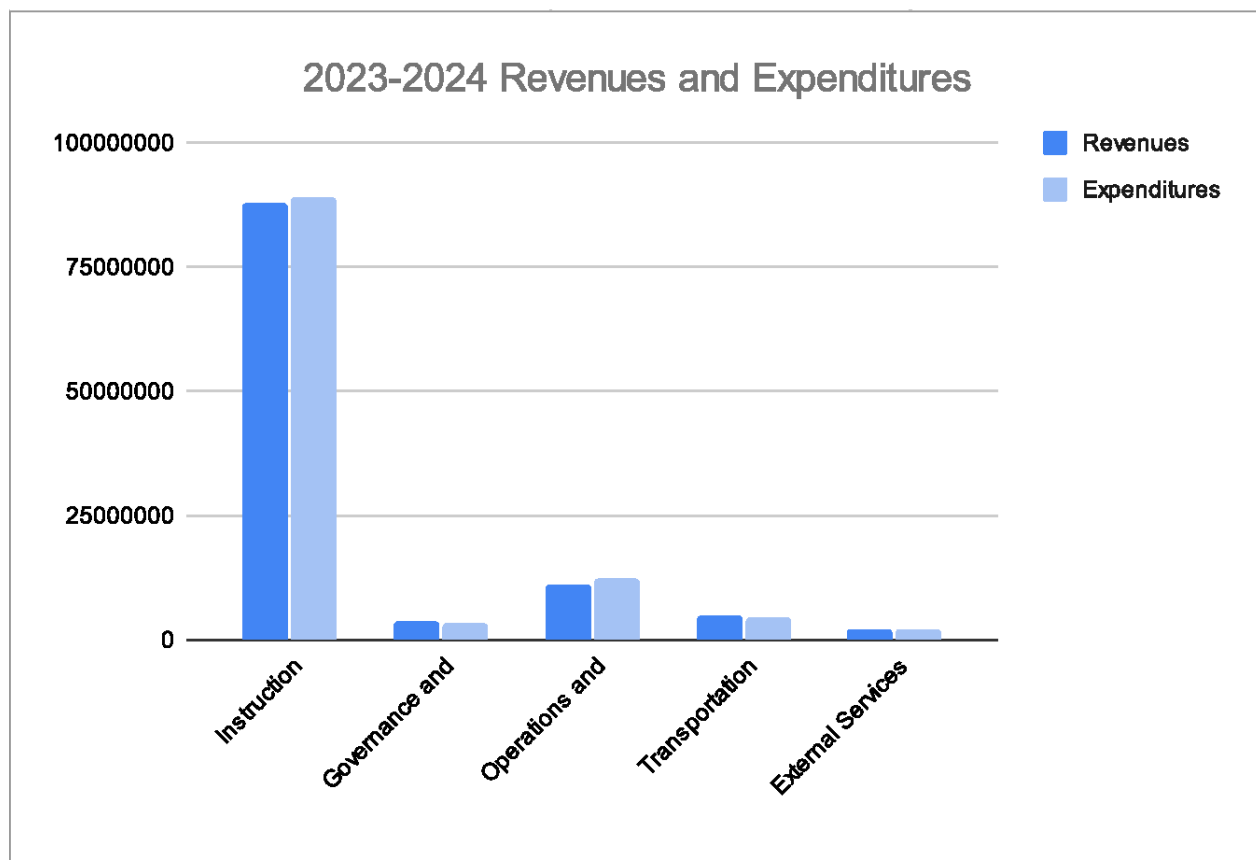
2023-2024 Budget

Palliser School Division is committed to providing the best education it can afford students. Staffing accounts for 81.4% of the total budget.

Budget Principles May 30, 2023

Palliser School Division's annual budget is driven by the goals and strategies of its Four Year Plan while addressing the operational needs of the jurisdiction. Recognizing that the superintendent will demonstrate fiscal responsibility by continuing to pursue efficient and effective services, the Board of Trustees has identified the following key priorities to guide the 2023-2024 budget.

- direct classroom funding to maximize student success
- providing school-based supports for students with complex needs
- wellness supports
- literacy and numeracy skill development



	Revenues		Expenditures	
Instruction	\$	87,969,912	\$	89,042,307
Governance and System Administration	\$	3,678,509	\$	3,281,498
Operations and Maintenance	\$	11,232,403	\$	12,419,506
Transportation	\$	4,693,245	\$	4,430,758
External Services	\$	1,935,595	\$	1,935,595
TOTAL	\$	109,509,664	\$	111,109,664

Learn More About Palliser School Division

Palliser School Division encourages parental and community involvement in all schools. Consultation with parents/guardians through school councils is ingrained in Palliser Administrative Procedures, including Administrative Procedure 102 Three Year School Education Plan which states school plans and results must be prepared by the principal in collaboration with staff, school council, and where appropriate, students.

Palliser Trustees are committed to working with school councils and they regularly attend school council meetings across the division. Palliser continues to use its website and social media to engage stakeholders as well. The public can connect with Palliser on Twitter (@PalliserSchools), Instagram (palliserschools) and Facebook (<https://www.facebook.com/PalliserRegionalSchools>). Palliser School Division's website allows the public to comment on news stories as another way to connect and offer feedback.



Palliser School Division encourages our families and community partners to maintain an active interest in the operation of Palliser and our schools, whether through participation in school council or other methods. Palliser information is shared publicly through our website, including Board of Trustee agendas, minutes and highlights packages. As well, dozens of stories and photos about happenings in the division and our schools are regularly posted in the "News" section of our homepage at www.pallisersd.ab.ca.

The Board of Trustees holds regular meetings monthly, except for July. These meetings are open to the public. Meetings are held at the Palliser Education Centre located in Lethbridge at #101, 3305 - 18 Avenue North. The office is open from 8:00 a.m. to 4:30 p.m. Monday to Friday. Should you have questions, please call the office at 403-328-4111 or toll-free at 1-877-667-1234.

References

- Alberta Education: Funding Model for School Authorities 2022/2023 School Year
- CASS Learning Guide | Assurance Framework from Theory to Action

Relevant Documents

The following documents are connected to and informed by the Education Plan:

2023-2024 Palliser School Division Budget

The Board of Trustees of the Palliser School Division , approved the 2023-2024 School Year Budget on May 30, 2023. The Budget can be found at:

<https://www.pallisersd.ab.ca/board-of-trustees/planning-and-reporting>

2023-2026 Capital Plan

The list of priorities captured within the Three-Year Capital Plan, which was approved by the Board of Trustees on March 14, 2023, can be found at:

<https://www.pallisersd.ab.ca/board-of-trustees/planning-and-reporting>

