

Western Québec School Board

# Strategic Plan

Approved by Council of Commissioners

June 29, 2010.



## **PREAMBLE**

The value and measure of a strategic plan lie with its ability to provide a systematic way for an organization to solve problems – including future uncertainties. For the Western Quebec School Board it should establish a process and general framework by which decisions are made about our intended future outcomes, about how these outcomes will be accomplished, and about how progress toward achievement of the outcomes will be measured, monitored and evaluated. It should focus efforts and resources on long-term general goals and strategic objectives while providing a foundation for short-term operational level activities. The most important of these operational decisions is assigning budget dollars. The strategic plan and operational budget plan must work in concert so that the organization can create a climate and culture dedicated to excellence – in our case teaching and learning excellence. The strategic plan must foster building success year upon year so there is an ever ascending model of achievement. These basic tenets must be considered by and apply to all stakeholders.

## **VISION & MISSION STATEMENT**

*The Western Quebec School Board, which covers a vast and diverse area, is an English school system dedicated to developing life-long learners who contribute to society and are prepared for the future.*

*We are committed to academic excellence, quality education and social, emotional and moral development.*

*We respect and promote the rights and responsibilities of the individual while maintaining student centred learning in a safe and healthy environment.*

*We value our parents and communities as partners involved in working collaboratively with us to enrich our programmes and achieve our goals.*

## **ORIENTATION OF THE STRATEGIC PLAN**

The Western Quebec School Board must ensure three key orientations when embarking upon any initiative within our strategic plan and partnership agreement:

1. The initiative must be viable and can be sustained.
2. The initiative must be accessible to all.
3. The initiative must provide the same quality of opportunity for all.

These orientations must be respected as we develop an action plan to meet our main challenges:

1. Maintaining viable community schools and centres in the face of declining enrollment
2. Increasing graduation rates for all sectors
3. Increasing qualification rates for all sectors
4. Closing the “attainment gap” for all sectors

Methods of communication and information sharing need to be built into both the strategic and school success plans. These must include:

1. A clear delineation of assignments and responsibilities
2. Establishing suitable assessment and evaluation tools
3. Establishing targets, goals and mileposts for reporting relevant data

## **STRATEGIC DIRECTIONS AND OBJECTIVES**

The Western Quebec School Board must continue to develop and support a learning organization and individual learning communities dedicated to lifelong learning.

### **Strategic Direction 1: Continue to increase individual student achievement**

To include MELS directives:

- a. Increase graduation rates of students under the age of 20.
- b. Improve the mastery of French second language and English mother tongue
- c. Increase success rates for students with handicaps, social maladjustments, or learning difficulties
- d. Increase the numbers of people under age of 20 in vocational training paths

### **Strategic Direction 2: Promote staff development and learning within a culture of best practices (Learning Partnerships)**

### **Strategic Direction 3: Establish sustainable school learning communities (Delivery and Organization)**

To include MELS directive:

- a. Growth of a healthy and safe environment in schools/centres

The Partnership Agreement (attached) clearly indicates our lines of intervention, targeted results, and methods for assessing the achievement of objectives.

## **KNOWLEDGE MANAGEMENT**

This is the vehicle to assure the quality of education we provide our students improves every year. It requires that as individuals we must get better at what we do every year. It demands that as an organization we must learn from what we and others do well and poorly every year. Finally, past knowledge and experience must be treasured and protected so there is an ever increasing and stronger foundation on which to build. The components are:

1. Identify the knowledge holders
2. Organize to share knowledge
3. Ensure we have the skills to share knowledge
4. Capture the knowledge
5. Review – Reflect – Refine

Becoming an information rich learning community will allow us to clearly demonstrate the value we add for each student and/or service. We seek to improve performance in the areas of student achievement, delivery and organization, and learning partnerships by improving everyone in our organization over time.

The status quo is NOT acceptable...EVER!

**EVERYONE IN OUR SYSTEM HAS A MORAL RESPONSIBILITY TO SHARE WHAT THEY KNOW!**