

Recognizing that learning, well-being and equity are the core of our work, our strategic plan is focused on building a culture that supports and engages students, staff and community. Our new plan has three key objectives —

to create a Culture of Innovation, a Culture of Caring, and a Culture of Social Responsibility. Each objective has one of three goals — one with a student focus, one with a staff focus and one with a system focus.

These goals are supported by strategies that will guide our work; outcomes that describe the change we want to happen; and key performance indicators that will help us to measure our progress.

## Culture of Innovation

*We will build a learning community where innovation and inquiry drive learning.*

### Desired Outcomes:

#### For Students

- ◆ Improved student achievement;
- ◆ Increased graduation success in all pathways;
- ◆ Increased sense of relevance and motivation for students;

#### For Staff

- ◆ Increased capacity to support personalization of learning;
- ◆ Increased leadership capacity; and

#### For System

- ◆ Improved business processes and efficiency.

### Strategies:

- ◆ Establish targets for student achievement;
- ◆ Provide professional learning and tools to support quality instruction and collaboration;
- ◆ Create conditions to support creativity, innovation and evidence-based practice;

- ◆ Champion high learning expectations for all students in all programs;
- ◆ Promote collaborative environments which foster innovation and creativity; and
- ◆ Modernize instruction and administrative processes.

- ◆ Modernize learning and enhance student experience; and
- ◆ Optimize resources and technology to modernize business processes.

## Culture of Caring

*We will advance equity and a sense of belonging to promote a safe and caring community.*

### Desired Outcomes:

#### For Students

- ◆ Improved equity of access, opportunity and outcomes;
- ◆ Improved student well-being;
- ◆ Enhanced student safety;

#### For Staff

- ◆ Improved employee well-being;
- ◆ Improved employee engagement;

#### For System

- ◆ Increased parent voice;
- ◆ Increased community partnerships; and
- ◆ More representative workforce.

### Strategies:

- ◆ Build system capacity in equity and inclusive practice to support education, engagement and reconciliation with historically marginalized groups;
- ◆ Provide learning opportunities and resources to support student well-being;
- ◆ Foster conditions to improve workplace safety and employee well-being;
- ◆ Enhance communications and develop mechanisms to build employee engagement; and
- ◆ Build system capacity to support parent and family engagement at the classroom, school and district levels.

- ◆ Prioritize the dignity and well-being of students in inclusive and caring classrooms;
- ◆ Champion and nurture a safe, caring and respectful workplace; and
- ◆ Build authentic engagement with and among our communities.

## Culture of Social Responsibility

*We will strengthen our community through ethical leadership, equitable practice, and responsible stewardship.*

### Desired Outcomes:

#### For Students

- ◆ Improved social and emotional skills;
- ◆ Increased student voice;
- ◆ Improved student behaviour;
- ◆ Reduced disproportionate representation;

#### For Staff

- ◆ Improved leadership capacity;
- ◆ Improved employee engagement and recognition;

#### For System

- ◆ Improved decision-making;
- ◆ Improved governance practices; and
- ◆ Improved environmental practice and reduction in greenhouse gas emissions.

### Strategies:

- ◆ Support and encourage the development of our Exit Outcomes and life skills in all students;
- ◆ Build leadership capacity and succession plans;
- ◆ Build system capacity in environmental stewardship, resource allocation and risk management; and
- ◆ Collect and use data to inform instructional practice, policy, and decision making.

- ◆ Remove barriers to equity of access, opportunity, and outcomes;
- ◆ Model responsive and ethical leadership and accountability; and
- ◆ Foster progressive stewardship of the environment, and human and financial resources.

## EXIT OUTCOMES — What we want for our graduates

### CHARACTERISTICS

### SKILLS

Appendix A  
to Report 21-013

Goal-oriented

Innovative/  
Creative

Collaborative

Globally Aware

Resilient

Ethical  
Decision-makers

Digitally Fluent

Academically  
Diverse

Effective  
Communicators

Critical Thinkers