

# Halifax Regional School Board

Strategic Plan 2013-2017



Halifax Regional  
School Board

Approved April 10, 2013

# Halifax Regional School Board Strategic Plan 2013-2017

## **A. Introduction**

The Halifax Regional School Board (HRSB) is responsible for administering the public school system within the geographic boundary of the Halifax Regional Municipality (HRM). The board operates 136 schools serving over 49,000 students and employing about 4,900 FTE teachers and support staff.

The Governing Board consists of nine elected school board members, one appointed Mi'kmaq representative and two student advisors.

The Board works in partnership with the Department of Education and the Halifax Regional Municipality in providing programs and services for students. The Board strives to develop the capacity to address current and emerging student needs.

The following is the strategic plan that will provide direction and focus to the Governing Board over the next four years. Steps to achieve the goals through the strategies will be described in detail through the annual Business Planning and Budget process. Progress will be reported quarterly to the Audit Committee as part of the Business Plan and Financial Update.

School boards must also develop measures against which performance can be assessed for reporting on the Business Plan to the Department of Education. Each goal will include performance measures, baseline data, target, reporting year and timeframe to facilitate performance reporting as part of the annual Business Plan. Performance measures will be chosen based on what data is currently available for reporting or what data the board plans to collect.

## **B. HRSB's Mission**

Providing a high quality education for every student every day.

## **C. HRSB's Vision**

Providing a safe and engaging learning environment where every student learns, grows and succeeds.

#### **D. HRSB's Values**

In carrying out our Mission, we will demonstrate:

- a focus on student achievement and school improvement
- a commitment to put the best educational interests of students first
- a commitment to fostering a school system where all students are actively engaged in their learning
- an ability to connect with, motivate and empower students to discover their talents and passions
- equity and fairness of opportunity and quality of programs across the system
- a welcoming and supportive learning environment for our diverse student community
- the ability to adapt and thrive in constant change
- a commitment to optimize existing resources
- forward-thinking and collaboration with partners
- recognition and support of the inter-dependence of parents, educators and the community in the success of our students
- courageous leadership

#### **E. Strategic Themes and Desired Outcomes**

In order to achieve our Vision, the HRSB will be focused on the following strategic themes for the next four (4) years:

1. Student Achievement/Success
2. Exemplary Teaching
3. Equitable Opportunities for Students
4. Public Confidence in Education

## **F. Goals, Strategies and Key Outcomes**

**Strategic Goal 1: To improve student achievement and personal success.**

### **Strategies:**

- Ensure appropriate program planning is in place for every student
- Ensure an ongoing process to support all schools in their focus on school improvement planning
- Continue to support existing and to develop new instructional leadership skills for administrators
- Prepare students for a fulfilling path beyond school

### **Key Outcomes:**

**We will know we have been successful when HRSB achieves:**

- 100% of schools actively engaged in the provincial Continuous School Improvement framework
- Continued improvement in student achievement results, including provincial and board assessments
- An increased percentage of students graduating within three (3) years of entering Grade 10
- An increased percentage of students having identified a post-secondary path upon graduation
- 100% of school administrators having completed instructional leadership development programs
- Increased student engagement at the Grade 9 level as indicated through student survey results

**Strategic Goal 2: To maximize exemplary teaching practices to support high quality instruction.**

**Strategies:**

- Create a common understanding of exemplary and innovative teaching practices through professional development grounded in research
- Increase the cultural proficiency of teachers and administrators
- Emphasize exemplary teaching in the teacher appraisal process
- Encourage teachers to continuously assess the effectiveness of their instructional strategies in meeting the diverse needs of each student

**Key Outcomes:**

**We will know we have been successful when HRSB achieves:**

- 100% of teachers completing professional development on (a) exemplary teaching practices and (b) cultural competency and proficiency
- A teacher appraisal system that:
  - Emphasizes exemplary teaching and cultural competence
  - Demonstrates professional growth in teaching practices arising from annual professional development
  - Achieves consistency in evaluation standards used by the school administrators
- An increasing number of teachers receiving exemplary ratings for their teaching
- A common understanding and effective implementation of professional learning communities in all schools

**Strategic Goal 3: To achieve equitable learning opportunities for all students.**

**Strategies:**

- Develop a common understanding of the breadth and depth of diversity within our school system and address any policy implications
- Establish systems and processes to analyze and report student achievement data for identified groups
- Continue to recruit and retain staff to reflect the diversity of the student population
- Improve technology and transportation infrastructure to support broader access to programming
- Support and enhance every school's ability to ensure that all students experience a learning environment that meets their needs for physical, social and emotional safety

**Key Outcomes:**

**We will know we have been successful when HRSB achieves...**

- Improved student achievement for identified groups within our diverse student population
- An increased percentage of students accessing IB, AP, skilled trades, O2, French Immersion and co-op courses, fine arts, among others
- A more diverse workforce
- An increased percentage of students who feel their school is welcoming and inclusive
- 100% of schools with WIFI and equitable access to technology
- More options for student transportation

#### **Strategic Goal 4: To build engagement, support and confidence in HRSB.**

##### **Strategies:**

- Identify and implement best practices for community engagement at both the board and school levels
- Create protocols for proactive, open and timely internal and external communication
- Nurture strong relationships with the Department of Education, HRM and other community partners
- Achieve greater efficiency in the management of our facilities

##### **Key Outcomes:**

##### **We will know we have been successful when HRSB achieves...**

- Improved public confidence in HRSB
- An increased percentage of parents feeling positive about their engagement and satisfied with the quality of their children's education
- A significant increase in the number of parents and community members accessing HRSB's publications or communications tools
- Broader community engagement through the adoption of best practices
- Influence on public policy relating to education at provincial and municipal levels
- Completion of energy management projects and implementation of sustainable facility management practices with the savings being reinvested in the system
- An approved Facilities Master Plan with reduced excess capacity
- Provincial funding support for HRSB's Facilities Master Plan

#### **G. Accountability for Our Progress**

Upon approval of the Strategic Plan, Senior Administration will be accountable for developing annual business plans for the operational implementation of the strategies described herein. The achievement of our strategic goals will require not only instructional and administrative leadership, but also the support and engagement of the entire HRSB community.

The School Board and the Administration are committed to providing our parents and community with an annual report on HRSB's progress towards its strategic goals.