

## SOUTH SHORE REGIONAL SCHOOL BOARD STRATEGIC PLAN

### Goal 1: To demonstrate continuous improvement in instruction and student achievement

Measure 1: To increase the percentage of students by cohort compared to provincial averages that are meeting or exceeding expected learning outcomes in Provincial Literacy and Math Assessments. (Note: to compare cohort data we need factor in the provincial cohort average variance when determining success)

Measure 2: SSRSB teachers will indicate a significant improvement in their instructional practices as indicated through qualitative data from annual teacher surveys related to the effectiveness of their collaborative learning team.

Measure 3: SSRSB self-identified African Nova Scotian and First Nations/Aboriginal students will show increased achievement levels from report cards in the Math “Number” strand and all Language Arts strands (Grades 1-8) and numerical marks (grades 9-10).

Measure 4: SSRSB Students in grades 7-12 will indicate through Tell Them From Me surveys that they are intellectually engaged in their learning at a rate of 5% above the National Average.

#### Strategy

- The SSRSB teachers will align practice to the strategic plan and school improvement plan through the use of data.

#### Action Plan

Year 1	Year 2	Year 3	Year 4
Support teachers in understanding the process of the Continuous School Improvement framework.	Ensure all teachers play a meaningful role in their school’s CSI plan.	Support teachers in reflecting on and improving their own practices in relation to the CSI goal.	Monitor the success of years 1, 2, and 3 and determine future action.
Support teachers to collect appropriate student data to help monitor school and student improvement.	Support teachers in the analysis, interpretation and use of student data to inform classroom instruction.	Support teachers in analyzing classroom data in their PLCs.	Teachers will demonstrate improved instructional strategies based on data, with a focus on “closing the achievement gap”.
Assist teachers in the understanding and growth of embedded collaborative learning teams in identified schools.	Establish embedded collaborative learning teams in all schools.	Provide continued support to embedded collaborative learning teams to improve learning and achievement for every student.	Teachers will indicate that the embedded collaborative time has had a positive impact on their professional learning and student achievement.

## SOUTH SHORE REGIONAL SCHOOL BOARD STRATEGIC PLAN

### Strategy

- The SSRSB Education personnel and School Administration will focus primarily on Instructional leadership.

### Action Plan

Year 1	Year 2	Year 3	Year 4
School leaders will be committed to collective leadership, create a reflective, equity-driven, achievement-based culture of learning focused upon academic success for <i>every</i> student.	School leaders will be committed to collective leadership, create a reflective, equity-driven, achievement-based culture of learning focused upon academic success for <i>every</i> student.	School leaders will be committed to collective leadership, create a reflective, equity-driven, achievement-based culture of learning focused upon academic success for <i>every</i> student.	School leaders will be committed to collective leadership, create a reflective, equity-driven, achievement-based culture of learning focused upon academic success for <i>every</i> student.
School leaders will continually focus on learning; nurture a culture of continuous improvement; and monitor, evaluate and develop teacher performance to improve instruction.	School leaders will continually focus on learning; nurture a culture of continuous improvement; and monitor, evaluate and develop teacher performance to improve instruction.	School leaders will continually focus on learning; nurture a culture of continuous improvement; and monitor, evaluate and develop teacher performance to improve instruction.	School leaders will continually focus on learning; nurture a culture of continuous improvement; and monitor, evaluate and develop teacher performance to improve instruction.
School leaders will allocate appropriate resources strategically so that instructional practice and student learning continue to improve.	School leaders will allocate appropriate resources strategically so that instructional practice and student learning continue to improve.	School leaders will allocate appropriate resources strategically so that instructional practice and student learning continue to improve.	School leaders will allocate appropriate resources strategically so that instructional practice and student learning continue to improve.
School leaders will engage in personnel performance appraisals and develop working environments in which teachers have full access to supports that help improve instruction.	School leaders will engage in personnel performance appraisals and develop working environments in which teachers have full access to supports that help improve instruction.	School leaders will engage in personnel performance appraisals and develop working environments in which teachers have full access to supports that help improve instruction.	School leaders will engage in personnel performance appraisals and develop working environments in which teachers have full access to supports that help improve instruction.

**SOUTH SHORE REGIONAL SCHOOL BOARD  
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**Strategy**

- The SSRSB will develop and follow policy and practices to recognize diversity, inclusion, and equity in schools and classrooms.

**Action Plan**

Year 1	Year 2	Year 3	Year 4
To raise the profile of the RCH policy and procedures by providing ongoing and varied professional development in 25% of SSRSB schools and communities.	To raise the profile of the RCH policy and procedures by providing ongoing and varied professional development in 25% of SSRSB schools and communities.	To raise the profile of the RCH policy and procedures by providing ongoing and varied professional development in 25% of SSRSB schools and communities.	To raise the profile of the RCH policy and procedures by providing ongoing and varied professional development in 25% of SSRSB schools and communities.
	Begin a campaign to increase the level of cultural self-identification for all students.	Continue the campaign to increase the level of cultural self-identification for all students.	Complete the campaign to increase the level of cultural self-identification for all students.
Gather baseline achievement data from 2012-2013 school year for identified African Nova Scotian and First Nations/Aboriginal students.	Continue to collect and analyze data from the same population of students as compared to the whole student population.	Continue to collect data from the same population of students.	Continue to collect data from the same population of students.
	Use baseline data from 2012-2013 to identify instructional strategies that focus on student improvement for identified African Nova Scotian and First Nations/Aboriginal students.	Continue to use data to monitor the effectiveness of instructional strategies that focus on student improvement for the same population of students.	Monitor the success of years 1, 2, and 3 and determine action for year 4.

## SOUTH SHORE REGIONAL SCHOOL BOARD STRATEGIC PLAN

### Strategy

- The SSRSB will implement instructional and assessment practices that foster student’s Intellectual engagement.

### Action Plan

Year 1	Year 2	Year 3	Year 4
Support schools to create effective PLCs with a focus on instructional practices that promote student’s intellectual engagement.	Continue to support schools to maintain effective PLCs with a focus on instructional strategies that focus on student’s intellectual engagement.	Continue to support schools to maintain effective PLCs with a focus on instructional strategies that focus on student’s intellectual engagement.	Continue to support schools to maintain effective PLCs with a focus on instructional strategies that focus on student’s intellectual engagement.
Support schools to create effective PLCs with a focus on assessment <i>for</i> and <i>of</i> learning practices that foster student’s motivation and intellectual engagement.	Continue to support schools to maintain effective PLCs with a focus on assessment <i>for</i> and <i>of</i> learning practices that foster student’s motivation and intellectual engagement.	Continue to support schools to maintain effective PLCs with a focus on assessment <i>for</i> and <i>of</i> learning practices that foster student’s motivation and intellectual engagement.	Continue to support schools to maintain effective PLCs with a focus on assessment <i>for</i> and <i>of</i> learning practices that foster student’s motivation and intellectual engagement.
Support teachers and school administrators with the implementation of grades P to 3 and grade 10 new NS math curriculum and its recommended approach to constructivist learning.	Support teachers and school administrators with the implementation of grades 4 to 6 and grade 11 new NS math curriculum and its recommended approach to constructivist learning.	Support teachers and school administrators with the implementation of grades 7 to 9 and grade 12 new NS math curriculum and its recommended approach to constructivist learning.	Continue to support teachers and school administrators with the implementation of new NS math curriculum at all grade levels and its recommended approach to constructivist learning.
Support teachers and school administrators in their understanding and implementation of inquiry-based approach to learning at designated grade levels.	Continue to support teachers and school administrators in their understanding and implementation of inquiry-based approach to learning at designated grade levels.	Continue to support teachers and school administrators in their understanding and implementation of inquiry-based approach to learning at designated grade levels.	Continue to support teachers and school administrators in their understanding and implementation of inquiry-based approach to learning at designated grade levels.

**SOUTH SHORE REGIONAL SCHOOL BOARD  
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**Strategy**

- The SSRSB will continue to promote and support technology and innovation in our system.

**Action Plan**

Year 1	Year 2	Year 3	Year 4
Support seven schools in the implementation of the SSRSB Technology Engagement Learning Project (TELP).	Continue to support new schools and grade levels in the implementation of the SSRSB TELP.	Continue to support new schools and grade levels in the implementation of the SSRSB TELP.	Evaluate TELP and how to best maintain the one-to-one tablet to student ratio.
Support teachers by offering a range of professional development opportunities in two key areas: <ul style="list-style-type: none"> <li>• Universal Design for Learning (UDL)</li> <li>• The SAMR model for technology integration.</li> </ul>	Continue to support teachers by offering a range of professional development opportunities in two key areas: <ul style="list-style-type: none"> <li>• Universal Design for Learning (UDL)</li> <li>• The SAMR model for technology integration.</li> </ul>	Continue to support teachers by offering a range of professional development opportunities in two key areas: <ul style="list-style-type: none"> <li>• Universal Design for Learning (UDL)</li> <li>• The SAMR model for technology integration.</li> </ul>	Track the progression of teachers in the two key areas and adjust appropriately.

## SOUTH SHORE REGIONAL SCHOOL BOARD STRATEGIC PLAN

### Goal 2: To remove barriers for a safe and healthy environment.

Measure 1: Student Survey respondents in TTFM will indicate a positive response in the bullying and school safety report on measures above the national average.

Measure 2: The percentage of students being reported for severely disruptive behavior will decrease (Use 2013-14 as a baseline).

Measure 3: The number of schools offering the PATHS program will increase.

Measure 4: A long Range Facility Plan is in place to ensure efficiencies.

#### Strategy

- The SSRSB will develop and implement a long range facility plan.

#### Action Plan

Year 1	Year 2	Year 3	Year 4
Develop site plans and small scale drawings with identification coding for all school facilities.	Gather data <ul style="list-style-type: none"> <li>○ Satisfaction Surveys (Community)</li> <li>○ Building Capacity and Utilization Rates</li> <li>○ Enrolment (Historical and Projected)</li> <li>○ Building Conditions</li> <li>○ Instructional Spaces</li> <li>○ Operational/Programming Costs</li> <li>○ Bus Ride Times</li> </ul>	Engage school communities in a planning process for replacement and modernization of schools, where appropriate.	Establish <i>Joint Use Agreements</i> with municipalities
Develop a practice for determining the building conditions in our region, on a cyclical basis.	Examine school boundaries and catchment areas.	Engage school communities in a planning process to reduce surplus square footage.	Consider long-range planning for P3 schools. These schools will meet regional indicators of success.

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Develop clear and consistent standards for determining enrolment projections.	Assess available data to determine the viability and sustainability of existing facilities.	Develop a prioritized regional capital plan for submission to the Department of Education for funding.	
Analyze school facilities and compare with Provincial standards for instructional space requirements.	Engage school communities in public consultation about future planning for regional schools.	Develop a long-range plan for deferred maintenance needs.	
		Develop an efficiency plan for Operations Department (transportation, property services, technology).	

**Strategy**

- The SSRSB will develop and implement maintenance standards and procedures.

**Action Plan**

Year 1	Year 2	Year 3	Year 4
	Review and identify gaps to align SSRSB maintenance standards and procedures with Provincial and CEFPI requirements.	Review and implement hiring practices and training programs for custodial and maintenance staff to achieve alignment with Provincial and CEFPI requirements.	Engage custodial and maintenance staff in discussion and training about maintenance standards, procedures, and equipment training.
Assess equipment and supply needs across the region.	Implement real time work order delivery.		

## SOUTH SHORE REGIONAL SCHOOL BOARD STRATEGIC PLAN

### **Strategy**

- The SSRSB will educate and support staff and students in becoming ethical digital citizens.

### **Action Plan**

Year 1	Year 2	Year 3	Year 4
Implemented provincial online reporting tool for cyberbullying and informed all staff of Bill 61.	Continue to monitor data related to incidents of cyberbullying reported through PowerSchool and the online reporting tool.	Use data to determine schools that need additional support with ethical digital citizenship.	Monitor the success of years 1, 2, and 3 and determine future action.
Develop and distribute a list of ethical digital citizenship resources to be used by teachers and students.	Update list of ethical digital citizenship resources.	Support schools in integrating ethical digital citizenship throughout the curriculum.	Continue to support schools in integrating ethical digital citizenship throughout the curriculum.

### **Strategy**

- The SSRSB will provide system wide support and intervention in the areas of mental, physical, social and emotional health.

### **Action Plan**

Year 1	Year 2	Year 3	Year 4
Expand the research-based social and emotional learning program, Promoting Alternative Thinking Strategies (PATHS), to Dr. J.C. Wickwire Academy in grades P-2 and to complete the implementation at West Northfield Elementary School for grades 3-6.	Expand PATHS to Bridgewater Elementary School and New Germany Elementary, grades P-2, and complete the implementation at DJCWA in grades for grades 3-5.	Expand PATHS to North Queens Community School, Chester District, and Aspotogan Consolidated Elementary Schools, grades P-2, and complete the implementation at BES and NGES in grades for grades 3-6.	Expand PATHS to Bayview Community School and Bluenose Academy, grades P-2, and complete the implementation at NQCS in grades 3-6 and CDES and ACES in grades 3-5.



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Strengthen the roles and responsibilities of personnel involved within the new partnership with Mental Health.	Review the working partnership with Mental Health to identify barriers to student services.	Implement changes based on the review conducted in year 2.	
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**Strategy**

- The SSRSB will foster a culture based on dignity and respect.

**Action Plan**

Year 1	Year 2	Year 3	Year 4
To raise the profile of the RCH policy and procedures by providing ongoing and varied professional development in 25% of SSRSB schools and communities.	To raise the profile of the RCH policy and procedures by providing ongoing and varied professional development in 25% of SSRSB schools and communities.	To raise the profile of the RCH policy and procedures by providing ongoing and varied professional development in 25% of SSRSB schools and communities.	To raise the profile of the RCH policy and procedures by providing ongoing and varied professional development in 25% of SSRSB schools and communities.
	Review the Dignity in the Workplace Policy and Procedures and revise as necessary.	Communicate the Dignity in the Workplace Policy and Procedures system-wide and identify staff awareness levels.	Implement programs to enhance dignity and respect.
Conduct a system-wide TTFM survey of parents and teachers and grades 4-6 students (grades 7-12 students were surveyed in 2012-2013) [all surveys are offered bi-annually].	The SSRSB and individual schools will use data to focus on areas to improve school culture. Promote positive school culture through initiatives and programs in identified areas.	The SSRSB and individual schools will use data to focus on areas to improve school culture. Promote positive school culture through initiatives and programs in identified areas.	The SSRSB and individual schools will use data to focus on areas to improve school culture. Promote positive school culture through initiatives and programs in identified areas.
Assess the healthy workplace culture of the Board and develop target areas.	Build cultural competence to increase awareness and strengthen culture.	Examine practice, policies, and procedures to ensure that people feel safe, welcomed, valued, and confident.	

## SOUTH SHORE REGIONAL SCHOOL BOARD STRATEGIC PLAN

### Goal 3: Promote and strengthen partnerships and community engagement

Measure 1: SSRSB will create new external partnerships and expand on current partnerships

Measure 2: There will be an increase in the number of meetings between governing Board and school community members excluding the school review process.

Measure 3: The community will report an increased awareness of public education as indicated through the Tell Them From Me Parent Survey.

Measure 4: There will be an increase in positive media coverage of school and regional initiatives at the local level.

#### Strategy

- The SSRSB will actively promote progress and accomplishments.

#### Action Plan

Year 1	Year 2	Year 3	Year 4
Develop a schedule for regular media opportunities to promote accomplishments.	Promote accomplishments achieved through Strategic Plan.	Promote accomplishments achieved through Strategic Plan.	Promote accomplishments achieved through Strategic Plan.
Create an engaging student- and staff-focused annual Superintendent's report to the community.	Find ways to reach and share the Superintendent's Report to a wider audience.		

#### Strategy

- The SSRSB will provide increased opportunities to build relationships with communities.

#### Action Plan

Year 1	Year 2	Year 3	Year 4
Board will plan and hold presentations on educational topics to SAC.	Board will plan and hold presentations on educational topics to SAC.	Board will plan and hold presentations on educational topics to SAC.	Board will plan and hold presentations on educational topics to SAC.

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Board will seek public consultation on Strategic Plan and other educational matters.	Board will provide opportunities for public awareness and discussion of strategic plan progress.	Board will provide opportunities for public awareness and discussion of strategic plan progress.	Board will provide opportunities for public awareness and discussion of strategic plan progress.
The Board will commence Vision meetings to educate school communities on Board business and seek input on long-term planning.	The Board will continue Vision meetings to educate school communities on Board business and seek input on long-term planning.	Public input and recommendations will be utilized in a long-range planning.	The Board will meet with school communities to discuss long-term planning strategies.

**Strategy**

- The SSRSB will strengthen and expand multi-agency partnerships.

**Action Plan**

Year 1	Year 2	Year 3	Year 4
Assist Queens County schools with the implementation of SchoolsPlus and Advisory Committee (Justice, Recreation, South Shore Health, Mental Health, Addictions, Community Services).	Expand SchoolsPlus to Park View Education Centre and its feeder schools.	Continue to support SchoolsPlus implementation.	
Continue to strengthen and expand partnership with the District Health Authority in the area of the Food and Nutrition Policy, After School Programming, and Mental Health partnership.	Continue to strengthen and expand partnership with Health in the area of the Food and Nutrition Policy, After School Programming, and Mental Health partnership.	Continue to strengthen and expand partnership with Health in the area of the Food and Nutrition Policy, After School Programming, and Mental Health partnership.	Evaluate the partnerships with Health in the area of the Food and Nutrition Policy, After School Programming, and Mental Health partnership to plan next steps.

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SSRSB will utilize a workplace cultural assessment tool offered by Immigration Settlement & Integration Services to identify methods to further develop workplace culture and increase diversity.	SSRSB will build cultural competence through partnership with ISIS through diversity and cultural competence workshops.	SSRSB will work with ISIS to increase diversity in targeted work sites or employee groups through partnership / recruitment programs.	SSRSB will expand relationship with ISIS through workshops and programs to increase diversity and enhance workplace culture.
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**Strategy**

- The SSRSB will increase awareness of the governing Board’s business.

**Action Plan**

Year 1	Year 2	Year 3	Year 4
	Survey of community regarding their awareness of public education issues and Board member role to create baseline data and target areas for education and consultation.	Develop communications strategies to identify target groups and mediums to provide information.	Increase opportunities for community education, consultation and participation; measure progress by bi-annually re-administering the community survey.

**Strategy**

- The SSRSB will actively advocate for public education.

**Action Plan**

Year 1	Year 2	Year 3	Year 4
Board will choose a priority in education at a provincial level.	Advocate through provincial organizations and committees.	Advocate through provincial organizations and committees.	Advocate through provincial organizations and committees.