



Cree School Board
Youth Sector Strategic Plan



Cree School Board
Pedagogical Management Team
2012

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Executive Summary

Overview

The Board understands that successful achievement begins by clearly articulating your desired end-state and, in measurable goals, then assessing your progress towards these goals on a regular basis. In keeping with “placing the student first and foremost”, all of the strategic goals are set in the area of student outcomes. Together these goals will form the vast majority of what the Board will dedicate its time, and resources, to achieving....

...Making significant progress towards improvement in the Cree Youth academic success is at the core of the Board’s Strategic Plan, as it will build the foundation upon which a successful Cree Nation will exist. It is for this reason that the most significant investments, of the Board, in both people and funding, will be made in the Youth Education sector, with specific emphasis placed on the strategic action and review area deliverables deemed most important to ultimate success, namely:

A guaranteed and viable curriculum

A high-performing teaching team

A high-performing school leadership team, and

Engaged and committed students and families

Cree Educational Components built into all aspects and levels of education

Cree School Board Strategic Action Plan - June 2010

The pages in this document outline the “articulation of our desired end-state” for the Youth Sector of the Cree School Board. The goals and objectives herein have been carefully developed to align with the Cree School Board Strategic Action Plan developed by the Senior Management Team in 2009-10.

This Youth Sector Strategic Plan will be further elaborated on in a Youth Sector 5-Year Action Plan for which the Deputy Director General will be responsible.

The purpose of this project was to develop a plan to guide the direction of the Pedagogical Departments of the Cree School Board in their work over the next number of years.

Detailed implementation plans (the how and when), along with implementation services, were outside the scope of this project. During the next three to five years as the Department of School Operations and the Department of Education Services takes action on these strategies, detailed implementation plans will be developed. These plans are available from the respective Departments themselves and, for most intents and purposes, are internal documents.

The Pedagogical Management Team

Youth Sector Strategic Plan Foundation

The Youth Action Plan is derived from the **5 Strategic Actions** and **2 Strategic Review and Recommendation** deliverables as described for the Youth Sector in the *Cree School Board Strategic Action Plan 2011 - 2015*.

Mission

To provide for life-long learning while instilling the Cree identity in partnership with our communities to allow each student to attain the qualifications and competencies to become a successful contributor to the Cree nation and society at large.

Vision

A well-educated and successful Cree nation through inspired teaching and valued learning

Values

Courage	Honesty	Humility	Compassion	Respect	Sharing	Wisdom
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Operating Principles

In order to align with, promote and support our mission, vision and goals, the Cree School Board commits to behave in accordance with the following principles:

1. To exist first and foremost for the benefit of our students.
2. To achieve excellence and innovation in quality, standards and leadership.
3. To focus on continuous improvement and life-long learning
4. To be results-oriented.
5. To hold ourselves accountable to our values and are disciplined and transparent in our assigned responsibilities.
6. To effectively and efficiently manage our costs and allocation of time and resources.
7. To work collaboratively in the organization and with our communities.

Goals

To achieve excellence in youth education	To have effective working relationships with communities and education partners	To provide high quality learning opportunities that are responsive, flexible, & accessible	To prepare students for life long learning and the world of work	To be a high performing school board
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Summary of Strategic Goals and Objectives

Outlined below are the strategic goals and objectives designed to address the identified board-wide issues for the Cree School Board over the next three to five years. The objectives are presented under the heading of five strategic goal areas. The objectives within each goal area are the tactical initiatives to be implemented that will assist in achieving each strategic goal.

Strategic Goal I: To have a board-wide standardized guaranteed and viable curriculum

The Cree School Board will provide schools with a research-based, user-friendly curriculum that guarantees that all students will have the same opportunity to learn and that teachers will be able to cover in the span of a school year.

Objectives:

- Objective 1:** Develop a guaranteed and viable curriculum
- Objective 2:** Implement a guaranteed and viable curriculum
- Objective 3:** Monitor a guaranteed and viable curriculum

Strategic Goal II: To have competent and high-performing teachers

The Cree School Board will provide teachers with research-based tools and training (professional development) so that students get the best possible teaching to meet their individual needs for success.

Objectives:

- Objective 1: Create and support a work environment where teachers feel motivated and valued for the work they do
- Objective 2: Ensure that all Cree School Board teachers are competent literacy teachers and that the ability to read, write, speak and understand is emphasized in all classes and subject areas
- Objective 3: Develop instructional standards that all teachers will be held accountable to
- Objective 4: Implement a professional learning community approach to school improvement
- Objective 5: Provide schools with trained substitute teachers
- Objective 6: Implement a “Teach for Eeyou Istchee” program

Strategic Goal III: To have competent and high-performing school leadership

The Cree School Board will provide principals and vice-principals with research-based tools and training (professional development) as well as resources, so that the school climate is one where student achievement is maximized.

Objectives:

- Objective 1: Establish trained leadership teams in each school
- Objective 2: Develop school leadership standards and hold school leaders accountable to these standards
- Objective 3: Establish professional learning community standards for school leaders

Summary of Strategic Goals and Objectives

Strategic Goal IV: To have engaged students and families

The Cree School Board will ensure that measures to engage students and families in the learning process are established and practiced in the schools.

Objectives:

- Objective 1: Research successful student engagement strategies and practices in native and non-native milieus and make recommendations
- Objective 2: Research family engagement strategies and practices in native and non-native milieus and make recommendations

Strategic Goal V: To have an educational system that the entire Cree nation will be proud of, recognize as their own, and one that will help to continue to define the Cree nation and keep it vibrant.

The Cree School Board will integrate Cree values, beliefs, worldview and culture in all aspects of school life as well as develop programs relevant to Cree students in their own language (or their second language) at the Secondary level.

Objectives:

- Objective 1: Establish a Cree Nation Education Advisory Council
- Objective 2: Identify culture and identity standards that specify what students need to know, understand and be able to do at each grade level
- Objective 3: Recommend new and existing subjects to be taught in Secondary School including which should be taught in Cree

Project Participants

Cree School Board Pedagogical Management Team (PMT)

Members of the PMT served as the project Champions.

Core Team

The following persons participated on the Core Team to identify the issues and develop strategies and objectives that led the development of the plan:

- Joe MacNeil, Deputy Director General
- Kim Quinn, Director of School Operations
- Ida Gilpin, Director of Education Services
- Jim Laird, Consultant
- John Weideman, Management Coach

Workgroups

Members from the following Cree School Board Offices participated, with their respective Directors, will develop Departmental Action Plans¹ based on the goals and objectives identified by the Core Team:

- Joe MacNeil, Deputy Director General²
- Kim Quinn, Director of School Operations
- Ida Gilpin, Director of Education Services
- Debbie House, Coordinator of Professional Development
- Daisy Herodier, Coordinator of Cree Programs
- Nellie Pachanos, Coordinator of Student Services
- Juel Chouinard, Coordinator of Special Education Services
- Hardy Audate, Coordinator of School Operations
- Sherry Weistche, Coordinator of Instructional Services
- Christiane Laplante, Coordinator of Data Management Services
- Marie Monique Villeneuve, Coordinator of School Improvement³

1 *Departmental Plans based on the Goals and Objectives were developed in 2011-12*

2 *The Deputy Director General's Plan is referred to as the Youth Sector 5-Year Action Plan*

3 *The Coordinator of School Improvement is in the process of developing a Departmental Plan, her Department was established at the beginning of October 2012.*

Next Steps

Within the Strategic Plan, each strategic goal has multiple objectives and each objective has multiple action items. It is ultimately the responsibility of the Objective Sponsors, defined within the Strategic Plan section, to establish the implementation time period for each of the objectives and related action items. Each of the action items captured within the Strategic Plan will provide value to the Cree School Board and its stakeholders. Each action item must have a clearly defined plan including, but not limited to purpose, team members, roles and responsibilities, timeframe, deliverables, metrics, and a communication plan.

To effectively implement this plan, and to ensure that each of the goals and objectives are achieved, the Core Team recommends prioritizing the following action items as the next steps:

- Establish and define the purpose of a Pedagogical Management Team (PMT) to lead and support the Cree School Board Youth Sector as the driving force for a vital Cree Nation educational system¹
- Define and implement a School Improvement Office to coordinate all department and school plan projects effectively and efficiently²
- Develop detailed departmental plans for the objectives and priority actions identified for implementation within the 2011-2015 timeframe³
 - * Detailed departmental plans should identify people, time and money
 - * Departmental plans should include the task of developing monitoring for each Strategic Plan goal and the implementation of a review process for monitoring and reporting the performance and progress of Strategic Plan goals
- Establish a standard Pedagogical Management Team meeting agenda item to receive progress reports on the Strategic Plan objectives and action items
- Objective Sponsors and the Pedagogical Management Team will review and update the Strategic Plan annually

¹ A Pedagogical Management Team was established in the Fall of 2011.

² An Office of School Improvement was established in the Fall of 2012.

³ Departmental plans were developed - and continue to be developed - during the 2011-12 school year.

How to Read the Plan

Five strategic goal areas were identified by the Strategic Plan Workgroup. The Workgroup discussed current issues and root causes that create challenges for achieving each goal and then identified objectives to effectively realize this strategic goal in the future.

Each strategic goal area has several objectives. Each objective has multiple action items and an Objective Owner responsible for ensuring successful implementation.

The relationships between the strategic goal areas, the objectives, and the action items with the Cree School Board Council Policy and the Cree School Board Strategic Action Plan are diagrammed in the Planning Relationships diagram at the end of this document.

Role of the Objective Owner

Each Strategic Objective has an identified owner. The Objective Owner is a project-specific role and does not change any formal organizational or reporting structure within the Cree School Board. It is an ad-hoc leadership role, responsible for the following:

- Defining the project's key objectives and constraints;
- Securing the commitment of human and financial resources;
- Securing commitment, if applicable, of key stakeholders;
- Providing guidance and direction to the project team;
- Removing barriers to success;
- Approving changes to scope, cost, and duration;
- Approving and signing off on all deliverables;
- Championing the project internally and externally, as required;
- Monitoring and reporting progress on project goals and monitoring; and
- Developing implementation timelines for each strategic objective.

Strategic Goal I: To have a board-wide standardized guaranteed and Viable Curriculum

Overview

The Cree School Board will develop, implement and monitor a guaranteed and viable curriculum that is standards based, paced, horizontally and vertically aligned and supervised which will allow for common assessments. This curriculum will be aligned with the Quebec Education Program and will be used in every class by teachers who have had the required training and on-going support.

Strategic Objectives

Objective 1: Develop a guaranteed and viable curriculum

Objective Owner: Coordinator of Instructional Services

Action Items:

- Work with McREL to build internal capacity for guaranteed and viable curriculum development that specifies what students need to know, understand and be able to do at each grade level
- Focus on literacy and numeracy
- Prioritize Languages and Mathematics

Objective 2: Implement a guaranteed and viable curriculum

Objective Owner: Coordinator of Instructional Services

Action Items:

- Train teachers and administrators on the use of a guaranteed and viable curriculum
- Provide on-going support for the use of the guaranteed and viable curriculum as well as the support for the content to be taught
- Communicate curriculum details to parents and other key stakeholders

Objective 3: Monitor a guaranteed and viable curriculum

Objective Owner: Coordinator of School Operations

Action Items:

- Develop monitoring and assessment tools for the guaranteed and viable curriculum
- Report on progress and communicate results

Strategic Goal II: To have competent and high-performing teachers

Overview

The Cree School Board will ensure that teaching for the Board is an attractive career choice by providing its teaching staff with professional development that meets their needs and fostering an environment for effective teacher collaboration. Teaching staff will have clear guides for curriculum instruction and assessment as well as instructional standards to guide classroom practices.

Substitute teachers will be trained to take-over in the event of a teacher's absence and efforts will be implemented to ensure the creation of programs to overcome the difficulties of teacher recruitment.

Strategic Objectives

Objective 1: Focus on teacher satisfaction

Objective Owner: Coordinator of Instructional Services

Action Items:

- Prepare, distribute and collect data from teacher satisfaction surveys to determine the current situation and report findings to the Board
- Develop strategies and actions to increase teacher satisfaction in collaboration and consultation with teachers and the union
- Implement and monitor teacher satisfaction programs

Objective 2: Ensure that all Cree School Board teachers are competent literacy teachers and that the ability to read, write, speak and understand is emphasized in all classes and subject areas

Objective Owner: Coordinator of Instructional Services

Action Items:

- Develop a literacy training plan
- Provide on-going literacy training to teachers in both elementary and secondary sectors

Objective 3: Develop instructional standards that all teachers will be held accountable to

Objective Owner: Coordinator of

Action Items:

- Research evidence-based instructional standards and make recommendation on their use in classrooms
- Develop an Instructional Standards Framework for the Board

- Orient and train teachers with respect to the standards
- Monitor the use of the standards in classrooms

Objective 4: Implement a professional learning community approach to school improvement

Objective Owner: Coordinator of

Action Items:

- Train teachers to be effective and confident members of a professional learning community (PLC)
- Schedule PLC meeting time in teacher workloads
- Provide resources for PLC teams to work effectively
- Monitor PLC activity in the schools

Objective 5: Provide schools with trained substitute teachers

Objective Owner: Coordinator of

Action Items:

- Develop a plan to train local residents to become substitute teachers
- Implement the plan
- Monitor the training and the results of the training
- Provide on-going training sessions and follow-up to ensure substitute teacher competency

Objective 6: Implement a “Teach for Eeyou Istchee” program

Objective Owner: Coordinator of

Action Items:

- Develop a plan, in consultation with MELS, to establish a program for non-qualified university graduates to teach in the Cree School Board and attain their official qualifications on the job.
- Recruit candidates
- Implement the program
- Monitor and assess the program

Strategic Goal III: To have competent and high-performing school leadership

Overview

The Cree School Board will provide training, tools, resources and expectations for school principals and vice-principals that are based on clear standards to guide them in their practice as school leaders. These standards will form the basis of a principal support and assessment policy. These standards will guide in, ensuring parent collaboration, promoting the development of competent leaders who focus on strengthening and supporting teaching, sharing leadership and ensuring that all our schools are safe learning environments where students experience academic success.

Strategic Objectives

Objective 1: Establish trained leadership teams in each school

Objective Owner: Coordinator of

Action Items:

- Establish leadership teams in each school
- Train leadership team members using the “Success in Sight” model
- Provide on-going training and support to school leadership teams

Objective 2: Develop school leadership standards and hold school leaders accountable to these standards

Objective Owner: Coordinator of

Action Items:

- Research effective evidence-based leadership standards
- Develop school leadership standards for the Cree School Board in consultation with school principals
- Train school principals on the leadership standards
- Implement leadership standards with appropriate monitoring and assessment tools

Objective 3: Establish professional learning community standards for school leaders

Objective Owner: Coordinator of

Action Items:

- Train principals to lead professional learning community approaches to student improvement in their schools
- Coach principals and vice-principals to be effective members of a school leader professional learning community

Strategic Goal IV: To have engaged students and families

Overview

The Cree School Board will create a climate where students come to school with a desire to learn that has been cultivated by the school staff and high quality instruction that has been adjusted to the students' ability. Students are experiencing academic success and positive relationships with teachers and staff. School is a safe place where expectations are clearly defined and reinforced by all staff in a consistent and caring manner.

Parents and family become partners and take ownership the academic success of their children by encouraging school attendance, attending school and teacher meetings and helping where possible with homework and projects. School success is a family goal.

Strategic Objectives

Objective 1: Research successful student engagement strategies and practices in native and non-native milieus and make recommendations

Objective Owner: Coordinator of

Action Items:

- Research appropriate practices
- Prepare a report with recommendations to the Board
- Develop a plan for student engagement

Objective 2: Research family engagement strategies and practices in native and non-native milieus and make recommendations

Objective Owner: Coordinator of

Action Items:

- Research appropriate practices
- Prepare a report with recommendations to the Board
- Develop a plan for family engagement

Strategic Goal V: To have an educational system that the entire Cree nation will be proud of, recognize as their own, and one that will help to continue to define the Cree nation and keep it vibrant.

Overview

The Cree School Board will ensure a truly authentic Cree educational system that goes far beyond what was expected of Cree language and academics in the past. Secondary programming where students will learn how to function and flourish in Cree society and in the larger Quebec and Canadian society. New secondary courses taught in Cree where students will develop the capacity to converse, discuss, and debate as mature and competent Cree speakers. The kinds of courses being considered will bring Cree society, Cree language, Cree history, Cree values and Cree knowledge into the secondary classrooms in ways that inspire students to love learning and become fully engaged in their own learning journey.

Strategic Objectives

Objective 1: Establish a Cree Nation Education Advisory Council

Objective Owner: Director General

Action Items:

- Determine the parameters and working philosophy for an Education Advisory Council
- Determine membership to ensure that all facets of Cree society are accounted for
- Establish the Advisory Council

Objective 2: Identify culture and identity standards that specify what students need to know, understand and be able to do at each grade level.

Objective Owner: Director General

Action Items:

- Tour communities to gather input from key stakeholders
- Develop culture and identity standards - provide training and support
- Prepare and present a report of recommendations to the Cree School Board

Objective 3: Recommend new and existing subjects to be taught in Secondary School including which should be taught in Cree.

Objective Owner: Director General

Action Items:

- Determine program and instructional needs for new subjects and subject to be taught in Cree
- Prepare and present a report of recommendations to the Cree School Board

Planning Relationships



