

# Divisional Strategic Plan

September 2022

We will bring the world to our  
**students**  
to prepare our  
students for the **world**



**Park West School Division**

Learners Today, Leaders Tomorrow

## Table of Contents

Overview of Park West Strategic Planning Framework	3
Guiding Principles of the Park West Strategic Plan	4
The Four Pillars or Priorities	5
High-Quality Learning	6
Student Engagement and Wellbeing	9
Excellence in Teaching and Leadership	11
Responsive Systems	12

## Overview of Park West Strategic Planning Framework

This new strategic plan provides direction and strengthens Park West School Division's commitment to continuous improvement for students and staff. Excellence requires setting high standards for all and vigorously pursuing them and doing everything possible to prepare all students for their future.




Key elements of the Park West School Division strategic plan include

- Increasing student achievement in literacy and numeracy.
- Striving for excellence in instruction and school leadership.
- Prioritizing wellbeing for students and staff.
- Improving equity and inclusion while advancing Truth and Reconciliation.

Park West School Division uses a four-year planning cycle commencing in September 2022. However, with school board elections scheduled for October 2022, this strategic plan will be reviewed by the new Board in the spring of 2024.

This strategic plan is a dynamic, living document which will be examined throughout the planning cycle. As we implement the plan, we will monitor progress, evaluate impact, and revise the plan as required.

This strategic plan was developed through stakeholder consultation (including staff, parents, and students) and through review of school and divisional data. It stems from the division's beliefs, vision, and mission (shown below).

<p><b>Our Vision</b></p> <p>We will bring the world to our <b>students</b> to prepare our students for the <b>world</b></p> 	<p><b>Our Mission</b></p> <p>PWSD will work with communities to:</p> <ul style="list-style-type: none"> <li>• Provide <b>innovative</b> learning opportunities</li> <li>• Challenge student to reach their <b>potential</b> as engaged citizens of the world</li> <li>• Value, accept, and nurture <b>students</b></li> </ul> 
<p><b>Our Values</b></p> <p>Park West values:</p> <ul style="list-style-type: none"> <li>• our <b>PEOPLE</b></li> <li>• our <b>PARTNERSHIPS</b></li> <li>• our <b>PRACTICES</b></li> <li>• Our <b>PROGRAMS</b></li> </ul>	<p><b>Our Motto</b></p> <p>Learners <b>Today</b>  Leaders <b>Tomorrow</b></p>

## Guiding Principles of the Park West Strategic Plan

**Equity** - We will ensure that every learner is valued and authentically represented in an equitable, socially just, anti-oppressive education system and, accordingly, a democratic society.

**Access** - Every learner has the right to appropriate educational programming. That programming is the Manitoba curriculum. Inclusion is a belief that all learners can and do learn, in their own ways, in their own time.

**Cohesion** - A powerful education system is built upon a common vision and shared understandings. The Strategic Plan offers educators in Manitoba a unifying vision encompassing curriculum, assessment, evaluation, reporting and implementation.

**Flexibility** - The Strategic Plan is a dynamic, responsive, and ever-evolving ecosystem where each component is essential and intertwined.

**Agility** - To create the greatest opportunity for every Manitoba learner to live a flourishing life, curricula must be relevant, meaningful, and inspiring. Therefore, a system that proactively adapts to changes in society and innovations in learning and teaching is required.



## The Four Pillars or Priorities

All action areas of the Park West Plan will be linked to one of our four pillars or priorities. These are the same priorities identified by Manitoba's new K-12 Education Action Plan.

***High-quality learning:***

Improve learning and outcomes for all students through responsive and relevant curriculum and learning experiences in safe and inclusive learning environments.

***Student engagement and wellbeing:***

Respond to diverse life experiences, engage students, support successful transitions, promote wellbeing, and leverage inter-sectoral partnerships.

***Excellence in teaching and leadership:***

Ensure teachers, school staff and leaders have the knowledge, skills, and tools to support student achievement and wellbeing.

***Responsive systems:***

Ensure an equitable, aligned, and effective public education system with a focus on engagement, inclusion, and planning for provincial and local needs.



**High-Quality  
Learning**



**Student  
Engagement and  
Well-Being**



**Excellence in  
Teaching and  
Leadership**



**Responsive  
Systems**

## High-Quality Learning

Improve learning and outcomes for all students through responsive and relevant curriculum and learning experiences in safe and inclusive learning environments.



### **Priority Focus:**

A new Indigenous Education Policy Framework and new Framework for Learning will inform teaching and assessment. Actions will also focus on enhancing inclusive mindsets and practices and supporting classroom learning, such as broader learning environments beyond the traditional classroom.

Timeline	Outcomes	Actions Planned
2022 - 2024	To improve literacy outcomes for students.	<p>Engage students in guided practice, independent reading, and individualized and small group instruction. All teachers will model reading practices which support comprehension and critical thinking. A wide range (genre, reading level, content, form) of challenging and culturally appropriate reading material will be provided to engage students in reading.</p> <p>Implement instructional structures and strategies based on research that provide students with numerous and varied tasks and activities to support literacy growth and achievement.</p> <p>Provide professional development on best practices in literacy instruction.</p> <ul style="list-style-type: none"> <li>▪ Teachers will deepen their understanding of the balanced literacy components and how they support literacy development.</li> <li>▪ Teachers will learn which effective reading/writing behaviours need to be targeted for their grade level and the progression of these skills throughout the year.</li> </ul>

2022 - 2024	To improve numeracy outcomes for students.	<p>Enhance student procedural fluency to build mathematical confidence and number sense.</p> <p>Partner with the Manitoba Rural Learning Consortium (mRLC) in the implementation of the Numeracy Achievement Project to build teacher expertise in mathematics instruction. In 2022-2023, training for Grade 4 and 5 teachers will continue and a new Grade 6 cohort will receive professional development.</p>
2022 - 2024	Increase course options for students	<p>Increase remote learning options for students to enhance access to programming and learning across the division.</p> <p>Explore opportunities to expand access to the arts, including music, visual arts, dance, drama, and other value-added community activities.</p> <p>Expand vocational course options for students so that students will have confidence in their employment skills, knowledge of available opportunities for them and how to pursue career goals. Utilize the new Virtual Reality software for vocational career options. Explore options for expanding career prep in Middle Years.</p>
2022 - 2024	Improve academic achievement, graduation, school completion and positive life outcomes for Indigenous students.	<p>Collaborate and liaise with Indigenous partner groups, build awareness, identify collective action, and obtain resources to support the Calls to Action in the TRC Final Report.</p> <p>Implement Mamàhtawisiwin: The Wonder We Are Born With—An Indigenous Education Policy Framework.</p> <p>Enhance age-appropriate curriculum by integrating content on residential schools, Treaties, land-based education, Indigenous languages, and Indigenous Peoples’ historical and contemporary contributions.</p> <p>Develop high school programming and learning experiences to address Indigenous history, language development, and cultural awareness.</p> <p>Work in partnership with the local community to develop land-based learning opportunities for students.</p>

		<p>Provide professional development for staff focusing on residential schools, Treaties, land-based education, Indigenous languages, and Indigenous Peoples' historical and contemporary contributions.</p> <p>Engage the divisional Indigenous Student Council and divisional Indigenous Education Committee in conversations related to improving outcomes for students.</p> <p>Launch the Elder and Knowledge Keeper in Schools initiative.</p>
2022 - 2024	Review and revise protocols to guide student and school transitions.	<p>Improve transitions for students including those which occur between schools, from early to middle years, middle years to high school, and high school to post grad.</p> <p>Focus on the foundational knowledge, skills, and abilities that students should have when they finish high school to transition to advanced education, employment, or other opportunities.</p> <p>Develop a framework for life skills education for divisional students, including elements such as time management, study skills, work-life balance, daily living skills, and personal finance.</p>
2022 - 2024	Ensure that assessment and evaluation of students is fair, effective, and supportive of learning.	<p>Implement the new provincial assessment program to include Manitoba curriculum-based summative assessments in Early Years, Middle Years and Grade 10.</p> <p>Review current divisional assessment practices including common high school exams to determine their impact and effectiveness.</p> <p>Explore alternative summative assessment for students.</p>



## Student Engagement and Wellbeing

Respond to diverse life experiences, engage students, support successful transitions, promote wellbeing, and leverage inter-sectoral partnerships.



### **Priority Focus:**

Mental health and wellbeing, particularly as part of responding to the impacts of the pandemic and identifying actions to remove barriers to participation in learning. This includes a focus on the effects of poverty on education and student engagement.

Timeline	Outcomes	Actions Planned
2022 - 2024	Enhance the safety, belonging, and mental wellbeing of students and staff.	<p>Implement a comprehensive and collaborative approach, among schools and families, for early and ongoing identification of learning needs and appropriate interventions to promote student achievement and wellbeing. Determine what success looks like for each student and meet students where they are.</p> <p>Work with partners to ensure holistic supports in response to student transitions and learning needs, including mental health and wellness and the impacts of poverty on learning.</p> <p>Build student skills and provide them with opportunities to make positive choices that contribute to their mental, social, spiritual, and physical health, as well as ensuring access to mental health supports as needed.</p> <p>Develop a new divisional committee to provide direction for divisional initiatives related to student and staff wellbeing.</p> <p>Provide support for students and staff using a new divisional Mental Health Facilitator.</p>

		<p>Utilize a Response to Intervention Model for mental health programming and interventions.</p> <p>Pursue inter-sectoral liaisons with public and mental health organizations and agencies. Foster strong interagency partnerships to increase access to positive mental health supports for students.</p> <p>Provide professional development for staff focusing on positive mental health, mental health literacy, trauma, and creating safe spaces.</p> <p>Collaborate with the Department of Mental Health and Community Wellness to launch a mental health in schools strategy, focused on the 5Ts: talking, training, teaching, tools and taking care, and work collaboratively on the implementation of the Pathway to Mental Health and Community Wellness: A Roadmap for Manitoba.</p> <p>Implement the new provincial attendance policy and an action plan to support student engagement and presence.</p>
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## Excellence in Teaching and Leadership

Ensure teachers, school staff and leaders have the knowledge, skills, and tools to support student achievement and wellbeing.



### **Priority Focus:**

A new provincial school leadership framework and enhanced professional learning amongst teachers and school staff.

Timeline	Outcomes	Actions Planned
2022 - 2024	Strengthen teacher capacity.	Ensure that all teachers are highly trained by providing high-quality professional learning focusing on improving outcomes for students.
2022 - 2024	Increase school leadership effectiveness.	<p>Plan, organize, and coordinate focused leadership development sessions to support principals in their leadership and management roles.</p> <p>Implement the new provincial school leadership framework which includes:</p> <ul style="list-style-type: none"> <li>▪ Learning about the nature of a school principal's role and what makes for an effective principal</li> <li>▪ Providing extensive professional development for principals on challenging and difficult conversations and conflict management</li> <li>▪ Training on how to establish group norms and how to foster effective teams</li> <li>▪ Promoting learning within school teams with principals learning collaboratively with their staff</li> <li>▪ Developing a comprehensive plan to support and mentor new school administrators</li> <li>▪ Training principals to use data effectively to inform planning and instruction</li> </ul> <p>Focus school leaders on the use of student assessment data to inform instructional practices.</p>

## Responsive Systems

Ensure an equitable, aligned, and effective public education system with a focus on engagement, inclusion, and planning for provincial and local needs.



### Priority Focus:

A new funding model, a provincial data performance measurement framework, and the renewal of the K-12 Framework for Continuous Improvement.

Timeline	Outcomes	Actions Planned
2022 - 2024	Create welcoming, safe, and respectful learning environments where all students and staff thrive and have a sense of belonging.	<p>Develop strategies and structures that intentionally connect all students to each other and to the school. Identify and work with students that are struggling with their sense of belonging and connection</p> <p>Implement the new provincial education safety initiative and provide training to staff to create safer learning environments.</p> <p>Ensure that personal and social circumstances are not obstacles to developing skills, abilities and achieving full potential.</p> <p>Foster an equity focus that prevents and prohibits discrimination based on gender, ability, health status, language, cultural background, or socioeconomic status.</p> <p>Ensure that equity is integral to all engagement, policies, programs, and decision making.</p>