

# Strategic Planning for Boards

Trustee Academy  
Jan/Feb 2024

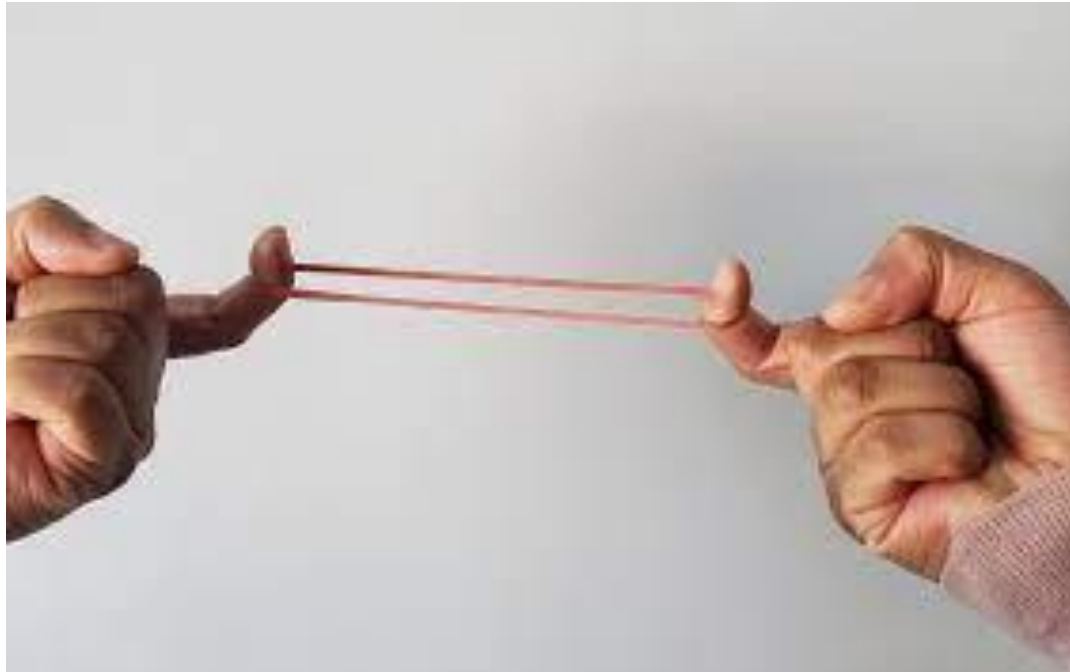


# Our Session Today

How to align your strategic plan with the provincial education plan, reflect the needs and priorities of the division, the community, and provide clear direction to the Director and administration.

# The Intent of a Strategic Plan

The tension between the vision and the current state.



# The Board's Role

One of your most important roles as a board member is strategic planning. Strategic planning establishes the direction of the school board – a roadmap for all to follow and track.

The Strategic Plan provides the foundation for performance and risk oversight, setting expectations and determining planned outcomes.

SSBA Governance Handbook:

<https://ssbagovernancehandbook.ca/section-one-table-of-contents/the-boards-role-in-planning-and-performance-oversight/>

**Setting the strategic direction of the organization and allocation of resources to strategies including budgets.**

You do this by taking an active role in the establishment of the School Board's Vision, Mission, Goals and Objectives.

Developed in close collaboration with senior administration (who usually draft the plan); and, in consultation with key stakeholders.



# You want to ensure you have a strategic plan that:

- a) Is aligned with the provincial plan, reflects the needs of the division, embodies your mission, values and moves you towards your vision;
- b) The Board can support enthusiastically;
- c) Captures the attention and support of staff, families and community;
- d) Provides clear direction/priority to the Director and senior administration and staff; and,
- e) Provides structure/measures/targets that the Board can monitor through reports from senior administration.

# Principles

Strategic planning should be conducted in accordance with the following principles:

1. **Stewardship:** Boards of Education are faithful stewards of resources that belong to the people of Saskatchewan and that benefit local communities.
2. **Accountability:** Boards of Education are accountable to their local communities, and are responsible for the authorities delegated to them from the Province of Saskatchewan.
3. **Fairness:** Boards of Education consider the interests of their communities and stakeholders, and govern in a fair and equitable way.
4. **Transparency:** Boards of Education are clear and open about the School Board's strategic plan and priorities.
5. **Equity:** Boards of Education strive for equity where there is equitable access to services and benefits from the expenditure of public funds on education.
6. **Local Voice:** Education belongs to community, and Boards of Education represent communities in local education governance.
7. **Student Voice:** That student views and voice is sought, respected and included.

# Main Elements of a Strategic Plan

- Stakeholder Engagement
- Environmental Scan
- Vision
- Mission
- Values
- Goals
- Objectives
- Strategies
- Actions
- Measures

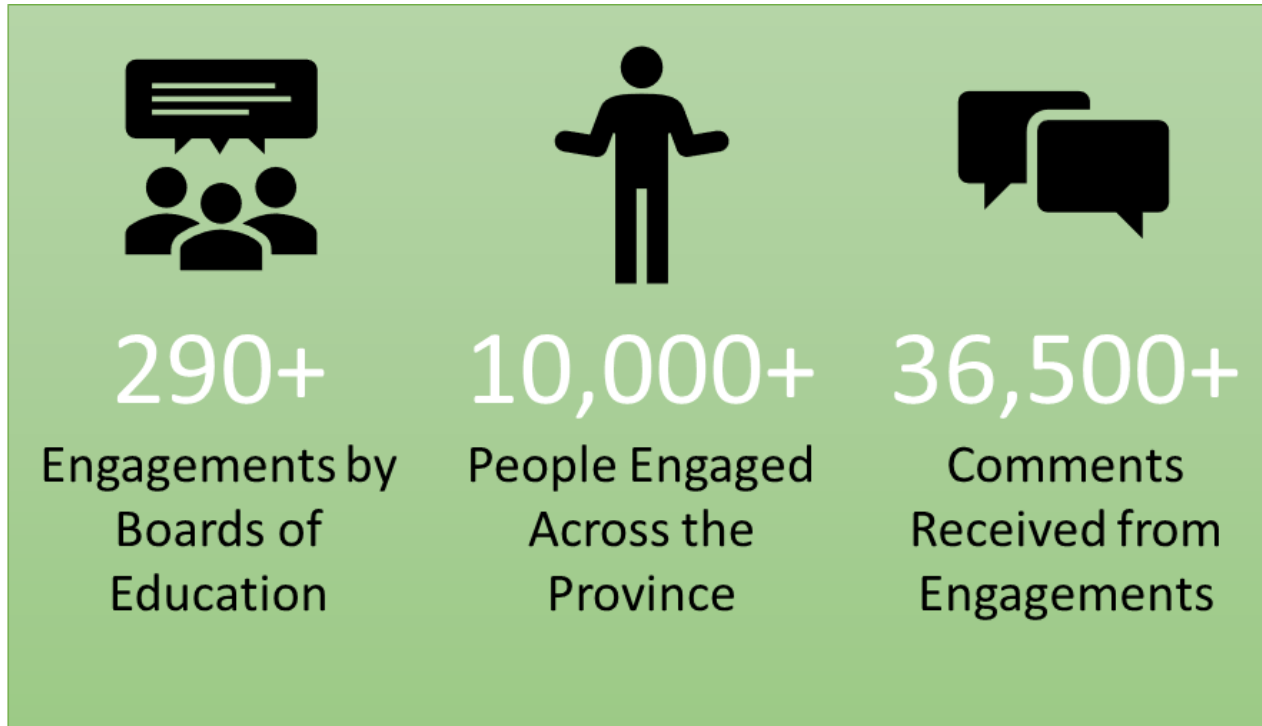


# Planning in the Education Sector

Provincial Education Plan

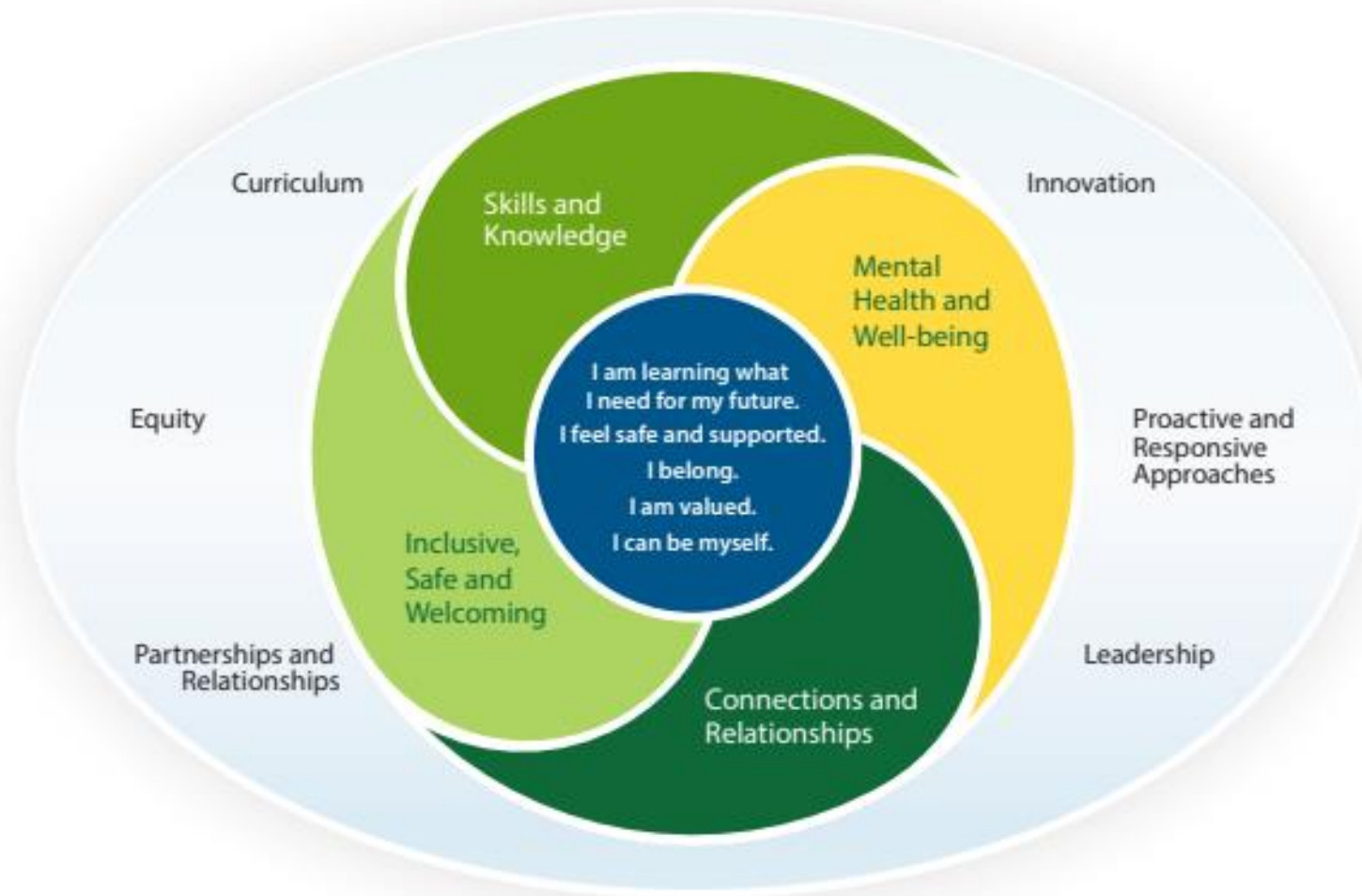
Local Level - Board Strategic Plan

# Connections Report



<https://saskschoolboards.ca/wp-content/uploads/Vision-Engagement-Report.pdf>

# Provincial Framework 2020-2030



# Indigenous Education Responsibility Framework

Framework for continuous organizational and individual self-evaluation of First Nations, Metis, Inuit education effectiveness; grounded in *Inspiring Success*

Informs plans at all levels of the provincial education sector (provincial, division, school, and individual)

## Provincial Education Plan

Establishes the outcomes, targets, and actions for the sector

Informed by past, present, and projected progress; guided by *Inspiring Success*

## School Division Strategic Plan

Establishes the outcomes, targets, and actions for the division

Informed by past, present, and projected progress; guided by *Inspiring Success*

# Local Level Strategic Plans

## Strategic Planning





# Consultation and Feedback

## STEP 01

### Activities:

- Gather feedback from staff, School Community Councils (SCCs), and families about foundational statements (Mission, Vision, Beliefs, Aspirational Statements).
- Analyze feedback for incorporation into the Strategic Plan.



## Open Office Time with Quintin!



**Open Office Time**

with Quintin Robertson

Friday, January 26, 2024  
9:00am - 12:00pm

5B Schrader Drive  
Yorkton, SK  
S3N 3Z4

In person at the Good Spirit Education Complex or online via Teams

Mark your calendars for our next Open Office Time in December with Mr. Quintin Robertson, the Director of Education at Good Spirit School Division. Whether you're a parent or staff member, this is your chance to engage, ask questions, and connect directly with our educational leader.

Date: Friday, January 26, 2024

Time: 9:00am - 12:00pm

Location: Online or at the Good Spirit

Education Complex (5B Schrader Drive, Yorkton, SK)

Don't miss this valuable chance to share your thoughts, gain insights, and be a part of our education community. We look forward to a productive and enriching discussion!

The link to join online is available [HERE](#). We will repost the link the day before or save this page on our website to keep it handy!

[January, 2024, Open Office Time with Quintin](#)



**Keeping Up with Quintin**

January 2024 Message

Good Spirit School Division

# School Community Council Fall Symposium



January 24, 2023



**From the Board Report**

From the December 14, 2023, Regular Board Meeting  
Available Now!

[www.gssd.ca/division/media-room](http://www.gssd.ca/division/media-room)

**FROM THE BOARD**

GOOD SPIRIT SCHOOL DIVISION  
DECEMBER 14, 2023 MEETING

December 14, 2023, Regular Meeting

The Regular Board Meeting on December 14, 2023, was held at the Good Spirit Education Complex. The following members were present: Chairperson James Johnson, Vice Chair Mark Pahl, Executive Director, GSSD/Chairman, Ben Harrison, Bob Skelton, John Anderson, Board Member, Shannon Green, Lee Swanson and Peter Nelson. Also in attendance were division office staff including Director of Information Systems Technology, Chief Financial Officer, Youth Services, Assistant to the Director, Senior Manager and Superintendent of Schools and Support.

**Meeting Opening**

Good Spirit School Division commenced the meeting at 6:00am. Board Member Anderson received 2023's meeting notes and respectfully recognized that the meeting was taking place on Treaty 6 Territory, the traditional territory of the Wahpenaie, Cree, Assiniboine, and Anishinabe of the 99th Meridian.

**Approval of Minutes**

The meeting package included the minutes for the November 14, 2023 Regular Board Meeting which were presented by Good Spirit School Division. The approved minutes were announced by the Chairperson: [Good Spirit Board Minutes November 14, 2023 Meeting](#)

The Board will make provision for a 45-minute video presentation at a Board Meeting upon presentation of the Board Minutes.

Next Meeting on December 14, 2023

Agenda

April 11, 2024 Public Order/General Meeting - 7:00am - 9:00am  
April 25, 2024 Regular Board Meeting  
May 01, 2024 Parents Day  
May 15, 2024 Special Board Meeting  
June 04 & 7, 2024 Public Order/General Meeting and Board Meeting - 7:00am - 9:00am  
June 17 - 18, 2024 In-person - 7:00am - 9:00am  
June 24, 2024 In-person - 7:00am - 9:00am  
August 01, 2024 Regular Board Meeting  
August 15, 2024 Regular Board Meeting  
September 01, 2024 Regular Board Meeting





- **MOTTO**  
Students Come First
- **MISSION**  
Building Strong Foundations  
to Create Bright Futures
- **VISION**  
Learning Without Limits...  
Achievement For All
- **VALUES**  
Belonging, Diversity,  
Learning, Perseverance  
and Responsibility

Visit us at [gssd.ca](http://gssd.ca)



## SERVICE COMMITMENT

### **R** – Receive & Act on Feedback

While it is desirable to always have good, positive feedback, we know that not all feedback we receive will be positive. Regardless of the feedback provided, we examine it, extract the gold and implement improvements. Remember, improvement is a continuous process of growth, not a destination you arrive at.

### **E** – Exceed Expectations

When working collaboratively be sure to set realistic outcomes. As you deliver each outcome, act on opportunities to deliver a product or services that exceeds expectations. Going over and above elevates you and your team's efforts.

### **S** – Single Point of Contact

We are a team! As such, regardless of who contacts you, as the single point of contact, you are responsible to help find a resolution to the issue or to point the customer to the team member who can resolve the issue. The less running around people experience, the greater their confidence in our team.

### **P** – Power of "Yes!"

We know that at times, we cannot fully satisfy all customers and conversations around problem solving can stretch your ability to deliver. When you commit to strive for a solution or a "Yes!", you build confidence in our organization with the people we serve.

### **E** – Express Empathy

Everyone's life experiences differ from your life experiences. When someone is having difficulty, be empathetic. Helping someone who is down, not only helps them become positive, but also helps us connect positive experiences to our own lives and our organization.

### **C** – Caring & Friendly Attitude

Not many things are worse than when you reach out for assistance only to have a negative experience. When you are approachable, it shows. Maintaining a Caring and Friendly Attitude not only determines your attitude, but also it helps raise others up.

### **T** – Take Time to Listen

Listening involves more than just your ears. Watch for body language cues as well as the tone and nuance of the words spoken. Active listening, repeat for understanding, and then responding appropriately contribute to the validation people need before they consider their interaction with you to be positive.



# Development of Aspirational Statements and Priority Areas

## STEP 02

### Activities:

- Administrative Council and Board of Education work with stakeholder feedback to establish Aspirational Statements and Priority Areas for the next 5 years.
- Ensure alignment with the Provincial Education Plan (PEP). Board of Education confirms and approves GSSD Foundational Statements, four Aspirational Statement/Focus Areas, and Division Priorities.

## HIGH QUALITY TEACHING AND LEARNING

- Improving student outcomes
- Implementing the "Inspiring Success" Policy
- Developing GSSD leaders
- Ensuring consistent practices across GSSD schools
- Delivering high-quality teaching and learning resources
- Providing equal access to technology

## Our Vision

Learning Without Limits...  
Achievement For All

## ENGAGEMENT OF ALL STUDENTS, FAMILIES, AND COMMUNITIES

- Fostering connections and supporting transitions
- Valuing input from students, families, staff, and the community
- Communicating openly and clearly
- Forming partnerships to support GSSD's priority areas

# Good Spirit School Division Strategic Plan Overview 2023-2024

Students  
Come First

Good Spirit  
SCHOOL DIVISION

Belonging, Diversity, Learning, Perseverance & Responsibility

We acknowledge the land on which GSSD sits is Treaty Four Territory, signed September 1874 at Fort Qu'Appelle - the traditional territory of the Anishinaabe, Cree, Assiniboine and Metis Peoples. Acknowledging territory shows recognition of and respect for Indigenous Peoples both in the past and the present.

## EFFECTIVE POLICIES AND PROCEDURES

- Upholding clear, high-quality Board of Education Policies
- Maintaining transparent, high-quality administrative procedures aligned with Board policy
- Focusing on educational approaches that prioritize student success
- Allocating resources to improve experiences for students, staff, and the community

## Our Mission

Building Strong Foundations  
to Create Bright Futures

## HEALTHY, SUSTAINABLE PHYSICAL & SOCIAL ENVIRONMENTS

- Enhancing mental health and well-being for students and staff
- Offering safe and inviting facilities
- Promoting equity, diversity, and inclusion



# Goal Setting and Division Work Plans

## STEP 03

### Activities:

- Administrative Council develops goal areas and division work plans, assignable to departments and individuals at the Central Office.
  - Ensure each goal/work plan is measurable and monitored.




# GSSD Strategic Plan - Admin Panel

To sort by a column click on the column header.

## High Quality Teaching and Learning

- Improving student outcomes
- Implementing the "Inspiring Success" Policy
- Developing GSSD leaders
- Ensuring consistent practices across GSSD schools
- Delivering high-quality teaching and learning resources
- Providing equal access to technology

Priority Area	Goal/Work Plan(s)	Lead	Most Responsible Person/People	Start Date	Completion Date	Progress Update	Status Update
Delivering high-quality teaching and learning resources 	<p>The library team will continue to build resources and kits that support Treaty education.</p> <ul style="list-style-type: none"> <li>• Kdn. - Gr. 4 Treaty Education kits.</li> <li>• Additional resources Indigenous education</li> </ul>	Lisa Wotherspoon	Susan Robertson Sheila Tillman Robert Severight	Sep 01, 2023	Jun 27, 2025	Jan. 15th, 2024  General purchases have been made to support treaty education. Treaty kits have	On-Target

## Healthy, Sustainable Physical and Social Environments

- Enhancing mental health and well-being for students and staff
- Offering safe and inviting facilities
- Promoting equity, diversity, and inclusion

Priority Area	Goal/Work Plan(s)	Lead	Most Responsible Person/People	Start Date	Completion Date	Progress Update	Status Update
Enhancing mental health and well-being for students and staff 	Resources created and curated by GSSD professionals will be shared. This includes the "App of the Month" campaign by GSSD counsellors, the GSSD Staff Wellness newsletter, and re-sharing initiatives GSSD schools are taking to promote mental health and wellness within their schools.	Lauren Denysek	Lauren Denysek Quintin Robertson Michelle Goulden	Sep 01, 2023	Aug 31, 2024	<ul style="list-style-type: none"> <li>• Well At Work Benefits poster will be created in Nov. outlining the various benefits packages for the labour groups in GSSD.</li> </ul>	On-Target
Offering safe and inviting facilities. 	School facility walk-throughs will require administrators, SCC's and staff members to question how the school and division values are conveyed throughout the building using a trauma-integrated lens. (who is acknowledged, supported, and welcome in the building?)	Amanda Kornaga Lisa Wotherspoon Mick Parmar Shaune Beatty	Amanda Kornaga Lisa Wotherspoon Mick Parmar Shaune Beatty	Oct 20, 2023	Oct 12, 2023		

• [GSSD Strategic Work Plan Link](#)

# School-Level Plan Development

## STEP 04

### Activities:

- Schools receive division-level priorities endorsed by the Board of Education, aligning with the PEP.
- Schools draft their own school-level plans, to be endorsed by their SCCs and be measurable and monitored.



# School Level Plans

Home > Schools > School Level Plans

School Level Plans

## School Level Plan

Select from the list below to view the school level plan.

- Bear Stream School
- Canora Composite School
- Canora Junior Elementary
- Churchbridge Public School
- Columbia School
- Davidson School
- Dr. Brass School
- Esterhazy High School
- Grayson School
- Hofer Colony School
- Invermay School
- Kamack Comprehensive
- Langenburg Central School
- M.C. Knoll School
- Macdonald School
- Melville Comprehensive
- Miller School
- Norquay School

## High-Quality Teaching and Learning

Division Priorities	School Level Work Plan(s)	Tell Your Story	Most Responsible Person/People	Resources
Upholding clear, high-quality Board of Education Policies	<ul style="list-style-type: none"> <li>• High quality teaching and learning.</li> <li>• Engaging our students and families.</li> <li>• Creating a welcoming and inclusive environment.</li> <li>• Training and PD.</li> <li>• Review and refresh of Policy and Procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• IIPs</li> <li>• Quarterly school intervention meeting notes</li> <li>• ROAs</li> <li>• Report cards and report card inserts</li> <li>• Edsby learning story</li> <li>• Literacy and math data</li> <li>• Edsby gradebook</li> <li>• Family engagement nights</li> <li>• Use proper terminology when teaching about significant events</li> </ul>	<ul style="list-style-type: none"> <li>• All staff members</li> </ul>	<ul style="list-style-type: none"> <li>• Education Act</li> <li>• GSSD policy and APs</li> <li>• School based budget</li> <li>• High quality instructional resources</li> <li>• Virtual tour of division library to see resources available</li> </ul>

# Columbia School Level Plan

## Foundational Items

### Division Motto, Mission, Vision, Values, & Aspirational Statements

Motto	Students Come First
Mission	"Building Strong Foundations to Create Bright Futures"
Vision	"Learning Without Limits ... Achievement for All"
Values	Belonging, Diversity, Learning, Perseverance, Responsibility
Aspiration Statements	High Quality Teaching and Learning, Engagement of All Students, Families, and Communities, Effective Policy Healthy, Sustainable Physical and Social Environments

### School Mission, Vision, Values, & Compelling Why

Mission	COUGARS strive for excellence! Connection Ownership Understanding Growth Acceptance Resilience Spirit
Vision	Inspiring caring citizens who create positive impacts through the pursuit of their passions!

- [Grayson School](#)
- [Saltcoats School](#)
- [PJ Gillen School](#)
- [Esterhazy High School](#)





## ORGANIZING THE PLAN

# Deliverables

- One-Page Strategic Plan.
- Strategic Plan with Identified Work Plans.
- Parent/Public Friendly Strategic Plan with Work Plan Summaries.
- School Level Plans aligned with PEP and GSSD Strategic Plan.
- Bi-monthly In Focus Report with updates on the division's accomplishments related to Priority Areas and Aspirational Statements developed by the Board.
- Strategic Plan Budget Development Framework.



GSSD Strategic Plan Website Link



# Strategic 2023-2024

Parent and Public Version



## SEPTEMBER & OCTOBER IN FOCUS

✓ **Writing on the Prairies**  
Langenburg Central School  
Churchbridge Public School

✓ **Columbia Students Attend the Annual Treaty 4 Gathering**  
Columbia School

✓ **Adventurous Outdoor Learning for KCI at Duck Mountain Provincial Park**  
Kamsack Comprehensive School

✓ **Norquay Leadership Team Attends Canadian Leadership Conference**  
Norquay School

**DID YOU KNOW**

**HIGH QUALITY TEACHING AND LEARNING**

- Improving student outcomes
- Implementing the "Inspiring Success" Policy
- Developing GSSD leaders
- Ensuring consistent practices across GSSD schools
- Delivering high-quality teaching and learning resources
- Providing equal access to technology

## Good Spirit School Division Strategic Plan Overview 2023-2024

**EFFECTIVE POLICIES AND PROCEDURES**

- Upholding clear, high-quality Board of Education Policies
- Maintaining transparent, high-quality administrative procedures aligned with Board policy
- Focusing on educational approaches that prioritize student success
- Allocating resources to improve experiences for students, staff, and the community

**Our Vision**

Learning Without Limits...  
Achievement For All

**Students  
Come First**



**Our Mission**

Building Strong Foundations  
to Create Bright Futures

# IN FOCUS

WITH THE GOOD SPIRIT SCHOOL DIVISION



## NOVEMBER/DECEMBER 2023

**FROM THE DIRECTOR**

Greetings from the Good Spirit School Division (GSSD) as we present the November and December edition of our In Focus.

The months of November and December have held significant events, from Remembrance Day ceremonies in November to festive holiday celebrations in December.

During the busy holiday season, marked by Christmas festivities, engaging activities, and concerts, we take a moment to reflect on the spirit of community. These events not only bring joy but also serve as impactful initiatives for engagement among families and communities, fostering relationships that endure well beyond the holiday season.

A special note of appreciation is extended to our dedicated staff, committed students, supportive families, and generous community members. Your collective efforts play a pivotal role in the success of these activities, crafting moments that shape the very essence of our GSSD community.

Amidst the celebratory atmosphere, our community united for a historic event—the Good Spirit School Division's inaugural Round Dance for Truth and Reconciliation, held on Saturday, December 16, 2023. This momentous gathering symbolized a significant step towards understanding, unity, and healing. We express our heartfelt gratitude to everyone who participated and contributed to this remarkable moment in our shared journey.

I invite you to explore the stories within this edition of the In Focus which highlight great happenings within GSSD. Additionally, stay connected with us on our social media platforms, where we recognize and celebrate the dedication and contributions of both students and staff to our community.

The holidays are a special time, and we recognize their unique significance. We wholeheartedly send you our warmest wishes for a safe and heartfelt holiday season, hoping it is filled with peaceful and joyous moments.

**Quintin M. Robertson**  
Director of Education/CEO



*Pictured above: Quintin Robertson speaks at the first GSSD Round Dance for Truth and Reconciliation, standing with organizers Robert Severight (GSSD Cultural Advocate) and Erin Nicolas (GSSD Indigenous Student Success Lead).*

@gssd\_2024

@gssd2024

Good Spirit School Division 2024 | Facebook

Strategic Plan Report: In Focus

www.gssd.ca

GSSD Nov. and Dec. In Focus Report

GSSD Instagram Reels



## Accountability Topic: Audited Financial Statement August 31, 2023

Date of Board Meeting:  
December 14, 2023

### Strategic Priority:

- High Quality Teaching and Learning
- Engagement of All Students, Families, and Communities
- Effective Policy and Procedures
- Healthy, Sustainable Physical & Social Environments

### Quality Indicator(s) (if applicable):

- QI 4.2 Compliance with generally accepted accounting practices.
- QI 4.3 Establishing and following adequate internal financial controls.
- QI 4.4 Administering all collective agreements and contracts, so staff and contracted personnel are paid appropriately, and appropriate deductions are being made.
- QI 4.5 Ensuring that all accounts adhere to policy and funds are used for the intended purpose.
- QI 4.6 Informing the Board annually about incurred liabilities and immediately regarding pending litigation.
- QI 4.8 Implementing the external Auditors' recommendations promptly.

### Key Measures:

- Audit opinion on the financial position of Good Spirit School Division as at August 31, 2023 and results of operations and accumulated surplus in accordance with Canadian public sector account standards for other government organizations.
  - Prairie Strong Chartered Professional Accountants (formerly Miller Moar Grodecki Kreklewich & Chorney) provided an independent audit.
- Management letter to the board covering:
  - Evaluation of internal controls
  - Significant accounting principles
  - Significant unusual transactions
  - Accounting estimates
  - Disagreements with Management
  - Consultation with other accountants (second opinions)
  - Issues discussed
  - Difficulties encountered during the audit

### Targets:

- Unqualified opinion from the Auditor
- No internal control issues
- Application of appropriate accounting principles
- No unusual transactions
- Accounting estimates used are considered reasonable
- No disagreements with Management
- No difficulties encountered during the audit process

### Data:

- Independent auditors' report
- Management letter to the Board
- Discussions between the Auditor and the Board Executive Committee (November 16, 2023)

### Key Strategies Employed:

- Careful adherence to the checklist for audit provided by the Ministry
- Consultation with the Ministry as a resource on application of Generally Accepted Auditing Standards (GAAS) and Generally Accepted Accounting Principles (GAAP) when necessary
- Regular review of revenues and expenditures and reporting to the Board on any problematic issues in a timely manner
- Use of budget forecasting to offset savings with additional expenditures

### Future Strategies:

- Refinement and greater utilization of Atrieve Financial system and reporting.
  - Ensure staff have access to the proper reports and accounts
- Continue to monitor more timely receipt of invoices on minor capital and preventative maintenance and renewal (PMR) projects to ensure that expenditures are recorded in the proper fiscal year.
  - There were no invoices discovered during this audit that were recorded incorrectly
- Continue to follow up regularly with School Community Council treasurers and Administrative Assistants who record School-Generated Funds.

### Risk Assessment:

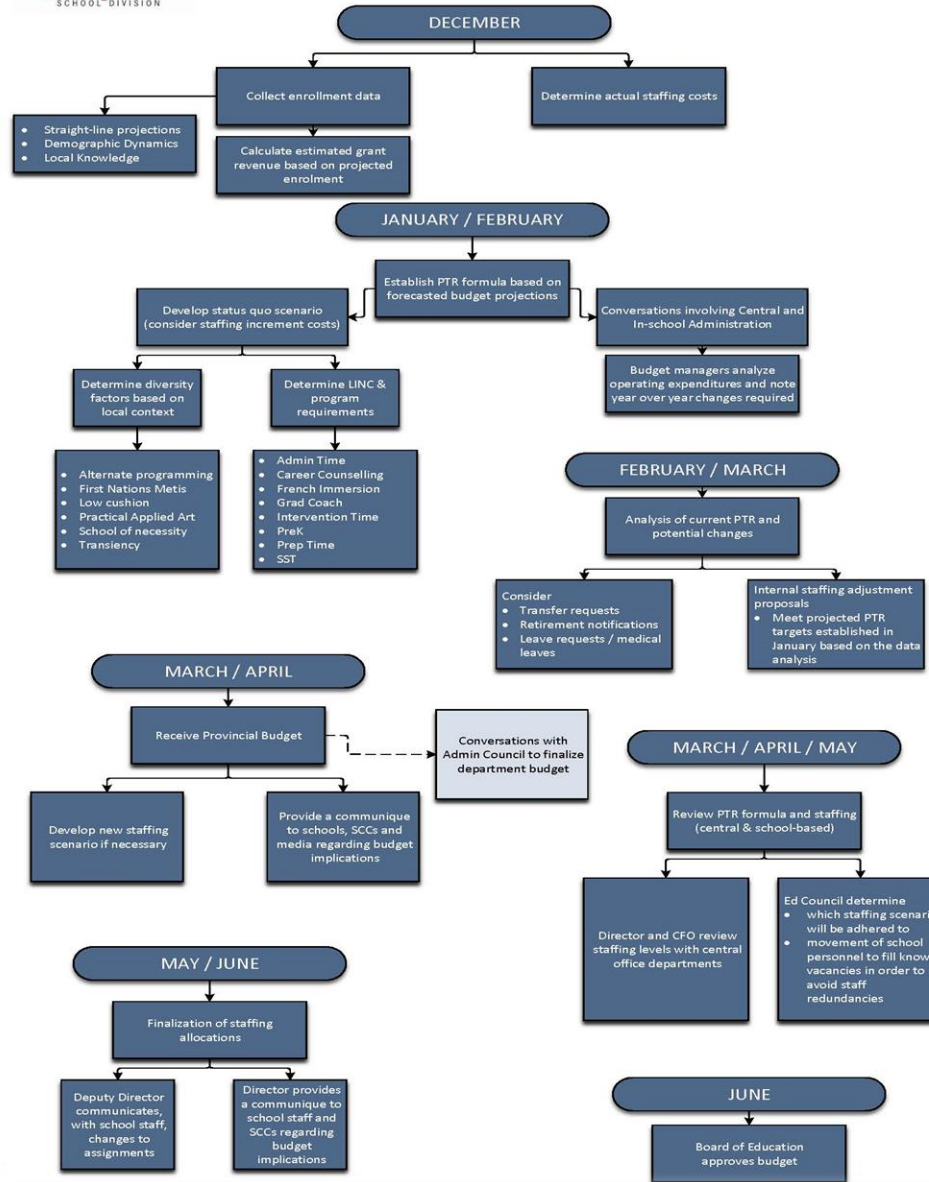
Impact Categories	Insignificant	Minor	Moderate	Major	Catastrophic
Financial	Financial impact of the event is less than \$50,000	Financial impact of the event exceeds \$50,000, but less than \$150,000	Financial impact of the event exceeds \$150,000, but is less than \$250,000	Financial impact of event exceeds \$250,000, but is less than \$500,000	Financial impact of the event exceeds \$500,000
Comments & Mitigation Strategy	Regular monitoring and reporting of financial results throughout the school year. Budget forecasting with Admin Council to ensure overages are covered and savings are utilized.				
Reputational	One negative article in a publication	Negative articles in more than one publication	Short term negative media focus and concerns raised by stakeholders	Long term negative media focus and sustained concerns raised by stakeholders	Stakeholders lose faith in management or Trustees
Comments & Mitigation Strategy	GSSD have been responsible financial stewards. Utilization of reserves for large capital purchases reduce impacts of staffing reductions.				
Managerial Effort/Capacity	Impact can be absorbed	Some management effort is required	Can be managed under normal	With significant management effort, can be endured	Potential to lead to the collapse of the organization

# Board of Education Budget Framework Review

Regular Board Meeting  
January 25, 2024



**Budget Development Process  
For Central Office & Professional School-based Staff**





# Board of Education Budget Development Framework

2023 - 2024

STUDENTS COME FIRST

Building Strong Foundations to Create Bright Futures  
Learning Without Limits...Achievement For All

## HOW ARE WE FUNDED?

The Government of Saskatchewan determines the funding available to school divisions each year. The primary driver for funding is projected enrolment levels established in January before upcoming academic year. Boards of Education are given the responsibility to allocate funding in an equitable and transparent manner that reflect the principles, priorities and commitments adopted by the Board of Education.

## WHAT ARE OUR PRIORITIES?

**Advocacy & Relationship Building**—The Board of Education and Administrative Council will conduct targeted advocacy sessions with the Ministry of Education and the Provincial Government seeking sustainable funding. GSSD will utilize its place within provincial organizations like the Saskatchewan School Boards Association, Public Section, LEADS, and the Provincial Education Plan Implementation Team to highlight the need for predictable and sustainable education funding. GSSD will also actively explore partnerships and relationships with stakeholders to expand funding sources and influence our vision of building strong foundations to create bright futures.

**Principled Decision Making** — The Board of Education and Administrative Council will make decisions by measuring decisions against GSSD's values of belonging, respect, responsibility, learning, nurturing, perseverance, and diversity.

**Expenditure Review & Continuous Improvement**—The Board of Education and Administrative Council will support processes and practices that allow for the critical review of expenditures for cost efficiencies in operational, administrative, instructional, and governance lines. Metrics will be used to review the effectiveness of current spending with an eye on continuous improvement.

**Equitable & Transparent Staffing** —The Board of Education and Administrative Council support the concept of equity and transparency of staff allocations at the division and school levels. Staffing equity will be achieved and maintained by considering schools' Pupil-Teacher Ratios (PTRs). Core-instructional staff will also be another metric used to ensure equity. Consideration will be given to grade configurations, multi-grade classrooms, and the diversity of students and communities when making staffing decisions. Consultation and communication with in-school administration and the School Community Councils will be critical features of the staffing process.

**Targeted Supports for Indigenous & Students in Vulnerable Circumstances**—The Board of Education and Administrative Council are mindful of the significance and urgency of the Truth and Reconciliation Calls to Action related to education and the steps towards repairing our relationship with Indigenous communities. With the targets established by the PEP, GSSD is compelled to continue to work with the First Nations within our borders to enhance educational outcomes for Indigenous students. GSSD will also provide targeted support and interventions for all students in vulnerable circumstances.

**Maximizing the Impact of the Division's Strategic Plan** — The Board of Education and Administrative Council is aware of the importance of our Aspirational Statements: High-Quality Teaching and Learning, Engagement of All Students, Families, and Communities, Effective Policy and Procedures, Health, and Sustainable Physical and Social Environments. GSSD understands the need to align our work with the six strategies in the PEP: responsive, relevant, and student-centred curriculum, development of trusting relationships, equity throughout the education sector, cultivation of leadership throughout the education sector, and proactive strengths-based approaches are taken.

## WHAT ARE WE ABOUT?

### GSSD ASPIRATIONAL STATEMENTS

#### High Quality Teaching and Learning

- Provincial curricula and related resources that are developmentally appropriate and culturally responsive.
- Employ play-based learning experiences that support a sense of personal competency, self-efficacy, and social responsibility; and,
- A wide range of opportunities to learn, practice, experience and demonstrate understanding, confidence, and motivation for a healthy and balanced life.

#### Engagement of All Students, Families, and Communities

- Efforts are aligned to promote student, family, staff and community health and well-being.
- School Community Councils and First Nations Education organizations are involved in School Level Plans.
- School Leadership values cooperation, effective interpersonal communication and shared decision making.
- Schools, families, and communities engage in ongoing discussions and shared efforts to promote and support the health and well-being of staff, students, and the community; and,
- Reciprocal relationships share resources and services within the school and community.

#### Effective Policy and Procedures

- Protocols for collaboration on policy development and related protocols practices for health and well-being.
- Ongoing evaluation and monitoring of needs and effectiveness of efforts to improve well-being.
- Promising practices that enhance and well-being; and,
- Clear practices, procedures, protocols and regulations regarding health and safety in children and youth (e.g., nutrition, anti-bullying, physical activity, pandemic planning, air quality).

#### Healthy, Sustainable Physical and Social Environments

- Access to and support for healthier options.
- A welcoming, caring, and inclusive environment.
- Healthy relationships among and between students, staff, and the community.
- Responsive and inclusive leadership of students, staff, and community.
- Relationships that influence and are influenced by families, cultural perspectives, and the community.
- Modern, responsible infrastructure to maintain and promote the highest levels of support for students, staff, families, and the community.
- Systems that ensure buildings, grounds, transportation, and technology are built and maintained not only to current standards, but that practices and procedures are in place to plan for a strong, vibrant future.
- Proactive, innovative approaches to sustain, support and grow Division facilities and systems.
- Efficiencies, both internally and externally, to ensure appropriate resources are targeted to our key areas including facilities, transportation, and technology.
- Strategies to use the school buildings and grounds, materials, equipment, and routes to and from the school to enhance well-being of staff, students, and the community; and,
- Informal role modelling, peer support, nurturing families, and safe communities.



Good Spirit  
SCHOOL DIVISION

# Questions?



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