

2013|2018 Strategic Plan



EXCELLENCE **INSPIRING**
WELCOMING



COMMISSION SCOLAIRE
Eastern Townships
SCHOOL BOARD

Moving ahead. Together.

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Chantal C. Beaulieu, Director General



Michael Murray, Chairman

Message

The development of the current Strategic Plan 2013-2018 has taken into account not only its predecessors and the Partnership Agreement but also a lengthy consultation period to involve as many stakeholders as possible. The starting point were the corner posts of our vision statement, namely that the ETSB strives to be a place of excellence, an inspiring place, and a welcoming place for its students, its employees, its parents and its communities. As well the foundation for the new strategic plan is based on four pillars: pedagogical leadership, attachment-based developmental approach, professional learning community and student engagement.

For the current strategic plan, we have cut in half the number of objectives, especially in the first orientation (Student Success). This will ensure that we focus on what is really important. By prioritizing its resources and energies on fewer objectives, we will be better equipped to continue improving the graduation/qualification rates and the success rates of our students. Another important change is the addition of objectives and targets for orientations 2 (Personnel) and 3 (Parents and Community), two crucial groups for our schools and centres in the achievement of their goals.

In conclusion, this document will provide important signposts for our board for the next five years. Yearly reviews will allow us to adjust our priorities or approaches as need be to offer the best opportunities for our students. Ultimately we want our students to enjoy learning and to grow socially, physically, intellectually and emotionally.

Covers a geographic area roughly the size of Belgium

Background

The Eastern Townships School Board covers a geographic area roughly the size of Belgium in the southeastern part of the province of Quebec. Within its territory, we find eight municipal regional counties (MRCs), 20 elementary schools, three high schools, one alternative high school, two adult education centres and two vocational training centres. Depending on the location of each school, the student population varies in terms of numbers and language spoken at home, ranging from 20 students in the smallest of our elementary schools, to approximately 1000 students in our largest secondary school.

Although English is the mother tongue for a majority of the students the large number who have French as mother tongue confirms the bilingual nature of the school board and of the region in general. Seven of our 20 elementary schools have been designated as schools that can benefit from the New Approaches, New Solutions (NANS) Intervention Strategy for schools in economically disadvantaged areas.



Vision

The Eastern Townships School Board is driven by its vision that:

We, at the ETSB, are... Passionate people moving ahead together to make our school board a great place to work and the best place to learn. Anywhere.

To achieve this vision, the Eastern Townships School Board strives to be:

- A place of excellence, where students are at the center of our activities, and where all students achieve their full potential and are prepared for life: academically, physically, socially, emotionally and morally;
- An inspiring place, where our personnel are valued as individuals, make a difference in our students' lives and are ready to innovate and to take risks to ensure student success;
- A welcoming place, where parents, community members and business partners have an important role to play in the enhancement of our students' learning environment, by providing real-life experiences and outreach opportunities for our students and is guided by its values of integrity, nurturing for learning, passion for excellence, collaboration, openness, and innovation.

Based on 4 pillars

1

Pedagogical leadership in our schools/centres, knowing that research shows that «powerful school leadership on the part of the principal has a positive effect on student achievement» (Dufour & Marzano, 2011, p.48).

2

Attachment-based developmental approach, based on the importance of the student/adult relationship and understanding the development of the child/adolescent

3

Professional Learning Community (PLC), a structure for adult-learning, where educators collaborate on improving student learning by responding to four critical questions, using collective inquiry into best practices in teaching and learning

4

Student Engagement, focusing on intellectual engagement and effective technology integration as one of the means



Orientation 1

Ensure the academic, social and personal success of our students in the youth, adult and vocational sectors


Goal 1

Increase graduation rates and qualifications before age 20

Objective 1:1
Increase the graduation and qualification rate after seven years

Target


From
69.3% in 2012
(June 2011 data)

to
75.0% in 2018
(June 2017 data) 

Objective 1:2
Decrease the number of dropouts

Target

From
104 in March 2013
(June 2011 data)

to
85 in December 2017
(June 2016 data) 



Goal 2

Improve command of the English and French Languages

Objective 2:1

To increase success rates in
*FSL (Base) reading comprehension

Target

From
74.0% in June 2012 ETSB
FSL cycle 3-2 exam to

83.0%
in June 2017



From
79.0% in June 2012 MELS
FSL secondary 5 exam to

88.0%
in June 2017



and improving the
average mark

From **71.0%** to

75.0%



Objective 2:2

To increase success rates in
**ELA response to literature

Target

From
49.0% in June 2012 MELS
ELA cycle 3-2 exam to

65.0%
in June 2017



From
85.2% in June 2012 MELS
ELA Secondary 5 exam to

90.0%
in June 2017



and improving the
average mark

From **68.2%** to

73.0%



Objective 2:3

To increase the success rates in
Mathematics

Target

From
73.0% in June 2012 MELS Math
cycle 3-2 situational problem to

80.0%
in June 2017



From
43.9% in ***CST MELS Math
Secondary 4 exam (June 2012) to

65.0%
in June 2017



with an
improvement

From **50.2%** average mark to

62.0%
in 2017



From
75.0% in natural science
MELS Math
Secondary 4 exam (June 2012) to

83.0%
in June 2017



with an improvement from

65.2% average mark to

71.0%
in 2017



* (FSL) French second language (FSL)

** (ELA) English language arts

*** (CST) Cultural, social, technical

Orientation 1 (continued)

Ensure the academic, social and personal success of our students in the youth, adult and vocational sectors

Goal 3

Improve levels of retention in school and academic success, especially among handicapped students or students with learning or adjustment difficulties

Objective

Increase the qualification and graduation of students with special needs (handicapped and at-risk) in all programs of the ETSB

Target

For our Work Oriented Training Program (WOTP) students from **44.0%** in June 2012

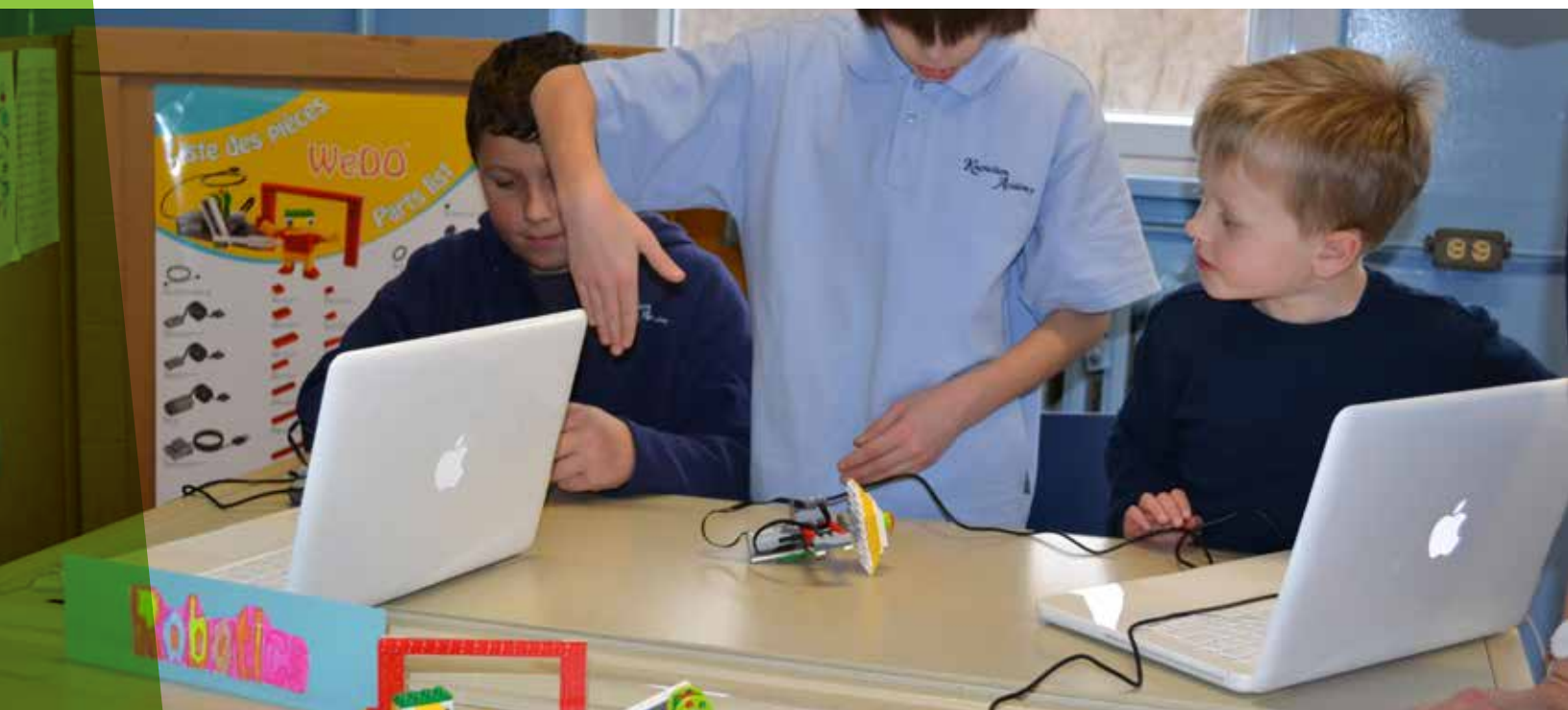
to **55.0%** in June 2017



Target

For our special needs students registered in secondary 5 from **49.0%** in June 2012 (June 2011 data)

to **60.0%** in June 2017 (June 2016 data)



Goal 4 Promote a healthier and safer school environment

Objective

Maintain or increase the % of students who feel safe attending school

Target Elementary students

from
86.0% in June 2012

to
90.0%
in June 2017



Target High school students

from
83.0% in June 2012

to
87.0%
in June 2017



Objective

Increase % of students involved in at least 20 minutes of daily physical fitness activity in addition to the physical education curriculum

Target

Baseline to be determined by June 2013 for elementary and December 2013 for secondaryw

Goal 5 Increase in the number of students under 20 enrolled in vocational training

Objective

Increase the number of students under the age of 20 registered in vocational training

Target

from
79 in June 2011

to
115 in June 2016



Orientation 2

Empower and support our personnel in their efforts to offer the highest quality level of services to our students

Goal 1

Support the continued professional development of our personnel and provide coaching and mentoring to administrators and teachers

Objective

Provide Professional Development for all staff

Target

All staff to be trained in the Developmental Approach (including Neufeld) by June 2017

Objective

Increase teacher retention beyond their first five years

Target

From **73.0%** in June 2012 to

85.0%
in June 2017



Objective

Increase interest in administrative positions

Target

From 3 new applicants in June 2012 to

8
in June 2017



Goal 2

Recognize the hard work, devotion, and success of ETSB personnel

Objective

To develop a culture of employee recognition throughout the ETSB

Target

To sensitize all schools/centres to develop a means of recognizing employees by June 2017

Target

To sensitize the system through board events recognizing employees' hard work, devotion and success

Orientation 3

Promote effective partnerships and communication with parents and communities

Goal 1

Support parents in their engagement to ensure their children's success

Objective

Support parents in the education of their children

Objective

Help parents support their children during the transition from elementary to secondary

Target

Develop and implement a communications plan with parents

Target

Develop and implement, in collaboration with Parents' Committee, a Professional Development plan for parents

Target

Develop and implement, in collaboration with SEAC, a support plan for all parents of at-risk students (coded or with IEPs) transitioning to high school



Orientation 3 (continued)

Promote effective partnerships and communication with parents and communities


Goal 2

Create community spirit by reaching out to our community partners, making them feel welcome in our schools and centres and recognizing the value of their contribution

Objective

Facilitate access to ETSB's schools for as many eligible students as possible

Target



Increase the number of applications for eligibility by **5%** each year


Target

Increase the registration rate of eligible students in our schools

Objective

Increase ETSB's visibility

Target



Increase the ETSB's presence (including virtually) and association with organizations and initiatives in at least five (5) "urban" centers on its territory

Target

Develop partnerships and relationships with representatives of the MRCs on ETSB territory

Objective

Ensure that the school board and its schools and centres are welcoming places for community members

Target

Make all our buildings ready to welcome parents, community partners and visitors





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