



GOAL ONE Students surpass their potential

Formed on the inherent belief that we help students realize their potential and achieve the exceptional.

OUTCOMES	YEAR ONE	YEAR TWO	YEAR THREE
Students are safe, healthy, confident, motivated, and engaged.	Design a continuum of supports model to be supported by a new multidisciplinary student services team.	Continue to build capacity of the continuum of supports model and continue to implement, inclusive of mental health and OT support.	Expand implementation and refinement of continuum of supports model and address the unique needs of all learners.
Students have access to educational programming and community resources that fuels learning.	Build capacity and develop a framework to allow for universally accessible classrooms (<i>i.e. universal design for learning, understanding by design, assistive technologies</i>).	Implement the framework for universally accessible classrooms across the school while employing authentic and project-based interdisciplinary learning practices.	Expand the network of community resources to bring the world into the classroom, enabling authentic, interdisciplinary, and project-based learning experiences.
Students achieve their academic potential and acquire multiple literacies.	Develop and implement an assessment and communication of student learning framework to inform student learning, progress and performance.	Implement the assessment and communication of student learning framework to inform student learning, progress and performance.	Develop individualized student learning portfolios through the continued use of balanced assessment evidence/data.



GOAL TWO Staff strives for excellence

Illustrates the ethos that we are a learning organization.

OUTCOMES	YEAR ONE	YEAR TWO	YEAR THREE
Staff are valued, respected, engaged, and empowered.	Restructure staffs' employment engagements and establish a "Terms of Employment" for all staff outlining the conditions, benefits and relationship between employer and employee.	Implement the annual performance and review cycle in alignment with new Quality Standards to facilitate continuous growth, and implement a new employee recognition framework.	Measure the success of the "Employer of Choice" strategy, and continuously refine.
Staff learns continuously through mentorship, collaboration, and a variety of professional development opportunities.	Develop a professional learning program that aligns to strategic plan and balances self-directed, directed, internal and external professional learning opportunities.	Implement the professional learning model and build capacity around the digital interface.	Create a digital showcase that demonstrates examples of excellence and innovative instructional practices.
Staff builds professional connections at school and with the broader community.	Establish a school council to support parental involvement in the school community and enhance student learning.	Construct a framework that empowers staff to develop networks that amplify professional practices.	Provide integrated technology for communications and collaboration including a seamless interface for student learning and business processes.



GOAL THREE Instruction is innovative and effective

Represents our commitment that instructional design and pedagogy will be leading edge.

OUTCOMES	YEAR ONE	YEAR TWO	YEAR THREE
Instruction is personalized and has multiple pathways, meeting the needs of each student.	Craft a learning narrative and build a learning model inclusive of the "CA Way."	Implement the learning model among all stakeholders, inclusive of the learning narrative.	Capture, share, and embed best practices from the implementation of the learning model to continuously improve learning experiences.
Instructional practices are evidenced-based and effectively applied.	Develop a team to research and build capacity on effective instructional practices from leading learning organizations.	Expand the reach of learning coaches across all divisions to accelerate the implementation of the learning model that is supported by research.	Provide seed funding for promising projects among all staff that drives innovative practice across the organization.
Instructional practices create a culture and reputation of excellence and innovation.	Review, recalibrate, and communicate purpose of Headwater Learning Solutions and its relationship to Calgary Academy, and implement Year 1 of Business Plan.	Expand Indigenous education initiatives and 21st Century learning consulting within HLS, sharing exemplary practices with and from CA.	Articulate the interconnected nature of the entities within HLG and inject an ethos of collaboration for the greater good.



GOAL FOUR Decision-making reflects a student-centred approach

Our commitment that all decisions are traceable or directly linked, to supporting students.

OUTCOMES	YEAR ONE	YEAR TWO	YEAR THREE
Operational efficiencies, resource allocation, and technologies enhance learning.	Establish benchmarks and data sets to be collected to assess operational effectiveness.	Examine and refine department action plans to maximize the impact of resource allocation and the corresponding benefit to students.	Review resource allocations for alignment to priorities and assess impact on student learning.
Shared leadership propels student success.	Create a new governance and leadership model that is transparent, participatory, and democratic from the Board of Directors to the classroom level. Implement an accountability framework to continuously monitor, assess, and communicate the effectiveness of the Strategic Plan.	Implement a leadership development program for students and staff.	Launch a mandatory leadership requirement for all Grades 7-12 students and all staff.
Facilities and infrastructure supports student needs.	Build a Master Facilities Plan to increase accessibility, security, and flexibility of current learning environment.	Develop a capital plan to guide future service offerings of Calgary Academy and Headwater Learning. Launch a capital campaign to augment service offerings of Calgary Academy and Headwater Learning develop an ethos of philanthropy within the CA community.	Launch initial phase(s) of facility construction and modernization.