



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. | Continue implementation and refinement of the continuum of supports model to 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 delivery of project-based learning (PBL) and interdisciplinary PBL, bringing in community partners where possible, to enhance authentic 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 a progress reporting system that addresses and supports the assessment framework. |



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. | Action the "Employer of Choice" vision. |
| 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. | Reimagine and refine staff mentorship and training programs. |
| 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. | Create an integrated platform that showcases instructional and professional excellence and houses best practice examples and resources. |



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. | Continue to create and implement best practices from the learning model to continuously improve upon student 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. | Expand innovative instructional practices through collaborative staff teams to further the implementation of the learning model. |
| 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 21 st Century learning consulting within HLS, sharing exemplary practices with and from CA. | Expand application of Headwater Learning Solutions' Indigenous education exemplar and broaden consulting client base. |



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. | Ensure resource allocations are aligned to priorities and directly impact student learning and wellbeing. |
| Shared leadership propels student success. | <p>Create a new governance and leadership model that is transparent, participatory, and democratic from the Board of Directors to the classroom level.</p> <p>Implement an accountability framework to continuously monitor, assess, and communicate the effectiveness of the Strategic Plan.</p> | Implement a leadership development program for students and staff. | Grow a culture of shared leadership with multiple opportunities for staff and student participation. |
| Facilities and infrastructure supports student needs. | Build a Master Facilities Plan to increase accessibility, security, and flexibility of current learning environment. | <p>Develop a capital plan to guide future service offerings of Calgary Academy and Headwater Learning.</p> <p>Launch a capital campaign to augment service offerings of Calgary Academy and Headwater Learning and develop an ethos of philanthropy within the CA community.</p> | <p>Prepare to launch initial phase of facility construction and modernization.</p> <p>Expand the culture of philanthropy to support organizational priorities.</p> |