



2021 – 2025 STRATEGIC PLAN

Year 2: 2022-2023

A beacon of possibilities.



INTRODUCTION

Amidst the ongoing COVID-19 pandemic, Calgary Academy engaged over 500 participants virtually to develop the 2021-2025 Strategic Plan throughout the 2021-2022 school year. Students, staff, parents, alumni, and board members shared their hopes and their vision for Calgary Academy by 2025: *to be a beacon of learner-centered education, where all learners can succeed, thrive, and change the world.*



This document outlines Year 2 of Calgary's Academy plan to achieve that vision. Each of our three goals focuses on the foundational elements of school – learners, learning, and community. Three outcomes, with corresponding strategies support these three goals, and each strategy will be led by a collaborative, interdisciplinary staff teams throughout the 2022-2023 school year.

Each team reports in for a mid-year update which is shared with the community in early March. A final year-end update is shared at the end of June and reported to the community in August once the school year has concluded.

In May, all parents, staff, and students in Grades 4-12 complete the annual Satisfaction Survey, which measures their satisfaction with the school's progress towards actualizing the goals in the Strategic Plan.

These results are shared and reported in the Annual Education Results Report in November of each year. Those results help inform the following year's amendments, if any, to the next year's strategies.

Cumulatively, these efforts support the annual planning and reporting cycle, which assures our community that Calgary Academy is creating and sustaining a culture of continuous improvement and collective responsibility.

Follow along our implementation journey.



Mission

We design engaging, dynamic, student-centered experiences that nurture a caring, inclusive culture and instill a love of learning.

Vision

To be a beacon of possibility for richly personalized, engaging learning experiences that empower learners to pursue lives of passion and purpose.



AT CALGARY ACADEMY, WE BELIEVE...

1. we are all learners first, continuously redefining what is possible.
2. in the principles of respect, enthusiasm, altruism, commitment and honesty.
3. students must be at the centre of all decision-making.
4. in creating pathways as unique and varied as our learners.
5. socio-emotional well-being empowers learners to thrive.
6. foundational literacies are critical to deeper learning.
7. in engaging richly with our families and our community.
8. transparency and clarity of communication are critical for a healthy culture.
9. collaborative and distributed leadership across all areas of Calgary Academy will best serve the needs of our community.

MESSAGE FROM THE CEO AND BOARD CHAIR

We are very pleased to share Year 2 of Calgary Academy's 2021-2025 Strategic Plan – A Beacon of Possibilities.

This past year has seen our organization commit time and energy to celebrating its 40th Anniversary with students, parents, staff, and alumni. Over the course of these celebrations, we have highlighted the many wonderful milestones Calgary Academy and its staff and students have achieved since 1981. We honoured our history to help ensure it remains part of our story, even as our school continues to grow and evolve and respond to the changing world around us.

We are confident that the strategies contained in Year 2 of the 2021-2025 Strategic Plan honour Calgary Academy's 40-year history, while contributing to a strong foundation for the next 40 years of this wonderful school.

The year ahead promises challenging but rewarding strategies, such as prototyping a unique "Portrait of a CA Learner" which will put our vision for students to thrive in today's world on paper and marry it to a competency progression that will be consistently applied across Kindergarten to Grade 12.

Culturally, we are excited to officially launch a new "house" system, expanding existing leadership programs to a whole-school initiative. Our school will also spend the year showcasing our incredible learning projects with the school and broader community.

After a year spent engaging and re-engaging parents and alumni as part of our 40th Anniversary, we are also excited to have strategies that focus on expanding our ambassador programs to include parents and alumni. We have so much knowledge to share with one another; building connection opportunities for them and our current students will be equally meaningful to all stakeholders.

On behalf of the Board of Governors and the school leadership teams, we express our fulsome endorsement of Year 2 of the 2021-2025 Strategic Plan.



GREG BASS
President & CEO



GARY PURCELL
Board Chair



ACCOUNTABILITY STATEMENT

The Education Plan for Calgary Academy commencing September 1, 2022 was prepared under the direction of the Board of Directors in accordance with the responsibilities under the *Private Schools Regulation* and the *Education Grants Regulation*. This plan was developed in the context of the provincial government's business and fiscal plans. The Board has used its performance results to develop the plan and is committed to implementing the strategies contained within the plan to improve student learning and results.

The Board approved the 2022-2026 Strategic Plan on May 30, 2022.



STAKEHOLDER ENGAGEMENT

SEPTEMBER-OCTOBER 2021

REVIEW

School Leadership and the Board of Governors review 2020-2021 Satisfaction Survey results.

FEBRUARY 2022

MID-YEAR REPORT

Year 1 Strategy Updates shared with the community – adjustments to year-end expectations as needed.

NOVEMBER 2021

PROVINCIAL REPORT

Satisfaction Survey and Provincial results reported to the community in the Annual Education Results Report.





APRIL 2022

CONFIRM

Staff and community invited to provided feedback on draft Year 2 Goals. 109 staff responses and 1 alumni response collected.

MARCH 2022

ENGAGE

All staff engaged in strategic planning session, reviewing Year 1 mid-year progress.

MAY 2022

INCORPORATE

Feedback from surveys and informal feedback worked into draft Year 2 strategies and amendments made. Highlights of changes made based on feedback can be found here.



CA makes me feel like there is hope for education. Education is ever evolving and I think CA is working hard to provide meaningful learning experiences for students.

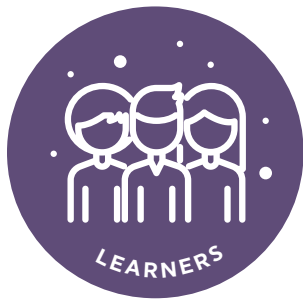
CA STAFF MEMBER



OVERVIEW

By 2025, Calgary Academy will be a beacon of learner-centered education, where all learners can succeed, thrive, and change the world.

We will achieve this by actualizing three goals framed around foundational elements of school:



To achieve our
three goals, we
must embed these
elements in all that
we do:

1. Innovation and creativity

2. Professional learning

3. Modernized instructional practice

4. Researched, evidence-based action

5. Reconciliation

6. Culture of philanthropy

7. Leadership



GOAL ONE

Learners are successful.

Formed on belief statement #1, we are all learners, Calgary Academy nurtures, develops, and challenges students, staff, parents, alumni, and board members. We, as learners, build strong foundations aligned around the shared core of the learning and professional learning models: relationships, belonging, wellness, and self-awareness. Through these equitable mindsets and intentional practices, all of our diverse learners will be successful in their lives within the school and in the world around them. Staff are the lead learners of this plan, requiring significant professional learning and development to implement these ambitious strategies.

OUTCOME 1

Learners are resilient, confident, connected, and self-aware

STRATEGIES

Year 1 <i>(Complete)</i>	Develop a "portrait of a CA learner" aligned to the CA Learning Model
Year 2	Prototype and refine the "portrait of a CA learner" with students, staff, and parents
Year 3 <i>(Draft)</i>	Co-create individual learner profiles
Year 4 <i>(Draft)</i>	Create a two-year exit program for graduates' continued support and success

OUTCOME 2

Learners develop foundational and higher order numeracy and literacy skills

STRATEGIES

Year 1 <i>(Complete)</i>	Research emerging literacy and numeracy skills and integrate with best practice
Year 2	Consistently implement research-backed literacy and numeracy best practices
Year 3 <i>(Draft)</i>	Align staffs' use of effective, research-informed numeracy and literacy frameworks
Year 4 <i>(Draft)</i>	Continue to implement targeted and accessible learning supports

OUTCOME 3

Learners develop competencies to succeed in a changing global society

STRATEGIES

Year 1 <i>(Complete)</i>	Develop a scope and sequence for competency acquisition aligned with learning outcomes and instructional design
Year 2	Begin to build a CA competency progression for K-12 as outlined in the portrait of a CA Learner
Year 3 <i>(Draft)</i>	Sustain integrated instructional design elements and learning approaches to foster competency acquisition
Year 4 <i>(Draft)</i>	Revisit and refine the learning model



GOAL TWO

Learning is engaging and innovative.

The world has changed over the last four decades, and with it, so has our school. Alongside meeting curriculum outcomes and graduation requirements, learners develop a love of learning. Calgary Academy intentionally creates learning opportunities with the focus of its students attaining new knowledge, not simply acquiring information. Through collaboration, creativity, and rigour, learners achieve success inside and out of the classroom, and share their knowledge and experiences with other learning communities.

OUTCOME 1

Learning is empowering, effective, and measurable

STRATEGIES

Year 1 <i>(Complete)</i>	Develop and prototype a K-8 progress reporting system
Year 2	Refine and monitor the K-8 student progress reporting system and continue to modernize 9-12 assessment and feedback practices
Year 3 <i>(Draft)</i>	Prototype modernized 9-12 assessment and feedback practices
Year 4 <i>(Draft)</i>	Launch modernized 9-12 assessment and feedback practices

OUTCOME 2

Learning opportunities foster student engagement

STRATEGIES

Year 1 <i>(Complete)</i>	Co-create as a school community high student engagement opportunities
Year 2	Refine a K-12 student leadership model that unifies all CA programs and expand clubs and courses based on student interests
Year 3 <i>(Draft)</i>	Expand and develop work experience partnerships and community collaborations
Year 4 <i>(Draft)</i>	Revisit and revise interest-based learning opportunities

OUTCOME 3

Learning is creative, collaborative, and experiential

STRATEGIES

Year 1 <i>(Complete)</i>	Expand collaborative, innovative, and interdisciplinary projects and activities
Year 2	Showcase innovative, collaborative, and altruistic learning projects with the school community
Year 3 <i>(Draft)</i>	Showcase innovative and collaborative learning projects with the school community
Year 4 <i>(Draft)</i>	Develop community partnerships to showcase creative and collaborative learning with the broader community



GOAL **THREE**

Community is nurtured and celebrated.

At its core, a school is a community, and relationships are central to all that Calgary Academy does. The school will expand its intentional efforts to engage richly with and between its stakeholder groups, building greater connection with its parent and alumni groups, and strengthening its relationship with student group and student leadership representatives. By nurturing a culture of belonging, Calgary Academy will unify the diverse programs and students at the school.

OUTCOME 1

Shared ownership, responsibility, and belonging fuel the learning environment

STRATEGIES

Year 1 <i>(Complete)</i>	Initiate a comprehensive review of Academy and Collegiate identities
Year 2	Engage community in comprehensive review of the characteristics of Academy, Collegiate, Blended+, and Early Years programs
Year 3 <i>(Draft)</i>	Ensure student leadership groups are front and centre in running school-wide and community events
Year 4 <i>(Draft)</i>	Revisit and revise initiatives emerging from identity review that build unity between programs

OUTCOME 2

Connections to alumni and parents strengthen the school community

STRATEGIES

Year 1 <i>(Complete)</i>	Expand the development of learning opportunities for the parent community
Year 2	Expand the student ambassador program to include parents and alumni
Year 3 <i>(Draft)</i>	Build ongoing opportunities for connection among all community members
Year 4 <i>(Draft)</i>	Research, develop, and launch a community altruism project

OUTCOME 3

Community engagement is meaningful, impactful, and inclusive

STRATEGIES

Year 1 <i>(Complete)</i>	Formalize and implement a student-centered decision-making framework
Year 2	Enhance student and staff awards and recognition in alignment with REACH
Year 3 <i>(Draft)</i>	Support and grow School Council of Calgary Academy (SCOCA) impact
Year 4 <i>(Draft)</i>	Implement an expanded community consultation for strategic plan development

2022-2023 BUDGET SUMMARY

Planning Principles

- › Identifying and aligning student needs
- › Streamlining business practices to the 2021-2025 Strategic Plan
- › Retention, recruitment, and development of staff
- › Enhancing the use of technology while operating within Calgary Academy's financial constraints
- › Maintaining focus on literacy and numeracy supports


Budget Assumptions

- › Small increase in enrolment (1 per cent)
- › Small increase in Academy tuition fees, 5 per cent increase in Collegiate tuition fees
- › Government funding as per the Funding Manual for the 2022-2023 school year
- › Enhancement to benefit programs and staff grid increase of 2 per cent
- › Expansion of Blended+ program
- › Revenues exceed expenditures by a modest 0.5 per cent

YEAR ENDED AUGUST 31	BUDGET 2023 ¹ \$	BUDGET 2023 %
REVENUES		
Provincial Education Grants	7,347,885	35.6
Tuition and Related Fees	12,219,010	59.2
Other	1,069,071	5.0
Total Revenues	\$ 20,635,966	100%
EXPENDITURES²		
Salaries and Benefits	13,715,264	66.7
Transportation	957,317	4.7
Cost of Operations	5,871,603	28.6
Total Expenditures	\$20,544,183	100
Excess of revenues over expenditures	\$91,782	

1 Budget information summarized from May 30, 2022 budget as approved by the Board.

2 Expenses net of recoveries.



I feel encouraged and hopeful that as my child proceeds through the grades with the support of her teachers and tools needed she will have the best chances to succeed in her future.

CA PARENT





“CA makes me feel free, I feel like I can be who I want to be and I can be friends with who I want.”

CA STUDENT

PERFORMANCE MEASURES

Results on progress made towards the 2021-2025 Strategic Plan will be reported annually in November in the Annual Education Results Report (AERR). These results are available on our website at calgaryacademy.com/alberta-ed-results.

-  Local measure unique to Calgary Academy
-  Provincial measure required by Alberta Education

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2021-2025 STRATEGIC PLAN

GOAL ONE: LEARNERS ARE SUCCESSFUL

OUTCOME 1: Learners are resilient, confident, connected, and self-aware.

- L Percentage of students who understand how they learn best.
- L Percentage of students who feel connected, confident, resilient, and self-aware.
- L Percentage of students, parents, and staff who agree students and staff model the principles of REACH.
- L Percentage of staff who feel satisfied the school provides a reasonable work/life balance environment.
- L Percentage of teachers, parents and students satisfied with the promotion of healthy lifestyle choices.
- L Teacher, parent and student agreement that learning environments are welcoming, caring, respectful and safe.
- P Teacher, parent and student agreement that students model the characteristics of active citizenship.

OUTCOME 2: Learners develop foundational and higher order numeracy and literacy skills.

- L Percentage of students, parents, and teachers who agree instruction meets the needs of each student.
- L Number of students meeting the literacy and numeracy outcomes in the Alberta Education progressions.
- L Percentage of staff satisfied with the in-school resources and support provided to address numeracy and literacy learning challenges.
- P Teacher, parent, and student agreement that students have access to the appropriate supports and services at school.
- P Provincial Achievement Test results by writers as provided by Alberta Education.
- P Diploma Examination results by writers as provided by Alberta Education.

OUTCOME 3: Learners develop competencies to succeed in a changing global society.

- L Percentage of students who agree they have learned about First Nations, Métis, and Inuit perspectives.
- L Overall teacher and parent agreement that students are taught attitudes and behaviours that will make them successful at work when they finish school.
- L Percentage of students satisfied they are being taught the skills and attitudes to be flexible and accept change.
- P High School Completion: High school completion rate of students within three and five years of entering Grade 10.
- P Teacher, parent and student satisfaction with the overall quality of basic education.

GOAL TWO: LEARNING IS ENGAGING AND EFFECTIVE

OUTCOME 1: Learning is empowering, effective, and measurable.

- L Percentage of staff satisfied with the support given to create and implement their professional growth plans.
- L Percentage of staff satisfied with the process used to help them maintain and improve your performance.
- L Percentage of staff satisfied that their professional learning has positively impacted their ability to deliver on strategic priorities.
- L Percentage of students, parents, and staff who agree students and staff are engaged in learning at school.
- L Percentage of students, parents, and staff who agree student assessment information improves learning.
- L Percentage of students, parents and staff who believe instructional practices are reflective of a culture of excellence.
- P Teacher, parent and student agreement that students are engaged in their learning at school.

OUTCOME 2: Learning opportunities amplify voice and choice.

- L Percentage of students and parents satisfied with their access to programs that meet student interests and needs.
- L Percentage of students and parents, and staff who agree that teachers help students learn through engaging practices.
- L Percentage of students who state they have had opportunities to engage in hands-on learning experiences.
- L Percentage of students, parents, and staff who agree the learning environment engages students in the learning process.
- P Teacher, parent, and student agreement that students are engaged in their learning at school.

OUTCOME 3: Learning is creative, collaborative, and experiential.

- L Percentage of students and staff satisfied with their leadership opportunities.
- L Percentage of students and staff satisfied they can show their learning in different ways.
- L Percentage staff satisfied with their opportunity to engage in collaborative practices and/or professional learning.

GOAL THREE: COMMUNITY IS NURTURED AND CELEBRATED

OUTCOME 1: Shared ownership, responsibility, and belonging fuel the learning environment.

- Overall teacher and parent satisfaction with parental involvement in decisions about their child's education.
- Percentage of students, parents, and staff who believe Calgary Academy offers a welcoming, safe and caring learning environment.
- Percentage of students who state that student's voice counts in their school.

OUTCOME 2: Connections to alumni and parents strengthen the school community.

- Percentage of staff and parents satisfied that staff builds positive relationships with parents.
- Percentage of staff satisfied that staff build positive partnerships within the school community and with the external community.
- Percentage of staff and parents satisfied with parents' involvement in the school community.

OUTCOME 3: Community engagement is meaningful, impactful, and inclusive.

- Percentage of staff and parents satisfied that the needs of students drive decision-making at the school.
- Percentage of students and staff satisfied with their involvement in school/workplace decision-making.
- Percentage of staff that agree resources are used equitably, effectively, and efficiently.
- Percentage of staff and parents who believe the school is governed effectively.
- Percentage of staff who understand and are satisfied with the operational priorities of Calgary Academy.
- Teacher and parent satisfaction with parental involvement in decisions about their child's education.

Follow our journey to 2025:
calgaryacademy.com/strategic-plan

