

# Regina Public School Division

## 2025-2029 Strategic Plan Implementation Framework

### MISSION

Regina Public Schools provides student-centred learning in inclusive, safe and welcoming environments.

### STRATEGIC IMPERATIVE

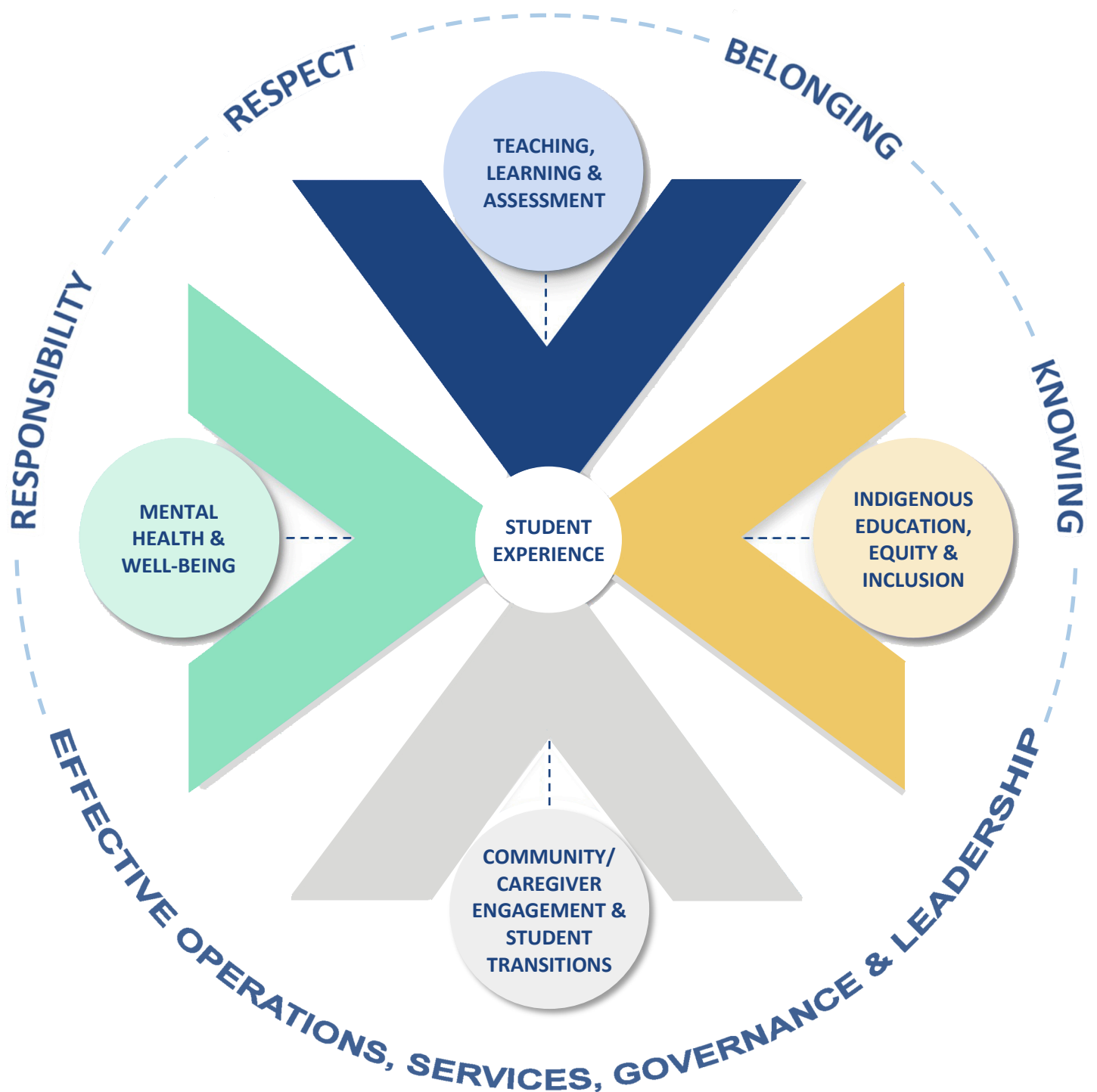
Centring the student experience.

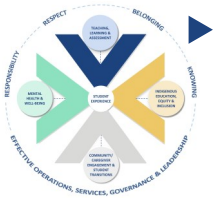
### VISION

A caring community of engaged and diverse employees committed to supporting a successful student experience for all learners.

### FOCUS

All about people.





## TEACHING, LEARNING & ASSESSMENT

*Enhancing student achievement through engaging and effective educational programming and strategies*

Aligned with the Provincial Education Plan (PEP) goal: **Improve student outcomes through effective assessment practices that guide and strengthen responsive instruction.**

Applicable PEP Targets:

- Student attendance will improve annually (2022-23 baseline 85.6% average attendance rate).
- Student literacy and numeracy outcomes will increase year over year (2022-23 baseline – 70% of Gr. 3 students assessed at or above grade level).

### Regina Public School Division Level Key Actions

1. *Implement varied and proven instructional, intervention and assessment practices.*
  - Key strategic actions include the establishment of an Early Years Intervention Framework for students PreK to Grade 3; implementation of the Responsive Instructional Coaches model with a focus on High Count High-Rate schools; preparation and implementation of provincial assessment tools, including culturally relevant assessment, provincial strategies and assessment cycles; and continuous improvement of instructional practices.
2. *Engage all learners through innovative, responsive, and engaging learning opportunities.*
  - Key strategic actions include ongoing evaluation and improvement of current elementary and high school Land-Based and Academy Programs; implement the kiskinwahamotok framework; and explore opportunities for Indigenous language programs including the Michif Early Learning Program.
3. *Support the unique learning needs of all students.*
  - Key strategic actions include evaluating the effectiveness and delivery options of Intensive Supports; enhancing and expanding intervention supports and instructional practices; and continuing to build capacity and strategies for diverse learners.

### Regina Public Schools Targets and Key Measures

**Target:** Regina Public Schools will achieve annual increases in the measures listed below, focusing on equitable results, and aiming to decrease or eliminate the achievement gap between Indigenous and non-Indigenous students.

#### Measures:

- Upon Kindergarten exit, the percentage of students ready for learning in the primary grades
- Upon grades 1, 2, and 3 exit, the percentage of students reading at or above grade level
- Upon grades 4, 7, and 10 exit, the percentage of students reading and writing at or beyond grade level
- Upon grades 5 and 9 exit, the percentage of students achieving numeracy outcomes at or beyond grade level
- The percentage of students with at least 80% and 90% attendance



## INDIGENOUS EDUCATION, EQUITY AND INCLUSION

*Ensuring equitable, inclusive, diverse, safe and welcome learning environments*

Aligned with the Provincial Education Plan (PEP) goal: **Actualize the vision and goals of Inspiring Success: Prek-12 First Nations and Métis Education Policy Framework, and Saskatchewan students will be supported to experience a positive sense of belonging and connection while feeling safe in their schools.**

Applicable PEP Targets:

- Overall graduation rates will increase annually with a focus on decreasing the gap in achievement between Indigenous and non-Indigenous students by 2030 (2022-23 baseline, overall 3-year graduation rate was 79% with 47.9% of Indigenous students graduating within the 3-year window).
- All students will have an increased sense of connection and safety in schools (2022-23 baseline, 68% of grade 4-6 and 58% of grade 7-12 students reported a positive sense of belonging).

### Regina Public School Division Level Key Actions

1. Honour the principles of reconciliation in our work and actualize the vision and goals of *Inspiring Success: Prek-12 First Nations and Métis Education Policy Framework*.
  - Key strategic actions include developing the Regina Public Schools' response to enact the Truth and Reconciliation Commission's (TRC) Calls to Action, promoting and increasing awareness (e.g. 4 Seasons of Reconciliation training); enhancing efforts to include Indigenous voices in all areas of education by utilizing the Indigenous Education Responsibility Framework, Treaty Outcomes and culturally responsive pedagogy; and Indigenous Advocates and Elders in Residence/Knowledge Keepers in schools and strategically place staff to support student learning.
2. Deepen awareness, understanding, and commitment for diversity, equity, and inclusion.
  - Key strategic actions include the development of a new Diversity, Equity and Inclusion (DEI) framework that focuses on teaching and learning, leadership, culture and climate, and family and community engagement with DEI principles; implementing a Division-wide strategy focusing on Autism and using neurodiverse affirming approaches; ongoing training to staff to expand their understanding of, and commitment to, inclusive, anti-racist, and anti-oppressive practices, implement staff recruitment, hiring and retention programs, procedures, and resources that support and promote diversity, equity, inclusion, and Indigenization principles across all employee group; and development of a DEI scan process to support school planning around DEI principles.
3. Create accepting, safe, inclusive, and accountable learning and working spaces.
  - Key strategic actions include the development and implementation of playground standards that include universal and local accessibility considerations; development of accessible, inclusive and functional schools spaces (including congregated program spaces, washrooms and changerooms, cultural affirming spaces); promote and attend events to celebrate diversity; review of administrative procedures for potential barriers for students and staff; and facilitate the DEI Steering and Advisory Committees and hold bi-annual meetings with senior leadership to discuss recommendations and progress.

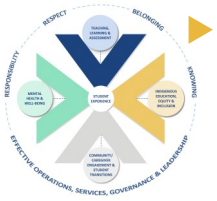
### Regina Public Schools Targets and Key Measures

#### Target:

Regina Public Schools will achieve annual increases in the measures listed below, focusing on equitable results, and aiming to decrease or eliminate the achievement gap between Indigenous and non-Indigenous students.

#### Measures:

- Upon Kindergarten exit, the percentage of students ready for learning in the primary grades
- Upon grades 1, 2, and 3 exit, the percentage of students reading at or above grade level
- Upon grades 4, 7, and 9 exit, the percentage of students reading and writing at or beyond grade level
- Upon grades 5 and 9 exit, the percentage of students achieving numeracy outcomes at or beyond grade level
- The percentage of students of students with at least 80% and 90% attendance
- The percentage of students with a positive sense of belonging
- The percentage of students who feel safe at school
- The percentage of grade 9 students who achieve 8 or more credits the following year
- The percentage of grades 10-12 students attaining 8 or more credits per year
- The percentage of students who graduate within 3 years of grade 10
- The percentage of students who graduate within 5 years of grade 10
- Indigenous Education Responsibility Framework outcomes



## MENTAL HEALTH & WELL-BEING

*Promoting lifelong mental health and well-being of all students and staff*

Aligned with the Provincial Education Plan (PEP) goal: **Enrich and embrace mental health and well-being capacity in students.**

Applicable PEP Target:

- No specific target or baseline. Indirectly captured through measures related to attendance, credit attainment and graduation.

### Regina Public School Division Level Key Actions

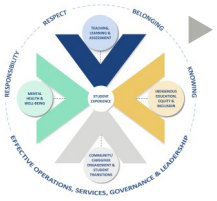
1. Enrich, strengthen, and promote mental health and well-being in students and staff.
  - Key strategic actions include developing and implementing an updated Mental Health and Well-being framework for staff and students focusing on promotion, prevention, and intervention; improving access and awareness of resources and information for families; work with the Ministry of Education and other school divisions to share effective practices and to develop a planning tool to ensure more students benefit from leading practices; support the implementation of the provincial health education curriculum and the related mental health learnings; develop trauma-informed/trauma-sensitive professional development for all staff and provide a framework for periodic scans with a DEI lens; and facilitate the Mental Health and Well-being Steering and Working groups and hold biannual meetings with senior leadership to discuss recommendations and progress.

### Regina Public Schools Targets and Key Measures

**Target:** Regina Public Schools will achieve annual increases in the measures listed below, focusing on equitable results, and aiming to decrease or eliminate the achievement gap between Indigenous and non-Indigenous students.

#### Measures:

- The percentage of students with a positive sense of belonging
- The percentage of students who feel safe at school
- The percentage of students of students with at least 80% and 90% attendance



## COMMUNITY/CAREGIVER ENGAGEMENT & STUDENT TRANSITIONS

*Supporting students throughout their education, from entry to graduation and beyond, including all transitions between supports, grades*

Strategic Priority is aligned with the Provincial Education Plan (PEP) goal: **Foster connections for learners and their families while supporting learners as they enter and progress through school to graduation and determine a life pathway.**

Applicable PEP Target:

- Overall graduation rates will increase annually (2022-23 baseline, overall graduation rate was 79%).
- Upon Kindergarten exit, the percentage of students ready for learning in the primary grades will increase year over year (2022-23 baseline, 79.1% of students were ready for learning in the primary grades after finishing kindergarten).

### Regina Public School Division Level Key Actions

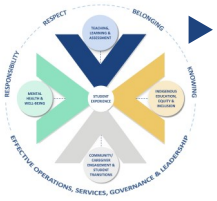
1. *Support successful transitions as learners enter and progress through to graduation and determine a life pathway.*
  - Key strategic actions include the development of partnerships and relationships with children 0-5 years of age, their families and organizations that support them to increase information sharing, involvement and engagement; and evaluate and explore current and new practices that support key student transitions and pathway-related actions; expand parent and caregiver engagement from prekindergarten/kindergarten to Grade 12.
2. Engage School Community Councils, educational partners, and families/caregivers in setting the future direction for Regina Public Schools.
  - Key strategic actions include building a Student Voice engagement strategy that may include annual student/Board forums and other student involvement strategies; development of an annual SCC engagement strategy; and pilot community meeting in each Subdivision to hear local concerns and provide relevant updates.

### Regina Public Schools Targets and Key Measures

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#### Measures:

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- The percentage of grades 10-12 students attaining 8 or more credits per year
- The percentage of students who graduate within 3 years of grade 10
- The percentage of students who graduate within 5 years of grade 10



## EFFECTIVE OPERATIONS, SERVICES, GOVERNANCE & LEADERSHIP

*Supporting student experience and our schools through the delivery of effective and responsive operations, governance and leadership*

### Regina Public School Division Level Key Actions:

- Advance leadership capability and capacity across the school division.
- Provide targeted and high-quality staff professional development and skills training.
- Build shared commitment and capacity to facilitate an inclusive, safe and healthy work culture.
- Develop a Board professional development plan to support effective policy governance practices.
- Enhance Board advocacy work in support of the Strategic Plan.
- Advance the Board's equity/diversity initiatives, including the ongoing relationship with the Indigenous Education Advisory Council.
- Implement recruitment and retention strategies to increase employee diversity.
- Review operational processes and services to improve service delivery and efficiency.
- Develop an equitable, sustainable financial plan that supports the achievement of the Strategic Plan.
- Provide safe and efficient student transportation services.
- Leverage technology to inform, engage, connect and protect.
- Create safe, healthy, functional, and modern learning and working spaces.

### Regina Public Schools Targets and Key Measures:

- Audited Financial Statements results
- Legislative compliance results
- Employee Survey results related to satisfaction, mental health, wellness, DEI
- Leadership development events and goals achieved
- Safety Program indicators (e.g. number of injuries, time loss to workplace injury)
- HR indicators (e.g. turnover, use of entitlements, grievances, employee diversity)
- Percent of bused students riding 45 minutes or less one way
- Percent of bused students transported on buses compared to light vehicles
- Bus utilization rates and number of bus accidents
- Student to device ratios
- IT service tickets closed within the expected timeline
- Cybersecurity audit recommendations completed/in progress/not started
- Number of Indigenous companies bidding on tenders/contracts
- Preventive Maintenance and Renewal projects completed on time and on budget
- Facility Condition Index (FCI) of school buildings
- Facility service tickets closed within the expected timeline
- Number of meetings with the City of Regina's Mayor and Council per year
- Number of Board Policies reviewed per year and over the 4-year Board term
- Number of Trustees engaging with each SCC in their Subdivision at least once per year
- Number of Indigenous Education Advisory Council meetings per year