
Policy 2: Appendix B January 1, 2018 – October 20, 2018

DETAILED BOARD WORK PLAN

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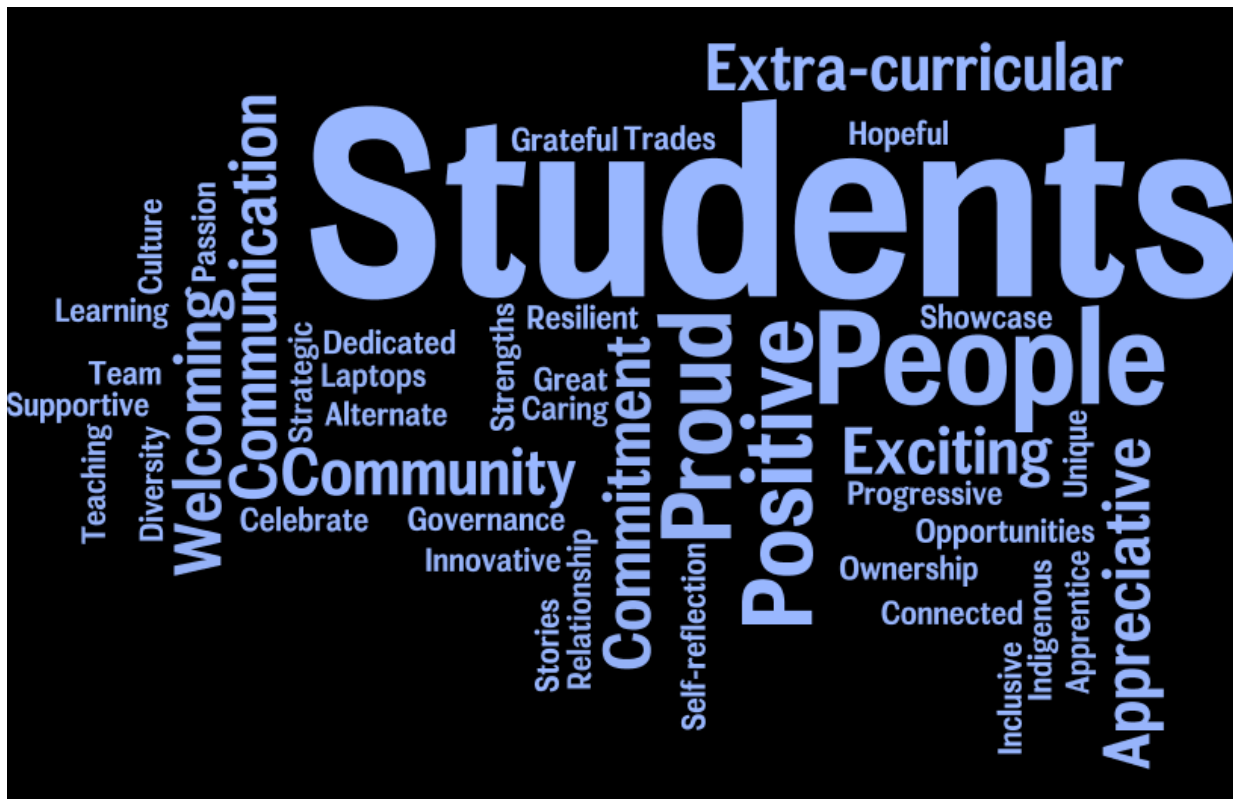
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Overview

Organization and Content

The content of this Work Plan was created over time through working sessions with the Board of Education and the senior management team. The document reflects the priorities of stakeholders, the Board and staff as gathered at committee meetings, stakeholder engagement opportunities, communications from community members and feedback from community partners.

At a stakeholder dinner meeting, participants were asked to identify what were the strengths of the Vancouver School Board. The following Wordle captures the feedback that assisted with and influenced the content of this Work Plan.



The Plan is ambitious, but it does enable and support the efforts of both staff and the Board of Education to be aligned and student-focused.

Timeline

The Board began creating a Work Plan in January 2018. At the beginning of the new year, trustees shared their priorities, worked with staff to align their thoughts to the Strategic Plan (2021) and then, in March, refined the initial draft. Staff independently created their areas of focus and incorporated them into the Work Plan. This document reflects the areas of need and priorities, as identified by staff and the Board, to best support students, staff and school communities.

Looking Ahead

Many of the goals described in the Work Plan will be accomplished prior to the October 2018 municipal election. Some of the identified work will be to establish recommended priorities for the next elected Board of Education.

Long Range Facilities Plan and Capital Considerations (Strategic Plan Goal 4)

REVISION TO LONG TERM FACILITIES

The Board must approve the revisions to the Long-Range Facilities Plan (LRFP) by the end of June 2018. The revised LRFP will inform the District's Five-year Capital Plan submission to the Ministry of Education (MoE).

The revisions should:

- Address the MOE requirement to optimize available space
- Confirm the guiding principles
- Confirm the factors to be considered in implementing the Seismic Mitigation Plan (SMP)
 - Update the priorities in the SMP
 - Update the Temporary Accommodation Plan to support the SMP
 - Involves the future of Carleton Elementary
 - Informs a decision to dispose of a school site for use by the CSF
- Revise the factors for considering school closures
 - Begin to establish a plan for potential next steps

BOUNDARY REVIEW

Recommendations arising from the current boundary review (primarily Downtown, False Creek, Cambie Corridor) also need to be approved by the Board. The recommendation must be incorporated into the Long-Range Facilities Plan so that new catchment boundaries can be in place for September 2019.

CAPITAL PROGRAM

The submission of the Five-Year Capital Plan for 2018-2019 will be approved by the Board by June 30, 2018. Included in the development of the Five-Year Capital Plan will be the decision, to be made in either April or May to dispose of a site for the CSF.

ANNUAL FACILITIES GRANT

Approval of the 2018-2019 Annual Facilities Plan spending is required to be completed by the end of May 2018.

SEISMIC MITIGATION PROGRAM (SMP)

The updated SMP needs to be part of the revised Long-Range Facilities Plan and requires approval by the end of June 2018.

CAPITAL FUND REVENUE GENERATION

Considerations currently underway:

- Renegotiation of the 99-year lease of Kingsgate Mall
 - To dispose of an air parcel to support the development plans for the area
 - An update report will be brought to the Board in June
- BC Hydro Substation Proposal
 - To be considered by the Board in May and June

ALTERNATE EDUCATION PROGRAM CONSOLIDATION

The recent review (February 7th, 2018) of Alternate Education proposes a consolidation of some the current 22 separate programs.

- For this to be in place for the 2018-2019 school year, considerations will come forward through the budget process

FOOD SERVICES

The recent review of food services programs in the District includes a three-year improvement plan. The review will be brought forward to the Board in the spring.

FLEET ROTATION

Staff will need to revise current analysis and explore using one-time only funds to replace current, larger operational vehicles and purchase them outright.

GRADE RECONFIGURATION

To address ongoing enrollment pressure at Norma Rose Point, it is necessary to examine grade configuration in University Hill Family of Schools.

BC HYDRO PROPOSAL

The District has been approached by BC Hydro regarding a possible sub-station at Roberts Annex site.

TIMELINE

Description	Date
Boundary Review Report Update, Committee II	April 11, 2018
Update on Long Range Facilities Plan, Committee II	April 11, 2018
Budget Timeline Update, Committee V	April 18, 2018
Budget Update, Committee V	May 16, 2018
2018-2019 Annual Facilities Plan spending plan, Committee II	May 16, 2018
Revision to Long-Range Facilities Plan, Committee II	June 13, 2018
2019-2020 Five-year Capital Plan Submission, Committee II	June 13, 2018
Grade Reconfiguration, Committee II	June 13, 2018
BC Hydro, Committee II	June 13, 2018

Recruitment, Retention and Succession Planning (Strategic Plan Goal 4)

STAFFING

Staffing Updates are provided to Committee IV and school-based administration monthly:

- The Staffing Updates indicate very good progress on recruitment efforts and the number of vacant positions continues to decline.
- Employee Services recruits for teaching, administration and support staff positions.
- Recruitment teams have been to fairs provincially and nationally.

In the spring there were 233 student teachers in the VSB; plans are now underway to interview and hire for the remainder of this school year and for the start of the 2018 school year.

Retention

Presently, there is very little data about why people have resigned from the District.

- Resignations over the last year have more than tripled for teaching and SSA positions.

In February, Employee Services created an Exit Interview Form to elicit reasons why people have left the VSB.

- The department has shared the Exit Interview Form with key stakeholders and have (March 2018) begun implementation.

Employee Services has identified approximately 300 former teachers and SSAs dating back to 2016. Exit interview forms will be sent to these groups in late March. Going forward, the form will also be sent to all resignations.

- There is some data analysis regarding teachers who have resigned since last year. Two-thirds of teachers who have left home addresses located outside of Vancouver. 80% of teachers who have left have 5 years of service or more
- Once the District starts to receive information back from departing employees, there will be meetings as an employee services group to analyze data, consult with stakeholders and make recommendations

SUCCESSION PLANNING

The District currently has no formal succession planning program:

- Like many organizations, retirements will be happening over the next 5 – 10 years in key leadership areas
- A formal succession plan is a disciplined approach to identify leadership gaps, and to provide planned developmental opportunities for individuals
 - Succession planning was not listed as an objective in strategic planning
 - Planning is now in the early stages

TIMELINE

Description	Date
Staffing Update, Committee IV	March 14, 2018
Staffing Update, Committee IV	April 18, 2018
Staffing Update, Committee IV	May 16, 2018
Succession Planning Update, Committee IV	June 13, 2018

Curriculum, Assessment and Reporting (Strategic Plan Goal 1)

Curriculum and Assessment

Work is ongoing in supporting curriculum implementation. K-9 implementation is now underway with Grade 10 implementation beginning in September 2018.

The following activities are underway:

- Create an outline of a Master Plan for curriculum implementation
- Develop a Career Life Education 10 working group
 - Partner representatives involved
 - Meeting to create 3-4 options for secondary schools to choose from
 - Continue to meet into the 2018-2019 school year
 - Look at strategies to implement the Career Life Connections course and the Capstone Project
 - Explore the potential of a District Resource Teacher: Career Education Support
- Explore possibilities that enhance communication structures to ensure awareness of curriculum updates.
 - Provide a reliable and consistent source of information for school administrators and stakeholder group leaders
 - Develop a newsletter 3-4 times a year regarding redesigned curriculum and assessment strategies for administrators to share with staff
 - Regular updates at Superintendent and Area meetings
 - Regular updates for Committee III and DPAC
 - Create parent-friendly information school administrators can use to share information at PAC meetings
 - Showcase indigenous content on the re-designed curriculum
- Develop a secondary administrator working group on curriculum implementation
- Create a template for schools/District plans ensuring alignment with the Framework for Enhancing Student Learning and support schools in the implementation of curriculum
- Explore opportunities to access open source materials
- Train teacher-librarians on new library automation system with links to “Destiny Collections” intended to support the new curriculum

REPORTING

There are currently 62 schools participating in the Communicating Student Learning pilot. Plans are now underway to expand to all elementary schools.

- Examine feedback from focus groups including teachers, parents and students
 - This feedback will be used to inform the expansion of the remaining elementary schools in 2018-2019
 - Develop professional development opportunities for teachers on topics such as E portfolios
- Provide a variety of ways to access knowledge such as in-service, out of school professional development, collaborative inquiry groups, webinars, and a website as a repository of
- Establish a working group of secondary teachers/admin to look at the possible implications with MyEd and schools
- Expand Communicating Student Learning pilot to grades 8 and 9 by establishing a working group with partner group representatives
- Develop a Reporting Policy in 2019-2020 based on the feedback from the pilot

TIMELINE

Description	Date
Communicating Student Learning Update, Committee III	May 9, 2018
Curriculum Update, Committee III	June 6, 2018
Presentation of School Plans, Committee III	June 6, 2018
District Plan Framework, Committee III	October 2018

Indigenous Student Outcomes, Reconciliation (Strategic Plan Goal 1)

INDIGENOUS STUDENT OUTCOMES

Plans are underway in looking at supporting indigenous students at risk of not completing secondary school by enabling targeted support to take place. This would include such things as:

- Counselling support
- An ongoing review of the required coursework
- Dedicated individuals to follow up with each student indigenous student

RELATIONSHIPS WITH OUR INDIGENOUS COMMUNITIES

To fully support our indigenous students, and to help them connect to their culture, the District will build strong relationships with our indigenous communities and agencies working with those communities. The District will actively strengthen the relationship with the Musqueam Nation.

INFORM OUR PRACTICES THROUGH GOALS OUTLINED IN THE ABORIGINAL EDUCATION ENHANCEMENT AGREEMENT

The District understands that comprehensive support of Indigenous learners requires a multitude of strategies. As such, we will inform our implementation of strategies through information outlined in the Aboriginal Enhancement Agreement: <http://www.vsb.bc.ca/sites/default/files/publications/aeaa-june8.pdf>.

- Throughout the Aboriginal Enhancement Agreement is a commitment to reconciliation
 - Staff is committed to working alongside our Indigenous community to further this important work

TIMELINE	
Description	Date
Indigenous Student Framework, Committee III	May 9, 2018

Program Reviews (Strategic Plan Goal 1)

FRENCH IMMERSION

A French Immersion Review is currently underway, including the creation of a French Immersion Working Group. When the review is complete, staff will share the report and bring forward to the Board and Stakeholders.

ALTERNATE EDUCATION

The plan to implement the strategies from the Alternate Education Review will be brought forward to Committee III. Significant recommendations included in the report include:

- The addition of 4.0 FTE in staffing
 - Including a District Vice-Principal position
- The consolidation of some of the current Alternate Education sites

Both recommendations have budget impacts, and as such they will need to be approved through the budget process. Other recommendations will be considered after the initial process is complete.

INCLUSIVE EDUCATION

The plan to implement the strategies from the Special Education Review will be brought forward to Committee III. Recommendations included in the report include both budgetary and non-budgetary items. The overall theme in the review is increasing inclusive practices within the District.

TIMELINE	
DESCRIPTION	DATE
Inclusive (Special Education) Framework, Committee III	May 9, 2018
French Immersion Program Review Update	June 6, 2018
Alternate Education Framework, Committee III	June 6, 2018

Cultural, Emotional, Physical and Mental Well-Being (Strategic Plan Goal 3)

Mental Health

Mental health and wellness of staff and students remain a central focus within the VSB. The District is looking for ways to improve and increase support in all areas of mental health and wellness. The District will continue to work closely with our community partners, including sitting at tables where innovative practices evolve. One example of this is a collaboration between VSB and Vancouver Coastal Health where there will be document provisions available in both agencies, and ways to build cohesive access to all the supports to best provide for youth in need.

TIMELINE

Description	Date
Mental Health Update, Committee III	May 9, 2018

Mentorship, Networking, Engagement (Strategic Plan Goal 2)

Mentorship

Plans are currently underway to work with the teachers' unions to develop and implement a teacher mentorship program.

- A mentorship program for new principals and vice-principals is now in place
 - Continuing with training sessions for mentors as part of the program

Networking

Opportunities for networking are as follows:

- Metro Secondary Principal forum series on curriculum - twice a year
- BCSSA Pro D opportunities during the Summer Leadership Academy, Spring/Fall Conferences
- Opportunities for administrators to attend Coast Metro Pro-D Series
- A session with Ministry staff on the topics of curriculum, assessment, reporting, and inclusive teams

Engagement

The Board of Education and Senior Staff have been engaging with many of the partner groups. A dinner meeting provided feedback to the Board on the various partners' priorities. Ongoing conversations continue specifically aimed at engaging parents and how we can be more inclusive of their needs.

TIMELINE

Description	Date
BCSSA Metro Retreat – Curriculum Implementation	April 12,13, 2018
BCSSA Spring Conference - Assessment	April 8,2018
BCSSA Summer Leadership Academy	August 14-17, 2018
Ministry of Ed Visit with Senior Staff	May 2018
Committee III Report – Mentoring Update	October 2018

Communications (Strategic Plan Goal 4)

COMMUNICATIONS TEAM

Staff has hired a Communications Director who started in early April 2018. The Communications Director will be tasked with hiring one additional staff member to complete the communications team.

COMMUNICATIONS PLAN

One of the first requests of the new Communications Director will be to create a comprehensive Communications Plan for the VSB. Staff will bring initial thoughts to trustees in June 2018. Some of the topics will include:

- Roles and responsibilities with respect to communication
- Be inclusive of the cultural needs of students and parents
- Address the needs of English as a Second Language families
- Focus on internal communication (staff to trustees, interdepartmental, etc.)
- Include an opportunity to share positive stories
- Modernize the overall look of communications coming from the VSB
- Have a mindfulness of eduspeak; use plain language
- New curriculum updates and information for parents

WEBSITE UPDATE

Over the past year, staff have been working on completing the update of the VSB website. It is intended that the website go live in June.

TIMELINE	
Description	Date
Hire communications director	March 2018
Fill final position for communications team	Spring 2018
Communications plan	September 2018
New website posted	June 2018

Financial Planning (Strategic Plan Goal 4)

FINANCIAL GOVERNANCE AND ACCOUNTABILITY

The Financial Health Working Group provided guidance to school Districts in 2017 with the expectation that supporting policies be in place by the end of June 2018.

2018-2019 ANNUAL BUDGET PROCESS

The annual budget process will be shared at a Plenary Committee III/Committee V Meeting.

2018-2019 ANNUAL BUDGET

First and Second readings to be conducted at the May 28, 2018 Board meeting and a third reading in June.

MOE FUNDING FORMULA REVIEW

There has been a District submission based on stakeholder feedback (to be shared at June Committee V meeting).

TIMELINE	
Description	Date
Plenary Budget Session, Committee III/V	April 18, 2018
Plenary Budget Session, Committee III/V	May 02, 2018
Plenary Budget Session, Committee III/V	May 16, 2018
Audit Committee Terms of Reference, Committee V	May 16, 2018
2018-2019 Annual Budget Bylaw – 1 st and 2 nd readings	May 28, 2018
MOE Funding Formula Review Update, Committee V	June 13, 2018
2018-2019 Annual Budget Bylaw – 3 rd reading	June 25, 2018
Financial Governance & Accountability, Committee V	April, May & June Meetings

AUDIT COMMITTEE

Staff will draft guiding principles and the roles and responsibilities for a potential audit committee.

Governance (Strategic Plan Goal 4)

GOVERNANCE

The BCSTA sees Governance as follows:

- The elected Board is responsible for the success of the organization in terms of its' purpose. It does this by providing oversight, direction setting and decision making through a governance process which includes defining roles, relationships, structures and processes.
- Governance embraces the highest levels of effectiveness and, for each trustee, it involves a commitment to ethical leadership, to continuous learning and to long-term development
- To be effective in focusing the organization to be successful, the elected Board plays four broad roles in authentic governance:
 - Covering the Basics: The Board's Fiduciary Role
 - Big Picture Thinking: The Board's Strategic Role
 - Continuous Improvement: The Board's Innovative Role
 - Promoting Community Engagement: The Board's Societal Role

The BCSTA's website (<http://www.bcsta.org/content/good-governance-boards-education>) has four resource modules:

- Module 1: Authentic Governance through Ethical Leadership
- Module 2: Relationships and Governance: Common Ground, Common Purpose
- Module 3: Authentic Governance for Student Achievement: Boards Matter!
- Module 4: Making the Connections for Students Success: Aligning vision, governance and finance

As part of good governance, the Board commits to completing a self-evaluation, overseeing the Superintendent's performance review and to completing a Board Work Plan.

ROLES AND RESPONSIBILITIES

The Board will provide support and clearly delineate and articulate roles and responsibilities of the Board and staff by September 2018.

POLICY MANUAL

Reviewing and potentially revising the Board's policy manual flows out of the governance structure as well as having clarity on roles and responsibilities.

ADMINISTRATIVE HANDBOOK

Completing a revised administrative handbook would follow the creation of a new policy manual.

DEVELOPMENT AND IMPLEMENTATION OF REVISED NAMING AND RENAMING

To update current policy and provide a new framework for schools and staff in choosing school names, the District will be revising the Naming and Renaming policies.

TIMELINE	
Description	Date
Staff discussions with Leroy Sloan	Fall 2017
Evening overview with Leroy Sloan	February 19, 2018
Phone calls with Leroy Sloan	Week of March 12, 2018
Update for Stakeholders, Committee I	April 4, 2018
Day session with Leroy Sloan	April/May 2018
Update for Stakeholders, Committee I	May 9, 2018
Update for Stakeholders, Committee I	June 6, 2018
Naming/Renaming Policy Development	Fall 2018

Looking Ahead

CHILDCARE SPACES

Suggestion: Create a comprehensive childcare review report that includes such things as the number and location of current childcare providers, the number of spaces in the program, the size of any waitlists and other pertinent information.

BOUNDARY REVIEW

Suggestion: Complete a comprehensive District-wide review, including the location of the District's choice programs.

BRANDING

Suggestion: Contemplate a rebranding of the District's logo.

FOUNDATION

Suggestion: Engage the Board of Education in a discussion about creating a School District Foundation.

SCHOLARSHIP DONATIONS ON WEBSITE

Suggestion: Explore the possibility of having a scholarship donation link on secondary school websites.

STUDENT LEADERSHIP

Suggestion: Engage students in a discussion regarding planning a Student Forum.

ADULT EDUCATION

Suggestion: Compile and review information previously collected on adult education. Complete an analysis and review of the programs.

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