



**Three Year Plan
2010/11 - 2012/13**

Private School Authority Responsibility

The Education Plan for Victory Christian School for the three years commencing September 1, 2010, 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 Education 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 students learning results.

The Boards approved the Education Plan for 2010-2013 on May 30, 2010.

Chair's/President's Signature

*Parents requesting a Three Year Plan are able to pick up a copy at Victory Christian School's General Office. As well it is posted on our website:

<http://www.victorychristianschool.ca>

Mission Statement of Victory Christian School

Our mandate is to provide Christ-centered education of the highest standard, equipping students to be leaders in their chosen profession.

To fulfill our mandate we emphasize the following:

Relationship with God & Others – Students are taught character development through community outreach and the cultivation of positive relationships.

Community & Atmosphere – Students are encouraged to succeed spiritually, academically and socially through peaceful, creative learning alongside the uncompromised Word of God.

Zero (“0”) Tolerance – Behaviors such as bullying, swearing, fighting are not tolerated within the school so that students can enjoy learning in a safe, secure and accepting environment.

Academics – Students are encouraged through diverse learning styles to achieve their full academic potentials through the use of the approved Alberta Education curriculum.

Teachers & Parents – Consistent and positive parent-school communication is encouraged on a daily basis.

Profile

The Vision of Victory Christian School is to develop the complete child.

To this end, Victory Christian School provides every child from Kindergarten through Grade 12 with an educational program that stimulates the development of each child's intelligence through an organized course of study.

The Alberta Education accredited curriculum offers enriching experiences for each child's academic and physical development. Teachers use varied teaching styles and materials to meet the broad range of academic, intellectual and personal needs of the students in order to enable each one of them to succeed. Every course is taught from a consistently Christian, moral perspective.

First and foremost, Victory Christian School's program is designed to equip students with critical thinking skills to prepare them for post secondary education as well as to establish a Christian Worldview.

Solid, well-rounded academic programs prepare students to have the skills, knowledge, attitudes and will to use their gifting to make a difference in their communities and world.

Victory Christian School's academic program emphasizes a core curriculum and provides special help in various subjects through teacher and technology based resource help.

Victory Christian School follows the basic school curriculum for all grades as outlined by Alberta Education directives with a strong emphasis on Christian principles.

Issues

As Victory Christian School is an independent private Christian School enrolment may interfere with the ability to fulfill the mandate laid out as it directly affects the amount of student funding provided for the operations of the school programs. Staff turnover is another condition that may affect the implementation of the key strategies outlined in this report; however, we are working towards creating a work environment that encourages staff to remain at the school for many years.

Required Goals, Outcomes, Strategies, Performance Measures and Targets

Provincial Goal One: High Quality Learning Opportunities

Outcome 1.1: The education system meets the needs of all K-12 students and supports our society and the economy.

	Last Actual	Target 2010/11	Target 2011/12	Target 2012/13
Performance Measures	(Results below are percentages)			
<ul style="list-style-type: none"> Teacher, parent, and student satisfaction with the opportunity for students to receive a broad program of studies, including fine arts, career, technology, and health and physical education. 	87	82	82	83
<ul style="list-style-type: none"> Teacher, parent and student satisfaction with the overall quality of basic education. 	90	87	87	88
Strategies				
<ul style="list-style-type: none"> Speech therapy and behavioural counselling services through Capital Health Career counselling Resource program with coordinating teacher to oversee IPP implementation and assessment Professional development in core subject areas Alberta Initiative for School Improvement project initiated in Fine Arts (Kindergarten to grade 9) Post-secondary career research (open houses, career guest speakers) 				

Outcome 1.2: Schools environments are safe and caring.

	Last Actual	Target 2010/11	Target 2011/12	Target 2012/13
Performance Measures	(Results below are percentages)			
<ul style="list-style-type: none"> Teacher, parent, and student agreement that students are safe at school, learning the importance of caring for others, learning respect for others, and are treated fairly at school. 	90	88	88	89
Strategies				
<ul style="list-style-type: none"> Character development through monthly character trait themes throughout school Bible classes, chapels, daily devotions/prayer Focus on respect of others in Health classes for all grade levels RCMP or EPS guest speaker to increase awareness of safety procedures i.e. internet safety, bullying 				

Outcome 1.3: Children and youth with risk factors have their needs addressed through timely and effective programs and supports.

	Last Actual	Target 2010/11	Target 2011/12	Target 2012/13
(Results below are percentages)				
Performance Measures				
<ul style="list-style-type: none"> Annual dropout rate of student's aged 14 to 18 (for junior and senior high school programs). 	Results are not available at this time			
Strategies				
<ul style="list-style-type: none"> Work to offer programming that will allow students to reach success Offer resource classes to at risk students Continue to maintain small class sizes to allow teachers more one-on-one time with at risk students Progress reports given throughout the year to allow parents timely access to student challenges Enhance current programming to incorporate a wide range of learning styles Continue to work with Capital Health and ESHIP for at risk students 				

Outcome 1.4 High school completion rates are showing continual improvement.

	Last Actual	Target 2010/11	Target 2011/12	Target 2012/13
(Results below are percentages)				
Performance Measures				
<ul style="list-style-type: none"> High school completion rate of students within three years of entering Grade 10 (for high school programs). 	Results are not available at this time	75	75	75
Strategies				
<ul style="list-style-type: none"> Career Counselling Post-secondary awareness through guest speaker's & field trips 				

Provincial Goal Two: Excellence in Student Learning Outcomes
Outcome 2.1: Students demonstrate high standards in learner outcomes.

			Last Actual 2008/09 A E**	Target 2010/11 A E**	Target 20011/12 A E**	Target 2012/13 A E**	
Performance Measures			(Acceptable and Excellence results below are percentages)				
<ul style="list-style-type: none"> Percentages of students in Grades 3, 6 and 9 who achieved the acceptable standard and the percentages who achieved the standard of excellence on Provincial Achievement Tests (for k-9 programs). 	<u>Grade 3:</u>						
	Language Arts	Priv. School Province	77.8 22.2 81.3 18.2	80 15 TBD	81 15 TBD	81 15 TBD	
	Mathematics	Priv. School Province	77.8 11.1 79.7 26.8	85 7 TBD	85 10 TBD	85 10 TBD	
	<u>Grade 6:</u>						
	Language Arts	Priv. School Province	66.7 0.0 81.8 18.9	65 9 TBD	66 10 TBD	66 10 TBD	
	Mathematics	Priv. School Province	66.7 33.3 76.6 16.8	60 7 TBD	65 7 TBD	65 7 TBD	
	Science	Priv. School Province	66.7 33.3 76.5 24.8	60 9 TBD	65 10 TBD	65 10 TBD	
	Social Studies	Priv. School Province	83.3 16.7 84.8 27.6	65 8 TBD	70 10 TBD	70 10 TBD	
	<u>Grade 9:</u>						
	Language Arts	Priv. School Province	55.6 11.1 78.7 14.7	68 10 TBD	70 10 TBD	70 10 TBD	
	Mathematics	Priv. School Province	33.3 0.0 67.0 18.6	65 10 TBD	65 10 TBD	65 10 TBD	
	Science	Priv. School Province	33.3 0.0 72.2 15.8	60 8 TBD	63 8 TBD	65 8 TBD	
	Social Studies	Priv. School Province	** 82.6 26.4	60 8 TBD	63 8 TBD	65 8 TBD	
	<u>Overall:</u>		Priv. School Province	58.7 12.7 76.8 19.2	68 9.1 TBD	70.4 9.8 TBD	70.8 9.8 TBD
	Strategies						
<ul style="list-style-type: none"> Increased testing in other forms to improve test taking strategies and to assess student learning outcomes. Develop early literacy intervention which will improve students reading and writing skills. Increased use of Rosetta Stone for ESL students and other programming for those below grade level. Develop a guided reading program for Elementary grades Continue to implement hands on activities in Science at all grade levels. Professional Development will focus on the Literacy Improvement Project. 							
*Less than 5 students							
**Results Not available							

Outcome 2.1: Students demonstrate high standards in learning outcomes. (continued)

			Last Actual 2008/09	Target 2010/11	Target 2011/12	Target 2012/13
Performance Measures			A E**	A E**	A E**	A E**
(Acceptable and Excellence results below are percentages)						
<ul style="list-style-type: none"> Percentages of students who achieved the acceptable standard and the percentage who achieved the standard of excellence on diploma examinations (for high school programs). 	English 30-1	Priv. School Province	*** 86.1 12.3	85 15 *	85 15 TBD	85 15 TBD
	English 30-2	Priv. School Province	N/A 88.2 8.5	85 15 *	85 15 TBD	85 15 TBD
	Social Studies 30	Priv. School Province	*** 82.1 26.3	85 15 TBD	85 15 TBD	85 15 TBD
	Social Studies 33	Priv. School Province	N/A 79.4 13.5	TBD TBD	TBD TBD	TBD TBD
	Pure Math 30	Priv. School Province	N/A 84.2 21.4	85 15 TBD	85 15 TBD	85 15 TBD
	Applied Math 30	Priv. School Province	N/A 85.6 20.2	TBD *	TBD TBD	TBD TBD
	Biology 30	Priv. School Province	N/A 83.0 26.6	85 15 *	85 15 TBD	85 15 TBD
	Chemistry 30	Priv. School Province	N/A 77.6 19.5	85 15 TBD	85 15 TBD	85 15 TBD
	Physics 30	Priv. School Province	N/A 76.3 27.7	85 15 TBD	85 15 TBD	85 15 TBD
	Science 30	Priv. School Province	N/A 84.4 19.1	TBD *	TBD *	TBD *
Performance Measures			Last Actual	Target 2010/11	Target 2011/12	Target 2012/13
(Results below are percentages)						
<ul style="list-style-type: none"> Percentage of students writing four or more diploma exams within three years of entering Grade 10 (for high school programs). 			***	80	80	80
<ul style="list-style-type: none"> Percentages of Grade 12 students eligible for Rutherford Scholarships (for high school programs). 			No Results	TBD	TBD	TBD
Strategies						
<ul style="list-style-type: none"> Professional development for teachers in their curriculum areas. Career counselling to direct students into courses that are appropriate for their academic level. Removing barriers to High School Completion Study Continue monitoring student participation rates 						

* Prior results are not comparable from year to year – target will not be set until more years of comparable data are available.

** “A” = Acceptable; “E” = Excellence – the percentages achieving the acceptable standard include the percentages achieving the standard of excellence. TBD = Target will be set when more years of data are available.

*** Less than 5 students were enrolled in the class, therefore, results are not recorded publicly.

Outcome 2.2: Students are well prepared for lifelong learning.

	Last Actual	Target 2010/11	Target 2011/12	Target 2012/13
Performance Measures	(Results below are percentages)			
<ul style="list-style-type: none"> High school to post-secondary transition rate within six years of entering Grade 10 (for high school programs). 	Results are not available at this time			
<ul style="list-style-type: none"> Percentages of teachers and parents satisfied the high school graduates have the knowledge and skills for lifelong learning (for K-9 schools). 	90	85	85	85
Strategies	<ul style="list-style-type: none"> Use computer technology to increase student desire for knowledge and understanding of technology Increase current library resources Increase student awareness of post-secondary requirements and opportunities 			

Outcome 2.3: Students are well prepared for employment.

	Last Actual	Target 2010/11	Target 2011/12	Target 2012/13
Performance Measures	(Results below are percentages)			
<ul style="list-style-type: none"> Percentages of teacher and parent who agree that students are taught attitudes and behaviours that will make them successful at work when they finish school. 	91	87	87	87
Strategies	<ul style="list-style-type: none"> Character development through Bible classes and incentive programs Teaching students to set goals Increased use of daily agenda program 			

Outcome 2.4: Students model the characteristics of active citizenship.

	Last Actual	Target 2010/11	Target 2011/12	Target 2012/13
Performance Measures	(Results below are percentages)			
<ul style="list-style-type: none"> Percentages of teachers, parents and students who are satisfied that students model the characteristics of active citizenship. 	92	93	93	93
Strategies	<ul style="list-style-type: none"> Increase community service and global awareness activities throughout the school i.e. Operation Christmas Child, Partners International, Senior Centers Missions Training Program Continue to reward students each month through our Character Development Program 			

Provincial Goal Three: Highly Responsive and Responsible Jurisdiction
Outcome 3.1: The jurisdiction demonstrates effective working relationships.

	Last Actual	Target 2010/11	Target 2011/12	Target 2012/13
Performance Measures	(Results below are percentages)			
<ul style="list-style-type: none"> Percentages of teachers and parents satisfied with parental involvement in decisions about their child's education. 	86	93	93	93
Strategies				
<ul style="list-style-type: none"> New family orientation meeting scheduled for 1st week of school to provide new parents to VCS the opportunity to review policies, procedures and set precedent for open communication between home and school Continued improvement upon parent-school communication through teacher contact, school newsletters and parent-teacher interviews. Progress reports sent home during period between report cards. Increase parent involvement on parent council. 				

Outcome 3.2: The jurisdiction demonstrates leadership, innovation and continuous improvement.

	Last Actual	Target 2010/11	Target 2011/12	Target 2012/13
Performance Measures	(Results below are percentages)			
<ul style="list-style-type: none"> Percentages of teachers and parents indicating that their school has improved or stayed the same in the last three years. 	93	85	85	85
Strategies				
<ul style="list-style-type: none"> Inform parents of testing results in an informative manner AISI update to parents and teachers Parent Involvement in school activities through parent council Ongoing review of teachers professional development plan by administration 				

Budget Highlights

Revenue	Actual 08/09	Projected Budget 10/11	Projected Budget 11/12	Projected Budget 12/13
Government Funding	\$366,698	\$470,876	\$485,000	\$495,000
Tuition Fees	\$297,019	\$218,962	\$280,000	\$320,000
Transportation Fees	\$19,074	\$18,000	\$20,000	\$22,000
Gifts & Donations	\$23,934	\$0	\$3,000	\$5,000
School Generated Funds	\$74,562	\$57,850	\$50,000	\$55,000
Total Revenue	\$781,287	\$765,688	\$838,000	\$897,000

Expenses				
Salaries, Wages, Benefits, Honorariums	\$406,754	\$400,000	\$450,000	\$500,000
Services, Contracts, Supplies	\$231,336	\$180,000	\$190,000	\$200,000
School Generated Activities	\$74,562	\$57,850	\$50,000	\$50,000
Operations and Maintenance	\$18,033	\$85,000	\$85,000	\$85,000
Transportation	\$28,401	\$22,200	\$27,000	\$30,000
Capital and Debt Services	\$19,920	\$20,500	\$20,000	\$20,000
Total Expenses	\$779,006	\$765,550	\$822,000	\$885,000
Excess (deficiency)	\$2,281	\$138	\$16,000	\$12,000

- Over the next three years our goal is to maintain a budget that allows for an excess of revenue as we have begun a capital project of construction of a new school facility.
- Funding will be used to improve student programming through professional development, AISI Fine Arts Project and school resource material
- Staff retention continues to be a focus over the next three years as the retention of qualified and quality staff will enhance programming at all levels.
- To access complete budget information please contact BJ Brahmacharie at (780)988-5433.