

**CONCORDIA HIGH SCHOOL
THREE-YEAR EDUCATION PLAN
2008/2009– 2010/2011**

A. STATEMENT OF RESPONSIBILITY

The Education Plan for the three years commencing the school year of July 1, 2008 was prepared under the direction of the Concordia High School Board of Governors in accordance with the responsibility specified in the School Act and the Government Accountability Act.

This Education Plan was developed in the context of the provincial government's business and fiscal plans. The Concordia High School Board of Governors is committed to achieving the results laid out in this Education Plan.

High School Principal

Date

Board Chairman

Date

B. MISSION STATEMENT

Founded in 1921, Concordia High School is an academic high school of Lutheran Church-Canada. It is the mission of Concordia High School to offer a quality education in a Christian context while sharing the Gospel of Jesus Christ, aiding students to develop a sense of vocation and preparing them for leadership in the world.

MANDATE

Concordia High School will work together with parents, the church, and the community towards providing an education which ensures that each of our students has the opportunity through the word and spirit of God to know God, especially His seeking and forgiving love in Jesus Christ, and to respond in faith, to appreciate the form and structure necessary to maintain a community, and to perceive the importance of becoming involved in re-shaping that community, and to appreciate the necessity of learning how to learn in order to survive in a world of technological change.

C. VISION

Concordia High School confidently looks to the future by committing itself to:

- the highest standards of excellence in education, spiritual care, and service.
- the goal of integrating the Christian faith with every area of teaching and learning.
- the ongoing improvement of the safety, security, health, and wholeness of every member of the Concordia community.
- the continuing search for ways to instil in students the love of learning and an awareness that education is a life-long experience.
- the preparation of graduates who will serve the church and society as dedicated leaders and responsible citizens.
- the strengthening of ties with alumni, friends, supporters of Concordia and the community at large.

D. BELIEF

Concordia High School, in keeping with its mission, values

- the Gospel of Jesus Christ as the cornerstone of all its endeavours.
- the uniqueness, the potential, the integrity, and the well-being of every student that it serves.
- the heritage of its liberating and enriching Lutheran tradition.
- the importance of providing access to a quality education in the basic areas of human learning and communication.
- the promotion of teaching excellence in a caring atmosphere.
- the opportunity for all to grow spiritually and to become enriched in their understanding and appreciation of the Christian faith.
- the importance of educational programs that develop the total person – spiritual, social, intellectual, cultural and emotional.
- the opportunity for students to establish and nurture lifelong friendships.

- the importance of encouraging all to use their knowledge and skills for the benefit of others in the wider community.
- the development of partnership between students, parents, school and community agencies in order to promote student success.

E. PLANNING PROCESS/COMMUNICATION PLAN

The development of this educational plan has been spear-headed by the high school administration with input from faculty and staff and parents via questionnaires. The form of this document follows the “Private School Three-Year Education Plan Prototype” published by Alberta Learning. The report draws on information found in the Concordia High School Faculty Handbook and various survey instruments used to gather quantitative information from members of the Concordia High School Community. This plan will be made available upon request to Concordia high School’s parents, faculty, administrators and prospective families. Information on obtaining this plan will be made available on the school’s website.

F. JURISDICTION PROFILE

1. 2007-2008 Enrolment: 104 students on Sept. 30, 2007
2. Number of Schools: 1 – Concordia High School
FTE Teachers: 9.0
Student-Teacher Ratio: 11.6/1
3. Program Overview

Concordia High School, a co-ed day and boarding school founded by the Lutheran Church-Canada, offers a university preparation program. The school emphasizes a holistic approach to education and cultivates a collegial relationship between students and staff. The school supplements the academic programme with offerings in athletics, French as a second language, music, drama, art, CTS and travel. Students are encouraged to get involved in a variety of volunteer opportunities in the community. Since Concordia is an academic school we do not provide any special programs for special need students, but rather work to accommodate those who meet our academic admission standards.

4. Concordia Constituency

The community that Concordia serves are those families who are looking for an alternative school placement outside of the Public or Separate systems. A number of families send their children to Concordia because it is a Christian school. Others choose Concordia because they feel it is a smaller, safer environment for their children and believe that smaller class sizes and a small student body lead to a sense of family and ownership. Many international students attend Concordia because it provides a safe and comprehensive transition into Canadian university programs. Yet others appreciate the opportunity for personal contact between teachers and students and the school’s location on a university campus.

G. ISSUES AND TRENDS

After a number of years of instability precipitated by shrinking enrolments, Concordia High School appears to be in a period of relative stability. For the past five years, the school's enrolment has remained at between 104 and 110 students.

In Edmonton's competitive market, both an emphasis on recruiting and on the development of an effective alumni relations program will continue to be an important focus as Concordia High School attempts to build a solid student base.

International students are increasingly looking to Concordia, with its boarding facilities and preparatory focus, as a school of choice. These students, however, place some unique demands on the school's programs and personnel. Some of the needs, such as provision of ESL courses and additional tutoring, will influence the school's program planning in coming years. In addition, international students frequently look to Concordia as a place to complete their university admission prerequisites and not Alberta diploma requirements. This negatively impacts high school completion rates.

H. PROVINCIAL AND LOCAL GOALS

Goal 1: High Quality Learning Opportunities for All

What this goal means for our jurisdiction: Concordia High School is a school that accepts students wanting a university/college preparatory program in a Christian setting. Leadership and service training are important components of our mission statement. High Quality Learning Opportunities involve not only academic preparation, but teaching of life-skills that will assist students to become lifelong learners who contribute to and serve their churches and communities at the local, national and international level.

Outcomes	Performance Measures	Target	Results (2006/2007) unless otherwise stated	Key Strategies/ Tasks
Concordia High School: 1. meets the needs of all students, society and economy. 2. provides a safe and caring environment for their students. 3. addresses the needs of children at risk through effective programs and support system(s). 4. provides an academic program that allows students to complete the	<ul style="list-style-type: none"> ▪ Percentage of teachers, parents & students satisfied with accessibility, effectiveness and efficiency of services for students (i.e. academic counselling, career counselling, library services, etc.) 	80%	Teachers – 100% Parents – 100% Students – 94%	1. Continue the implementation of “Students Achieve” software, allowing families to access on-demand information on students achievement and attendance 2. Review the school’s academic program
	<ul style="list-style-type: none"> ▪ Percentage of teachers, parents & students satisfied with the overall quality of basic education in the school 	80%	Teachers – 100% Parents – 100% Students – 94%	
	<ul style="list-style-type: none"> ▪ Percentage of teachers, parents & students satisfied with the opportunity for students to receive a 	80%	Teachers – 100% Parents – 100% Students – 88%	

<p>high school program of studies.</p> <p>5. students complete programs</p>	<p>broad program of studies including fine arts, career, technology, and health & PE.</p> <ul style="list-style-type: none"> ▪ Percentage of students, parents and teachers in agreement that : students are safe at school, are learning the importance of caring for others, are learning respect for others and are treated fairly in school. ▪ Annual dropout rate of students age 14 to 18 ▪ Teachers, parents and students in agreement that programs for children at risk are easy to access and timely. ▪ Percentage of students who complete high school within 3 years of entering Grade 10 	<p>80%</p> <p>Below 5%</p> <p>80%</p> <p>90%</p>	<p>Teachers – 100% Parents – 100% Students – 87%</p> <p>Teachers – 100% Parents – 100% Students – 94%</p> <p>100% in 2005/06</p>	<p>3. Through PD activities, keep staff informed of options for identifying needs and accessing community based services to assist students. (i.e. ESHIP, private consultants, etc.)</p> <p>4. Encourage teachers to include information technology objectives in their professional growth plans</p> <p>5. Provide career counselling through partial load weight (1/12 FTE) of a staff member.</p> <p>6. Seek and acquire necessary revenue to continue offering the fine/dramatic arts.</p> <p>7. Continue caring and nurturing attitude of each/every student as a Child of God.</p> <p>8. Design the annual timetable to accommodate students’ needs to complete their courses at Concordia High School in three academic years.</p>
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Goal 2: Excellence in Student Learning Outcomes

What this goal means for our jurisdiction: Concordia High School is a school that prepares students for higher education, for citizenship and lifelong learning. Our goal is to assist students in reaching their post-secondary goals and in living lives of service and leadership.

Outcomes	Performance Measures	Target	Results 2006/2007 unless otherwise stated	Key Strategies/ Tasks
1. Students demonstrate high standards.	<ul style="list-style-type: none"> ▪ Percentages of students who achieved the acceptable standard and percentages who achieved the standard of excellence on diploma exams 	(see Table 1)	80%	<ol style="list-style-type: none"> 1. Provide adequate counselling to direct students into an appropriate high school program for their desired post-secondary goals and for completion of an Alberta Diploma.
	<ul style="list-style-type: none"> ▪ Percentage of students who have written four or more diploma examinations by the end of their third year of high school. ▪ Percentage of Grade 12 students eligible for Rutherford Scholarships. 	80%		
2. Students are well prepared for lifelong learning.	<ul style="list-style-type: none"> ▪ The transition rate from high to post-secondary institutions or the work-force occurs within 		87% of our 2006/07 graduating students in a post-secondary program in 2007/2008	<ol style="list-style-type: none"> 2. Assist students, through academic counselling, to complete their programs within a time framework that best meets the needs and goals of each individual student. 3. Teachers will incorporate learning strategies and study skills objectives in their course planning.
	<ul style="list-style-type: none"> ▪ four years. 	90%		
	<ul style="list-style-type: none"> ▪ six years. 	95%		
3. Students are well prepared for employment.	<ul style="list-style-type: none"> ▪ % of teacher & parent agreement that students have attitudes that make them successful at work and at post-secondary schools. 	75%	Parents – 100% Teachers – 100%	<ol style="list-style-type: none"> 4. Incorporate other off-campus programs such as work experience, RAP into individual student's program, where appropriate.
4. Students model the characteristics for active citizenship.	<ul style="list-style-type: none"> ▪ % of teachers, parents and students who are satisfied that students model the characteristics of active citizenship. 	60%	Parents – 100% Teachers – 100% Students – 82%	

Goal 3: Highly Responsive and Responsible Private School Jurisdiction

What this goal means for our jurisdiction: Concordia High School, through its Board of Governors, Parent Council, and Faculty/Staff are committed to an ongoing process of planning and improvement.

Outcomes	Performance Measures	Target	Results 2006/2007 unless otherwise stated	Key Strategies/ Tasks
1. Concordia High School demonstrates improved results through effective working relationships with partners and stakeholders.	<ul style="list-style-type: none"> ▪ Percentage of teachers and parents satisfied with parental involvement in decisions about their child's education. 	75%	Parents – 100% Teachers – 100%	1. Continue to use the Students Achieve software which allows on-demand access to attendance/achievement information by parents and students and access to teachers via e-mail.
2. Concordia High School demonstrates leadership and continuous improvement	<ul style="list-style-type: none"> ▪ Percentage of teachers and parents indicating that their school has improved or stayed the same the last three years. 	80%	Parents – 100% Teachers – 100%	2. Develop a strategic three to five year plan that draws on input from all sections of Concordia's community.
	<ul style="list-style-type: none"> ▪ Percentages of teachers who agree that professional development and inservicing opportunities made available through Concordia High School are focused, systematic, and contributed significantly to their ongoing professional growth. 	75%	Teachers – 100%	3. Develop an <i>ad hoc</i> committee of the faculty to review and evaluate past Professional Development activities and propose/plan appropriate activities which best meet the needs of the teaching staff as they plan the next three to five years.

RELATED PLANNING – BUDGET HIGHLIGHTS

	2008-2009 BUDGET Amount (\$)	2008-2009 BUDGET Percentage	Highlights of How the Budget Supports the Education Plan
REVENUE SUMMARY			
Alberta Government	320,801	26.2	Partially funds instructional expenses
Federal Grants	0	0	
Student Fees	758,510	61.9	
Other Revenue (Sales, Gifts, Special Events)	143,425	11.9	
TOTAL REVENUE	1,224,486	100%	
EXPENDITURE SUMMARY			
Instruction	691,516	56.7 %	Includes more than \$95,000 for marketing/recruiting and \$72,000 for financial aid and tuition reductions
Administration & Support	420,170	34.3 %	
Operations & Maintenance	112,800	9.0 %	
Transportation (if applicable)	-	-	
Other	-	-	
TOTAL EXPENDITURES	1,224,486	100%	

To access the complete budget for the 2008 – 2009 school year, please contact the Principal

K. Related Planning – Funded Initiatives

Student Health – Concordia High School is a member of ESHIP (Edmonton Student Health Initiative Program), a consortium of professionals that offers access to local counselling for learning or emotional needs. Students must be referred by the school and ESHIP then attempts to coordinate the access to these services.

Alberta Initiative for School Improvement (AISI)

Concordia High School is in the second year of a three-year project begun in the 2006 – 2007 academic year in the area of Service Learning. The goal of this project is to encourage students to live out their faith, gain skills, build confidence, and obtain insights into possible careers by requiring each student to volunteer a minimum of 25 hours during each year of attendance at Concordia High School. Upon completion, students reflect on their area of service by reporting to various members of the school community.

L. RELATED PLANNING – OTHER

Teacher In-service/Professional Growth Plan

Each teacher must prepare and file an annual professional growth plan showing their development and education goals for the coming year and beyond. The goal is to encourage teaching that provides optimal learning for students and that furthers the mission of the school. Teachers are encouraged to attend conferences and seminars in their specialty areas and to defer salary towards educational leaves that will enable them to take off time for personal renewal and professional growth.

Appendices

Table 1: % of students who achieved the acceptable standard and standard of excellence on diploma examinations

Subject	Standard	Actual 2004/05		Actual 2005/06		Actual 2006/2007		Target 2007/08		Target 2008/09	
		CHS (%)	Provincial (%)	CHS (%)	Provincial (%)	CHS (%)	Provincial (%)	CHS (%)	Provincial (%)	CHS (%)	Provincial (%)
English 30-1	Acceptable	90	89	81.1	88.0	82.8	87.7	82	*	83	87.7
	Excellence	13	21	16.2	19.3	27.6	19	16.5	*	17	19
Social Studies 30	Acceptable	97	86	77.1	85.5	100	86.1	85	TBD	86	86.1
	Excellence	22	26	11.4	23.9	50	24.6	20	TBD	21	24.6
Pure Math	Acceptable	82	81	85.7	82.8	75.7	81.1	85	*	85	81.1
	Excellence	27	29	51.4	26.5	29.7	24.6	30	*	30	24.6
Biology	Acceptable	82	78	75.2	81.4	93.1	83.5	80	*	80	83.5
	Excellence	7	28	39.3	26.4	27.6	27.4	30		30	27.4
Chemistry	Acceptable	96	88	82.8	88.4	87.5	89.3	83	TBD	83	89.3
	Excellence	13	33	44.8	37.1	40.6	37.9	35	TBD	35	37.9
Physics	Acceptable	82	84	100	84.4	92.9	86.1	90	TBD	90	86.1
	Excellence	46	33	50.0	30.0	50	29.3	45	TBD	45	29.3

Notes: TBD – Target will be set when more years of data available, * results not comparable from year to year – target not available

Note: With high number of international students in senior courses, marks in English 30-1, Social Studies 30, and Biology 30 are not expected to be as high as the provincial averages as these courses demand higher levels of reading comprehension in the English language.

Table 2: Accountability Pillar Results (Source Alberta Education – April 2008)

Measure Category	Measure Category Evaluation	Measure	School Results			Provincial Results			Measure Evaluation		
			Current Result	Prev Year Result	Prev 3 yr Average	Current Result	Prev Year Result	Prev 3 Yr Average	Achievement	Improvement	Overall
Safe and Caring Schools	n/a	Safe and Caring	n/a	n/a	n/a	84.2	84.4	82.7	n/a	n/a	n
Student Learning Opportunities	n/a	Program of Studies	n/a	n/a	n/a	78.5	78.1	76.9	n/a	n/a	n
		Education Quality	n/a	n/a	n/a	87.6	87.7	86.0	n/a	n/a	n
		Drop Out Rate	3.9	1.2	3.7	5.0	4.7	5.0	High	Maintained	Good
		High School Completion Rate (3 yr)	82.6	65.3	71.8	71.0	70.4	70.0	Very High	Maintained	Excellent
Student Learning Achievement (Grades K-9)	n/a	PAT: Acceptable	n/a	n/a	n/a	75.9	76.9	77.1	n/a	n/a	n
		PAT: Excellence	n/a	n/a	n/a	19.5	19.1	19.3	n/a	n/a	n
Student Learning Achievement (Grades 10-12)	Excellent	Diploma: Acceptable	88.0	81.6	83.5	85.4	84.7	85.4	High	Maintained	Good
		Diploma: Excellence	36.6	32.8	24.4	23.3	23.0	22.7	Very High	Improved	Excellent
		Diploma Exam Participation Rate (4+ Exams)	82.6	72.5	74.0	53.6	53.7	53.2	Very High	Maintained	Excellent
		Rutherford Scholarship Eligibility Rate	75.0	51.9	44.0	38.2	37.2	35.4	Very High	Improved Significantly	Excellent
Preparation for Lifelong Learning, World of Work, Citizenship	n/a	Transition Rate (6 yr)	83.4	84.4	84.4	60.3	59.5	57.1	Very High	Maintained	Excellent
		Work Preparation	n/a	n/a	n/a	77.1	77.0	74.7	n/a	n/a	n
		Citizenship	n/a	n/a	n/a	76.6	76.8	74.7	n/a	n/a	n
Parental Involvement	n/a	Parental Involvement	n/a	n/a	n/a	77.5	77.9	76.0	n/a	n/a	n
Continuous Improvement	n/a	School Improvement	n/a	n/a	n/a	76.3	76.8	73.2	n/a	n/a	n

