

Calgary Arts Academy  
and  
Research Centre

**EDUCATION PLAN  
2006 – 2009**



**CALGARY ARTS ACADEMY AND RESEARCH CENTRE**  
**Education Plan 2006 - 2009**

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**I. MESSAGE FROM THE BOARD CHAIR**

The Board of the Calgary Arts Academy Society is committed to ensuring a quality, accessible, Arts Immersion Education program for our students' development as learners and spirited citizens. The Board is further committed to partnerships with our community to advance the work outlined in this plan.


The Three-Year Education Plan identifies the way in which our commitments will be implemented and aligned with provincial goals and priorities. The Plan forms the basis of the Calgary Arts Academy Society's accountability to the population it serves. More information about this plan may be obtained by contacting the school (403) 532-3020 or accessing the website: [www.calgaryartsacademy.com](http://www.calgaryartsacademy.com)



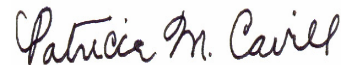
Patricia M. Cavill  
Chair, Board of Directors  
Calgary Arts Academy Society

**II. ACCOUNTABILITY STATEMENT**

The Education Plan for the Calgary Arts Academy & Research Centre for the three years commencing September 1, 2006, was prepared under the direction of the Charter Board in accordance with the responsibilities specified in the *School Act, the Government Accountability Act*, Alberta Education Policy 2.1.1 ("Accountability in Education: School Authority Accountability") and the provincial government's accounting policies. The Education Plan was developed in the context of the provincial government's business and fiscal plans. The Charter Board is committed to achieving the results laid out in this plan.



Patrick Maguire, Superintendent



Patricia M. Cavill, Board Chair

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**III. PLANNING PROCESS**

The Education Plan 2006-2009 outlines the goals, strategies, measures and outcomes for continuous improvement at the Calgary Arts Academy & Research Centre. The planning process is ongoing throughout the year and this document captures a snapshot description of the process and anticipated outcomes and results.

Input and feedback from the Board of Directors, principal and school staff, superintendent, secretary-treasurer and school council representatives were incorporated to enhance and refine the continuous 3-year Education Plan first generated during the 2003-04 school year.

The work in the preparation of this document was informed by:

The Charter document approved by Alberta Education  
The Guide to Charter School Education Planning and Results Reporting  
Alberta Education's current Business Plan  
The priorities of the Calgary Arts Academy Society Board  
Feedback from Alberta Education representatives and prior year results  
Ongoing monitoring of input from stakeholders including the School Council  
Recommendations from the Charter School Review Report, April, 2006

The planning process is intended to be transparent, inclusive and participatory. A key factor of accountability in the process is open communication with parents, community, government and other interested parties. Copies of the completed plan will be available as of June 23, 2006, and may be obtained from the school by calling (403) 532-3020, or accessing the document from the website at: [www.calgaryartsacademy.com](http://www.calgaryartsacademy.com). The Plan will be reviewed again with the School Council at its first meeting in the fall of 2006.

**IV. CALGARY ARTS ACADEMY & RESEARCH CENTRE VISION AND MISSION**

**Vision**

Students and community who value arts and learning.

**Mission**

Calgary Arts Academy and Research Centre will be an innovative school that engages students through Arts Immersion and research to become confident learners and spirited citizens.

Community and the educational community will provide the foundation for creative innovation.

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**V. CALGARY ARTS ACADEMY & RESEARCH CENTRE PROFILE**

The Calgary Arts Academy & Research Centre serves students from all quadrants of the city. The school is located at the former Glenmeadows Elementary School site in the residential district of Glamorgan in south-west Calgary. We have a culturally rich mix of students from kindergarten through grade nine (9) that reflects the diversity of the population in the City of Calgary. This diversity adds strength to our programs and is a valued characteristic of our student groups. The school anticipates an enrollment up to 290 students for 2006-2007. The school adheres to the Alberta Commission on Learning guidelines for class sizes. However, a unique aspect of our school is the inclusion of artists and support personnel who work collaboratively with teachers in planning and delivering the programs for students.

Students are provided with instruction in all elements of the mandated Alberta Curriculum at all grade levels. The curriculum is delivered through Arts Immersion so that all concepts being presented begin with an art form as the foundation of learning. Artists and Educational Assistant/Artists work directly with teachers to plan and deliver the curriculum for students. Students receive instruction in at least three art forms (art, music, dance, visual or literary arts) each day. Student performances at regularly scheduled school assemblies or public performances for parents and community are curriculum based and strive to demonstrate learning of concepts from the various subject areas. The philosophical bases for learning are centered on concepts defined in the Circle of Courage, Democratic Discipline, Developmental Assets and Brain Theory, all of which are more fully explained in presentations and documentation provided to students and parents.

As an Arts Immersion school, the Calgary Arts Academy endeavours to build strong connections to the broader community, particularly the Arts Community and related organizations and businesses. In addition, we accommodate practicum students with a specialization in the fine and performing arts from the University of Calgary Master of Teaching Program, Mount Royal and Bow Valley Colleges.

The charter for the Calgary Arts Academy was approved for 325 students maximum. The Glenmeadows School building currently has a rated capacity of 319 students following the addition of six portable classrooms during the 2004-05 school year. The charter proposal also called for accommodation of artist groups in the building to ensure a context for arts immersion and ability to build true partnerships in learning with artists from the community. Attachment of portable structures beyond the minimum required to meet the needs of the student population would enable the school to achieve all accommodation mandates of its charter.

Long-term needs of the school will require major modifications to the school building or relocation to a more suitable facility. The current building does not provide for the depth and breadth of learning through the arts that would be available through specialized spaces such as an art (various forms) studio, dance studio, music (band/choral) room, media production room and performance theatre. Comprehensive and advanced instruction through Arts Immersion will be impeded by the lack of such specialized facilities as the school continues to develop.

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Transportation of students over long distances from far-reaching corners of the city will continue to be an issue for the school into the future. Ideally, students would not be transported for more than one hour one-way, a factor that will limit the school from being as accessible and flexible as it might be for students from any quadrant of the city.

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**VI. GOALS, OUTCOMES, MEASURES, TARGETS AND STRATEGIES**

<b>Alberta Education Goal 1: High Quality Learning Opportunities for All</b>					
<b>Outcomes, Measures and Targets</b>					
<b>NB. In the following pages, the 'School Actual' data are provided by Alberta Education from its Accountability Surveys. The 'School-based' data are provided from surveys conducted by the school.</b>					
<b><i>Outcome 1. The school meets the needs of all K – 12 students, society and the economy.</i></b>					
<b>Measure</b>	<b>Prov. Actual 05/06</b>	<b>School Actual 05/06</b>	<b>School Based 05/06</b>	<b>Target 06/07</b>	<b>Target 08/09</b>
1.1 Percentage of parents who are satisfied with the overall quality of basic education.	81.6	87.6	96.1	88	90
1.2 Percentage of students who are satisfied with the overall quality of basic education.	86.6	n/a	90.9	90	90
1.3 Percentage of staff who are satisfied with the overall quality of basic education.	94.9	n/a	100	90	90
1.4 Percentage of parents who are satisfied with access and timeliness of services for students in schools (e.g. academic counselling, career counselling, library services, supports for students for special needs)	56.9	45.2	73.3	80	85
1.5 Percentage of students who are satisfied with access and timeliness of services for students in schools (e.g. academic counselling, career counselling, library services, supports for students for special needs)	77.1	n/a	85.5	80	80
1.6 Percentage of staff who are satisfied with access and timeliness of services for students in schools (e.g. academic counselling, career counselling, library services, supports for students for special needs)	71.5	n/a	82.6	83	85
1.7 Percentage of parents who are satisfied with the opportunity for students to receive a broad program of studies, including fine arts, career, technology, health and physical education	76.6	84.4	100	85	87
1.8 Percentage of students who are satisfied with the opportunity they have to receive a broad program of studies, including fine arts, career, technology, health and physical education	72.6	n/a	95.6	90	90
1.9 Percentage of staff who are satisfied with the opportunity for students to receive a broad program of studies, including fine arts, career, technology, health and physical education	85.2	n/a	100	90	90
<b>Strategy:</b>					
<ul style="list-style-type: none"> <li>✓ Involve parents and students in the creation and completion of learning contracts as a means of individualizing learning.</li> <li>✓ Ensure that learning goals are clear for students.</li> <li>✓ Provide opportunity for Arts Immersion planning to take place.</li> <li>✓ Appointment of Educational Assistant for students requiring assistance.</li> <li>✓ Improve communication with parents through new website.</li> <li>✓ Purchase of portable computer lab.</li> <li>✓ Increase in staff to six full time artists.</li> </ul>					

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<b>Outcome 2. All schools are safe and caring.</b>					
<b>Measure</b>	<b>Prov Actual 05/06</b>	<b>School Actual 05/06</b>	<b>School Based 05/06</b>	<b>Target 06/07</b>	<b>Target 08/09</b>
2.1 Percentage of teacher agreement that students are safe at school, learning the importance of caring for others, learning respect for others, and are treated fairly at school.	92.9	n/a	100	100	100
2.2 Percentage of parent agreement that students are safe at school, learning the importance of caring for others, learning respect for others, and are treated fairly at school.	82.1	95.8	97.1	96	96
2.3 Percentage of 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.	78.5	n/a	91.6	90	90
<b>Strategy:</b> <ul style="list-style-type: none"> <li>✓ Continue professional development on democratic discipline</li> <li>✓ Continue "Circle of Courage" activities.</li> <li>✓ Provide professional development for parents.</li> <li>✓ Continue with problem solving model</li> <li>✓ Multi-aged activities during the year.</li> </ul>					
<b>Outcome 3. Children at risk have their needs addressed through effective programs and supports.</b>					
<b>Measure</b>	<b>Prov Actual 05/06</b>	<b>School Actual 05/06</b>	<b>School Based 05/06</b>	<b>Target 06/07</b>	<b>Target 08/09</b>
3.1 Percentage of teachers who agree that services and supports for children at risk are easy to access and timely.	91.7	n/a	82.6	80	83
3.2 Percentage of parents who agree that services and supports for children at risk are easy to access and timely.	67.0	78.1	73.3	80	85
3.3 Percentage of students who agree that services and supports for children at risk are easy to access and timely.	77.2	n/a	85.4	80	85
<b>Strategy:</b> <ul style="list-style-type: none"> <li>✓ Appointment of Educational Assistant</li> <li>✓ Individualizing learning contracts</li> <li>✓ Involvement of parents in completion of learning contracts.</li> </ul>					

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<b>Alberta Education Goal 2: Excellence in Learner Outcomes</b>					
<b>Outcomes, Measures and Targets</b>					
<b><i>Outcome 1. Students demonstrate high standards</i></b>					
<b>Measure</b>	<b>Prov Actual 05/06</b>	<b>School Actual 05/06</b>	<b>School Based 05/06</b>	<b>Target 06/07</b>	<b>Target 08/09</b>
1.1 Percentage of students who achieve the acceptable standard on provincial achievement tests based on the entire cohort.	See Table 1				
1.2 Percentage of students who achieve the standard of excellence on provincial achievement tests based on the entire cohort	See Table 2				
<b>Strategy:</b>					
<ul style="list-style-type: none"> <li>✓ Develop plan to address provincial achievement test results.</li> <li>✓ Develop alternate assessment standards for student academic success.</li> </ul>					
<b><i>Outcome 2. Students are well prepared for employment.</i></b>					
<b>Measure</b>	<b>Prov Actual 05/06</b>	<b>School Actual 05/06</b>	<b>School Based 05/06</b>	<b>Target 06/07</b>	<b>Target 08/09</b>
2.1 Percentages of parents who agree that students are taught attitudes and behaviours that will make them successful at work when they finish school.	64.6	85.2	n/a	87	89
2.2 Percentages of teachers who agree that students are taught attitudes and behaviours that will make them successful at work when they finish school.	89.5	n/a	n/a	80	80
<b>Strategy:</b>					
<ul style="list-style-type: none"> <li>✓ Students will attend the provincial job fair.</li> <li>✓ The school will organize a 'Take your Kid to Work' Day for Year 9 students.</li> <li>✓ The Year 9 students will participate in the JCC Stay in School program.</li> </ul>					
<b><i>Outcome 3. Students model the characteristics of model citizenship.</i></b>					
<b>Measure</b>	<b>Prov Actual 05/06</b>	<b>School Actual 05/06</b>	<b>School Based 05/06</b>	<b>Target 06/07</b>	<b>Target 08/09</b>
3.3 Percentage of parents that are satisfied that students model the characteristics of active citizenship.	72.4	94.1	96.2	95	96
3.4 Percentage of students that are satisfied that they model the characteristics of active citizenship.	67.6	n/a	92.4	90	95
3.5 Percentage of staff that are satisfied that students model the characteristics of active citizenship.	90.3	n/a	100	95	95
<b>Strategy:</b>					
<ul style="list-style-type: none"> <li>✓ Develop a list of characteristics that active citizens demonstrate and discuss and promote throughout the year.</li> </ul>					

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**TABLE 1**  
**PROVINCIAL ACHIEVEMENT TEST RESULTS**  
**FIVE-YEAR SUMMARY – TOTAL COHORT**

	2000-2001				2001-2002				2002-2003				2003 - 2004				2004 - 2005			
	Excellence		Acceptable		Excellence		Acceptable		Excellence		Acceptable		Excellence		Acceptable		Excellence		Acceptable	
	CAA RC	Prov	CAA RC	Prov	CAA RC	Prov	CAA RC	Prov	CAAR C	Prov	CAA RC	Prov	CAAR C	Prov	CAA RC	Prov	CAA RC	Prov	CAARC	Prov
<b>Grade 3</b>																				
Language Arts		16.1		82.8		14.9		81.2		15.7		82.4	<b>9.1</b>	15.1	<b>93.9</b>	81.7	<b>17.2</b>	16.2	<b>93.1</b>	82.2
Mathematics		23.8		81.8		26.7		81.2		29.8		83.3	<b>18.2</b>	27.4	<b>87.9</b>	81.8	<b>10.3</b>	26.1	<b>86.2</b>	80.3
<b>Grade 6</b>																				
English Language Arts		14.8		78.9		15.1		82.8		17.3		81.2	<b>27.6</b>	15.5	<b>96.6</b>	79.1	<b>15.0</b>	15.5	<b>95.0</b>	77.3
Mathematics		17.9		79.3		18.1		78.3		17.7		78.3	<b>13.8</b>	21.2	<b>96.6</b>	78.5	<b>0.0</b>	18.1	<b>95.0</b>	78.2
Science		25.3		82.0		22.6		79.5		24.1		80.0	<b>24.1</b>	26.2	<b>96.6</b>	80.6	<b>0.0</b>	26.0	<b>95.0</b>	79.8
Social Studies		18.7		78.6		19.4		78.3		20.3		79.0	<b>17.2</b>	19.7	<b>100</b>	78.6	<b>10.5</b>	21.5	<b>100</b>	78.4
<b>Grade 9</b>																				
English Language Arts		13.1		78.8		14.6		78.5		13.5		78.0	<b>0</b>	12.4	<b>66.7</b>	77.6	<b>20.0</b>	14.0	<b>100</b>	77.9
Mathematics		16.3		66.5		16.7		64.5		17.6		63.5	<b>0</b>	18.9	<b>33.3</b>	66.1	<b>0.0</b>	19.7	<b>30.0</b>	68.0
Science		11.8		71.1		11.2		71.1					<b>0</b>	12.1	<b>55.6</b>	65.8	<b>0.0</b>	12.8	<b>40.0</b>	66.9
Social Studies		16.0		72.8		18.0		73.8		18.7		72.6	<b>0</b>	20.0	<b>77.8</b>	73.1	<b>0.0</b>	18.3	<b>50.0</b>	71.3

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**TABLE 2**  
**PROVINCIAL ACHIEVEMENT TEST RESULTS**  
**THREE-YEAR PROJECTION - TARGET TO ACTUAL - 2006 - 2009**

	2003-2004				2004 - 2005				2006-2007				2007-2008				2008-2009			
	Excellence		Acceptable		Excellence		Acceptable		Excellence		Acceptable		Excellence		Acceptable		Excellence		Acceptable	
	T	A	T	A	T	A	T	A	P	T	P	T	P	T	P	T	P	T	P	T
<b>Grade 3</b>																				
Language Arts	15	9.1	85	93.9	15	<b>17.2</b>	85	<b>93.1</b>	19	19	84	100	19	19	85	100	<b>19</b>	20	<b>85</b>	100
Mathematics	15	18.2	85	87.9	15	<b>10.3</b>	85	<b>86.2</b>	31	20	84	87	31	20	84	87	<b>31</b>	21	<b>84</b>	88
<b>Grade 6</b>																				
Language Arts	15	27.6	85	96.6	15	<b>15.0</b>	85	<b>95.0</b>	19	19	83	100	19	19	83	100	<b>19</b>	20	<b>83</b>	100
Mathematics	15	13.8	85	96.6	15	<b>0.0</b>	85	<b>95.0</b>	21	10	81	96	22	15	81	96	<b>22</b>	20	<b>81</b>	97
Science	15	24.1	85	96.6	15	<b>0.0</b>	85	<b>95.0</b>	26	10	82	96	27	15	83	96	<b>27</b>	20	<b>83</b>	97
Social Studies	15	17.2	85	100	15	<b>10.5</b>	85	<b>100</b>	22	15	81	100	22	17	81	100	<b>22</b>	20	<b>81</b>	100
<b>Grade 9</b>																				
Language Arts	15	0	85	66.7	15	<b>20.0</b>	85	<b>100</b>	16	20	81	100	16	20	82	100	<b>16</b>	25	<b>82</b>	100
Mathematics	15	0	85	33.3	15	<b>0.0</b>	85	<b>30.0</b>	20	10	70	40	20	15	71	60	<b>20</b>	20	<b>71</b>	80
Science	15	0	85	55.6	15	<b>0.0</b>	85	<b>40.0</b>	--		--		--		--		--		--	
Social Studies	15	0	85	77.8	15	<b>0.0</b>	85	<b>50.0</b>	20	10	76	60	21	15	76	70	<b>21</b>	20	<b>76</b>	80

\* Fewer than six students, therefore, results not publicly released. 'A' denotes Actual school scores. 'T' denotes targets.

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<b>Alberta Education Goal 3: Highly Responsive and Responsible Charter School</b>					
<b>Outcomes, Measures and Targets</b>					
<i>Outcome 1. The charter school demonstrates effective working relationships with partners and stakeholders.</i>					
<b>Measure</b>	<b>Prov Actual 05/06</b>	<b>School Actual 05/06</b>	<b>School Based 05/06</b>	<b>Target 06/07</b>	<b>Target 08/09</b>
1.1 Percentage of parents who are satisfied with their involvement in decisions regarding their child's education.	68.1	85.9	88.6	90	90
1.2 Percentage of staff who are satisfied with parental involvement in decisions regarding their child's education.	87.6	n/a	95.6	95	95
<b>Strategy:</b> <ul style="list-style-type: none"> <li>✓ Improve communication with stakeholders through the new school website.</li> </ul>					
<i>Outcome 2. The charter school demonstrates leadership and continuous improvement.</i>					
<b>Measure</b>	<b>Prov Actual 05/06</b>	<b>School Actual 05/06</b>	<b>School Based 05/06</b>	<b>Target 06/07</b>	<b>Target 08/09</b>
2.1 Percentage of parents who indicate their school has improved or stayed the same in the past three years.	79.4	98.3	93.3	95	100
2.2 Percentage of students who indicate that their school has improved or stayed the same in the past three years.	79.5	n/a	n/a	81	83
2.3 Percentage of staff who indicate that their school has improved or stayed the same in the past three years.	75.7	n/a	100	90	95
2.4 Percentage of teachers who agree that professional development opportunities made available through the school are focused on school priorities, effectively address their ongoing professional development needs, and contribute significantly to their professional growth.	78.3	n/a	100	90	95
<b>Strategy:</b> <ul style="list-style-type: none"> <li>✓ Improve communication with all stakeholders. (web-site, professional development opportunities)</li> <li>✓ Distribute achievement results through newsletter.</li> <li>✓ Publish Charter Review Report on the website.</li> </ul>					

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<b>School Goal 1: The school achieves the Learning Outcomes for its students that are the basis of its charter.</b>					
<b>Outcomes, Measures and Targets</b>					
<i><b>Outcome 1. Students demonstrate language and communication skills above provincial norms.</b></i>					
<b>Measure</b>	<b>School Based 05/06</b>	<b>3-yr Ave.</b>	<b>Target 06/07</b>	<b>Target 07/08</b>	<b>Target 08/09</b>
1.1 Overall increase in the percentage of students reaching the standard of excellence on Language Arts PAT in grades 3, 6 and 9 combined.	n/a	n/a	19	21	23
1.2. Percentage of students in school that experience at least one year of growth in Language Arts on the CTBS.	n/a	n/a	90	90	90
<b>Strategy:</b> 1. Appointment of Assessment Coordinator. 2. Achievement Tests plan of action. Analysis of CTBS results by teaching teams.					
<i><b>Outcome 2. Students demonstrate better than average performance on provincial achievement tests and school testing.</b></i>					
<b>Measure</b>	<b>School Based 05/06</b>	<b>3-yr Ave.</b>	<b>Target 06/07</b>	<b>Target 07/08</b>	<b>Target 08/09</b>
2.1 Overall percentage of students at the standard of excellence on PAT in math and science in grades 3, 6 and 9.	n/a	n/a	15	18	20
2.2 Overall percentage of students at the acceptable standard on PAT in math and science in grades 3, 6 and 9.	n/a	n/a	90	90	90
2.3 Percentage of students in the school that experience at least one year growth in math on the CTBS.	n/a	n/a	90	90	90
<b>Strategy:</b> 1. Focus on Math and Science learning for the 2006-2007 school year. (Professional Development, resources) 2. Appointment of Team Leaders for Division One, Two and Three. 3. Provide Teaching Teams with planning time for each learning period. 4. Appointment of Math/Science Visual Artist at Junior High level.					
<i><b>Outcome 3. Students demonstrate a positive attitude towards school, empowerment as learners and high commitment to learning.</b></i>					
<b>Measure</b>	<b>School Based 05/06</b>	<b>3-yr Ave.</b>	<b>Target 06/07</b>	<b>Target 07/08</b>	<b>Target 08/09</b>
3.1 Percentage of students that report a positive relationship with adults in the building.	92.4	87.8	88	89	90
3.2 Percentage of students satisfied with the overall program of studies at Calgary Arts Academy.	90.9	n/a	90	90	90
<b>Strategy:</b> 1. All adults responsible for the development of positive relationships with students. 2. Teachers and Artists encouraged to communicate positive learning experiences to parents. 3. All learning to be accompanied with a clear learning goal, rubrics for evaluation and a student model.					
<i><b>Outcome 4. Students achieve accomplishment in chosen art forms.</b></i>					
<b>Measure</b>	<b>School Based 05/06</b>	<b>3-yr Ave.</b>	<b>Target 06/07</b>	<b>Target 07/08</b>	<b>Target 08/09</b>
4.1 Percentage of students that perform individually or in a group setting in the school.	97.8	92.6	98	99	100

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4.2 Percentage of students that perform individually or in a group setting in the community.	64	52	65	66	67
<b>Strategy:</b>					
<ol style="list-style-type: none"> <li>1. Encourage students to share their learning in a safe environment. This will be accomplished through weekly assemblies, organized by individual classrooms. Students will assume leadership for these events.</li> <li>2. Provide opportunities for participation in Arts learning activities through the development of partnerships with Arts Organizations within and outside of the school environment.</li> </ol>					
<i><b>Outcome 5. Students demonstrate an ability to research, prepare and perform in the disciplines of theatre, music and dance.</b></i>					
<b>Measure</b>	<b>School Based 05/06</b>	<b>3-yr Ave.</b>	<b>Target 06/07</b>	<b>Target 07/08</b>	<b>Target 08/09</b>
5.1 Percentage of Junior High students that participate in the creation and performance of the Vertigo Theatre production	100	100	100	100	100
5.2 Percentage of educators that are satisfied that students demonstrate an ability consistent with their age and year of schooling to research, prepare and perform in the three disciplines above.	n/a	n/a	90	90	90
<b>Strategy:</b>					
<ol style="list-style-type: none"> <li>1. Assign artists to teaching teams to ensure all art forms are used in the Arts Immersion planning process.</li> <li>2. Provision of Arts Immersion planning time.</li> <li>3. Each Division is responsible for writing, designing, performing and evaluating a parent performance that is based on core curriculum learning through Arts Immersion, using all five art forms.</li> </ol>					
<i><b>Outcome 6. Students understand the principles of action research within the curriculum, and actively participate in action research projects.</b></i>					
<b>Measure</b>	<b>School Based 05/06</b>	<b>3-yr Ave.</b>	<b>Target 06/07</b>	<b>Target 07/08</b>	<b>Target 08/09</b>
6.1 Percentage of students that report working in collaborative groups.	n/a				
6.2 Percentage of students that are satisfied that they receive a solid, systematic grounding the language arts, math science and social studies from Year 4-9.	82.6	n/a	83	84	85
6.3 Percentage of educators that are satisfied that students from year 4-9 participate in critical inquiry during the evaluation of learning contracts.	n/a	n/a	90	90	90
<b>Strategy:</b>					
<ol style="list-style-type: none"> <li>1. Professional Development for staff on Action Research process. (August)</li> <li>2. Teachers and Artists to communicate the first three goals related to Action Research and provide opportunities for students to participate working in collaborative groups, helping students understanding what and why they are learning, provide opportunities for critical inquiry in a group and an individual setting.</li> </ol>					
<i><b>Outcome 7. Students demonstrate their ability to set goals, manage time, be responsible and demonstrate leadership skills.</b></i>					
<b>Measure</b>	<b>School Based 05/06</b>	<b>3-yr Ave.</b>	<b>Target 06/07</b>	<b>Target 07/08</b>	<b>Target 08/09</b>
7.1 Percentage of educators that are satisfied that they have established specific learning goals for each instructional period during the year.	100	n/a	95	95	95
7.2 Percentage of students that report using the student agendas to set personal and group goals.	100	n/a	95	95	95
7.3 Percentage of students in Year 3 – 9 that demonstrate responsibility in time management during the completion of learning contracts as reported by educators.	n/a	n/a	90	90	90
7.4 Percentage of Year 3-9 students that demonstrate growth in confidence and knowledge of leadership as reported by teachers.	n/a	n/a	90	90	90

**CALGARY ARTS ACADEMY AND RESEARCH CENTRE**  
**Education Plan 2006 - 2009**

<b>Strategy:</b>					
<ol style="list-style-type: none"> <li>1. Provision of student agendas and teacher/artist agreement of usage protocol.</li> <li>2. Provision of leadership opportunities for students.</li> <li>3. Students from year 4-9 participate in leadership study.</li> </ol>					
<b>Outcome 8. Students understand and practice the principles of the Circle of Courage - belonging, mastery, independence and generosity.</b>					
<b>Measure</b>	<b>School Based 05/06</b>	<b>3-yr Ave.</b>	<b>Target 06/07</b>	<b>Target 07/08</b>	<b>Target 08/09</b>
8.1 Percentage of students that agree that students are safe at school, learning the importance of caring for others, learning respect for others, and are treated fairly at school.	91.6	n/a	100	100	100
8.2 Percentage of students that agree that they have a clear knowledge of what mastery, independence, belonging and generosity mean.	n/a	n/a	100	100	100
<b>Strategy:</b>					
<ol style="list-style-type: none"> <li>1. Use the 'Circle of Courage' as a regular reference for day to day interaction within the school.</li> <li>2. All new staff trained in "Circle of Courage" philosophy.</li> </ol>					
<b>Outcome 9. Students experience an inclusive environment that focuses on academic and social success through an emphasis on developmental assets.</b>					
<b>Measure</b>	<b>School Based 05/06</b>	<b>3-yr Ave.</b>	<b>Target 06/07</b>	<b>Target 07/08</b>	<b>Target 08/09</b>
9.1 Percentage of students that are satisfied that the school focuses on: a) supporting students with care and attention, b) guiding students through life based on positive values, c) empowering students to use abilities and help others, d) setting reasonable boundaries and having high expectations, e) developing social competencies and life skills, f) inspiring students to use time constructively, g) sparking commitment to learning, h) celebrating individual uniqueness, and i) affirming positive identity.	92.4	n/a	100	100	100
<b>Strategy:</b>					
<ol style="list-style-type: none"> <li>1. Professional Development for Staff.</li> <li>2. Present information sessions for parents on Developmental Assets.</li> </ol>					
<b>Outcome 10. Students experience arts-based learning regardless of aptitude.</b>					
<b>Measure</b>	<b>School Based 05/06</b>	<b>3-yr Ave.</b>	<b>Target 06/07</b>	<b>Target 07/08</b>	<b>Target 08/09</b>
10.1 Percentage of students that are satisfied with their learning and participation in all five art forms.	n/a	n/a	100	100	100
10.2 Percentage of students who are deemed by their educators to be successful in an arts-based learning environment.	n/a	n/a	95	95	95
<b>Strategy:</b>					
<ol style="list-style-type: none"> <li>1. Ensure that teachers and artists work positively together in the Arts Immersion planning process.</li> <li>2. Hiring of six full-time artists.</li> <li>3. Provision for visiting artists to work collaboratively with all staff and students.</li> <li>4. Develop school-wide benchmarks for success in arts-based learning.</li> </ol>					

**CALGARY ARTS ACADEMY AND RESEARCH CENTRE  
Education Plan 2006 - 2009**

VII. CALGARY ARTS ACADEMY SOCIETY 2006/07 OPERATING BUDGET HIGHLIGHTS

**GUIDING PRINCIPLES USED IN DEVELOPING THE BUDGET**

❖ Meet the school's charter commitments	❖ Provide a safe learning and working environment
❖ Accountable to the school community and provincial government	❖ Maintain competitiveness within the Calgary employment market
❖ Hiring / contracting of artists and specialty teachers	❖ Enhance the quality of our programs

*BUDGET OVERVIEW*

Revenue Blocks	\$	%	Staffing	FTE	%	\$
	Budget		Budget			
Instruction	2,014,784	75	- Certificated	16.1	58	1,178,824
Facilities	498,916	18	- Artists*	6.0	22	300,177
Transportation	128,795	5	- Assistants: Library, Education	2.5	9	73,497
System Admin	58,366	2	- Support Staff	3.0	11	183,551
<b>Total</b>	<b>2,700,861</b>	<b>100.00</b>	<b>Total</b>	<b>27.6</b>	<b>100.0</b>	<b>1,736,049</b>

*YEAR-TO-YEAR COMPARITIVE DATA*

	2006/07	2005/06	2004/05
	<b>Budget</b>	Budget	Actual
Student Count	<b>350</b>	289	247
Student - FTE	<b>325</b>	274	239
Educators – FTE	<b>24.6</b>	19.4	17.5
Student Educator Ratio	<b>13.2</b>	14.1	13.7
Average Teacher Salary	<b>\$64,731</b>	\$61,700	\$52,874
Average Teacher Salary with benefits	<b>\$72,525</b>	\$69,104	\$59,219

\*6 full time artists on staff plus a short-term contract fund of \$30,000

Expense Categories	2006/2007	2005/2006	2004/2005
	<b>Budget \$</b>	Budget \$	Actual \$
Salary & Benefits (except System)	<b>1,715,738</b>	1,351,481	1,048,415
Student & Classroom Resources	<b>187,496</b>	212,988	158,272
Office Supplies & Equipment	<b>35,000</b>	35,000	34,529
School Facility Lease Costs	<b>307,736</b>	307,736	284,822
Technology	<b>40,000</b>	40,000	71,902
Library	<b>15,000</b>	15,000	15,397
Contract Supplies & Services	<b>311,954</b>	307,114	353,893
System Admin & Board Governance	<b>87,937</b>	83,200	84,803
<b>Total</b>	<b>2,700,861</b>	2,352,519	2,052,033

\*Detailed budget information available by contacting the Secretary Treasurer or Superintendent through the school office (403) 532-3020 or viewing the Budget document on the school website ([www.calgaryartsacademy.com](http://www.calgaryartsacademy.com))

# CALGARY ARTS ACADEMY SOCIETY

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## VIII. BOARD GOALS

### FOCUS AREA 1. LONG-TERM GROWTH

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<b>Strategy Summary</b>	Phased in growth to Grade 12 by expanding number of Junior High School classes while introducing Senior High grades, one year at a time. Growth for CAARC will occur over multiple years.
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#### **Vision Statement 2016**

CAARC is fully operational with an enrolment of 1500 students in grades K – 12.

#### **Outcome 2010**

CAARC has an enrolment of 500+, and is expanding into grades 10 – 12.

#### **Action Items:**

Action	By Whom	By When	Comment
1.1 Present Action Plan to School Council.	Board Chair	Sept. 2006 SC meeting	
1.2 Prepare application to Minister to raise charter cap.	Admin	For Sept. 2006 Board meeting	
1.3 Create a 10 year plan that outlines growth per year up to ceiling.	Admin	Spring 2007	
1.4 Prepare an admission and expansion philosophy statement.	Admin	December 2006	

## CALGARY ARTS ACADEMY SOCIETY

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### FOCUS AREA 2.

### MARKET POSITIONING

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<b>Strategy Summary</b>	Arts Immersion programming integrated with the arts community.
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#### **Vision Statement 2016**

CAARC and its Arts Immersion program are recognized as an integral component of the arts community in Calgary.

#### **Outcome 2010**

There is an active and comprehensive advocacy and marketing plan in place.

#### **Action Items:**

Action	By Whom	By When	Comment
2.1 Establish the Board Advocacy Committee.	Board	Sept. 2006	
2.2 Complete work on Board profile and identify membership targets for 2006/2007.	Board	Sept. 2006	
2.3 Expand Board membership to 9 members.	Board	Dec. 2006	
2.4 Develop Advocacy Plan.	Board Committee	Nov. 2006	

## CALGARY ARTS ACADEMY SOCIETY

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### FOCUS AREA 3. PROGRAMMING

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<b>Strategy Summary</b>	CAARC has defined a set of Learning Outcomes that outline the learning objectives for its students.
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#### **Vision Statement 2016**

CAARC has defined the manner in which student learning outcomes are enriched as a result of Arts Immersion.

CAARC has created its own standardized testing to determine the level of student achievement through Arts Immersion.

#### **Outcome 2010**

The Alberta Education Charter Review process is complete and the report is positive.

The Charter has been renewed for a ten-year period.

The Charter has been reviewed and has been approved.

A standardized testing process has been identified and data collection is underway.

#### **Action Items:**

Action	By Whom	By When	Comment
3.1 Establish a process for review of the charter.	Admin	Dec. 06	
3.2 Request Ministerial approval for 10-year charter renewal.	Board	Spring 2008	
3.3 Selection of standardized testing instrument.	Admin	Sept 2007	
3.4 Implement standardized testing program for junior high students.	Admin	June 2008	
3.5 Tabulate achievement results to 2010.	Admin	June 2010	

## CALGARY ARTS ACADEMY SOCIETY

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### **FOCUS AREA 4.**

### **RESEARCH**

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#### **Strategy Summary**

Research enables CAARC to evaluate the effectiveness and outcomes of its programs, making program improvement efforts more targeted and valuable. Research will also provide staff with ongoing professional development. Involving students in the research process provides them with valuable skills and a unique opportunity to get hands-on research experience.

#### **Vision Statement 2016**

CAARC has a clear statement that describes and defines its research scope and goals. CAARC is involved with a research facility to complete statistical quantitative research with regard to Arts Immersion.

CAARC shares long range Arts Immersion planning models and student learning contracts with the educational community.

#### **Outcome 2010**

A research goal and scope statement is in place.

Learning outcomes and long-range plan development is complete.

#### **Action Items:**

Action	By Whom	By When	Comment
4.1 Clarify the role and scope of the Research Centre.	Admin	Jan. 2007	
4.2 Establish contact and liaison with U. of C.	Board/Admin	June 2007	
4.3 Publish K, 1 and 2 long-range plans and learning outcomes.	Admin/Staff	June 2007	
4.4 Publish Div.2 plans and outcomes.	Admin/Staff	June 2008	
4.5 Publish Div. 3 plans and outcomes.	Admin/Staff	June 2009	
4.6 Results Report complete with assessment data.	Admin/Staff	June 2010	

**CALGARY ARTS ACADEMY SOCIETY**

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**FOCUS AREA 5. PARTNERS**

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<b>Strategy Summary</b>	Pursue a limited number of strategic partners for specific outcomes in the long-term.
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**Vision Statement 2016**

CAARC has in place at least ten major strategic partnerships in five selected areas of emphasis, namely the arts, corporate, and research communities, the Stampede Board and a post-secondary institution.

**Outcome 2010**

A clear, consistent and aligned partnership strategy and approach is in place. At least one successful partnership relationship is in place in each of the five selected areas.

**Action Items:**

Action	By Whom	By When	Comment
5.1 Adopt the policy statement on partnerships.	Board	June 2006	
5.2 Define strategic vs. tactical partnerships.	Board/Admin	Jan. 2007	
5.3 Identify potential benefits for partner organizations.	Board/Admin	Jan. 2007	
5.4 Identify specific areas in which partners can support CAARC mission.	Board/Admin	Jan. 2007	
5.5 Seek out and approach five potential partners.	Board/Admin	June 2010	

## CALGARY ARTS ACADEMY SOCIETY

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### FOCUS AREA 6. FACILITIES

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<b>Strategy Summary</b>	Acquire significantly larger facilities in stages.
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#### **Vision Statement 2016**

CAARC is located in five campuses, one K – 9 campus on each of the four quadrants of the city and a centrally located high school.

Each campus is appropriately designed to accommodate the Arts Immersion program at its grade level.

#### **Outcome 2010**

CAARC has acquired a second facility located in the Youth Campus of the Calgary Stampede grounds.

#### **Action Items:**

Action	By Whom	By When	Comment
6.1 Establish a key contact with the Stampede Board.	Facilities Comm/Admin	Sept. 2006	
6.2 Establish a close relationship with AE Facilities personnel.	Admin	Sept. 2006	
6.3 Extend an invitation to the Minister to visit the school in the Fall.	Board Chair	Oct. 2006	
6.4 Invite a member of the Stampede organization to sit on the Board.	Board	Oct. 2006	
6.5 Update the Capital Plan.	Admin	June 2006	

## IX. COMMUNICATION PLAN

### **Objective:**

- To provide information about the Calgary Arts Academy & Research Centre goals and commensurate support activities.
- To share the innovative approaches and effective practices at Calgary Arts Academy & Research Centre in providing education through Arts Immersion.

### **Audiences:**

- Parents of current and prospective students
- The Arts Community and artists to be contracted for service
- Other schools and jurisdictions in the broader educational community
- Current and prospective partnership organizations and any other interested parties
- Alberta Education

### **Key Messages:**

- CAARC is an inclusive organization with transparent processes
- CAARC is grounded in solid foundational statements and engaged in innovative practices
- Our essence is immersion in the five specified art forms

### **Action Plan:**

Our plans and practices will be communicated in the following ways:

- Forward pertinent documentation to Alberta Education and Alberta Infrastructure
- Post on the CAARC Website: [www.calgaryartsacademy.com](http://www.calgaryartsacademy.com)
- Presentations at Board meetings, School Council meetings, and public forums
- Publish documents including the School Handbook, Three-Year Education Plan, Annual Education Results Report, and Policy Manual for distribution to the Board, parents and broader community as requested
- Present sessions at the Calgary Charter Schools' Conference, October 6, 2006.
- Host school tours and deliver Professional Development sessions as requested by external organizations

### **Timelines:**

- Completion of required reports to meet established deadlines
- Continuous availability to interested parties by website or direct school contact (403) 532-3020
- Information sessions at critical times such as pre-registration for following year enrollment

**X. CAPITAL PLAN HIGHLIGHTS**

In keeping with the Board's Strategic Plan, the Capital Plan for the period 2006 – 2009 consists of the following priorities:

- 1) Maintain the lease on the current school facility for the entire period.
- 2) Seek temporary off-site space for the 2006-2007 school year to accommodate additional students.
- 3) Continue to develop the plan to locate a second campus on the Youth Campus of the Calgary Stampede Grounds to accommodate students by September 2007
- 4) Expand the parking lot at the current facility.

More complete information on the Capital Plan can be found on the school's website at: [www.calgaryartsacademy.com](http://www.calgaryartsacademy.com)