My Leadership Journey

- School-based Leadership

- System Leadership

- CASS

- CCSSA

- Community

- Academically

CCSD → CBE → CTR

CTR CATHOLIC
CHRIST THE REDEEMER CATHOLIC SCHOOLS

Christ The Redeemer CATHOLIC SCHOOLS

PRIORITIES OF FAITH - ACADEMIC EXCELLENCE - SAFE & CARING - STEWARDSHIP

500 TEACHING STAFF   **300** SUPPORT STAFF

CTR transports **4,900** students on a daily basis to and from their schools.

8161 traditional + 2208 online & home ed =
10,369 students

★17★ SCHOOLS

- **5** K to 6 Schools
- **1** K to 4 School
- **1** 5 to 8 School
- **1** 7 to 9 School
- **2** 7 to 12 Schools
- **1** 9 to 12 School
- **1** 10 to 12 School
- **2** K-12 Schools
- **1** K-9 School
- **1** Online and Home School
- **1** Outreach School with **3** campuses in *Okotoks, High River and Brooks*

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7 COMMUNITIES

Brooks, Canmore, Drumheller, High River, Okotoks, Oyen, Strathmore
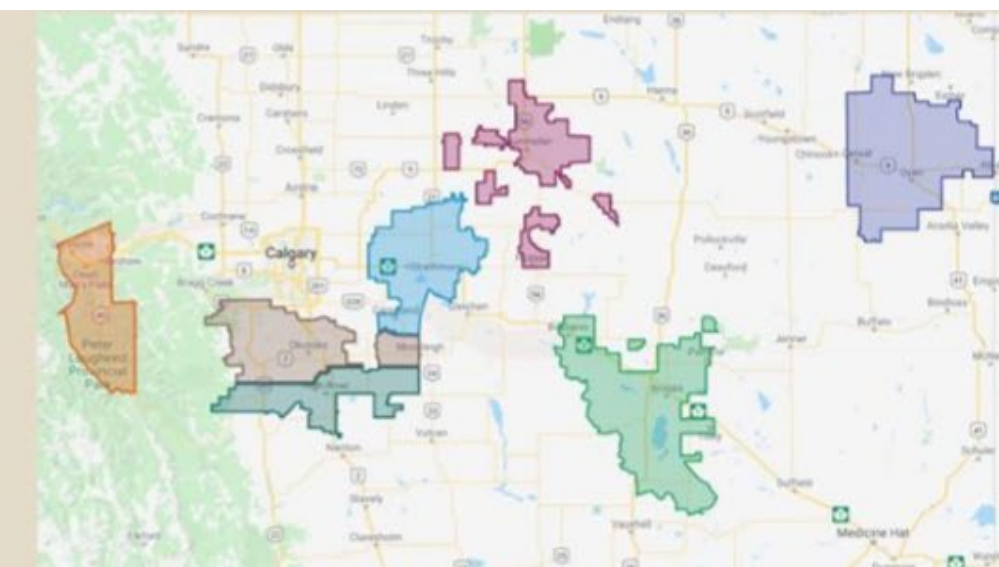
Represents a resident population of over **165,000**

Includes over **8,568** square kilometres of land

School Partners:

Coterminous with 7 other schools boards; Grasslands, Wheatland, Foothills, Canadian Rockies, Prairie Rose, Calgary Catholic and Calgary Board of Education.

Mission: As an evangelizing school division, in partnership with the family, we will deliver an authentic Catholic learning experience by creating a foundation of faith and knowledge in a warm, caring, environment, to guide all students to appreciate the goodness of all creation and to meet the challenges of life with hope and confidence.

Vision: The truth of Christ and knowledge of God's creation will be experienced by and manifested in the students, staff, parents, and supporters of our Catholic school community.

What We Offer:

- Catholic Education
- English Language Learning
- French Immersion
- Home Education
- Online Learning
- Outreach Centres
- Kindergarten

My Initial Wonderings..

Where do I begin?

How can I help?

Where will my leadership be most valuable?

Turn and Talk

As you are stepping into your new school or role...

What do you know about your school's profile?

What is going well or not?

How do you know?

Digging Into the Data

CTR 2022-2023 Results At First Glance

Assurance Domain	Measure	Christ the Redeemer Catholic S			Alberta			Measure Evaluation		
		Current Result	Prev Year Result	Prev 3 Year Average	Current Result	Prev Year Result	Prev 3 Year Average	Achievement	Improvement	Overall
Student Growth and Achievement	Student Learning Engagement	88.6	88.3	88.3	84.4	85.1	85.1	n/a	Maintained	n/a
	Citizenship	89.0	87.6	89.4	80.3	81.4	82.3	Very High	Maintained	Excellent
	3-year High School Completion	87.1	91.8	89.5	80.7	83.2	82.3	High	Declined	Acceptable
	5-year High School Completion	94.0	94.8	91.9	88.6	87.1	86.2	Very High	Improved	Excellent
	PAT: Acceptable	76.6	68.2	n/a	63.3	64.3	n/a	Intermediate	n/a	n/a
	PAT: Excellence	20.8	19.6	n/a	16.0	17.7	n/a	High	n/a	n/a
	Diploma: Acceptable	84.2	77.2	n/a	80.3	75.2	n/a	Intermediate	n/a	n/a
	Diploma: Excellence	21.9	19.3	n/a	21.2	18.2	n/a	High	n/a	n/a
Teaching & Leading	Education Quality	93.0	92.1	93.2	88.1	89.0	89.7	Very High	Maintained	Excellent
Learning Supports	Welcoming, Caring, Respectful and Safe Learning Environments (WCRSLE)	92.5	91.1	91.1	84.7	86.1	86.1	n/a	Improved	n/a
	Access to Supports and Services	89.1	89.1	89.1	80.6	81.6	81.6	n/a	Maintained	n/a
Governance	Parental Involvement	85.7	86.0	87.0	79.1	78.8	80.3	Very High	Maintained	Excellent

Christ The Redeemer CATHOLIC SCHOOLS

Christ The Redeemer's 2022-2023 Data Story
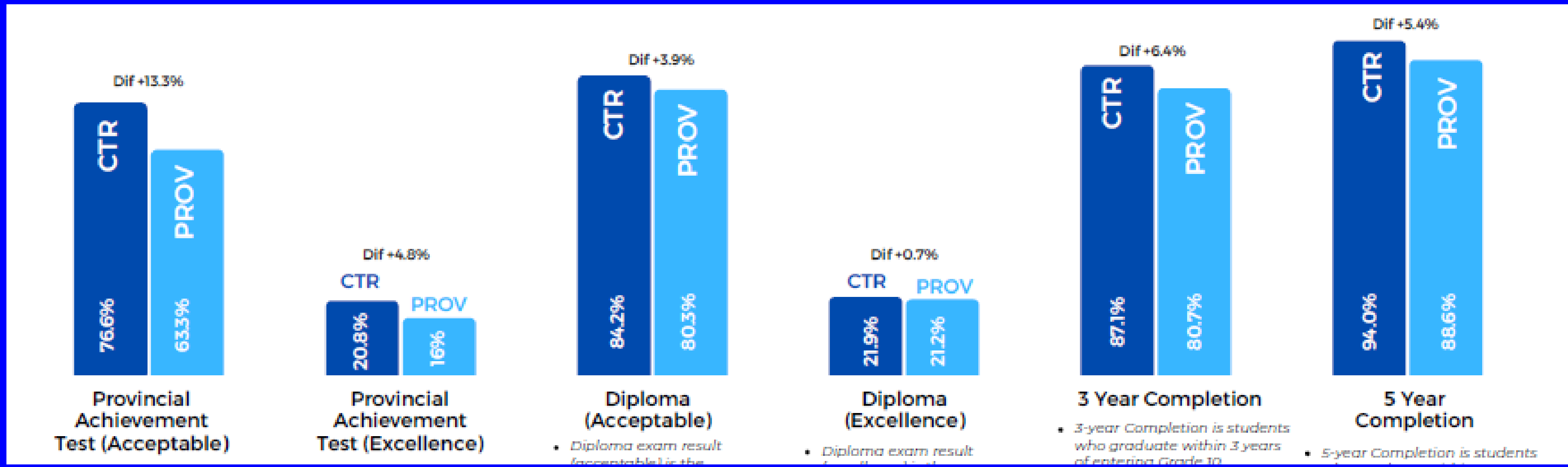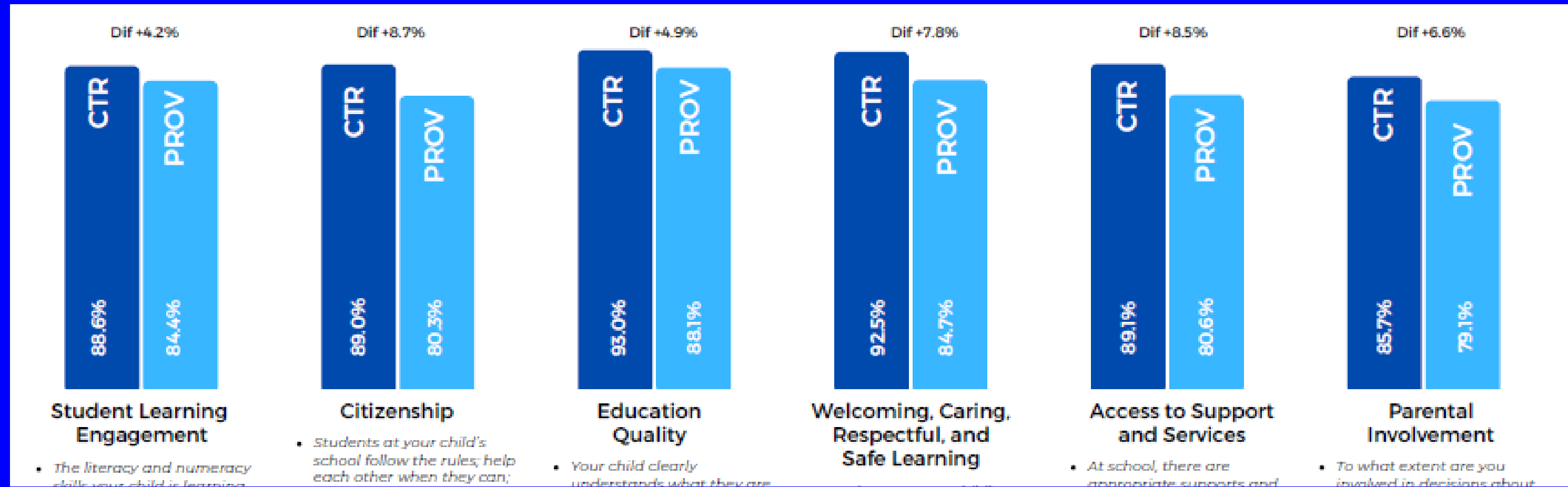
Analysis of CTR Alberta Assurance Measures Results

	22/23			Previous Year Result		
	CTR	**AB**	**Difference**	**CTR**	**AB**	**Difference**
PAT: Acceptable	**76.6**	**63.3**	**13.3**	**68.2**	**64.3**	**3.9**
PAT: Excellence	**20.8**	**16**	**4.8**	**19.6**	**17.7**	**1.9**
Diploma: Acceptable	**84.2**	**80.3**	**3.9**	**77.2**	**75.2**	**2**
Diploma: Excellence	**21.9**	**21.2**	**.7**	**19.3**	**18.2**	**1.1**

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CATHOLIC SCHOOLS

Establishing a Vision of Continuous Improvement
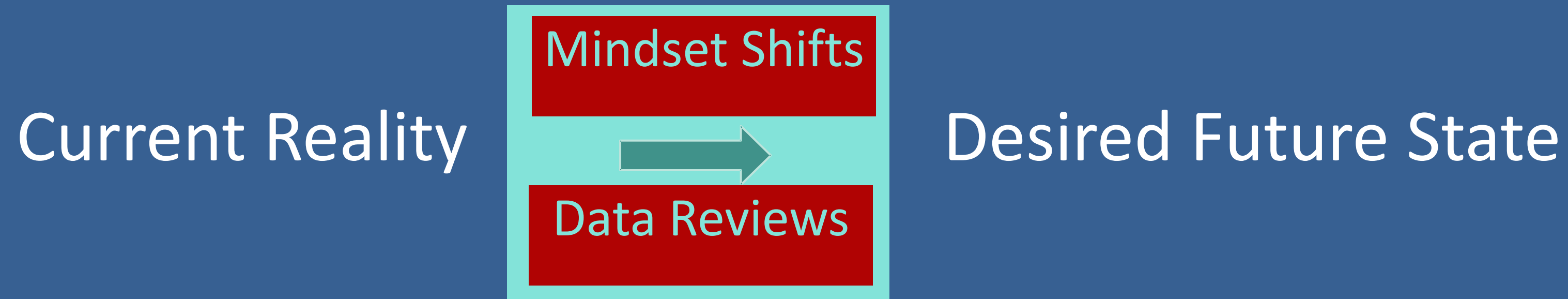
Embodying Visionary Leadership

3 | A leader collaborates with the school community to create and implement a shared vision for student success, engagement, learning, and well-being.
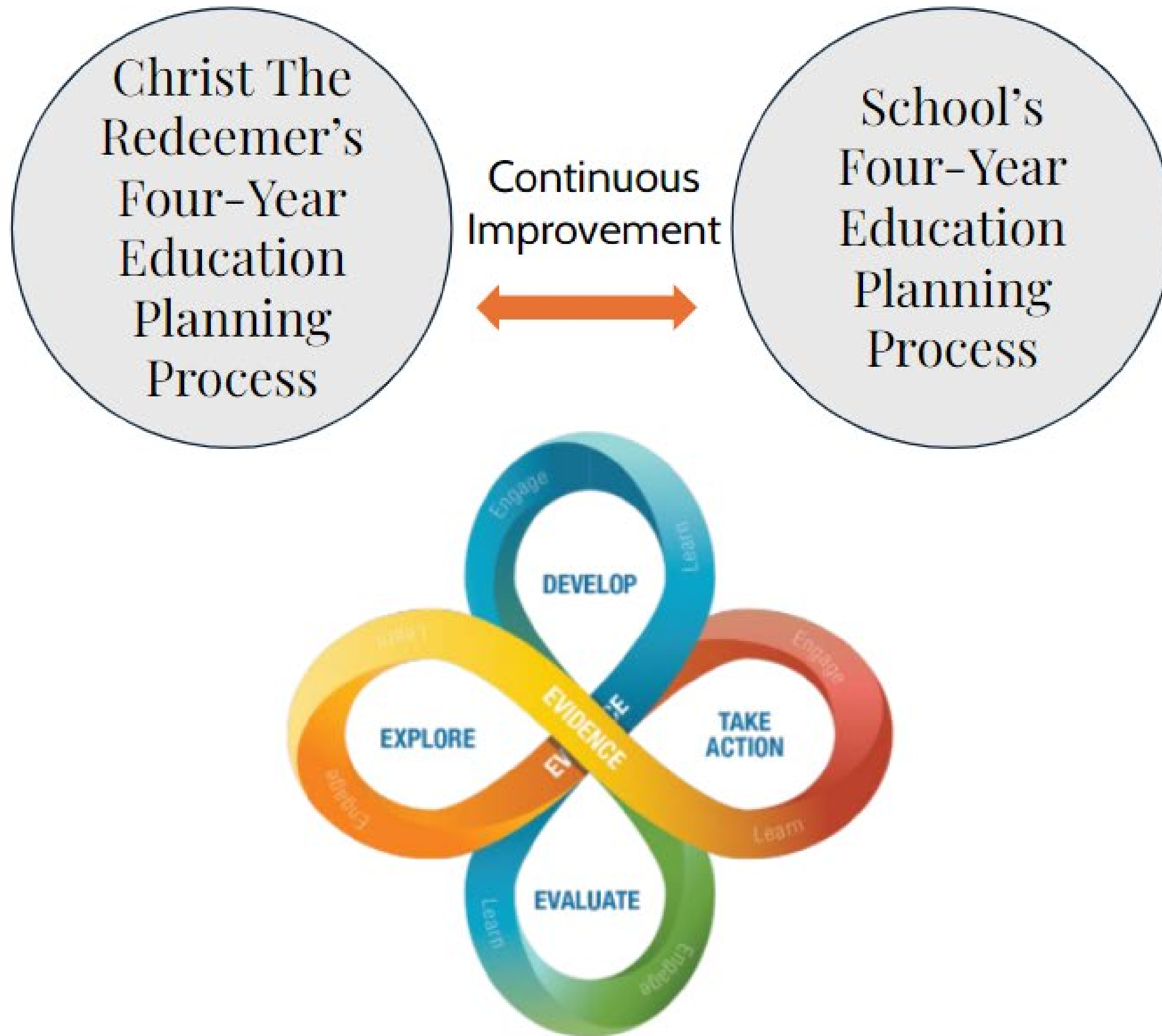
a. communicating a philosophy of education that is student-centred and based on sound principles of effective teaching and leadership;

b. recognizing the school community's values and aspirations and demonstrating an appreciation for diversity;

c. collaborating with other leaders and superintendents to address challenges and priorities;

d. supporting school community members, including school councils, in fulfilling their roles and responsibilities;

e. promoting innovation, enabling positive change and fostering commitment to continuous improvement; and

f. accessing, sharing and using a range of data to determine progress towards achieving goals.

Collective Inquiry with School-Based Leaders

Leaders know their school contexts best

School-based leaders need to develop a vision that represents the division's priorities within their school contexts and with their own data sets

Leaders can provide staff with:

- Safety
- Focus on priorities
- Data-informed mindsets

To establish a culture of **Continuous Improvement**

Leadership

Continuous Improvement

SAFE

+

=

RESULTS
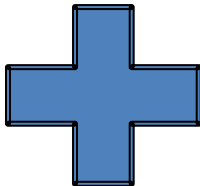
MINDSET SHIFTS

Curiosity and Wonder

Time and space
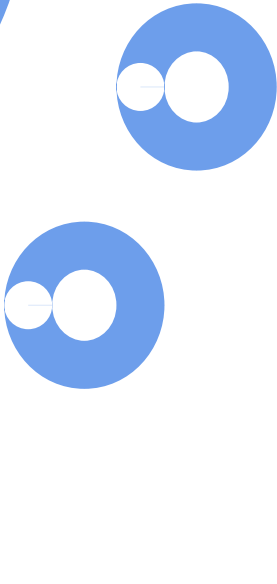
School-Based & Senior Admin Collaboration

- Monthly meetings with admin to share and discuss data

- Engagement opportunities to shape division direction

- Prioritize data review to learn about provincial, division, and school trends.

To support a culture of **Continuous Improvement** among our school-based leaders

School-Based Admin and Teacher Collaboration

- Regular meetings at schools among admin and lead teachers (Education Councils)

- Engagement opportunities to shape school and admin's direction

- Prioritize data review to learn about school trends (improve and celebrate)

- Teachers will influence their admin's thinking to bring to system leaders to influence the division

To support a culture of <u>Continuous Improvement</u> among lead teachers

Encouraging Data Review with All Teachers

- Catholic Learning Community meetings on Friday afternoons or during PD/staff meetings

- Lead teachers designated among grades/subjects

- Data analysis with teachers, school-based leaders, and directors, asking:

  ✓ What have you learned about your students?

  ✓ Reflecting on your teaching and learning throughout the process, how will this inform your next steps?

  ✓ How will you continue to find areas of growth to build upon those areas of strength?

To establish a culture of **Continuous Improvement** among teachers

Structures & Processes
to Create Coherence

Table Talk

- What **meetings**, **leadership structures**, and **data review practices** do you have in place at your school?

- How might you further consider incorporating data into your conversations with teachers?

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My Response:

Deep Dive into Data Day

School-based leaders gather with Senior Admin to:

- Walk through divisional/provincial data
- Model data examination for school-based leaders
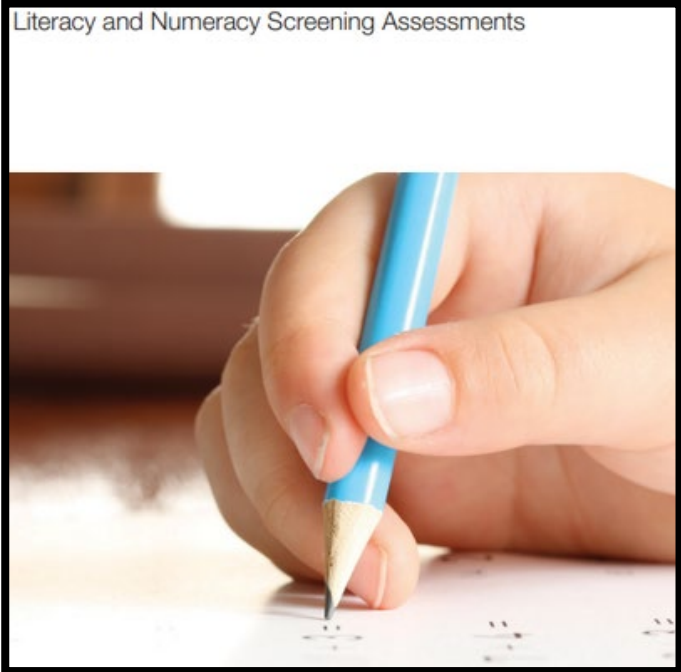- Provide time for admin to dig into school data and write AERRs

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Analysis of CTR Alberta Assurance Measures Results

	22/23			3 Year Average		
	CTR	AB	Difference	CTR	AB	Difference
Student Learning Engagement	88.6	84.4	4.2	88.3	85.1	3.2
Citizenship	89.0	80.3	8.7	89.4	82.3	7.1
3 Year HS Completion	87.1	80.7	6.4	89.5	82.3	7.2
5 Year HS Completion	94.0	88.6	5.4	91.9	86.2	5.7
Education Quality	93.0	88.1	4.9	93.2	89.7	3.5
Safe and Caring	92.5	84.7	7.8	91.1	86.1	5.0
Access to Supports and Services	89.1	80.6	8.5	89.1	81.6	7.5
Parental Involvement	85.7	79.1	6.6	87.0	80.3	6.7
Average Spread CTR vs. AB	89.5	83.3	6.1	89.9	84.2	5.7

Christ The Redeemer
CATHOLIC SCHOOLS
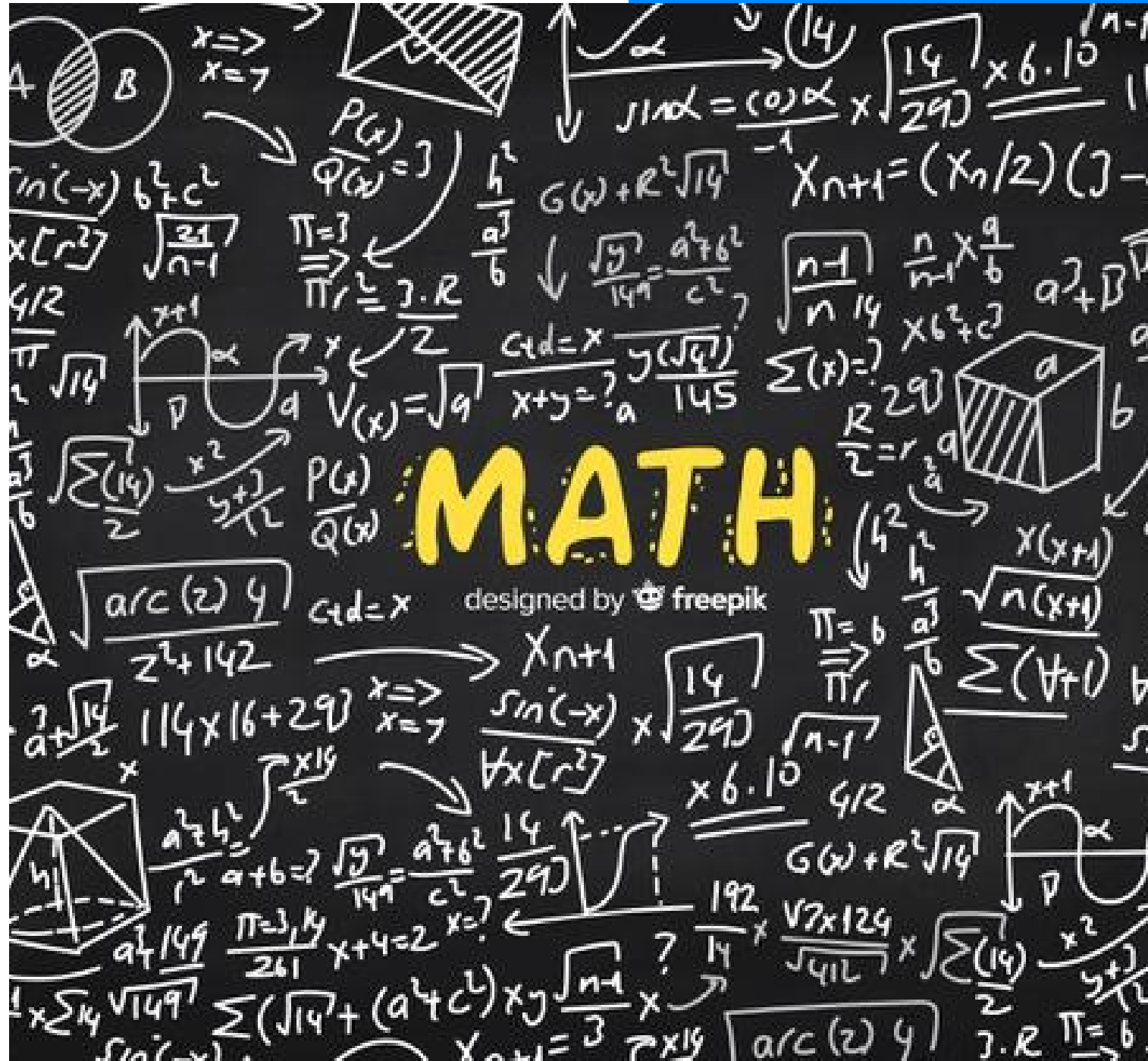
CTR's Focus on Mathematics

Why Math?

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Literacy and Numeracy Screening Assessments

CTR Numeracy Results 2022-23

Grade	% of students at risk
Grade 1	35%
Grade 2	30%
Grade 3	18%

Percentage of Students Meeting the Acceptable Standard (%)

- Part A: 51.3% / 49.1%
- Part B: 74.2% / 71.4%
- Total: 67.4% / 63.8%
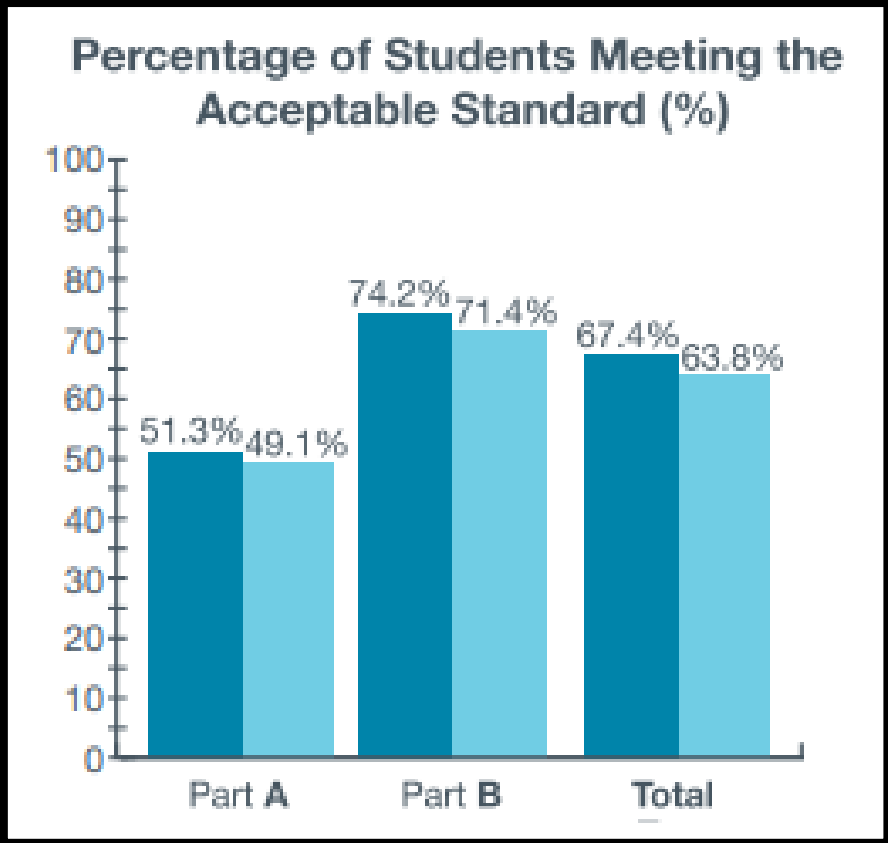
Div I → Div II → Div III → Div IV

Setting the Stage for New Curriculum

Mathematics
Divisional CLC – Friday, April 29, 2022

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The mathematics I am learning at school is interesting to me

Year	
2021	70
2022	65
2023	66

Scores	Diploma Examination Mark	
	Prov.	Auth.
A (80 - 100%)	29.5	**16.7**
B (65 - 79%)	19.4	**24.1**
C (50 - 64%)	20.4	**31.5**
F (0 - 49%)	30.6	**27.8**
Average Percent	63.2	**60.9**
Standard Deviation	22.7	**19.0**

What was CTR's focus in response to our data story?

Math

- Divisional Team Meetings Jr./Sr. High retreats
- PD at Professional development day - Mathology, Spiral Curriculum, Math Centers, Differentiated instruction, What is Productive Struggle?
- Ongoing conversation at Admin meeting to further support Retreat Team work
- Consider equity within math achievement and assessments

Celebrate and Share Our Commitments

- Engagement events
- Communication at school and division levels
- School Council Meetings - sharing and feedback opportunities
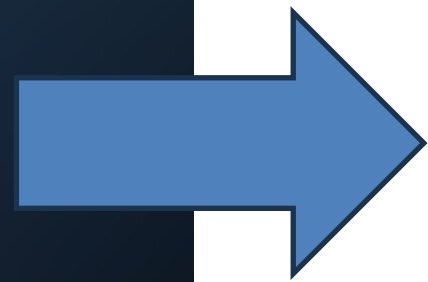- "Did you know…" communication via social media

Math Became a Focus in our 2024-2025 Education Plan

Table Talk

What do you know about your school's Education Plan?
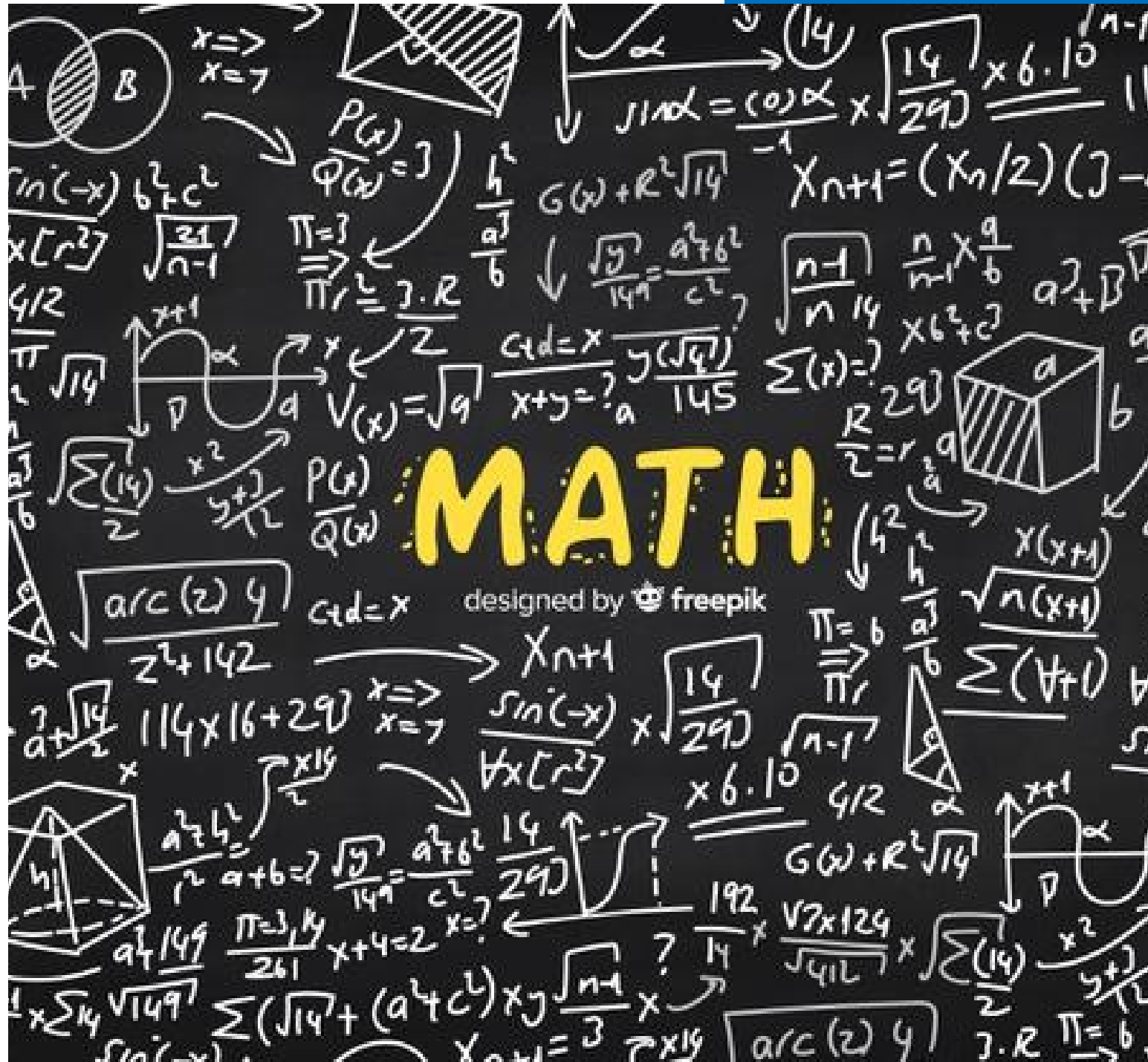(feel free to check your website)

Domains

Goals

Strategies

Targets

& How does your Education Plan address your data?

CTR's 2023-2024 Results

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CATHOLIC SCHOOLS

CTR 2023-2024 Results At First Glance

Assurance Domain	Measure	Christ the Redeemer Catholic S			Alberta			Measure Evaluation		
		Current Result	Prev Year Result	Prev 3 Year Average	Current Result	Prev Year Result	Prev 3 Year Average	Achievement	Improvement	Overall
Student Growth and Achievement	Student Learning Engagement	88.9	88.6	88.5	83.7	84.4	84.8	n/a	Maintained	n/a
	Citizenship	88.9	89.0	88.3	79.4	80.3	80.9	Very High	Maintained	Excellent
	3-year High School Completion	89.1	83.7	88.5	80.4	80.7	82.4	Very High	Maintained	Excellent
	5-year High School Completion	94.1	94.0	92.7	88.1	88.6	87.3	Very High	Improved	Excellent
	PAT6: Acceptable	78.5	77.7	77.7	68.5	66.2	66.2	High	Maintained	Good
	PAT6: Excellence	26.9	24.9	24.9	19.8	18.0	18.0	High	Maintained	Good
	PAT9: Acceptable	75.2	76.4	76.4	62.5	62.6	62.6	Intermediate	Maintained	Acceptable
	PAT9: Excellence	22.1	19.9	19.9	15.4	15.5	15.5	High	Improved	Good
	Diploma: Acceptable	85.0	84.2	84.2	81.5	80.3	80.3	High	Maintained	Good
	Diploma: Excellence	23.6	21.9	21.9	22.6	21.2	21.2	Very High	Maintained	Excellent
Teaching & Leading	Education Quality	93.2	93.0	92.5	87.6	88.1	88.6	Very High	Maintained	Excellent
Learning Supports	Welcoming, Caring, Respectful and Safe Learning Environments (WCRSLE)	91.9	92.5	91.8	84.0	84.7	85.4	n/a	Maintained	n/a
	Access to Supports and Services	89.3	89.1	89.1	79.9	80.6	81.1	n/a	Maintained	n/a
Governance	Parental Involvement	87.3	85.7	85.9	79.5	79.1	78.9	Very High	Maintained	Excellent

What does the data tell us now?

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Literacy and Numeracy Screening Assessments
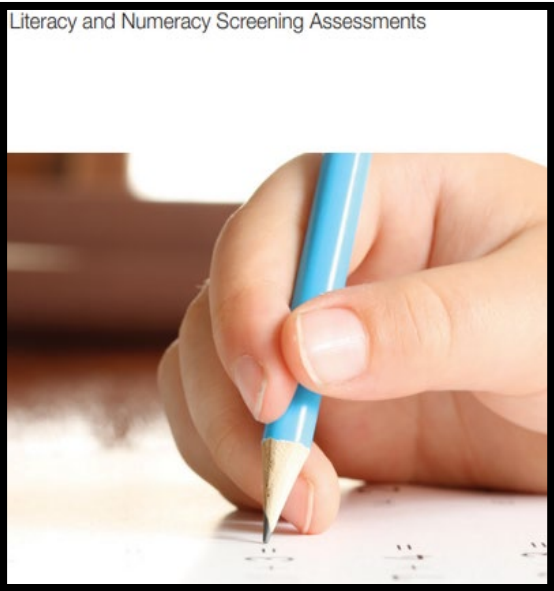
% of CTR Students at Risk in Numeracy

Grade	2023-24 September	2023-24 June
1	35%	17%
2	30%	18%
3	18%	12%

Mathematics 30-1

	Christ the Redeemer Catholic S				
	2020	2021	2022	2023	2024
Students Writing	n/a	n/a	58	326	328
Diploma Examination Acceptable Standard (%)	n/a	n/a	29.3	70.9	81.1
Diploma Examination Standard of Excellence (%)	n/a	n/a	1.7	19.3	32.6

Div I ➤ Div II ➤ Div III ➤ Div IV

The mathematics I am learning at school is interesting to me

2021	70
2022	65
2023	66
2024	69

Mathematics 9

	Christ the Redeemer Catholic S		
	2020 - 2022 Avg	2021 - 2023 Avg	2022 - 2024 Avg
Acceptable Standards (%)	n/a	83.3	87.0
Standard of Excellence (%)	n/a	12.2	20.1
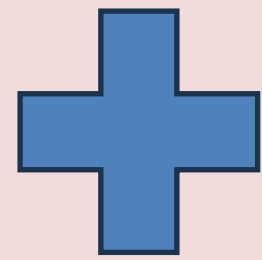
CTR's Next Steps

CTR's May 2025 Assurance Survey Results

Required Alberta Education Assurance Measures - Overall Summary
Spring 2025

Authority: 4208 The Christ the Redeemer Catholic Separate School Division

Assurance Domain	Measure	Christ the Redeemer Catholic S			Alberta			Measure Evaluation		
		Current Result	Prev Year Result	Prev 3 Year Average	Current Result	Prev Year Result	Prev 3 Year Average	Achievement	Improvement	Overall
Student Growth and Achievement	Student Learning Engagement	88.9	88.9	88.6	83.9	83.7	84.4	Very High	Maintained	Excellent
	Citizenship	88.1	88.9	88.5	79.8	79.4	80.4	Very High	Maintained	Excellent
	3-year High School Completion	89.0	89.1	88.2	81.4	80.4	81.4	Very High	Maintained	Excellent
	5-year High School Completion	93.0	94.1	94.3	87.1	88.1	87.9	Very High	Maintained	Excellent
	PAT6: Acceptable									
	PAT6: Excellence				Released in Fall 2025					
	PAT9: Acceptable									
	PAT9: Excellence									
	Diploma: Acceptable									
	Diploma: Excellence									
Teaching & Leading	Education Quality	92.6	93.2	92.8	87.7	87.6	88.2	Very High	Maintained	Excellent
Learning Supports	Welcoming, Caring, Respectful and Safe Learning Environments (WCRSLE)	91.6	91.9	91.9	84.4	84.0	84.9	Very High	Maintained	Excellent
	Access to Supports and Services	88.7	89.3	89.1	80.1	79.9	80.7	Very High	Maintained	Excellent
Governance	Parental Involvement	88.9	87.3	86.3	80.0	79.5	79.1	Very High	Improved	Excellent
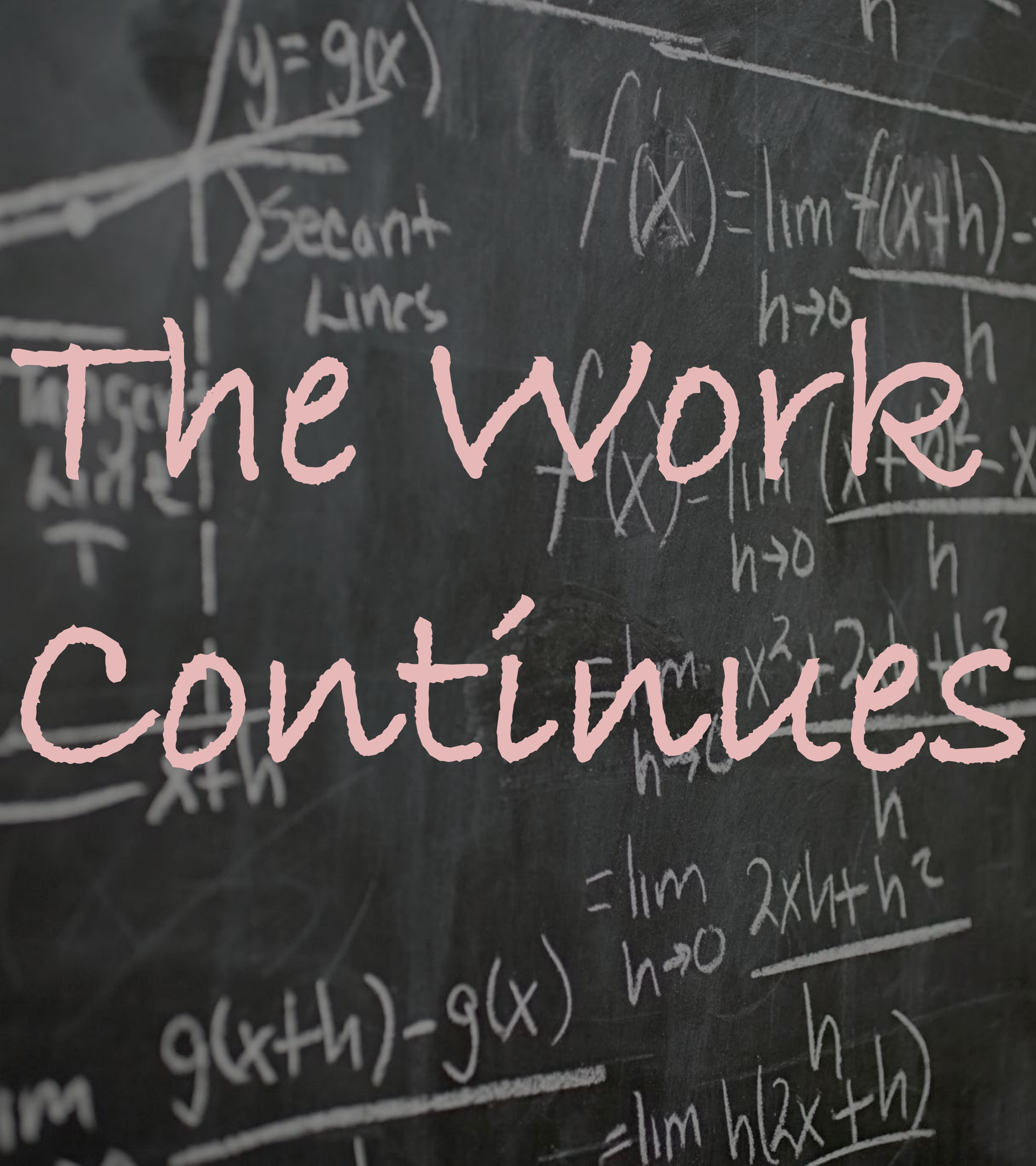
Required Measures	2024-25			3 Year Average		
	CTR	AB	Difference	CTR	AB	Difference
Student Learning Engagement	88.9	83.9	5.0	88.6	84.4	4.2
Citizenship	88.1	79.8	8.3	88.5	80.4	8.1
3 Year HS Completion	89.0	81.4	7.6	88.2	81.4	6.8
5 Year HS Completion	93.0	87.1	5.9	94.3	87.9	6.4
Education Quality	92.6	87.7	4.9	92.8	88.2	4.6
Safe and Caring	91.6	84.4	7.2	91.9	84.9	7.0
Access to Supports and Services	88.7	80.1	8.6	89.1	80.7	8.4
Parental Involvement	88.9	80.0	8.9	86.3	79.1	7.2
Average Spread CTR vs. AB	90.1	83.0	7.1	90.0	83.4	6.6

Supplemental Alberta Education Assurance Measures - Overall Summary
Spring 2025

Authority: 4208 The Christ the Redeemer Catholic Separate School Division

Measure	Christ the Redeemer Catholic S			Alberta			Measure Evaluation		
	Current Result	Prev Year Result	Prev 3 Year Average	Current Result	Prev Year Result	Prev 3 Year Average	Achievement	Improvement	Overall
Diploma Exam Participation Rate (4+ Exams)	65.6	60.7	60.7	54.5	52.7	52.7	High	Improved Significantly	Good
Drop Out Rate	1.6	1.8	1.4	2.4	2.5	2.4	Very High	Maintained	Excellent
In-Service Jurisdiction Needs	92.2	90.8	91.5	81.7	81.1	82.3	Very High	Maintained	Excellent
Lifelong Learning	89.8	87.8	87.7	80.8	79.9	80.4	Very High	Improved	Excellent
Program of Studies	89.5	90.4	89.1	83.0	82.8	82.9	Very High	Maintained	Excellent
Program of Studies - At Risk Students	88.3	89.4	89.1	80.5	80.6	81.2	High	Maintained	Good
Rutherford Scholarship Eligibility Rate	84.8	85.5	85.7	69.4	70.7	70.9	Very High	Maintained	Excellent
Safe and Caring	93.5	93.7	93.7	87.3	87.1	87.8	Very High	Maintained	Excellent
Satisfaction with Program Access	82.5	84.8	83.7	72.1	71.9	72.5	High	Declined	Acceptable
School Improvement	88.4	87.7	87.1	76.6	75.8	75.1	Very High	Improved	Excellent
Transition Rate (6 yr)	64.1	61.8	63.6	59.9	60.1	60.0	High	Maintained	Good
Work Preparation	90.4	89.9	89.4	83.7	82.8	83.6	Very High	Maintained	Excellent

The Work Continues

- Fall - PAT and Diploma Analysis
- Deep Dive into Data Day
- Continue secondary math focus
- Consider new areas with elementary PAT results
- Division leaders
- Team leaders
- Collaboration at division and school level
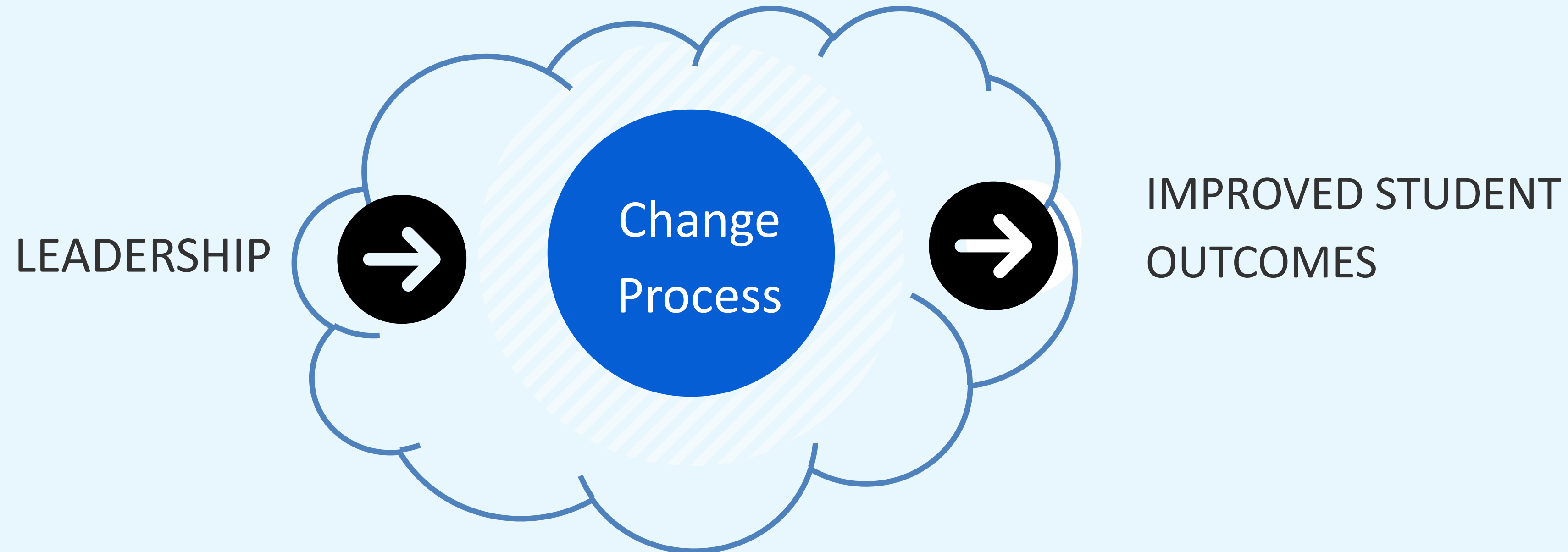- Other new curriculum

Data-Informed Visionary Leadership is Critical

- Role requires vision but changes agency
- Determining the direction
- Setting the conditions
- Use of evidence
- Critical thinking partners (internal and external)

And remember…

And remember…   You have been chosen to lead this work because you can!

Questions?

Thank You
and
Best Wishes in Your Leadership Journey!