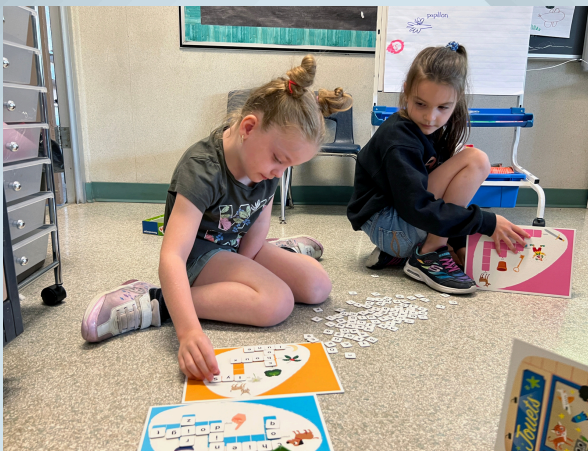


STRATEGIC PLAN



2025-2028

Version updated May 14, 2025

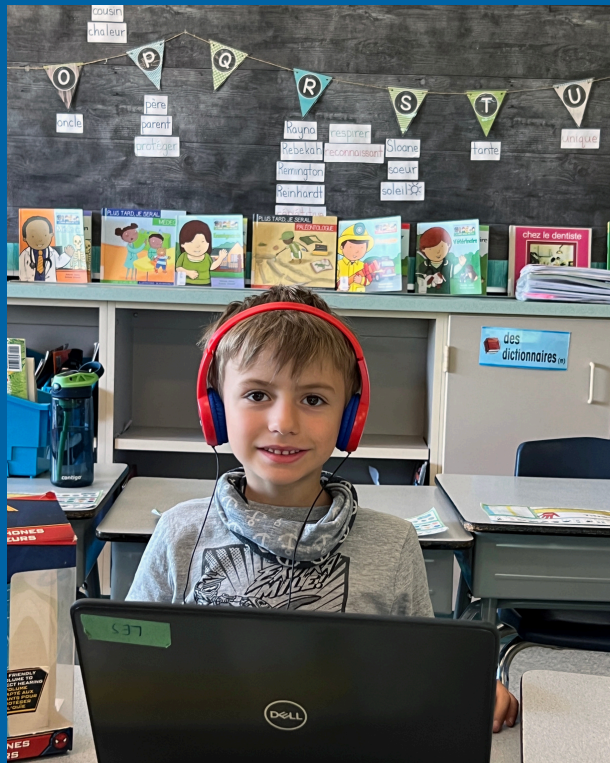


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INTRODUCTION

The Northwest School Division Board of Education, elected in November 2024, has undertaken a thoughtful and collaborative process to establish strategic priorities that will guide the Division from 2025 to 2028. Grounded in our mission, vision, and guiding principles, these priorities reflect our enduring commitment to student learning, staff support, and meaningful engagement with families and communities.

This Strategic Plan outlines the three key priorities identified by the Board and highlights how they align with the four priority actions outlined in the Provincial Education Plan. These priorities will serve as a foundation for decision-making, resource planning, and continuous improvement across our school communities.

Our 2025–2028 Strategic Plan is more than a roadmap—it is a reflection of our belief in the power of public education and the shared responsibility we hold to ensure that every student is supported, challenged, and celebrated. As we move forward, these priorities will help shape a responsive, inclusive, and forward-thinking learning environment for all.



NWSD Board of Education:

Back row: James McKee, Vaughn Bellin, Travis Neufeld, Rick Starnes, Patricia Main, Barb Seymour, Kim Russell

Front row: Kristen McGowan, Cheyenne Ludwig, Laurel Pauls, Amanda McGowan

MISSION & VISION

“

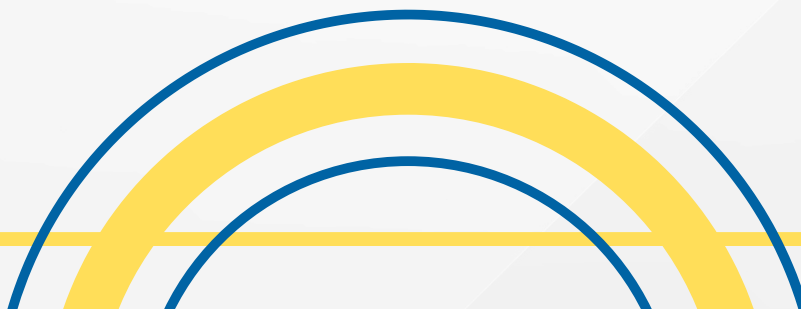
Laying the Foundation
for Success ...
One Student at a Time.

”

GUIDING PRINCIPLES

We are committed to:

- The pursuit of excellence based upon high expectations for all.
- The principle of being student-centered.
- Accountability toward each other as individuals, schools, communities and governing bodies.
- A culture of mutual respect, trust and understanding.
- The highest standards of integrity and honesty.
- Inclusiveness as the celebration and acceptance of all people.
- Collaborative and cooperative relationships with all stakeholders.



MESSAGE FROM THE BOARD CHAIR

On behalf of the Board of Education for Northwest School Division, I am proud to present our Strategic Plan, developed in alignment with the Ministry of Education's direction for education in Saskatchewan. This plan reflects our commitment to student success, equity, and community collaboration.

Guided by the voices of our students, families, staff, and partners, we have identified clear priorities and goals to ensure every learner is supported to reach their full potential. We look forward to working together as a division and with our communities to bring this plan to life.

BARB SEYMOUR

BOARD CHAIR

MESSAGE FROM THE DIRECTOR

As Director of Education for the Northwest School Division, I am proud to present our 2025–2028 Strategic Plan—an ambitious, student-centered roadmap developed collaboratively with our Board of Education and deeply informed by provincial priorities, school-level insights, and community engagement.

This plan is grounded in our shared commitment to excellence, equity, and innovation. Together, we have identified key priorities that reflect the needs and aspirations of our students and staff: student engagement and programming, mental health and well-being, and recruitment and retention. Each of these areas is critical to ensuring that every learner feels seen, supported, and empowered to succeed.

We are also aligning our actions with the Provincial Education Plan by strengthening learning and assessment practices, supporting student transitions, promoting mental wellness, and advancing Indigenous education in authentic and meaningful ways. Our commitment to closing achievement gaps, improving graduation outcomes, and fostering a strong sense of belonging for all students drives every initiative we undertake.

I want to express heartfelt gratitude to our educators, staff, families, students, and community partners. Your voices and efforts were instrumental in shaping this plan. It will serve not only as a compass for our collective actions but as a promise to continue improving outcomes for all learners in our care.

Together, we will bring this vision to life—creating learning environments where every student can thrive...One student at a time.

JENNIFER WILLIAMSON

DIRECTOR OF EDUCATION

STRATEGIC FOCUS

We will prioritize:

- Workforce stability and retention
- Strong classroom instruction as the core service model
- Early intervention to reduce long-term complexity
- Financial and operational sustainability
- Risk-informed decision-making

FOUNDATIONAL SYSTEM RISKS

Purpose Statement:

Northwest School Division recognizes that achieving its strategic priorities requires proactive identification and management of system-level risks. The following foundational risks are monitored and addressed through ongoing mitigation strategies.

1 FINANCIAL SUSTAINABILITY

Risk:

Funding pressures and inflation limit program sustainability

Focus:

Align staffing and programming with revenue

2 FACILITIES & TRANSPORTATION

Risk:

Aging infrastructure disrupts operations

Focus:

Prioritize capital planning
Preventative maintenance
Transportation reliability

3 TECHNOLOGY & CYBERSECURITY

Risk:

System disruptions or data breaches

Focus:

Device lifecycle management
Staff training and compliance
Cybersecurity monitoring

4 PUBLIC TRUST & COMMUNITY CONFIDENCE

Risk:

Loss of confidence due to service changes

Focus:

Transparent communication
Proactive engagement

STRATEGIC PRIORITIES

PRIORITY AREA 1:

STUDENT LEARNING & ENGAGEMENT

Goal Statement:

Strengthen student success by prioritizing early intervention and building robust classroom capacity, ensuring that learning and behavioural needs are identified early and effectively addressed within the classroom setting through high-quality instruction, engaging and hands-on learning experiences, and targeted supports that keep students actively involved in their learning.

Action Steps:

- Develop a shared understanding of student engagement
- Launch student leadership and voice initiatives
- Conduct a division-wide student interest inventory for grade 10 students
- Promote and expand meaningful elective opportunities, including volunteerism, apprenticeships, and career and work exploration programs
- Expand experiential learning opportunities and land-based learning
- Set targets for electives, experiential learning opportunities and land based learning events
- Professional development opportunities for staff
- Partner with community organizations for career and culture-based programming

Lead Responsibility:

Superintendents of Learning, Learning Coach, School Principals and Career Guidance Counsellors

Resources Required:

Funding for program expansion, transportation for community-based learning, professional development, partnerships with SCCs and community organizations

Indicators of Success:

- Increase in student engagement according to OurSCHOOL surveys
- Increased participation rates in electives
- Positive feedback from student focus groups
- Increase in attendance rates
- Increase in dual, apprenticeship and volunteerism credits

Reporting Methods:

- OurSCHOOL data
- Verso data
- Surveys
- Student Voice presentation
- Credit attainment
- Reading Screens
- Student Assessments

STRATEGIC PRIORITIES

PRIORITY AREA 2:

MENTAL HEALTH & WELL-BEING

Goal Statement:

Improve student and staff perceptions of well-being and mental wellness supports.

Action Steps:

- Develop shared understanding of mental health literacy
- Enhance mental health and well-being priority in the Provincial Education Plan specifically student mental health and well-being
- Provide ongoing mental health training for staff; Build staff capacity to respond to student needs
- Expand partnerships to increase access to school-based counseling and mental health support services
- Explore and conduct staff well-being survey
- Enhance Live Well staff wellness program

Lead Responsibility:

Superintendent of Student Services, School Counsellors, Wellness Coordinators, MHBC Coordinator, Communications Officer, Live Well Team

Resources Required:

Professional development funding, mental health staff, promotional materials, budget for staff well-being survey

Indicators of Success:

- Increased self-reporting of sense of well-being on surveys
- Utilization and satisfaction rates of availability of counseling services
- Staff reported comfort in supporting student wellness
- Increased participation in Live Well activities

Reporting Methods:

- PEP updates
- Student Services report
- OurSCHOOL data
- FTV data
- Attendance
- Edsby

STRATEGIC PRIORITIES

PRIORITY AREA 3:

RETENTION & RECRUITMENT

Goal Statement:

Prioritize staff retention and recruitment.

Action Steps:

- Prioritize retention of high-quality staff
- Develop and promote a recruitment brand that highlights the division's rural strengths
- Expand university partnerships and student teacher placements
- Enhance staff recognition and appreciation
- Develop and conduct exit surveys
- Enhance mentorship and support programs for new teachers
- Develop a Community Resource guide in partnership with community agencies and SCCs

Lead Responsibility:

Deputy Director of Education, Superintendents of Learning, HR, Communication Officer, Department Leads, SCCs

Resources Required:

HR marketing tools, budget for recruiting, promotional items, student and staff input for marketing, and Competitive and sustainable compensation.

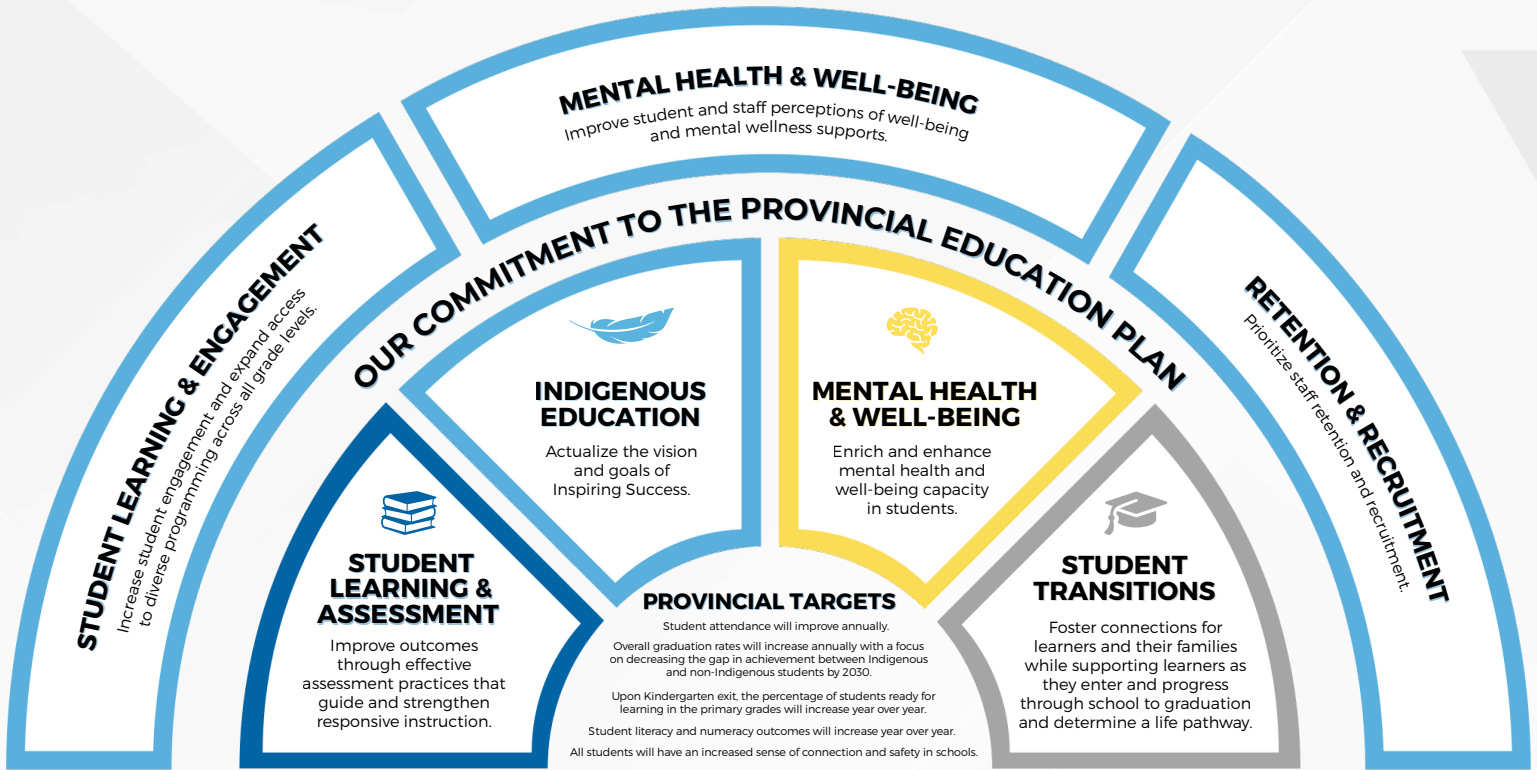
Indicators of Success:

- Reduced turnover rate
- Increased applications per posting

Reporting Methods:

- HR monthly report
- Recruitment campaign analytics shared with leadership
- Year-end staffing report with narrative reflection

ALIGNMENT WITH PROVINCIAL EDUCATION PLAN



The Northwest School Division's 2025–2028 Strategic Plan is closely aligned with the four priority actions of Saskatchewan's Provincial Education Plan. Each of our Board of Education's strategic priorities—Mental Health & Well-Being, Retention & Recruitment, and Student Engagement & Programming—directly supports and complements the provincial focus areas: Mental Health and Well-Being, Indigenous Education, Student Learning and Assessment, and Student Transitions.

This alignment ensures that our local goals are contributing to province-wide outcomes, including improved student achievement, enhanced well-being, and greater equity for all learners. By embedding the Provincial Education Plan into our strategic direction, we are creating a cohesive and focused approach to educational excellence across our Division.

CONCLUSION

The Northwest School Division Board of Education plays a pivotal role in advancing the strategic goals of the Division by embracing the core principles of engagement, communication, and accountability. As stewards of public education, trustees are committed to ensuring that the Strategic Plan remains a living document—one that informs decision-making and evolves in response to the needs of students, staff, and communities.

To support this commitment, the Board will regularly review reports and updates that track progress toward the Division's goals. These updates help measure the effectiveness of our initiatives and ensure that decisions remain aligned with the Division's strategic priorities. Staying informed allows trustees to contribute meaningfully to discussions and decisions that drive student success and well-being.

Open communication and consistent feedback are also central to our approach. Trustees bring relevant information to School Community Council (SCC) meetings to foster collaboration and ensure that stakeholders remain engaged in the strategic process. By being well-versed in the Division's priorities and progress, trustees are better equipped to represent their communities and advocate for continuous improvement.

Ultimately, Board members serve as champions for the Northwest School Division—actively participating in meetings, advocating for public education, and helping to create a culture of trust, transparency, and shared purpose. Through this collective effort, the Board of Education helps ensure that every student is supported, every staff member is valued, and every school community thrives.



