

# WIC

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## WEST ISLAND COLLEGE

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3-Year Education Plan 2022 – 2025 (year 3 of 3)



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# Message from Head of School, Erin Corbett

## Message from Head of School & CEO, Erin Corbett

West Island College continues to be dedicated to the many students and families that walk through our doors. We are a tight knit community of learners here, dedicated to excellence, as learners, citizens, friends, and professionals. Our intention is to practice continuous improvement as a school, for our students, parents, and staff. We use a variety of **engagement strategies** including, but not limited to, student surveys, 360 degree surveys of the entire community, third party surveys, informal and formal stakeholder events, and the data we receive from Alberta Education to inform the strategies that allow us to continue to build upon our successes and address areas of concern.

A rigorous academic program, in both English and French Immersion, is balanced with ample opportunities for our students to engage in areas of passion and interest. They can pursue the fine arts, business, athletics, leadership, engineering, health sciences, international travel, and outdoor education to name just a few of the extensive opportunities afforded to them.

A sense of belonging, a key factor in our well-being as individuals, is at the heart of the WIC culture. We seek to find ample opportunities for our students to find their place here and to flourish as an individual, now and moving forward into their young adult lives.

WIC is proud to be a part of the innovative and entrepreneurial fabric of Calgary and want our students to *Own Their Future*. We are proud to walk alongside them as they discover and explore the opportunities and challenges in front of them. I encourage you to explore our website for more information about our Institutes, International Languages and Culture, travel studies, fine arts and digital media opportunities, and Experiential programs as just some of the unique programs offered here at the College.

This report can be found on our website at <https://www.westislandcollege.ab.ca/discover/policies>

## Accountability statement

The Education Plan for West Island College commencing (date) was prepared under the direction of the Board of Directors in accordance with the responsibilities under the Private Schools Regulation and the Ministerial Grants Regulation. This plan was developed in the context of the provincial government's business and fiscal plans. The Board has used its performance results to develop the plan and is committed to implementing the strategies contained within the plan to improve student learning and results.

The Board approved the 2022/2023 Education Plan on May 17, 2022. (Year 1)

The Board reviewed and approved the 2024/2025 Education Plan on May 28, 2024. (Annually after Year 1)

  
Sean O'Connor  
Board Chair

  
Erin Corbett  
Head of School & CEO

# Profile of the School Authority

West Island College is a bilingual independent day school for grades 7 – 12 students. The enrollment for the 2024/25 school year is 660 students. Located in the southeast quadrant of the City of Calgary, we draw students from all city areas, Bearspaw, and Springbank. Since its founding in 1982, WIC has gained a reputation for its innovative academic programming, strong French Immersion program, and outstanding preparation for post-secondary success. We have extensive athletics, fine arts, and co-curricular programming opportunities allowing WIC students to explore what fuels their passion and provides them with a sense of belonging. Our International Studies program opens students' minds to global perspectives and cultural diversity and our Institutes connect them with real-world programming and experiences with professionals across many fields.

A member of the Canadian Accredited Independent Schools (CAIS), CAIS holds WIC accountable to twelve standards of excellence. These standards are monitored through a rigorous peer review and accreditation process cycle. The CAIS National Standards and the accreditation process are congruent with the criteria and core standards adopted by the International Council Advancing Independent School Accreditation (ICAISA). WIC is also a member of the Association of Independent Schools and Colleges of Alberta (AISCA). Through CAIS and AISCA, WIC benefits from a strong network of professionals supporting the college in professional development, student leadership, and school choice advocacy.

In the past three years, the WIC community has been excited to have gained several new spaces; some developed and already thriving, such as our new greenhouse, the Wolves Den Hub and Wolves Den Corner, Innovation Alley and the Cub Cave. Each of these spaces provides more room for our students to gather, learn, and exercise various aspects of their wellness from strength training to yoga and meditation. We are also preparing for the official opening of a full-sized athletic field opening in September 2024. Our community has been engaged in envisioning and shaping these new spaces every step of the way. It is an exciting period of change and growth for the college, where student voice is paramount to our decisions.

## Vision, Mission, Values

### Our Vision

Our students are curious, creative, innovative - able to impact the world.

### Our Mission

Empowering each student to thrive, contribute, and live a healthy, purposeful life.

### Our Values

**Empathy:** We are curious and possess a desire to know and understand other peoples' needs and feelings.

**Respect:** We care about ourselves, others, and the world in which we live.

**Integrity:** We are reliable, trustworthy, and responsible.

**Courage:** We try new things, and we step out of our comfort zone; we stand up for what we believe in.

**Honesty:** We are true to ourselves; we are truthful and sincere.

## WIC's Strategic Framework

WIC's education plan is connected to our 2020 – 2025 Strategic Framework which is based on four overarching pillars.

Pillar 1: Rigour – A future-focused learning environment of excellence

Pillar 2: Relevance – A mindset of innovation, entrepreneurship, and action

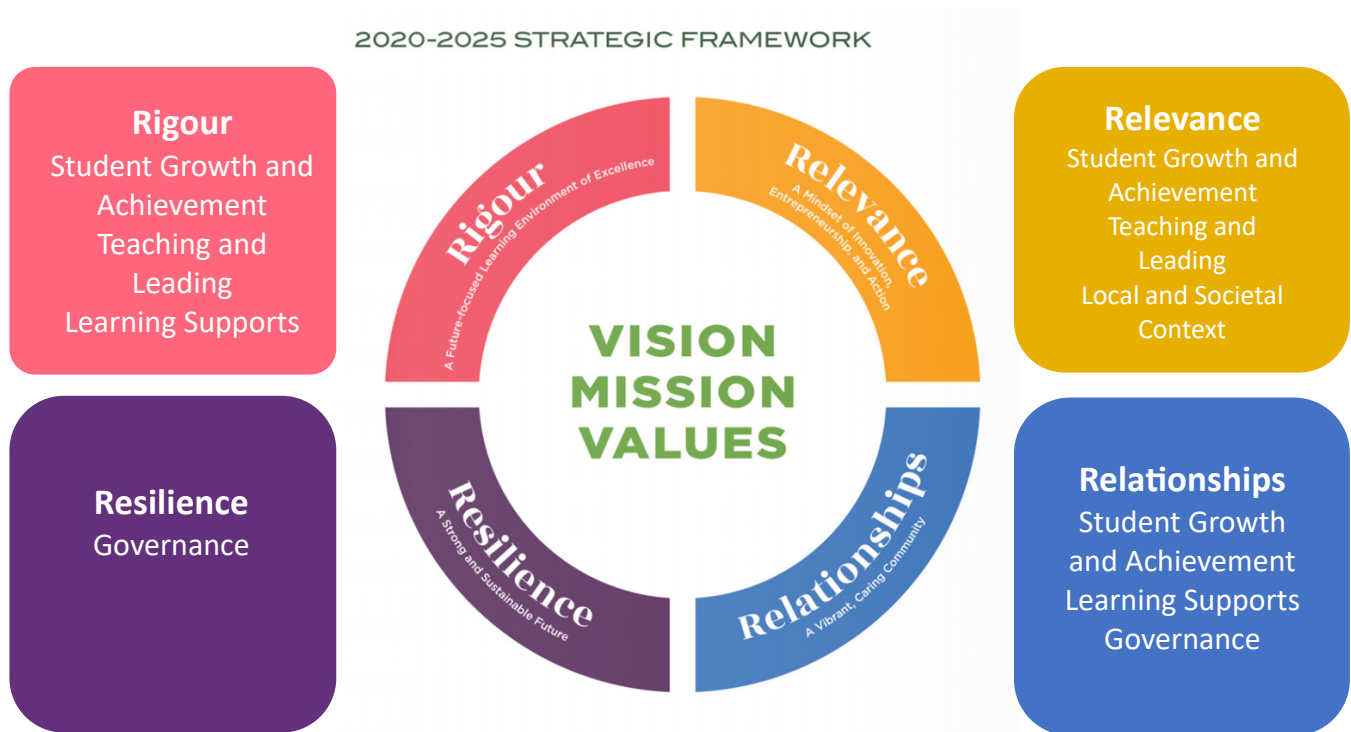
Pillar 3: Relationships – A vibrant, caring community

Pillar 4: Resilience – A strong and sustainable future

### 2020-2025 STRATEGIC FRAMEWORK



## Alberta Education Assurance Measure Domains and the Four Pillars of WIC's 2020 – 2025 Strategic Framework



### A Sample of Stakeholder Engagement tools

West Island College actively engages the community in providing feedback on the quality of education at the college. Examples of results include but are not limited to:

1. April 2024, WIC Climate Survey, issued to all faculty and staff
2. May 2024, Alberta Education Assurance Measure Results
3. November 2023, Alberta Education Results Report (AERR, annual Accountability Pillar surveys of students, staff, and parents)
4. December 2023 survey about course offerings to grade 9 -11 students
5. December 2023 survey about our Institutes Program to grade 9 -12 students
6. October 2023 survey about our Outdoor Education Program to all students and faculty
7. September 2023 Wellness Wheel Survey, to grades 7 – 12
8. Monthly Coffee & Conversation sessions held with parents and senior leadership 2023/24

## Insights from AERR and Stakeholder Engagement Informing the Education Plan

Our insights informing the education plan fall into three main categories: Academic, Social Emotional Wellness, and Parental Engagement. Informed by the research of Dr. David Tranter who co-wrote *The Third Path*, WIC views academic achievement and wellness as being intertwined, as such, the insights of one relate to the other.

### Academic Success and Social Emotional Wellness

1. April 2024, a WIC Climate Survey, issued to all faculty and staff provided insight into the wellbeing of WIC faculty and staff as they work to deliver engaging learning opportunities and sustainable, supportive operational practices for the student and parent community.
2. Throughout the year, a range of surveys are conducted with students, parents, and staff. Each survey is reviewed, results analyzed, reported, and accompanied by recommendations for inclusion in this Education Plan.
3. Students are regularly engaged in surveys and discussions in homeroom, clubs and on various student councils to discuss concerns and ideas for improvement at their school. There are staff leaders in each of these forums to ensure student thoughts are shared with Senior Leadership.
4. There are regular staff meetings, professional learning communities, and a weekly group standing meeting to address issues in the moment, share feedback, and make recommendations for the future.
5. From the Institute Program survey in 2023, students wanted more hands-on authentic learning experiences such as competitions, site visits, and real-world challenges. An effort was made to increase these opportunities in the monthly programming for students grade 7-12.
6. Continued expansion of Student Success Centre to improve access to supports and services.

### Parental Engagement

1. Results for the *parental involvement* measure in the AEAM have levelled and we have added measure to continue to engage with our parent community, including monthly Coffee and Conversation meetings with members of senior leadership.
2. Formal (1:1 meetings, parent/teacher interviews, etc) and informal (volunteer opportunities, parent socials) provide connections with leadership and staff to share ideas, thoughts, and concerns.
3. In 2024, attendance at Parent Guild meetings will be changed to include the Head of School & CEO. Opportunities for open discussion around the goals and areas for growth at the College are provided as well as discussion of the Education Plan each year.

### Required Alberta Education Assurance Measures - Overall Summary Spring 2024

Authority: 9140 West Island College Society of Alberta

Assurance Domain	Measure	West Island College			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	<a href="#">Student Learning Engagement</a>	87.6	89.0	89.3	83.7	84.4	84.8	n/a	Maintained	n/a
	<a href="#">Citizenship</a>	87.0	87.5	87.4	79.4	80.3	80.9	Very High	Maintained	Excellent
	<a href="#">3-year High School Completion</a>	97.5	95.3	97.4	80.4	80.7	82.4	Very High	Maintained	Excellent
	<a href="#">5-year High School Completion</a>	99.2	97.6	98.4	88.1	88.6	87.3	Very High	Maintained	Excellent
	<a href="#">PAT6: Acceptable</a>	n/a	n/a	n/a	n/a	66.2	66.2	n/a	n/a	n/a
	<a href="#">PAT6: Excellence</a>	n/a	n/a	n/a	n/a	18.0	18.0	n/a	n/a	n/a
	<a href="#">PAT9: Acceptable</a>	n/a	95.1	95.1	n/a	62.6	62.6	n/a	n/a	n/a
	<a href="#">PAT9: Excellence</a>	n/a	54.3	54.3	n/a	15.5	15.5	n/a	n/a	n/a
	<a href="#">Diploma: Acceptable</a>	n/a	98.5	98.5	n/a	80.3	80.3	n/a	n/a	n/a
	<a href="#">Diploma: Excellence</a>	n/a	49.9	49.9	n/a	21.2	21.2	n/a	n/a	n/a
Teaching & Leading	<a href="#">Education Quality</a>	92.6	93.6	93.3	87.6	88.1	88.6	Very High	Maintained	Excellent
Learning Supports	<a href="#">Welcoming, Caring, Respectful and Safe Learning Environments (WCRESLE)</a>	89.2	90.1	89.3	84.0	84.7	85.4	n/a	Maintained	n/a
	<a href="#">Access to Supports and Services</a>	92.2	93.9	93.7	79.9	80.6	81.1	n/a	Declined	n/a
Governance	<a href="#">Parental Involvement</a>	84.4	88.9	87.9	79.5	79.1	78.9	Very High	Maintained	Excellent



## Education Plan Outcomes, Measures, and Strategies

2020-2025 STRATEGIC FRAMEWORK



WIC's education plan is aligned with our 2020 – 2025 strategic plan. For the remaining two years of the education plan, we will focus on three priorities:

1. Aligning our education program with our mission.
2. Increasing connection and engagement in our community.
3. First Nations, Métis, and Inuit children success.

### Overview of Outcomes and Measures

Below is a summary of the measures related to these three priorities. Full details are provided on pages 11 – 15.

OUTCOME	MEASURES
<p>Priority #1 WIC's education program is aligned with our mission.</p> <p><i>Empowering each student to thrive, contribute and live a healthy, purposeful life.</i></p>	<ul style="list-style-type: none"> <li>✓ Our Institute Program has increased relevance and rigour.</li> <li>✓ Junior high academic offerings provide greater relevance.</li> <li>✓ Co-curricular programming is streamlined to foster wellness and purpose.</li> <li>✓ Emotional well-being is improved year on year.</li> <li>✓ Students have at least one trusted adult to speak with at school.</li> <li>✓ Students have the knowledge and skills to act with academic integrity.</li> </ul>
<p>Priority #2 WIC is a connected, engaged community.</p>	<ul style="list-style-type: none"> <li>✓ Parents are more engaged and connected to the school.</li> </ul>
<p>Priority #3 First Nations, Métis, and Inuit children success.</p>	<ul style="list-style-type: none"> <li>✓ WIC supports the implementation of Truth &amp; Reconciliation Commission recommendations.</li> </ul>



## Education Plan Outcomes, Measures, and Strategies

Strategic Priority Pillars	<p>Rigour: A future-focused learning environment of excellence</p> <p>Relevance: A mindset on innovation, entrepreneurship, and action</p>
Context	<p>WIC's Institute Program was introduced in 2009 to provide real-world experiences for post-secondary success. By connecting students with industry professionals, learning about the local and global business-world, and engaging with real-world learning experiences, WIC students are armed with the knowledge and connections to give them a competitive advantage in their post-secondary applications. In addition to academic success, universities and businesses are seeking candidates who have a demonstrable passion for their field, are connected and actively engaged in their community, and who have a broad range of experiences that help them to know that they have made their right career choice. This program has been extended to include grade 7 &amp; 8 students.</p>
Outcome	<p>WIC's education program is aligned with our mission.</p> <p>WIC is a connected, engaged community.</p>
Assurance Domains	<ul style="list-style-type: none"> <li>✓ Student growth and achievement.</li> <li>✓ Local and societal context.</li> </ul>
Measures	<p>In the fall of 2023, we expanded and adjusted our Institutes:</p> <ol style="list-style-type: none"> <li>1. Humanities (<i>previously Liberal Arts</i>)</li> <li>2. Business and Entrepreneurship (<i>previously Business</i>)</li> <li>3. Engineering, Design, &amp; Technology (<i>previously Engineering</i>)</li> <li>4. Visual, Media, &amp; Performing Arts (<i>previously Fine Arts</i>)</li> <li>5. Environment, Sustainability &amp; Health (<i>previously Health Sciences</i>)</li> <li>6. Leadership Development (incorporated into all institutes as of fall 2024)</li> </ol> <p>Achievement criteria for each institute will include: academic courses, leadership experiences, connection with professionals, enrichment experiences.</p>
Strategy	<ul style="list-style-type: none"> <li>• Increase community connections in all fields.</li> <li>• Develop more partnerships with Calgary businesses.</li> <li>• Further leverage alumni and parent expertise.</li> <li>• Create a database of community connections for student mentorship.</li> </ul>
Resources	<p>Stipend for each Institute Coordinator</p>
Timeline / Implementation Plan	<p>Continued growth in partnerships over next 2 years.</p> <p>Stakeholder surveys to monitor success.</p> <p>Twice a year, institute coordinators produce a report on the success of their program, reflecting on stakeholder surveys.</p> <p>Annually, the Director of Innovation &amp; Entrepreneurship provides a summary report.</p>

Strategic Priority Pillars	<p>Rigour: a future-focused learning environment of excellence</p> <p>Relevance: A mindset of innovation, entrepreneurship, and action</p>
Context	<p>In 2023/24 the Institute program was expanded to include all students Grade 7-12 (previously only grades 9-12).</p>
Outcome	<p>WIC's education program is aligned with our mission.</p>

Assurance Domain	✓ Student growth and achievement
Measures	<ol style="list-style-type: none"> <li>1. All WIC students in grades 7 – 12 are provided opportunities to engage in real-world learning experiences related to WIC's Institute program</li> <li>2. New options courses are introduced for junior high students</li> <li>3. Stakeholder surveys report an increase in the quality of education at WIC</li> </ol>
Strategy	<ul style="list-style-type: none"> <li>• Dedicate a block of time each week for grade 7 &amp; 8 Institute programming.</li> <li>• Dedicate one-hour per week after school, for teacher planning, led by the institute coordinators.</li> <li>• Develop partnerships with industry professionals that can provide expert learning experiences in real-world, authentic learning. (e.g. aerospace)</li> <li>• Build relationships inside and outside of Calgary professional communities.</li> </ul>
Resources	<p>Stipend for each Institute Coordinator in recognition of the planning required for all grades.</p> <p>Increased availability of buses and drivers for off-site learning.</p>
Timeline / Implementation Plan	Throughout 2024 – 2025 we will continue to monitor the success of the activities through frequent student satisfaction surveys.

Strategic Priority Pillars	<p>Rigour: A future-focused learning environment of excellence</p> <p>Values: Honesty and Integrity</p>
Context	We continue to explore ways to teach students to act with honesty and integrity. Recent developments in Artificial Intelligence (AI) have highlighted the urgency for greater understanding of academic integrity. In February 2024, teachers continued to learn about the impact of AI and assessment practices.
Outcome	WIC's education program is aligned with our mission.
Assurance Domain	<ul style="list-style-type: none"> <li>✓ Student growth and achievement</li> <li>✓ Learning Support</li> </ul>
Measures	<ol style="list-style-type: none"> <li>1. All students annually engage in a minimum of one research project requiring them to demonstrate effective research skills and academic integrity.</li> <li>2. Assessment practices are adjusted to emphasize learning as a process.</li> </ol>
Strategy	<ul style="list-style-type: none"> <li>• Faculty engage in research into current best practices for assessment.</li> <li>• Each department engages in a review and adjustment of assessment practices in light of the research.</li> <li>• Provide all students with age-appropriate training / learning on academic integrity.</li> <li>• Ensure faculty have a common understanding of academic integrity and a common framework to follow.</li> <li>• Work with outside experts during the 2024/25 school year in assessment.</li> </ul>
Resources	<p>University of Calgary.</p> <p>Alberta Assessment Consortium.</p> <p>Future Design School Assessment webinars.</p> <p>Guest speakers.</p>
Timeline / Implementation Plan	<p>2024 – 2025 led by Learning Leaders, faculty research continues into assessment practices.</p> <p>2025 – 2026 led by Learning Leaders, faculty will make adjustments to assessment practices based on research and learnings from guest speakers.</p>

Strategic Priority Pillars	Rigour: a future-focused learning environment of excellence
Context	Parents and students continue to report struggles with organization, study skills, and time management. Preparedness regarding executive functioning skills continues to be a noteworthy finding on survey results.
Outcome	WIC's education program is aligned with our mission.
Assurance Domain	<ul style="list-style-type: none"> <li>✓ Student growth and achievement</li> <li>✓ Learning Support</li> </ul>
Measures	<ol style="list-style-type: none"> <li>1. All students have age-appropriate study skills training.</li> <li>2. All students have age-appropriate organizational and time management skills training.</li> </ol>
Strategy	<ul style="list-style-type: none"> <li>• Students will be offered training sessions in executive functioning skills from our learning support strategist and from those teachers interested in offering workshops on the topic.</li> </ul>
Resources	Open Parachute sessions with students Grade 7-12 New cell phone & personal device policies for 2024/25
Timeline / Implementation Plan	Weekly in homeroom Annual programming that will be ongoing Policy adopted in spring 2024, reviewed annually

Strategic Priority Pillars	Relationships: a vibrant, caring community
Context	Lookout Management Survey results in 2022/23, AERR results in 2023 and on-going student and staff feedback indicated a need for increased connection and belonging, and attention to mental health strategies.
Outcome	WIC's education program is aligned with our mission. WIC is a connected, engaged community.
Assurance Domain	<ul style="list-style-type: none"> <li>✓ Student Growth and Achievement</li> </ul>
Measures	<ol style="list-style-type: none"> <li>1. Cell phone restriction policy</li> </ol>
Strategy	<ul style="list-style-type: none"> <li>• Cell phones and personal devices will not be permitted on campus during school hours + 30 minute prior to the start of classes.</li> </ul>
Resources	The Anxious Generation by Jonathan Haidt
Timeline / Implementation Plan	Summer of 2024 students will be introduced to new policies on personal device use. Year long communication & reflection on the impacts. Continued student surveys.

Strategic Priority Pillars	<b>Relationships: a vibrant, caring community</b> <b>Resilience: A strong and sustainable future</b>
Context	Results for the <i>parental involvement</i> measure in the AEAM have dropped from 88.7 % to 86.9 % but overall are on an upward trajectory compared with the previous 3-year average. Additionally, the data from the February 2023 Lookout Management survey indicated that we should strive for higher ratings in measures that reflect parent connectedness to the school.
Outcome	<b>WIC is a connected, engaged community.</b>
Assurance Domain	<ul style="list-style-type: none"> <li>✓ Student Growth and Achievement</li> <li>✓ Local and Societal Context</li> </ul>
Measures	As evident in annual school surveys: 1. Parents are more engaged and connected to the school.
Strategy	<ul style="list-style-type: none"> <li>• The parent committee will organize monthly events that feature a parent's expertise, with the intention of parents helping parents. Ex. A pediatrician parent will host an info night on ADHD.</li> <li>• More in-person events will be held on campus for parents.</li> <li>• The Head of School and principals will create more opportunities for parents to connect with them in person.</li> </ul>
Resources	WIC Parent Guild. Time dedicated to increased connections between school and parents. Financial resources may be necessary for refreshments at parent events.
Timeline / Implementation Plan	Meet with the Parent Auxiliary Committee in the fall of 2023 to discuss the survey results and subsequent desired outcomes. Obtain data on the number of parents that are actively involved with the PAC. With the PAC, set goals to increase parental connections and share these with the community. Monitor the planning of events. Track the number and type of engagement opportunities.

Strategic Priority Pillars	<b>Relationships: a vibrant, caring community</b>
Context	As required by Alberta Education, all students, teachers, and school leaders must learn about First Nations, Métis and Inuit perspectives and experiences, treaties, agreements, and the history and legacy of residential schools. Additionally, School authorities are responsible for: <ul style="list-style-type: none"> <li>• improving education outcomes for First Nations, Métis and Inuit students through system, program, and instructional supports.</li> <li>• addressing the systemic education gap for self-identified First Nations, Métis and Inuit students.</li> <li>• supporting the implementation of Truth and Reconciliation Commission recommendations.</li> </ul>
Outcome	<b>First Nations, Métis, and Inuit children success.</b>
Assurance Domain	Student Growth and Achievement Teaching and Leading Local and Societal Context

Measures	WIC supports the implementation of Truth & Reconciliation Commission recommendations.
Strategy	<ul style="list-style-type: none"> <li>• The DEI lead will document the learning at WIC in relation to First Nations, Métis and Inuit perspectives and implementation of Truth and Reconciliation Commission recommendations.</li> <li>• Continue to strengthen our existing relationship with an Indigenous Elder.</li> <li>• Continue to strengthen our existing relationship with Indigenous artists.</li> <li>• Explore and promote professional development opportunities.</li> <li>• Conduct an annual review to ensure legislation is being followed.</li> <li>• Audit, document, and increase resources in the Learning Commons to support learning of First Nations, Métis and Inuit perspectives</li> </ul>
Resources	Budget support for appropriate remuneration of learning firsthand from Indigenous peoples.
Timeline / Implementation Plan	<p>Documentation of learning will continue.</p> <p>Multiple times a year, engage in discussions with the Indigenous Elder that WIC has begun a relationship with to obtain their perspective on our progress.</p>

# Financial Statements

## Summary of financial results – year ended August 31, 2023

	2022-23	
	Actual	Budget
<b>Revenue</b>		
Tuition and student fees	\$12,935,975	\$12,368,825
Government grant funding	3,370,625	3,323,172
School program participation fees	1,161,004	748,500
Other	1,161,196	270,000
	18,628,800	16,710,497
<b>Expenses</b>		
Employee compensation, benefits and other	10,643,911	10,971,579
Operating supplies and services	4,665,221	4,274,133
School programs	769,535	423,850
Interest	178,157	150,000
Amortization of capital assets	978,664	-
	17,235,489	15,819,562
<b>Surplus (deficit) of revenue over expenses</b>	<b>\$ 1,393,311</b>	<b>\$ 890,935</b>

Notes from West Island College:

WIC dedicates its funds towards the progress of our Strategic Framework 2020-2025. The Strategic Framework is focused on ensuring excellence in teaching and learning, enhancing our facilities, wellness, and well-being of all community members, promoting a philanthropic culture and ensuring financial sustainability. The College was able to use the reserve built up over years of financial stewardship to buy land in the summer of 2022 in order to begin the development of a full-sized field and new parking lot, opening in September 2024.

