

Koinonia Christian School Red Deer



**Three-Year
Education Plan**
2023-2026

Preamble

As we look toward the year 2023-2024 our theme “Identity” reflects the importance of continuous improvement in our school community as we work to the glory of our Lord Jesus Christ. A Dutch apologist, Abraham Kuyper once said: “There is not a square inch in the whole realm of human existence over which Christ does not cry, ‘That is mine!’”¹ As stewards of the time and finance provided to us as a school authority, we are in the humble service of the families who have placed their confidence in our schools and have chosen to work with us to disciple their children in a Christian education.

In their Business Plan for 2023-2026, Alberta Education focused one of their goals on the development of excellent teachers, school leaders and school authority leaders. Our Education Plan reflects the importance of this goal as the development of staff directly impacts improvement in another goal we share with Alberta Education’s Business Plan: successful student learning. We are grateful for the work initiated this year on the goals in our plan and look forward to the year ahead. “For we are His workmanship, created in Christ Jesus for good works, which God prepared beforehand, that we should walk in them” (Ephesians 2:10, ESV).

Accountability Statement

The Education Plan for Koinonia Christian School Red Deer Society, commencing September 1, 2022, was prepared under the direction of the Board of Directors in accordance with the responsibilities under the *Private Schools Regulation* and the *Education 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 2023-2026 plan on May 31, 2023.



A handwritten signature in black ink, appearing to read 'Juan Arias'.

Juan Arias
Board Chair



A handwritten signature in black ink, appearing to read 'Mary-Lou Stacey'.

Mary-Lou Stacey
Executive Principal

¹ Abraham Kuyper, Abraham Kuyper: A Centennial Reader, ed. James D. Bratt (Michigan: Eerdmans, 1998), 488.



Vision

We are devoted to Christ and dedicated to students and families.

Our learning community is a ministry to families who choose our school programs. Our educational philosophy is based on a God-centered view of man. Since God created and sustains all things through His Son, Jesus Christ, we are devoted to honoring and glorifying Him in all we do. As man is made in God's image with a unique capacity to know and respond to God personally, we are dedicated to supporting families who believe in raising their children in the "discipline and instruction of the Lord" (Ephesians 6:4, ESV).

Mission

To assist parents in Christian education by developing excellence in faith, moral character, and academics, and promoting lifestyles related to Christian witness.

We believe parental responsibility for the education of their children is an inalienable right given to them by God. It is our privilege to provide educational choices to parents seeking an independently governed Christian option for the instructional needs of their family.

Koinonia (pronounced Koy-no-NEE-uh) is an ancient Greek word meaning Christian fellowship with God and others who hold common beliefs. While our community includes people from a variety of denominations, Koinonia families, faculty, and staff hold the essential truths detailed in our [Statement of Faith](#) in common. This unity provides a strong foundation for discipling students in all programs offered by our school authority, including families who choose Home Education.

Parents are Key Stakeholders

Since its beginning almost 40 years ago, the Board of Directors of Koinonia Christian School Red Deer, comprised mostly of parents representing the variety of programs offered by the school, has volunteered their time to ensure accountability and excellence for its programs. This past year was the first year of operation with three separate schools: Koinonia Christian School (campus), the Emmaus Learning Community (a Designated Special Education Private School), and Koinonia@Home (providing Home Education and Distance Learning options to families). We are grateful to the Alberta School Councils' Association (ASCA) for supporting the establishment of a new Parent Advisory Council for each school. In the fall and winter, a consultant from ASCA supported policy development and presented two separate, live-streamed Town Hall meetings available for all school community members to learn about the Assurance Framework and its impact on the work of school leaders, principals, and stakeholders for continuous improvement in the programs offered by our school authority. In the Spring, an establishment meeting was held with each school where the executive and format of each Parent Advisory Council (PAC) was chosen. Following the establishment, additional learning sessions were provided to assist each PAC with the development of their own organizational documents and awareness of the role of fundraising in a school community and a PAC.

As we look forward with joyful anticipation and gratitude to the 2023-2024 school year, our Board of Directors and leadership, with some input from our new PAC executives, prepared this Education Plan to support continuous improvement in our school community, especially in the areas of student literacy, student discipleship, and school governance and leadership. The addition of new Parent Advisory Councils engaged as key stakeholders in our school community, builds on the rich Koinonia tradition of parents as primary decision-makers and strengthens our work moving forward.



Priority Areas of Focus

“Public assurance occurs when the public has trust and confidence that students demonstrate citizenship, engage intellectually and grow continuously as learners.”²

What Are Our Priorities for Improvement?

In our third year of engagement in Alberta Education’s Assurance Framework, the areas of improvement chosen through engagement with staff, families and our new Parent Advisory Councils remain strongly focused on improving student learning in the following areas:

- student literacy
- student discipleship
- school governance and stakeholder engagement

Throughout this past year of immense change, refining the organizational structures to support continuous improvement in distinct ways that reflect the unique characteristics of each learning community has been challenging and rewarding. Working together in a cycle of continuous improvement, we will continue to explore, develop, act, and evaluate measurable progress towards these goals using a variety of measures, including: surveys, parental input through Parent Advisory Councils, student assessment and evaluation processes and Alberta Education accountability results.

Priority 1: Literacy

Assurance Domains	
Student Growth and Achievement / Teaching & Leading	
Results from 2022-2023	
<p>After initial work in the fall on reading assessments with staff, the Leadership Team determined professional development in this area was required and revised the strategies for the literacy goals. At present, staff have either completed or are close to completing the Right to Read program introduced to us by one of our stakeholders: the Association of Independent Schools and Colleges of Alberta (AISCA). The program was developed by reading specialists and psychologists to identify and support early literacy through research-based practices. We are confident this professional development investment will benefit student learning and provide a consistent basis for data collection for continuous improvement in the future. This year, we also collected data from students on their confidence receiving and sharing perspectives on their writing from peers. A small bank of student exemplars and rubrics was started in a digital teacher library and staff completed a set of rubrics focused on story-writing using the 6+1 Strategies program.</p>	
Local Measures	Provincial Measures
<p>Twenty-six teachers from three schools have completed or are close to completing all the modules in the Right to Read program. Teachers are registered in the program until August 2023. There are 7 teachers</p>	<p>Student achievement data from Provincial Achievement tests will be available in October 2023 and reported on the Annual Education Results Report.</p>

² (Alberta Education, 2023, Funding Manual, p. 20).



completing the program from the campus school, 5 from Emmaus and 14 from Koinonia@Home.

Survey data from K-4 students in the Emmaus Learning Community and the Red Deer Koinonia Campus school show most students are comfortable sharing their ideas for story writing. In the Emmaus Learning Community, 66% report feeling comfortable or very comfortable sharing ideas with their friends, parents, and teachers. In the Red Deer Koinonia campus school, 59% of the students were either comfortable or very comfortable sharing their ideas.

Survey data from grades 5-8 students in the Emmaus Learning Community and the Red Deer Koinonia school show most students are comfortable sharing ideas with their peers: 57% percent of students in the Emmaus Learning Community expressed a level of comfort sharing ideas; 72% of students in the Red Deer Koinonia school were comfortable or very comfortable sharing ideas.

Survey data from grades 5-8 students in the Emmaus Learning Community and the Red Deer Koinonia school show many students feel they understand how to organize their story ideas in a way that makes sense to their reader: 50% of the Emmaus Learning Community students always or often feel they understand, and 36% of the students in the Red Deer Koinonia campus school share this feeling.

How will we improve?

Learning Outcome 1: Students will demonstrate reading fluency and strong comprehension skills to support their academic achievement in all subject areas.

Local Measure

80% of **students** will significantly improve their reading achievement in 2023-2024 based on results using standardized classroom diagnostic reading assessments.

Provincial Measures

At least 20% of **students** will achieve standards of excellence and 80% of students will be at or above the provincial average on Provincial Achievement tests and Diploma examinations in English Language Arts and Social Studies. Results will be reported on the Annual Education Results Report available in October 2023.

Learning Outcome 2: Students will demonstrate effective writing skills using their knowledge of the elements of writing to continuously improve the communication of their ideas.

Local Measures

75% of **students will express confidence sharing** their ideas, word choice and organization strategies with peers

Provincial Measures

At least 20% of **students will achieve standards of excellence** and 80% of students will be at or above the provincial average on Provincial Achievement tests and



<p>during literacy block peer review sessions focused on writing.</p> <p>Parental satisfaction and engagement with the 6+1 Writing program will be reflected in survey data and through individual interviews.</p>	<p>Diploma examinations in English Language Arts and Social Studies. Results will be reported on the Annual Education Results Report available in October 2023.</p>
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How are we actioning our plan? Strategies for Implementation

- Plan professional development and collaboration time focused applying the principles of the [Right to Read](#) professional development initiated with staff this year.
- Explore opportunities for offering the Right to Read principles to Home Education parents through targeted professional development for teachers and virtual sessions with parents.
- Support teacher collaboration for the creation of school-based rubrics related to the 6+1 Traits approach on a biweekly basis in campus programs.
- Strengthen and expand volunteer reading programs in the schools to enhance student engagement in reading.
- Schedule a literacy block in the weekly timetable in campus programs where peer reading and writing collaboration occurs.
- Expand a bank of student writing exemplars based on school-developed rubrics.
- Engage parents and stakeholders in a literacy day celebration of reading and writing.
- Develop an engagement and communication plan to involve parents in reading and writing development, including development of a dedicated area on the school website.

Priority 2: Student Discipleship
Assurance Domains
Student Growth and Achievement / Teaching & Leading / Governance / Local & Social Contexts
Results from 2022-2023
<p>In the first full year of activity following the health crisis experienced through 2021-2022, activities at the school and for Koinonia@Home were carefully planned to ensure the organizational capacity for each school was in place to support opportunities for fellowship and worldview development for all students. Launching traditional and new activities with new protocols and staff/parent volunteers required teamwork and dedication. Formal and informal peer mentorship initiatives occurred with the construction of an outdoor gazebo for gathering and initiatives created by teachers for both school communities attending the school facility, such as a Market Days event and a Cultural Fair. Koinonia@Home continues to develop new structures with parental engagement to support activities in a variety of locations in the province, including opportunities for engagement with local Indigenous communities. All staff will participate in the <i>Transformed PD</i> professional development for worldview Christ-centered education in the 2023-2024 school calendar. Their work will be supported by embedded coaching led by our own staff trained in the method this past year. Finally, access to Christian school counselling two days a week was available, primarily to</p>



Emmaus students, and occasionally to campus students this past year. We are hoping to expand these services in the 2023-2024 school year.

Local Measures

Relationships with local Indigenous and Metis leaders are re-established. Plans are currently underway for engagement in school events in the 2023-2024 school year. **Students from Emmaus and the Red Deer Campus** attended the Mayor’s Prayer breakfast to hear the Indigenous speaker, Mr. Bill Adsit, and spend time in fellowship with community leaders.

Teachers attended professional development sessions on integrating Indigenous literature into the classrooms and several new books were introduced into the Learning Commons where exploration was encouraged during literacy blocks.

Six Teachers, including three from Koinonia@Home, one from the Emmaus Learning Community and two from the Koinonia Red Deer Campus school **were trained as learning coaches in the PAQ method through Transformed PD.**

Students in grade 10 have started their Career Inventory using the Strong Interest Inventory.

Students in classes led by teachers training as Transformed PD coaches responded enthusiastically to the lesson model and asked for more targeted lessons using the PAQ method in future classes.

Alumni participated in campus and Emmaus youth activity events. **Alumni** for Koinonia@Home participated in the convocation and banquet ceremonies.

Students and families participated in the Central Alberta Pregnancy Care Center’s annual Baby Bottle Campaign.

Koinonia@Home hosted a special session for parents and students with Alisa Childers that was live streamed at the start of the Be Ready conference provided through one of our school authority’s stakeholders: [Faith Beyond Belief](#).

Provincial Measures

Student achievement data from Provincial measures of student, parent and staff satisfaction will be available in October 2023. Data will be reported and interpreted with input from stakeholders on the Annual Education Results Report.

How will we improve?

Learning Outcome 1: Students will demonstrate a growing understanding of a Biblical worldview informed by the Koinonia Statement of Faith and Biblical integration in classroom learning, including an understanding of how to work towards reconciliation with Indigenous peoples.

Local Measures

Provincial Measures



<p>School leadership will strengthen relationships with Indigenous school leaders and set goals for engagement in the Koinonia Christian School Red Deer programs, including targeted professional development.</p> <p>Teachers will develop at least one essential question to guide Christ-centered instructional planning.</p> <p>Teachers will develop at least one full lesson plan using the PAQ method provided through <i>Transformed PD's</i> workshops.</p> <p>Teachers will develop at least one opportunity for student growth related to a faith-based understanding of Truth and Reconciliation in their grade-groupings.</p>	<p>Parent, student, and staff responses to provincial measures related to a safe and caring school culture will continue to reach results above 95% satisfaction. Data will be reported and interpreted with input from stakeholders on the Annual Education Results Report, including additional survey questions designed to address local goals.</p> <p>The percentage of teachers reporting that professional development and in-servicing received from the school authority has been focused, systematic and contributed significantly to their ongoing professional growth will continue to improve.</p>
<p>Learning Outcome 2: Students will explore their individual skills, interests, and motivations to discover their path forward into adulthood that glorifies Christ.</p>	
<p>Local Measure</p> <p>Students in grades 8-10 will complete a Strong Interest Inventory as a baseline measure for future career planning.</p> <p>Processes for capturing alumni engagement in post-secondary education and/or entrepreneurship will be explored with the input of Parent Advisory Councils.</p>	<p>Provincial Measure</p> <p>The percentage of teachers and parents satisfied with parental involvement in decisions about their child's education will continue to improve.</p> <p>Local measures to enhance understanding of student success in the Annual Education Results Report will be developed.</p>
<p>Learning Outcome 3: Students will apply their faith before and after graduating from KCS-RD through service in the community.</p>	
<p>Local Measures</p> <p>A plan for improving alumni engagement as stakeholders and participants in the school community will be developed.</p> <p>A plan for increasing student engagement in service opportunities within and outside the school will be developed, including the continued development of a peer mentorship program in all three schools.</p> <p>A plan for student engagement in a formalized student council will be developed by the Leadership Team with consultation from the Parent Advisory Councils.</p>	<p>Provincial Measure</p> <p>The percentage of parents and students who are satisfied that students model the characteristics of active citizenship will continue to improve. Data will be reported and interpreted with input from stakeholders on the Annual Education Results Report, including additional survey questions designed to address local goals.</p>

How are we actioning our plan? Strategies for Implementation



- Engage Indigenous leaders in professional development and chapel sessions. (Some of these are already scheduled through our stakeholder: The Koinonia Christian Education Society).
- Explore professional development on the Question Formulation Technique through the Right Question Institute.
- Engage in targeted professional development through workshops provided by [Transformed PD](#) in stage 2 of the PAQ method. (These are already scheduled into the calendar for all three schools in the 2023-2024 school year).
- Engage in targeted coaching sessions led by staff coaches trained in 2022-2023. Scheduling and budgeting resources will be allocated to support this work.
- Scheduled sessions for the Strong Interest Inventory will be pre-planned into the schedule of school principals and orientation for Home Education support teachers.
- Parent Advisory Councils will assist the work of students and school leaders to revise and clarify criterion for annual awards, scripture memory programs, Bible Fair, prayer, worship, chapel, and other school activities that support the formation of a strong Christian faith and worldview.
- Establish a focus group to review policies related to student conduct, including dress code requirements for school events and students and teachers attending the campus facility.
- Strengthen and formalize school relationships with local apologetics organizations by inviting them to school events and attending apologetic events, especially events to support the scripture theme for 2023-2024: Identity.
- Expand opportunities for increasing access to Christian counselling support for the school community.

Priority 3: School Governance and Stakeholder Engagement

Assurance Domains

Teaching & Leading / Governance / Local & Social Contexts

Results from 2022-2023

Weekly scheduled collaborative times for the leadership team were instrumental in managing the level of organizational change this past year, providing opportunities for ongoing mentorship, and sharing best practices. Two leaders in the Koinonia@Home program finished their Leadership Quality Standard and another leader in the campus program will have completed his Leadership Quality Standard in June. **Professional collaboration** is a key component for leaders to ensure the diversity of each school is strengthened through a unified mission and vision. A collaborative time for teachers was also implemented into staff meetings to support and respond to concerns related to change.

Following several professional development sessions for parents on the Assurance Framework and additional workshops for new parent council executive members, consultation **with the Alberta School Councils Association is underway to finalize a draft organizational document** for each Parent Advisory Council. Two parent advisory councils engaged in their own working session with their principal and the executive principal to review governance documents and discuss goal setting for their first full year serving families in their school. Koinonia@Home will have a similar meeting prior to the start of the 2023-2024 school year.



<p style="text-align: center;">Local Measures</p> <p>Professional development sessions were held to launch the collaborative work of our school authority with other Koinonia schools. Together in this provincial professional learning community, we worked on the development of a shared framework for evaluating teaching and leadership practice. Discussions about context, the meaning of the standard itself, and each of the competency statements resulted in goals for drafting a tool and indicators for practice in different contexts.</p> <p>Focused conversations with several staff using the new framework have informed individual Professional Growth plans and evaluations needed for permanent certification. Informal collaborative discussions have informed unit plans and events to engage parents in celebrations of student learning.</p>	<p style="text-align: center;">Provincial Measures</p> <p>Data reflecting parent and teacher satisfaction from provincial measures will be available in October 2023 and reported on the Annual Education Results Report. Additional survey data will be designed to capture specific input from teachers and parents in each of the three schools.</p>
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How will we improve?

Learning Outcome 1: A shared vision for understanding indicators for quality teaching and leadership professional practice through a Christian worldview will be strengthened.

<p>Local Measures</p> <p>Contextual indicators for each school community related to at least one competency on the Teaching Quality Standard will be drafted and used to inform Teacher growth and development and supervision.</p> <p>Using the self-assessment tool developed by the Koinonia Christian Education Society, school leaders will discuss reflections on their growth through one competency with other leaders and share at least one professional article to inform their practice.</p>	<p>Provincial Measures</p> <p>The percentage of parents, students and teachers indicating that their school authority has improved or stayed the same as the last three years will improve. These results will be available in 2023.</p> <p>The percentage of teachers indicating that their school authority’s professional development and in-servicing opportunities have been focused, systematic and contributed significantly to their ongoing professional growth will improve. These results will be available in 2023.</p>
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Learning Outcome 2: School Principals will collaborate with their school’s Parent Advisory Council to establish a shared vision for student success based on the commonly held values of the Statement of Faith and the context of the specific school program.

<p>Local Measures</p> <p>Each school council will establish a mission, vision, goals, and a set of policies related to its own governance prior to November 2023.</p>	<p>Provincial Measures</p> <p>The percentage of parents indicating that they are satisfied with their involvement in decisions about their child’s education will be at or above 90% for each school community. These results will be available in 2023.</p>
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<p>Each new school program will continue a review and revision of current handbooks to reflect the context of their new school community.</p> <p>Each Parent Advisory Council will engage parents in targeted conversations related to the context of their school and a shared vision of student success.</p>	<p>The percentage of teachers indicating that their school authority’s professional development and in-servicing opportunities have been focused, systematic and contributed significantly to their ongoing professional growth will be at or above 90%. These results will be available in 2023.</p>
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Strategies for Implementation

How are we actioning our plan?

- An area of the website will be dedicated to sharing governance documents and announcements engaging parents in the work of each Parent Advisory Council.
- Office staff will be dedicated to supporting each Parent Council with communication through the website and learning management system.
- Workshops to enhance the knowledge and skill for Parent Advisory Council members will be scheduled through the offerings of the Alberta School Councils Association.
- Professional development will include at least one monthly session related to assessment and evaluation of professional practice, including the importance of self-reflection and professional growth planning.
- Scheduling for the 2023-2024 will include time dedicated to reflective practice discussions and mentoring relationships on staff through an embedded coaching model.
- Mentorship for leaders will be available using their Birkman assessments as the foundation for team building and developing leadership capacity.

Budget Summary for 2022-2023

Inquiries about the budget or audited financial statements can be made by contacting the school office at 403-346-1818 or through the website at <https://www.koinonia.ca/contact>

The school audited financial statement can be found [here](#), and a detailed version of the 2022-2023 school budget can be found [here](#).



Summarized Financial Statement of Operations

Budget Comparison Summary 2023-2024						
	2023-2024 Budget	2023-2024 %	2022-2023 Budget	2022-2023 %	2021-2022 Actual	2021-2022 Actual %
Revenue						
Alberta Education Grants	4,143,327	82%	3,636,373	81%	3,188,644	83%
Tuition/Fees	377,012	7%	537,776	12%	398,910	10%
Donations/ Fundraising	92,000	2%	84,000	2%	79,091	2%
Other	467,436	9%	255,306	6%	131,396	3%
Total Revenue	5,079,775		4,513,455		3,849,005	
Expenses						
Salaries/Benefits	2,663,319	53%	2,771,989	62%	2,261,604	71%
Services/Contracts/ & Supplies	2,378,601	47%	1,702,720	38%	943,327	29%
Total Expenses	5,044,920		4,474,709		3,204,931	
Surplus (Deficit)	37,855		38,748		644,074	

