

Mission

GSACRD schools is a

Overarching Goal

Achieve increases in the Division's market share of St. Albert region* education year over year, while also increasing the retention of students transitioning from junior-high to high-school, annually. *Legal and Morinville schools' market share is high and GSACRD is focused on maintaining these levels.

External Context

Competition

- Increasing competition for students due to new types of educational platforms (i.e., virtual, home school, etc.) and Charter schools
- Increasing competition for new building sites and schools

Regulatory & **Funding**

- Potential for Government to rescind publicly funded Catholic school education
- Increasing competition dilutes the overall funding available, including support for revitalization or modernization of aging assets

Societal **Pressures**

- Secularization and loss of understanding of the value of religion in society
- Ongoing external pressure from minority groups to modernize Catholic school education
- Ongoing challenges with Church public relations that can impact perceptions of the school system

Market

- Alberta remains to be a strong market for devoted Catholics when compared to other Canadian provinces
- Alberta's population is younger (compared to other Canadian provinces) and continues to experience strong growth, especially due to immigration

Internal Context



- Marketing efforts have been successful in increasing enrollment for GSACRD
- Potential need to properly differentiate GSACRD from its "competitors"



People &

Culture

- Faith remains to be a core strength of the organization
- Conflicting opinions on whether GSACRD has fully permeated the faith in its teachings
- Staff are committed and engaged at the leadership level
- Challenges with recruitment and retention of teachers and staff committed to permeating the faith
- Pre-2012 staff remain, when GSACRD was considered a public school division

Students & Community Community

- Students perform well and are satisfied with GSACRD
- Enrolment trends have been improving since 2023, but retention still remains a challenge when students reach Jr. and Sr. high

Vision

Excellence in learning through faith, relationships, and

Commitments

Core

Purpose

Authentically Catholic,

we create welcoming, joy-

filled, and innovative schools for faith-based education

that enables learning

and builds the

whole child.

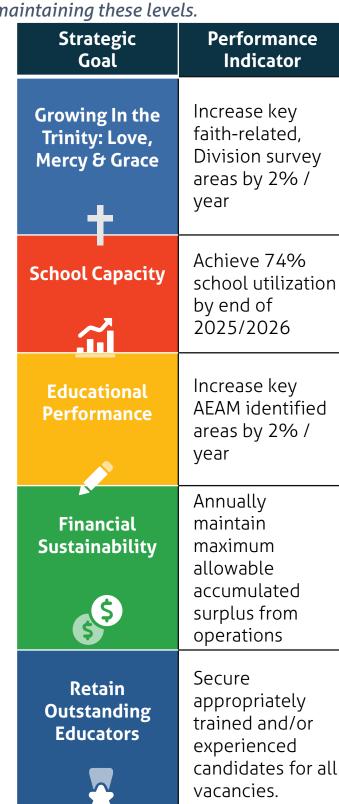
- Clearly demonstrate value of Catholic Education to the Community and government
- Increase enrollments and school utilization to ensure sustainable funding
- Expand school facilities and new sites
- Be the employer of choice for educators in the Capital Region
- Achieve effective and insightful board governance

Critical Success Factors

- Located in Alberta, which has a younger, growing population (including a strong Catholic population) when compared to the rest of Canada
- High satisfaction among students and parents regarding educational experience and student performance
- Innovative pedagogy and early literacy programming are differentiators
- Effective marketing strategies

Key Advantages

- Loss of publicly funded Catholic school education in Alberta
- Difficulty finding and attracting top talent and new teachers
- Challenges winning new build sites
- Increasing competition for funding



Governance &

Trustee

Performance

Successful self-

evaluations of

the Board of

Trustees as

required by

policy