

3 Year Educational Plan 2023-2026

(May 2023)



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Accountability Statement

The Education Plan for Blyth Academy commencing August 20th, 2023 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 Education Plan on May 9^{th} , 2023.

Sam Blyth

VISION

Our Vision is for all students to reach their fullest potential and to graduate with the skills and confidence needed to continue their educational endeavors as lifelong learners and contributing globally minded citizens.



Our **Mission**

Our mission is to provide our diverse community of learners with a supportive, experiential, high quality education built on the cultural mosaic of Canadian and Qatari values. We foster respectful, creative, and positive relationships, within a safe, harmonious, and inclusive learning environment.

Global Community

We will develop learners who actively seek ways to make a positive impact within the global community and be future leaders.

Our Core values

Positive

We will cultivate and encourage positive attitudes and optimism for all members of our learning community.

We will foster an intercultural environment in which all members of our school community feel accepted and supported.

Holistically Healthy

Respectful

We will nurture an

environment that

promotes empathy,

accountability,

understanding,

acceptance and integrity.

We will commit to empowering our school community to live a balanced life that cultivates the mind, body and spirit.

Adaptable

We will respond in a flexible and effective manner to the changing educational environment and diverse needs of our students.



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Domain 1
Student Growth and Achievement

Domain 2

Teaching and Leading

Domain 3

Learning Supports

Domain 4

Local and Societal Context

Data Analysis Provincial Measures:

Alberta Education Assurance Measure Results (Spring 2022)

- Teaching and Leading Domain results indicate that 100% of our teachers feel that students are learning what they need to know. This is 13% above the previous year.
- •76% of students in grades 7-9 feel that the quality of teaching at our school is good or very good. This is an 59% decrease from the previous year.
- •86.1% Teachers and Students are satisfied with the overall quality of education.
- •76% of students are satisfied with the quality of education.
- •43% of students in grades 7-9 feel that schoolwork is interesting.
- •47% of students in grades 10-12 feel that schoolwork is interesting.

Grade 3 SLA Reading Results 2022-2023, (September 2022) Literacy Results

- Provincial Standard 58%
- Above Provincial Standard 16%
- Below Provincial Standard 26%

PAT's 2021 - 2022

Grade 6 Reading

- Acceptable Standard 88.9%
- Standard of Excellence 44.4%
- Below Acceptable Standard 11.1%

Grade 9 Reading

- Acceptable Standard 86%
- Standard of Excellence 20.9%
- Below Acceptable Standard 14%

Diploma Exams June 2022 ELA 30-1

- Acceptable Standard 100%
- Standard of Excellence 20%
- Below Acceptable Standard 0



Data Analysis Provincial Measures:

January 2023 ELA 30-1

- Acceptable Standard 100%
- •Standard of Excellence 20% Below Acceptable Standard 0

Alberta Education Assurance Measure Results (Spring 2022)

• Access to supports and services show that 67.5% overall of students and teachers who agree that students have access to the appropriate supports and services at school.

Local Measures:

- Student Learning Support Data
 - 26.7% students in Grades JK-2 are identified as EAL students.
 - 10.5% students in Grades 3-6 are receiving literacy support.
 - 21% students in Grades 3-6 are identified as EAL students.
 - 12.5% students in Grades 7-9 are receiving literacy support.
 - 10 students have been discontinued in 2022-2023 from Tier 2 or 3 learning support in literacy.
 - 26.7% students in Grades JK-2 are receiving literacy support.
 - 5.2% students in Grades 7-9 are identified as EAL students.
 - 11.2% students in Grades 10-12 are receiving literacy support.
 - 3.7% students in Grades 10-12 are identified as EAL students.
- Alberta Literacy Assessments (Grades 1-3)

Knowing words	Letter Name Sound (LENS)	
Grade 1 (Jan 2023) •76% Not at-Risk •24% At-Risk	Grade 1 •84% Not at-Risk •14% At-Risk	
Grade 2 (Fall 2022) •79% Not At-Risk •18% At-Risk	Grade 2 (Fall 2022) •64% Not At-Risk •36% At-Risk	
Grade 3 (Fall 2022) •90% Not At-Risk •10% At-Risk		

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Data Analysis

- Internal Parent Survey
 - 75% of parents are satisfied with the quality of education their child is receiving at the school.
 - o 73% of parents are satisfied with the quality of teaching at the school.
 - 82% of parents are satisfied with the literacy skills their child is learning at school and believe they are useful.
 - o 60% of parents are satisfied with the appropriate supports and services available to their child to help with their learning.
- Internal Teacher Reading Comprehension and Vocabulary Development Survey Results

Report Card Data June 2022 (Reading) (Level 1-4)

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- •Acceptable Standard 97% (Level 3 & 4)
- •Standard of Excellence 23% (Level 4)
- •Below Acceptable Standard 5% (Level 1 & 2)

Grade 6

- Acceptable Standard 94% (Level 3 & above)
- •Standard of Excellence 33% (Level 4)
- Below Acceptable Standard 6% (Level 1 and 2)

Grade 9

- •Acceptable Standard 100%
- •Standard of Excellence 52%
- Below Acceptable Standard 0%

Grade 12

- •Acceptable Standard 100%
- •Standard of Excellence 32%
- •Below Acceptable Standard 0%

Stakeholder Feedback

- Elementary Lead and Department Heads have expressed the need for grade level benchmarks and common end of grade assessments for reading.
- Parents, students and teachers have expressed that students in Grades 7-12 need more access to the library.
- Teachers have expressed the need for more academic support for students with learning difficulties in reading in Grades 7-12.
- The Librarian has expressed the need for more/new books for the library.
- The Learning Support Team has expressed the need to streamline the struggling learners tier system to make it more clear for teachers.
- Teachers have suggested a need for more comprehensive and up-to-date resources, as well as
 a greater emphasis on vocabulary development, to better support student reading
 comprehension in the Alberta Curriculum.

Outcome

All students will improve in reading comprehension and vocabulary development.

Domain 2

Teaching and Leading

Domain 3

Learning Supports

Domain 4

Local and Societal Context

Strategies

- The Data Analysis Committee will review and analyze the most recent provincial and local student achievement data for reading to determine the significant areas of gap and make recommendations to Administration.
- Learning Support Team will ensure identified Tier 2 and 3 struggling readers are given reading support as needed in a more streamlined process.
- The Learning Support Team will review and recommend reading comprehension and vocabulary development programs for all grades.
- Teachers will offer a weekly extra reading and vocab building support class to students in grades 7-9 who are 60% and below in ELA during their Core Enrichment Class.
- Parents will attend sessions throughout the year focused on reading comprehension, provincial assessment information and home learning support.
- The EAL teacher will use specific EAL resources to teach EAL students who are on caseload.
- Teachers will use provincial literacy assessment SLA, PAT and Diploma style questions for ongoing internal reading assessment.
- Teachers will integrate targeted reading activities across all subjects to foster comprehension and vocabulary development within each discipline.
- Teachers will establish a strong instructional focus on vocabulary by incorporating explicit vocabulary instruction within lessons, including subject-specific terminology.
- Teachers will implement IXL as a resource targeting reading comprehension and vocabulary development.
- Literacy Committee will plan various literacy activities, fairs, competitions, initiatives to "boost" the "Love of Literacy" and target reading comprehension and vocabulary development across the subjects.
- Administration will survey teachers for data on reading comprehension and vocabulary development teaching practices and resources used/needed.
- A budget will be allocated to purchase resources (K-12) that target reading comprehension and vocabulary development.
- The Academic Leadership Team will organize professional development sessions (PLC's) for teachers to continuously improve their understanding of effective literacy instruction strategies that focus on reading comprehension and vocabulary development.
- The Literacy Committee will develop a school wide approach to reading comprehension and vocabulary development that is inclusive of recommended resources for each grade level.
- Teachers will create develop and use more visuals such as anchor charts, word walls, labels, bulletin board displays, Literacy center activities that target reading comprehension and vocabulary development, further helping students to make connections with skills.
- Teachers will establish baseline literacy data at the beginning of the school year or semester (SK-Observation Survey), (Grades 1-3 Alberta literacy assessments) (4-6 reading records and reading comprehension).



All students will improve in reading comprehension and vocabulary development.

Domain 1 Student Growth and Achievement

Domain 2

Teaching and Leading

Domain 3

Learning Supports

Domain 4

Local and Societal Context

Measure to Determine Success

Provincial Measures:

SLA's (in 2023-2024) (Reading Components)

- •70% or more of students to achieve the acceptable standard.
- •90% or more of students to achieve at or above the standard of excellence.
- No more than 10% of students to achieve below the acceptable standard.

Grades 1-3 Alberta literacy benchmark scores will improve

Gr 6 & 9 PAT's (in 2023-2024) (Reading Components)

- •80% or more of students to achieve the acceptable standard.
- •20% or more of students to achieve the standard of excellence.

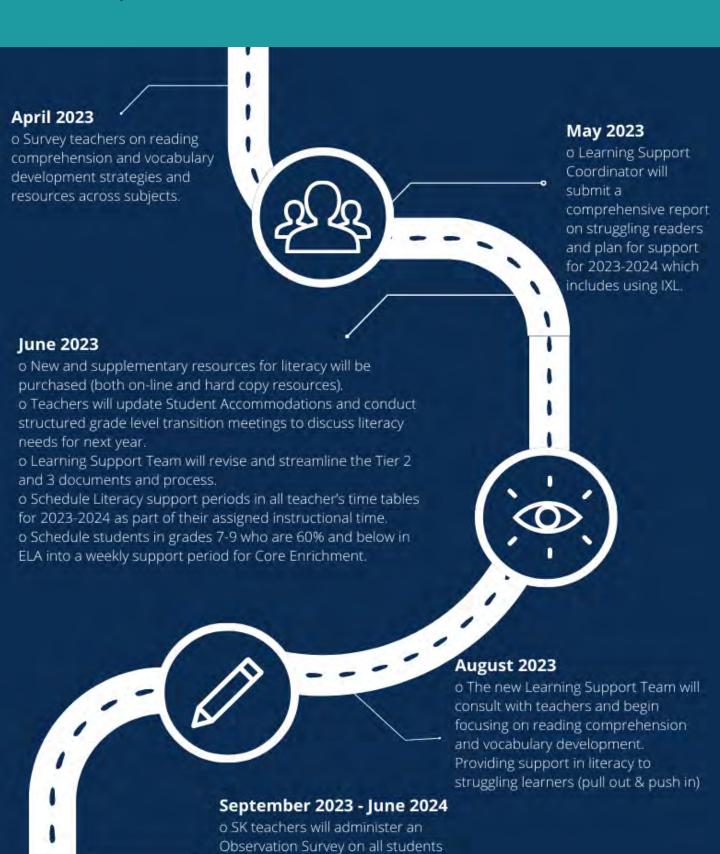
- •80% or more of students to achieve the acceptable standard.
- •20% or more of students to achieve the standard of excellence.



Local Measures:

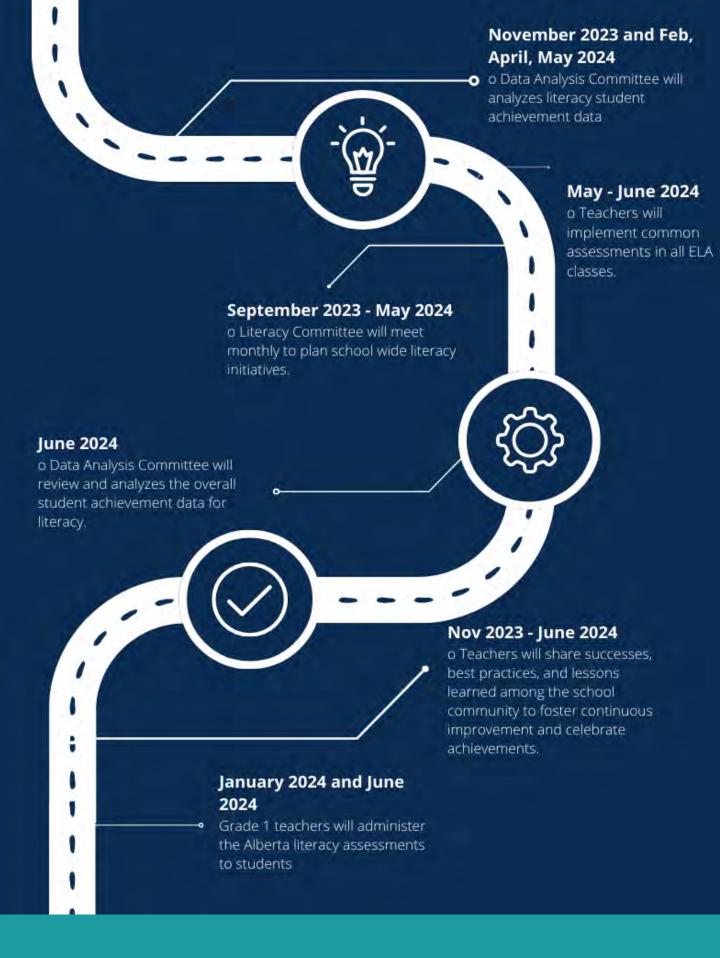
- Report card results and internal assessment results will reflect an improvement of the overall achievement for reading in all grades.
- SK Observation Survey results will be at grade level by June 2024.
- K-6 students will achieve the end of year grade level reading benchmarks on Fountas and Pinnell Reading Records and comprehension checks.
- More students are being discontinued from requiring Tier 2 or 3 literacy support.
- The process for Tier 2 and 3 students requiring literacy support is streamlined, clear and more efficient.
- Parents of 7-12 students will track student progress in ELA more closely through PowerSchool parent portal.
- EAL students are making significant progress year end.
- Positive feedback from teachers, students, and parents regarding improvements in reading 9 comprehension and vocabulary development.

Plan for Implementation



o Grades 2 and 3 teachers will administer the Alberta literacy

assessments.



All students will improve in reading comprehension and vocabulary development.

Domain 1
Student Growth and Achievement

Domain 2

Teaching and Leading

Domain 3

Learning Supports

Domain 4

Local and Societal Context

Additional Information and/or Considerations

- The new ELA curriculum was implemented in grades 1-6. We were exempt from the ELA PAT for grade 6 and an internal Grade 6 PAT-ELA was administered instead.
- Our Grade 9 students are writing the ELA PAT (May and June 2023) as scheduled.
- Administration, Department Heads, and Elementary School Lead will be responsible for leading and implementing strategies.
- Several new teachers will be joining Blyth Academy in August 2023.
- A new Deputy Head and Elementary Lead, Learning Support Coordinator and Humanities Department Head will be transitioning into these Academic Leaderships at Blyth Academy beginning in August 2023.
- Blyth Academy has seen a shift in its student's demographics with more students enrolling who require literacy and/or EAL supports.







All students will be at the Acceptable Standard for numeracy skills and more students at the Standard of Excellence. Domain 1
Student Growth and Achievement

Domain 2

Teaching and Leading

Domain 3

Learning Supports

Domain 4
Governance

Data Analysis Provincial Measures:

Grade 3 SLA Results 2021-2022, (September 2022) Numeracy Results

- •54% at provincial standard
- •20% at or above provincial standard.
- •26% below provincial standard

2022-2023 Grades 1-3 Numeracy Screening Assessments Alberta Numeracy Results

Grade 1 (Jan 2023)

•86% Not At Risk •9% At risk

Grade 2 (Fall 2022)

- •76% Not At Risk
- •24% At Risk

Grade 2 (Fall 2022

- •83% Not A-Risk
- •17% At Risk

DAT's 2021 2022

Grade 6 Math

- Acceptable Standard & above 90.6%
- Standard of Excellence 25%
- •Below Acceptable Standard 9.4%

Grade 9 Math

- Acceptable Standard & above 70%
- Standard of Excellence 15%
- •Below Acceptable Standard 30%

Diploma Exams Math 30-1 June 2022

- oAcceptable Standard 100%
- oStandard of Excellence 50%
- oBelow Acceptable Standard 0%



Data Analysis Provincial Measures:

Math 30-1 Jan 2023

- Acceptable Standard & above 93.8%
- Standard of Excellence 37.5%
- •Below Acceptable Standard 6%

Alberta Education Assurance Measure Results (Spring 2022) (Teachers and Students)

•Access to supports and services show that 67.5% of students and teachers agree that students have access to the appropriate supports and services at school.

Local Measures:

- May 2023 Parent Survey
 - 85% of parents surveyed feel that the numeracy skills their children are learning at school are useful.
 - 60% of parents surveyed feel that there are appropriate supports and services available for their child at school to help with their learning.
 - 57% of parents surveyed feel that their child can easily access programs and services at school to get help with their schoolwork.

Report Card Data June 2022 (Math-Levels 1-4)

Grade 3

- Acceptable Standard95% (Levels 3 & 4)
- •Standard of Excellence 21% (Level 4)
- •Below Acceptable Standard 5% (Level 1 & 2)

Grade 6

- Acceptable Standard94% (Levels 3 & 4)
- •Standard of Excellence 28% (Level 4)
- Below Acceptable Standard 6% (Levels 1 & 2)

Grade 9

- Acceptable Standard93%
- •Standard of Excellence 30%
- •Below Acceptable Standard 7%

Grade 12

- Acceptable Standard 100%
- •Standard of Excellence 41%
- •Below Acceptable Standard 0%

Outcome (2)

All students will be at the Acceptable Standard for numeracy skills and more students at the Standard of

Excellence.

Domain 1
Student Growth and Achievement

Domain 2

Teaching and Leading

Domain 3

Learning Supports

Domain 4
Governance

Stakeholder Feedback

- Teachers express that we need to create comparable assessments in Math that align with Alberta provincial achievement tests.
- Teachers and parents have communicated that we should provide more academic support for students with learning difficulties in math.
- Math teachers in Grades 7-12 expressed a concern in the overall Math skills of students in Grades 9 and above.

Strategies

- Academic Leaders will establish regular formative assessments to identify individual students' strengths and weaknesses and provide targeted support to address skill gaps.
- The Data Analysis Committee will review and analyze the most recent provincial and local student achievement data for Math to determine the specific areas of gap and make recommendations to Administration.



- The Math Learning Support Team will work closely with classroom teachers that teach
 Math to identify and support the most struggling students in numeracy.
- A weekly extra math support class will be offered to students in grades 7-9 during Core Enrichment classes, who are 60% and below in Math.
- Teachers in grades 1-2 will administer the Alberta Numeracy benchmark tests as scheduled.
- The Elementary Lead will consult with the Numeracy Committee, Math Support Teacher, and classroom teachers to recommend consistent and effective resources for K-6 that will help deliver the new Alberta Math curriculum.
- Teachers will attend numeracy PD sessions by division, led by Elementary Lead, Math Support Teacher/Coordinator, or Math Department Head that will focus on reviewing student assessment data to inform instruction.
- Teachers will focus on teaching math "vocabulary" and mental math activities.
- Parents will attend sessions throughout the year focused on math, provincial assessment information and home learning support.

Stakeholder Feedback

- Teachers will use provincial numeracy SLA, PAT and Diploma style questions for ongoing internal math assessment.
- Teachers will offer after-school Math/Numeracy Extra Curricular Activities/Games for students to enhance their understandings in numeracy.
- Teachers will utilize manipulatives, hands-on resources, and technology to promote active, visual, and experiential learning in mathematics.
- Implement a daily or weekly "math talk" or mental math activity for all students to foster mathematical thinking, communication, and reasoning skills.
- Provide professional development for teachers to deepen their knowledge of effective numeracy instruction techniques and assessment practices.
- High School students with low math results will be encouraged/counselled to take -2 math courses in the next academic year.
- Numeracy Committee will review Math resources and develop a comprehensive Numeracy Plan for the school.

Measure to Determine Success

Provincial Measures:

SLA's (in 2023-2024) (Math Components)

- •70% or more of students to achieve the acceptable standard.
- •25% of students above provincial standard.
- •No more than 10% of students to achieve below the acceptable standard.

Grades 1-3 Alberta Numeracy Screening Assessments (End of Year 2024)

•100% of students Not At-Risk

Gr 6 & 9 Math PAT's (in 2023-2024)

- •80% or more of students to achieve the acceptable standard.
- •20% or more of students to achieve the standard of excellence.

Diploma Exams (in 2023-2024) (Math 30-1, -2)

- •80% or more of students to achieve the acceptable standard.
- •20% or more of students to achieve the standard of excellence.



Measure to Determine Success

Provincial Measures:

Education Quality 2023 AEAM Survey Results continues to be evaluated as strong by stakeholders

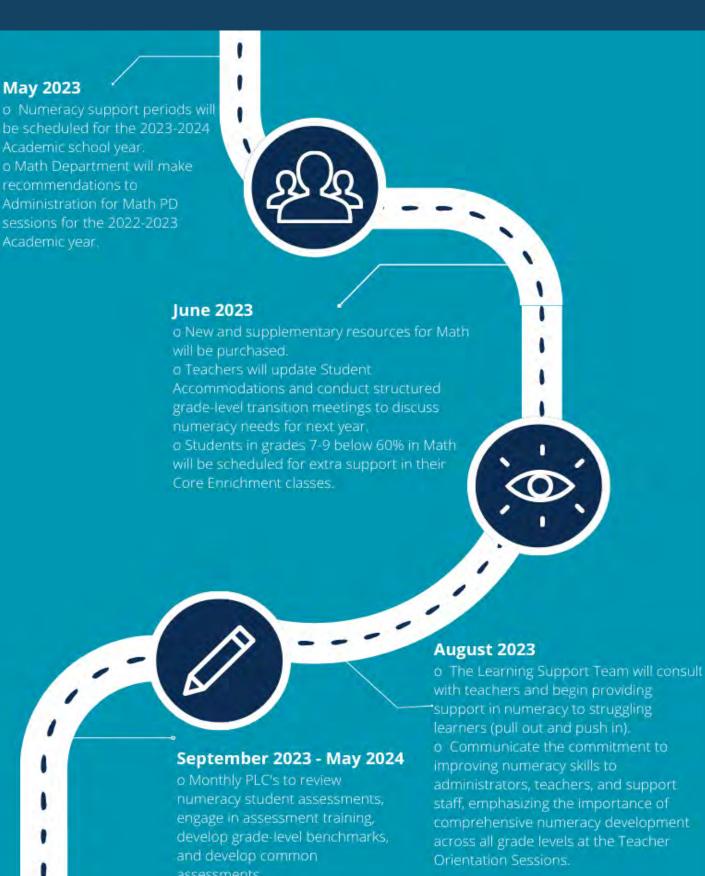
Access to Supports and Services 2023 AEAM Survey Results, will increase.

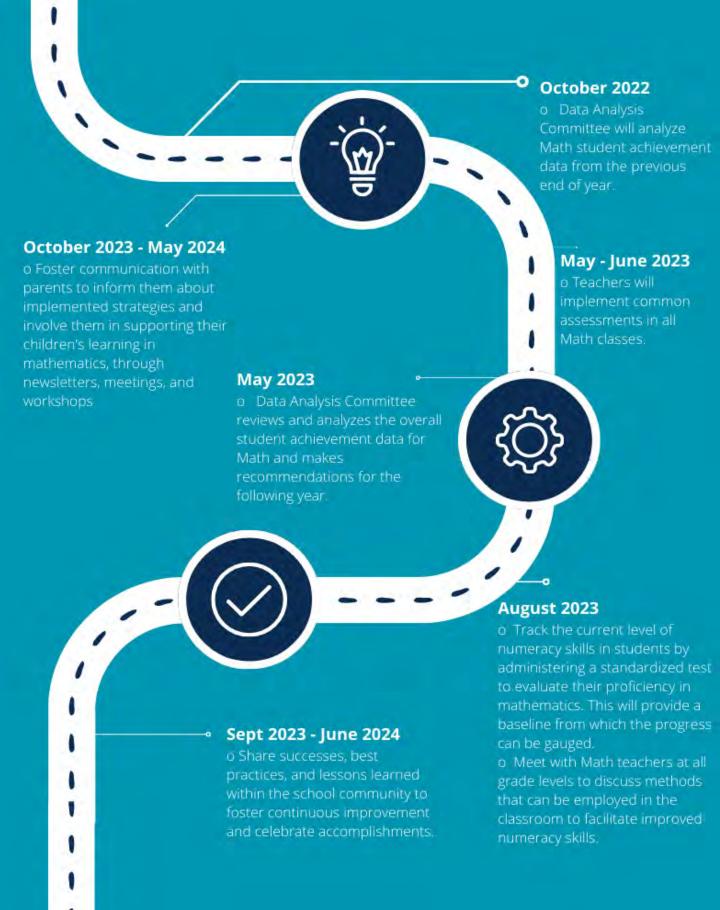
Gr 4 & 8 TIMMS results will be strong.

Local Measures:

- Surveys will reflect that students feel supported in their learning in math.
- More students will be successful in 30-1, -2 Math courses.
- Report card results and internal assessment results will reflect an improvement of the overall achievement for math in all grades.
- EAL students and students struggling with numeracy who are receiving support will perform to expected grade level standards in math.
- The percentage of parents indicating satisfaction with the quality of education as measured by the School/Parent survey will maintain or increase.
- Students Math Vocabulary and Mental Math skills will increase.
- School has a developed benchmarks at all grades for Math.
- Positive feedback from teachers, parents, and students on the effectiveness of the implemented strategies in supporting numeracy development.
- Regular evaluation of students' progress in numeracy through the use of formative assessments, such as quizzes, classwork, and problem-solving activities.
- Increased student engagement and participation in math-related activities and programs.

Plan for Implementation





All students will be at the Acceptable
Standard for numeracy skills and
more students at the Standard of
Excellence.

Domain 1
Student Growth and Achievement

Domain 2

Teaching and Leading

Domain 3

Learning Supports

Domain 4

Governance

Additional Information and/or Considerations

- Administration, Department Heads, and Elementary School Lead will be responsible for leading and implementing strategies.
- Several new Math teachers have been hired for 2023-2024 to fill some of the gaps/voids.
- The new Alberta Numeracy benchmark tests are being administered in grades K-2.





Data Analysis Provincial Measures:

June 2022

- Diploma Exams average results for June 2022:
 - o 72.2% achieving the acceptable standard.
 - o 21.5% achieving the standard of excellence.
- Comparison of school submitted internal Marks and Diploma Exams results.
- Although there are improvements in some Diploma Courses results there continues to be significant discrepancy in school awarded marks compared to diploma exam results in both June 2022 and January 2023.

Local Measures:

- Department Heads have raised concerns about monitoring and storing of internal major assessment.
- Teachers have raised concerns about the need for further professional development around common assessment practices and consistency grade to grade.
- 50% of our teachers in grades 7-12 have 0 to 5 years of teaching experience.
- Administration has concerns regarding the continued discrepancy between school submitted marks and diploma marks in some courses.
- The 6-week FIFA break affected the January 2023 exam results.
- Internal Parent Survey (May 2023)
 - 68% of parents that were surveyed feel that their child is learning what they need to know.
 - o 60% of parents that were surveyed feel that there are appropriate supports and services available by the school to help their child with learning.



Stakeholder Feedback

- Parents have expressed that they would like teachers to provide timely feedback to students on formative assessments in order to help prepare them for summative assessments.
- Teacher's express that they struggled to create comparable assessments that align with Alberta provincial achievement tests.
- High school teachers expressed concern of student and parent pressure to have more lenient internal marking.
- Grade 12 students expressed concerns about some of the Diploma exams and level of difficulty.
- Student anxiety about not feeling prepared for final exams and diploma exams continues.
- Department Heads, Guidance Counsellor and Deputy Head recognize the need for more students to enroll in -2 courses where applicable.
- Teachers, parents and students have expressed concern regarding the January 2023
 Diploma Exams due to the mandated FIFA-World Cup 6 week break prior to writing them.

Strategies

- The Data Analysis Committee will do a thorough review of and submit a report on the results of students' internal marks compared to final exam marks.
- Department Heads will develop consistent assessment and evaluation outlines for each subject.
- Guidance Counselor will continue to advocate for students in grades 10-12 to enroll in -2 courses as applicable.
- Teachers in grades 7-12 will develop and submit detailed assessment and evaluation plans for each term (1/2 semester).
- Teachers will use the EducAltion program to generate Alberta Diploma and PAT style questions for formative and summative assessments.
- Administration will co-ordinate PLC's for 7-12 teachers with other Alberta International school's teachers who are teaching the same subjects
- Department Heads and Deputy Head will facilitate monthly student assessment PLC's for teachers to review authentic and ongoing student assessment data, assessment tools, and practices that are aligned with provincial standards.

Outcome 3

All grades 7-12 students will achieve the provincial standards and final exam marks will be within 5%-10% of their internal marks. Domain 1
Student Growth and Achievement

Domain 2

Teaching and Leading

Domain 3

Learning Supports

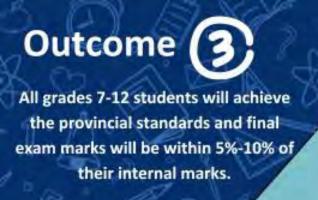
Domain 4

Governance

Strategies

- Teachers will use student exemplars regularly as part of their teaching strategies to maintain provincial standards.
- Teachers will implement mock exams, PAT, and Diploma style questions in all Core subjects as part of their assessment and evaluation plans.
- Each Department will review the assessment results, analyze achievement gaps and determine appropriate instructional strategies to target their students' needs based on assessment data each half term.
- Teachers will provide opportunities for students to review curriculum and related assessments during class, provide remedial and/or extension activities, and schedule practice assessments to help increase student confidence.
- Teachers will implement a comprehensive assessment system, including formative and summative assessments, to regularly monitor student progress and provide timely feedback.
- Teachers and Learning Support Team will offer targeted support for students identified as needing additional assistance, through interventions, tutoring, or mentoring programs.
- Administration will foster strong communication and collaboration amongst teachers, students, and parents to ensure shared understanding of expectations and ongoing progress towards provincial standards.
- Track and measure student progress, compare their progress to provincial standards, and adjust accommodations as needed.





Domain 1
Student Growth and Achievement
Domain 2

Teaching and Leading

Domain 3

Learning Supports

Domain 4
Governance

Measure to Determine Success

Provincial Measures:

PAT's (in 2023-2024)

- •80% or more of students to achieve the acceptable standard.
- •20% or more of students to achieve the standard of excellence.

Diploma Exams (in 2023-2024)

- •80% or more of students to achieve the acceptable standard.
- •20% or more of students to achieve the standard of excellence

Local Measures:

- All internal school awarded marks will be within 5-10% of final exams.
- Surveys will reflect the confidence of teachers, parents and students when asked about their feelings around exams and assessments.
- Formal and informal teacher observations reflect better formative and summative assessment and evaluation practices.
- School has developed a method benchmarks and common assessments at all grades.
- Ensure that each student receives individualized support, that all students have had appropriate opportunity to review the curriculum, and that assessment practices are consistent and appropriate for each learning environment.
- Incorporating differentiated instruction, providing more support and resources to students who are struggling. The evaluation of student performance should be timely and comprehensive, with feedback being both qualitative and quantitative. In addition, the school should provide standardized pre-tests for students to take and monitor the progress of each student. workshops and study groups, providing incentives to promote student achievement.
- Student achievement data from provincial assessments and final exams, indicating a higher percentage of students meeting or exceeding the provincial standards.
- Consistent alignment between internal and final exam marks, falling within the desired 5%-10% range.
- An increase in academic performance and external exam results that fall within 5%-10% of their internal marks.
- Positive feedback from teachers, students, and parents regarding their understanding of and progress towards provincial standards.

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Outcome 3

All grades 7-12 students will achieve the provincial standards and final exam marks will be within 5%-10% of their internal marks.

Domain 1
Student Growth and Achievement

Domain 2

Teaching and Leading

Domain 3

Learning Supports

Domain 4

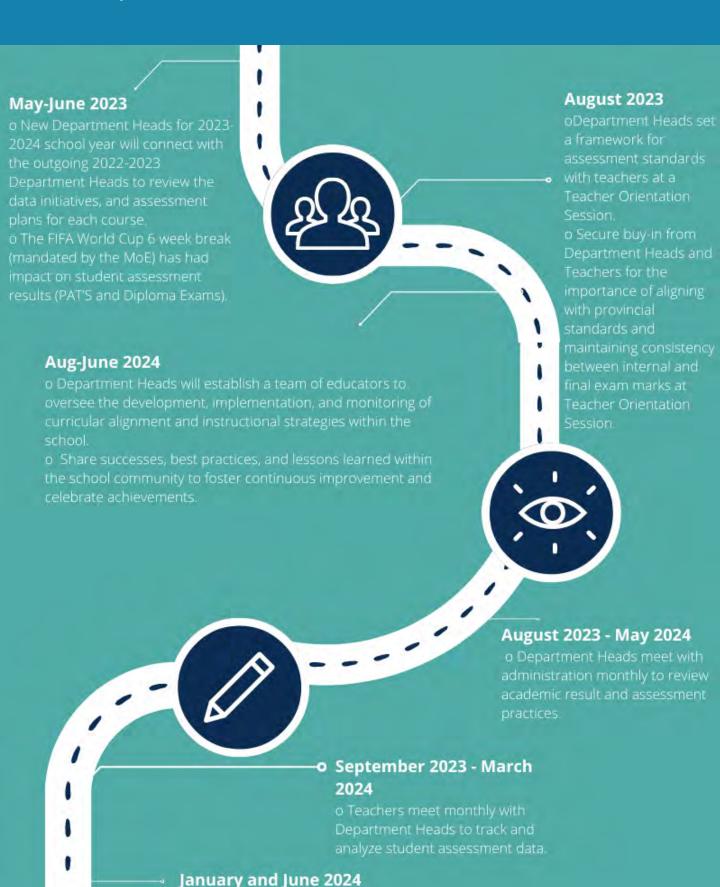
Governance

Local Measures:

- Increased use of effective instructional strategies and assessment practices, as evidenced through classroom observations and teacher self-reporting.
- Improved student performance on formative and summative assessments throughout the school year.
- Improved academic performance and fewer students requiring intervention services.
- More engaged and motivated students who take initiative and ownership over their learning.
- Stronger family-school connections, increased community engagement, and increased student achievement and well-being.



Plan for Implementation



o Administer internal common exams for all Core subjects. Outcome 3

All grades 7-12 students will achieve the provincial standards and final exam marks will be within 5%-10% of their internal marks.

Domain 1
Student Growth and Achievement

Domain 2

Teaching and Leading

Domain 3

Learning Supports

Domain 4

Governance

Additional Information and/or Considerations

- Administration, Department Heads, and Elementary School Lead will be responsible for leading and implementing strategies.
- Blyth Academy administered an internal parent survey this year (May 2023) using the same questions as the Alberta Parent Survey to include in our overall survey results.
- There will be a significant turnover in leadership positions (Deputy Head and Department Heads), therefore a transition will occur as new leaders assume these roles and become familiar and skilled in requirements of the roles.
- Several new Diploma Course Teachers with very little experience have been hired for the 2023-2024 Academic Year.



