

THE THIRD ACADEMY

For Children With Special Needs

Designated Special Education Private School

THREE YEAR EDUCATION PLAN

(2008/2009 – 2009/2010 – 2010/2011)



Calgary North

B4 Building Currie Barracks
2452 Battleford Avenue SW
Calgary T3E 7K9
Tel: (403) 288-5335
Fax: (403) 288-5804

Calgary South

Hwy 22X & 53rd Street SW
Box 4, Site 22, RR8
Calgary T2J 2T9
Tel: (403) 288-5335
Fax: (403) 288-5804

Lethbridge

1013-8 Street South
Lethbridge
T1K 1N8
(403) 317-7901
(403) 317-7980

Red Deer

4101 – 54th Avenue
Red Deer
T4N 7G3
(403) 314-9144
(403) 342-9505

Founding Patron: Ed Whalen

Honourary Patrons: Nomi Whalen
Colleen Klein

Patrons Calgary: Al Duerr
Karen Kryszka
Glenn Olson

Patron Red Deer: Dwaine Souveny
Tracy Ward

Patrons Lethbridge: Del Allen
Rocky Mountain Turf Club

**“The Third Academy offers hope...
hope for students, families, and the future.”**

**Dr. S. Lal Mattu
Founder and CEO**

TOLL FREE 1-877-508-5335

www.thirdacademy.com

Table of Contents

Message from the Board Chair	3
Statement of Accountability	4
Communication of the Plan	4
Third Academy Foundation Statements	
Vision	5
Mission	5
Values	5
Philosophy	5
Third Academy Profile	
Why the Program?	6
The Program	7
Program Goals	7
Personal Development	7
Academic	8
Phys Ed., Music, Art	8
Students	9
Professionals	9
Sites	
Partnerships	9
Planning Environment	
Third Academy Priorities for Improvement	
Summary Third Academy Priorities for Improvement	11
Third Academy Priorities for Improvement	
Local Goal One: Sustainable Development of Third Academy's Learning System	12
Local Goal Two: Standards for Special Education	13
Local Goal Three: High Quality Professional Development for Staff	14
Local Goal Four: Developing Partnerships	
Third Academy Provincial Projects	
AISI	15
Student Health	15
Provincial Goals, Related Outcomes, Priorities, Performance Measures, and Targets	
Goal 1: High Quality Learning Opportunities for All	23
Goal 2: Excellence in Learner Achievement	25
Goal 3: Highly Responsive and Responsible School Jurisdiction	30
Budget Highlights	31
Highlights of Facility and Capital Plans	35

MESSAGE FROM THE BOARD CHAIR

The Third Academy represents a new paradigm for the delivery of services to children with special needs. This Three Year Education Plan highlights information that is required by Alberta Education and gives an indication of the direction Third Academy is heading in for the years to come. This plan envisions Third Academy creating the best learning system in the world for children with special needs.

Our students have typically had a negative experience in their learning. For whatever reason, the conventional learning systems have not been able to provide the kind of supports our students have needed to succeed. They have come to us 'dented' and 'blunted'... and all those dents and blunts represent pain. Third Academy, firstly, takes away that pain. Once that pain is gone, then the learning can begin. The final step is to assist students to transition back to their local school.

This Board has overseen a year in which there have been many highs and lows. We have celebrated and supported one another along the way. Dealing with crisis has consumed much of our energies. Our Third Academy community has, however, proven resilient. Our parents and students are clearly happy. We need to put our best efforts forward in satisfying the demands of the Alberta Education. The Board believes that as long as we continue to meet the public good there will always be a *raison d'être* for Third Academy. We view this Three Year Education Plan as positive, fiscally responsible and wholly accomplishable.

Continued support by our communities has seen the growth of Third Academy from 26 students in 1997 to a projected 2008 enrollment of 315 students in campuses located in Calgary, Red Deer, and Lethbridge. We will transition to a refurbished Calgary South campus this September. By total student enrollment, Third Academy is the largest DSEPS provider of Grade 1 to Grade 12 special needs programming in Alberta. The special support of Honourary Patron Nomi Whalen, Patron Calgary Glenn Olson, Patron Lethbridge Rocky Mountain Turf Club, and Lethbridge Patron Del Allen is especially appreciated. Congratulations to Lethbridge Patron Del Allen on his recognition as Citizen of Year, by Lethbridge Rotary, for his philanthropic efforts over the years. In taking on his next mission- to raise \$1M so that Third Academy Lethbridge may own outright its own school site- his commitment to students with special learning needs is obvious. Finally, thank you for the ongoing support of our Red Deer Hidden Heroes- Gertie Clark, Tony Connolly, Helen Posti, Michael Dawe, and Curtis Boutellier.

The success of Third Academy's learning system depends on the combined efforts of staff, parents, and students. Continued and growing support from the community at large also contributes to this success. The accomplishments of Third Academy can be attributed to the caring, understanding, and commitment of all members of our community. At Third Academy, we believe that 'together we make the difference'.

Thank you in advance to everyone for your future efforts in making this and the following years a success!

Jessica Popp
Board Chair

THE THIRD ACADEMY RESPONSIBILITY

The Education Plan for The Third Academy International Ltd. for the three years commencing September 1, 2008 was prepared under the direction of The Third Academy Board of Directors in accordance with the responsibilities specified in the *School Act* and the *Government Accountability Act*. This Education Plan was developed in the context of the provincial government's business and fiscal plans, including Alberta Education's Business Plan. The Board of Directors is committed to achieving the results laid out in this plan.

Jessica Popp
Chairman
Board of Directors

Dr. S. Lal Mattu
Chief Executive Officer

COMMUNICATION OF THE PLAN

This plan will be communicated to the school community- students, parents, staff, and public at large- in the following ways:

- The report will be available at the Parent Resource Centre at the schools
- The report will be distributed to the Chairpersons of the Parent Advisory Councils
- The report will be available at the Central Administration Office
- The report will be available at the Office of the Principal at the schools
- The report will be distributed to all Staff at the schools
- The report will be distributed to Directors and Alberta Education
- A link to the report will be placed on the school website www.thirdacademy.com

THIRD ACADEMY FOUNDATION STATEMENTS

VISION

- The opening of hearts and minds to embrace the world.

MISSION STATEMENT

- To provide quality education by creating a positive, success oriented learning environment for children with special needs.

VALUES

- Students with special needs are capable of learning.
- Programs to meet the academic, physical, social, aesthetic and emotional needs of our students.
- Parents and families are the primary source of support for students in our care. Our role is to form meaningful partnerships with each parent.
- Caring, dedicated, highly qualified, experienced professionals and support staff is the key to meeting student needs and program requirements.
- Effective and efficient educational processes and resources provide the basis of instructional planning.
- Fiscal, responsible operations will be sustainable and accountable.

PHILOSOPHY

The Third Academy takes a student centered, holistic, comprehensive approach to special education based on the premise that no special need is disconnected from a variety of influences that go beyond the cognitive. All intellectual, physical, spiritual, psychological, emotional and social influences must be considered in order to successfully meet the needs of each student.

WHY THE PROGRAM?

Dr. S. Lal Mattu BSc MEd PhD Dip ECE Registered Psychologist had a dream. In 1997, he had completed 35 years as an educator in the conventional systems- as a teacher, vice principal, and assistant/chief superintendent. During the twenty years that he had spent in various superintendencies in Alberta and British Columbia, one of his major responsibilities was special education programming. Accepting that the conventional systems were ultimately not institutionally designed and culturally hampered in their ability to reform and serve the needs of these students, Dr. S. Lal Mattu decided that he could better serve the needs of this community by founding The Third Academy. Furthermore- after a lifetime of service to and support from the community at large- The Third Academy offered a better way for Dr. S. Lal Mattu to serve and give back to the community. Dr. S. Lal Mattu was recently awarded an Alberta Centennial Medal for a lifetime of service to the children of Alberta. He accepted on behalf of The Third Academy.

THIRD ACADEMY PROFILE

CONTEXT

The Third Academy- a fully Accredited and Funded Private School with a Designated Special Education Private School (DSEPS) status- opened its doors to students on September 1st, 1997. As an educational facility, it is governed by the requirements specified in the School Act, Private School regulations, Alberta Education policies, and Standards for Special Education.

Third Academy operates as an adjunct to the conventional school systems, providing an alternate programming option for parents of students with mild to moderate and severe learning disabilities. A well balanced, individualized, integrated, and intensive program for each student is created. This program- the IPP- is designed to: focus on students in their areas of need; support and address through remediation or compensation of those particular needs; and prepare them for successful transition back into their local school. The IPP is a specifically modified/adapted program that still adheres to the Alberta Program of Studies. The 'difference' in this option for parents is the focus on the personal development- in conjunction with academic and kinesthetic/esthetic- component of programming. Third Academy offers a segregated learning environment with access to required services and supports for its students. Ultimately, however, the 'teacher is the program'. Third Academy has a 98% success rate.

Third Academy currently caters to the needs of students in grades one through twelve. Third Academy serves the communities of greater Calgary, greater Red Deer, and greater Lethbridge. A federally registered charity, Third Academy has brought on stream a programming alternative for children with special education needs and in so doing is performing a public good.

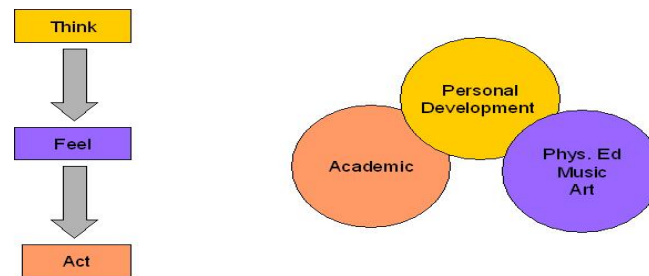
The future envisions continued growth in student population, enhanced programming, and the recognition of Third Academy as a model for delivery of special education services in the Province of Alberta. To that effect, post secondary institutions such as the University of Calgary, Campus Alberta, and Red Deer College recognize Third Academy as a model school. At the moment, we are struggling with meeting the demands of Alberta Education. We need to put our best efforts forward in satisfying Alberta Education. The Board believes that as long as we continue to meet the public good there will always be a *raison d'etre* for Third Academy. Third Academy has established a school culture- a shared set of values, belief and way of doing things- of its own. Communicating this 'Third Academy way' is critical in helping others understand how we are truly making a difference. Local priorities for improvement include sustainable development of the learning system, high quality professional development for staff, and the continued development of community and corporate partners as Friends of Third Academy.

THE THIRD ACADEMY PROFILE

THE PROGRAM

The Third Academy creates a well balanced, individualized, integrated, and intensive program for each student that is designed to prepare them for re-entry into their community school as quickly as possible. Students with special needs require an Individualized Program Plan (IPP) that builds upon their strengths while remediating or compensating for their learning disorder. Lesson content responds to the needs of each student while adhering to the Alberta Education program of studies. Central to The Third Academy's programming is an emphasis on Personal Development. Personal Development looks to 'heal the heart'. That is to say, deal with underlying emotional issues that stop the student from learning. By changing the way students 'think' and 'feel' about themselves, we are able to change the way they 'act'. There are many teaching strategies/methodologies that have a positive impact on student learning. The choice of which strategies/methodologies to use is dependant upon what works best for the individual learner. In that way, the program is customized. The teacher determines- in consultation with the school based team including the student and parents- which strategies/methodologies to use. Then, the teacher does 'whatever it takes' to meet the student's needs. With excellent teachers, our students get the instruction they require. This is why we say: **'Ultimately, the teacher is the program'**.

A therapeutic program supports the student's educational program. We believe that 'how a person thinks, affects how they feel, and hence how they act'. In this model, 'thinking' and 'feeling' are inputs and 'acting' is the output. In the conventional educational model, the focus is on 'academics'. When a student underachieves academically, the conventional model targets the academic. The Third Academy views the 'academic' as an output in the same way behaviour is an output. In order to change academic performance, one must focus on the inputs: thinking and feeling.



Focusing on 'thinking' and 'feeling' is the Personal Development component of the program. Once the student believes that they are 'lovable and capable' again, the natural ability and urge to learn takes over. By focusing here, the student begins to develop their human potential- academic, physical, and esthetic.

THE THIRD ACADEMY PROFILE

PROGRAM GOALS

- To help students acquire a new, positive attitude towards learning.
- To assist students to develop the skills and strategies to be successful in their learning.
- To help students develop a new attitude about themselves, a positive self-image and self-confidence.
- To build a strong academic foundation.
- To integrate students back to their community schools as soon as possible.

ACADEMICS

- Diagnosis and understanding of their learning problems
- Skills to effectively compensate for their learning difficulties
- Language Arts and Mathematics grade/age equivalency, consistent with intellectual potential
- Study, organizational, planning, time management skills
- Confidence to integrate into traditional class room society
- Social skills training
- Skills for life long learning

PERSONAL DEVELOPMENT

- Self concept /Self esteem
- Emotional issues, including dealing with frustration and anger
- Dream building
- Decision making/Goal setting
- Peer/Relationship building
- Conflict resolution
- Inspiring positive hopes

PHYS. ED., MUSIC, ART

- To round off students' overall educational program
- To meet physical and aesthetic needs
- These needs join with Personal Development (which meet social/emotional needs) and Academics (which meet intellectual/cognitive needs) to enable The Third Academy to realize its vision: **The opening of hearts and minds to embrace the world.**

THE THIRD ACADEMY PROFILE

STUDENTS

Third Academy's 1-12 program targets students 5-19 years of age who fit the Alberta Education criteria for special needs: specifically, a mild/moderate or severe learning disorder. Students typically may exhibit one or more of the following characteristics:

- Reading, writing, spelling or mathematics problems
- Lack of organizational, planning, time-management skills
- Lack of study skills resulting in incomplete assignments and poor exam performance
- Unable to stay on task due to attention deficit disorders
- Low self-esteem and confidence
- Inappropriate behaviours due to frustrations caused by an inability to succeed in an educational environment where conventional approaches are used
- Labeled as lazy or unmotivated
- May be diagnosed with, or exhibit characteristics associated with, disorders such as Tourette's Syndrome, Oppositional Defiant Disorders, Asperger's Syndrome, Attention Deficit Disorder, Obsessive Compulsive Disorder, Autism, FAE/FASD and others
- Behavioural patterns caused by physical, emotional, and other abuse

POPULATION ACTUALS FOR 2007-2008 AND PROJECTED FOR 2008-2011

Calgary North	Gd 1	Gd 2	Gd 3	Gd 4	Gd 5	Gd 6	Gd 7	Gd 8	Gd 9	Gd 10	Gd11	Gd12	Total
2007-08	7	6	8	10	15	14	20	14	22	19	23	19	177
2008-09	5	5	5	10	10	10	10	10	10	15	15	15	120
2009-10	5	5	10	10	10	10	10	10	15	15	15	15	130
2010-11	5	10	10	10	10	10	10	15	15	15	15	15	140
Calgary South													
2008-09	5	5	5	10	10	10	10	10	15	15	15	15	120
2009-10	5	5	10	10	10	10	10	10	15	15	15	15	130
2010-11	5	10	10	10	10	10	10	15	15	15	15	15	140
Red Deer													
2007-08	0	1	1	1	2	1	1	4	3	6	1	2	23
2008-09	1	1	1	2	2	2	2	2	2	2	2	1	20
2009-10	2	2	2	2	2	3	3	2	2	4	3	3	30
2010-11	2	2	2	2	2	3	3	2	2	4	3	3	30
Lethbridge													
2007-08	1	1	2	3	2	3	3	8	6	6	5	1	41
2008-09	2	3	2	3	2	3	5	5	5	4	4	2	40
2009-10	2	3	2	3	2	3	5	5	5	5	5	5	45
2010-11	2	3	2	3	2	3	5	5	5	5	5	5	45

THE THIRD ACADEMY PROFILE

PROFESSIONALS

We are teachers and support staff who care for students with special needs. We understand students and children with special needs. And because of this understanding, we can help.

The Third Academy administration believes that excellent teachers are the most important group in meeting the learning needs of our students. Alberta Education certifies all teachers. The student:teacher ratio is capped at 12:1. Teachers hired to work with our students have qualifications that may include advanced course work, specialized training, and/or experience in Special Education and demonstrate strong skills in the following areas:

- Understanding of the characteristics and needs of students with special needs
- Specialized instructional and remedial strategies, technologies, materials and curricular adaptations
- Social and self-concept skills development and behaviour management
- Co-operative planning, exemplary communication skills and collaborative consultations
- Assessment, classroom management and motivation

Specially trained Instructional Assistants are assigned to work with students where needed. Instructional Assistants possess skills and training for the duties they are assigned. That includes but is not limited to:

- An understanding of special needs
- Collaborative and communication skills
- Strategies for motivating students
- Behaviour management skills

The Third Academy offers a full range of ancillary services in order to support our students' therapeutic needs. A Registered Psychologist is accessible at each campus in the Third Academy Diagnostic and Assessment Centre for therapy and assessment purposes. Program specialists- such as Speech & Language Pathologists, Occupational Therapists, Physiotherapists and Health Nurses- are contracted on an as needed basis. Many of these services are cost shared through Student Health and other partnerships.

THE THIRD ACADEMY PROFILE

SITES

Third Academy operates three school sites- Calgary North and South, Red Deer, and Lethbridge.

Third Academy Calgary North operates in a centrally located and recently renovated building, off Crowchild Trail SW. Facilities are good, with foods/fashion, science, music rooms and computer/library labs in place. There is a playground for elementary students and use of the playing fields and other areas on the Currie Barracks site. Students use gymnasium facilities at Mount Royal College. They use various City of Calgary facilities, including swimming pools, playing fields, and parks. The skiing program utilizes facilities at Canada Olympic Park. Outdoor pursuits programming also sees students accessing Kananaskis Country. Almost 100 students are transported daily, door-to-door, on an expanded fleet of ten school buses. The balance of students at Third Academy Calgary are dropped off by parents, take public transport, arrive by taxi/special needs taxi, or simply walk to school. The busing fleet also provides transportation for field trips and gym runs. Before & After School Care services are onsite.

Third Academy Red Deer operates in a good, newly built building on Taylor Drive at the centre of Red Deer. The school is situated on the extensive trail system that stretches throughout Red Deer. Student use various City of Red Deer facilities, including the Dawe Centre pool, Red Deer Public Library, parks and playing fields. There is a gymnasium, computer lab, and library on site. The foods program is delivered in cooperation with the Seniors Drop In Centre. An important program initiative is the Therapeutic Riding Program, offered at the Burnt Lake Road facilities of Central Alberta Special Equestrians. A successful pilot has seen use of Distance Learning Modules and Academy of Reading/Math as well as Successmaker software to enhance student learning. Students are dropped off by parents, take public transport, arrive by taxi/special needs taxi, or simply walk to school. Daycare services are onsite.

The Third Academy Lethbridge operates in excellent facilities. A former public school building, the school is centrally located on 3 acres of playing fields and a mere block away from recreational opportunities in the Oldman River valley. Gymnasium, computer lab, music room and library are on site. Student programming also takes them to City of Lethbridge sports and other community facilities. Students are dropped off by parents, take public transport, arrive by taxi/special needs taxi, or simply walk to school. Daycare services are onsite.

Third Academy Calgary South will operate in a very good facility. A former public school building located on 10 acres of playing fields on Highway 22X just West of Spruce Meadows, the facility is newly renovated. Gymnasium, computer lab, food lab, music room, and library are on site. A community wetland/park is just down the road. A short drive away, Kananaskis Country offers outdoor pursuits programming opportunities. Students will be transported daily, door-to-door, by school bus from primarily the Southern quadrants of City. The balance of students at Third Academy Calgary South will be dropped off by parents, shuttled from Shaunessy LRT Station, or arrive by taxi/special needs taxi. The busing fleet will also provide transportation for field trips and gym runs to local facilities mentioned above. Before & After School Care services will be provided on site.

THE THIRD ACADEMY PROFILE

PARTNERSHIPS

Third Academy is fulfilling a public need. The Third Academy welcomes partnerships from individuals and corporations as well as encourages working relationships with other agencies including school boards, universities/colleges, other private schools, health care systems, community organizations and groups, corporations, and foundation as well as government departments. The coordination of services to better serve our students given the scarcity of resources is essential. A critical partnership is with Alberta Education.

Practicum students from various departments- education, psychology, rehabilitation, nursing- of the UofC, UofL, Mount Royal College, Lethbridge Community College, Red Deer College, Campus Alberta, and Canadian University College will complete their practicum rounds at Third Academy campuses in the years to come. A number of Provisional Psychologists will also complete their requirements as established by the APA under the supervision of Third Academy's Psychological Department.

The Third Academy thanks all partners for their contributions. In particular, The Third Academy appreciates support for The Gift of Literacy Fund. This bursary program has been established to assist qualifying parents to meet tuition costs so that their child can access the services they need. The Legacy Fund (for capital projects) has been established with the goal of building school sites for The Third Academy. Major supporters include Ronald McDonald Childrens' Charities, Alberta Lottery Fund, and Alberta Foundation For the Arts, Children First Foundation, Lions Club of Lethbridge, Rotary Calgary Sarcee, and Rotary Clubs and Order of the Eagle in Lethbridge. We have also developed partnership with the Metis of Southern Alberta, Lethbridge Chamber of Commerce, CopyCo Lethbridge, Rocky Mountain Turf Club, Regent Restaurant, the City of Red Deer, Red Deer Public Library, and the City of Lethbridge. Special mention needs to be made of the partnership between Third Academy and its Parent Advisory Committees (PACs). The PACs are actively involved in the success of our students, be it in terms of input into school development, promoting the school to the community at large, advocating for parents and students, fundraising activities, or in support of student programming.

THE PLANNING ENVIRONMENT

The 2007-2008 academic year marked a number of significant accomplishments for Third Academy. However, the unexpected poor outcome of the Severe Audit process- together with lower than projected enrollment- has resulted in significant financial shortfall. This has given pause for thought as we transition into the new Calgary South campus for September 2008. The recent Alberta Education Review (June 2007) was critical. The Minister of Education has recently announced the 'Setting the Direction for Special Education in Alberta' project. AISCA has indicated its concerns with the trend in private school enrollments and the need for a more level 'playing field'. These happenings have, again, given pause for thought. The management team considers the planning environment over the next three years as challenging. At the same time, there is tremendous opportunity for Third Academy to flourish. Vigilance in accomplishing our plans is required. Third Academy's Board of Directors fully supports the management team.

THIRD ACADEMY PRIORITIES FOR IMPROVEMENT

OVERVIEW

Given the Planning Environment, the 2008-2011 Three Year Education Plan is intended to refocus Third Academy Priorities for Improvement. There will be considerable effort made to meet Alberta Education's requirements. A disciplined approach to meeting financial targets will be in place such that, over a period of time, Third Academy will regain its position. Sustainable development of the learning system is the ultimate goal.

Local Goal One: 'Sustainable Development of Third Academy's Learning System': 2008-2009 marks a transitional year for Third Academy as the Calgary student population is split into a Calgary North and Calgary South sites. The establishment of the Calgary South site realizes not only a better school facility but more fundamentally the long term security of the Calgary campus. The Calgary North site will continue as long as the Lease permits. The hope is, in the future, to establish a new Calgary North site in a purpose built school on land that has been pledged for donation. The plan is that Third Academy Lethbridge will also shortly own its site.

Alberta Education conducted a Special Education Programming Standards Review based on *Standards for Special Education* (amended June 2004) in February/March 2006. The previous Local Goal Two, intended to place major emphasis on developing professional understanding and implementation of *Standards for Special Education*, has now been assumed under the previous Local Goal Three to make the new Local Goal Two: 'High Quality Professional Development for Staff'. The Update to the SEPSR Action Plan- available to stakeholders by request to the COO- reflects accomplishment of Recommendations made in that Review. A special focus of professional development shall be placed on the *Teaching Quality Standards*. Additionally, 2008-2009 will mark the final year of this AISI cycle. There will be a different approach in developing our 'Teacher as a Therapist First' so as to enable broader impact.

The previous Local Goal Four is the new Local Goal Three: Friends of the Third Academy. This Local Goal emphasizes the importance placed on the kinds of relationships that Third Academy needs to build so that it may mobilize its network of supporters to that it may fulfill its vision and mission in order to serve the public good.

These Three Local Goals, based on Local Priorities for Improvement, are intended to support Alberta Education required goals, outcomes and performance measures as well as other requirements in support of school improvement. Previous required outcomes are subsumed into new outcomes.

THIRD ACADEMY PRIORITIES FOR IMPROVEMENT

LOCAL GOAL ONE: SUSTAINABLE DEVELOPMENT OF THIRD ACADEMY'S LEARNING SYSTEM

Outcomes	Key Strategies/Tasks (Implementation Dates)	Target	Performance Measures	Results
Third Academy will provide a safe and caring environment for students.	Management team works in a concerted effort to fulfill the vision, mission, and beliefs of Third Academy. (07/08)	100%	CEO reports level of satisfaction of school community that Management team is working in this way	Current: New Initiative
Third Academy's education system meets the needs of all K-12 students, society and the economy.	Instructional Staff works in a concerted effort to fulfill the vision, mission, and beliefs of Third Academy. (07/08)	100%	Principals report level of satisfaction of school community that Instructional Staff are working in this way.	Current: New Initiative
Children at risk have their needs addressed through effective programs and supports.	Ancillary Staff works in a concerted effort to fulfill the vision, mission, and beliefs of Third Academy. (07/08)	100%	Principals report level of satisfaction of school community that Ancillary Staff are working in this way.	Current: New Initiative
Students complete their programs.	PACs work in a concerted effort to fulfill the vision, mission, and beliefs of Third Academy. (07/08)	100%	PAC Chairperson report level of satisfaction of school community that PACs are working in this way.	Current: New Initiative
Students demonstrate high standards.	Start ECS programming All campuses (08/09) Revision: Find partners (08/09)	Approval 100%	ECS programming initiative approved by Alberta Education. Program Director reports that standards met.	Current: New Initiative (Revised)
Students are well prepared for lifelong learning.	Update Computer Labs Red Deer (04/05)	100%	Principals report level of satisfaction of school community that updated computer labs in Calgary and Lethbridge installed met student needs.	04/05 Red Deer >80 % 05/06 Red Deer > 80% 06/07 Red Deer >70% Current: New Initiative
Students are well prepared for employment.	Calgary & Lethbridge (07/08) Calgary South (08/09)			
Students model the characteristics of active citizenship.	New educational software Red Deer (05/06) Calgary, Lethbridge (07/08) Calgary South (08/09)	100%	Principals report level of satisfaction of school community that all students using Successmaker, Academy of Reading, and Academy of Math Programs as per IPP.	Current: 05/06 Red Deer > 80% 06/07 Red Deer > 80% Software to be introduced in Lethbridge 08/09, Calgary North/South 09/10
The Third Academy demonstrates effective leadership and continuous improvement.				
The Third Academy demonstrates leadership and continuous improvement.	New projectors in all classrooms Calgary (07/08) Red Deer, Lethbridge & Calgary South (08/09)	100%	Principals report level of satisfaction of school community that teachers using in-classroom installed projectors for integrated instruction.	Current: New Initiative

THIRD ACADEMY PRIORITIES FOR IMPROVEMENT

LOCAL GOAL ONE: SUSTAINABLE DEVELOPMENT OF THIRD ACADEMY'S LEARNING SYSTEM

Outcomes	Key Strategies/Tasks (Implementation Dates)	Target	Performance Measures	Results
Third Academy will provide a safe and caring environment for students.	Adaptive/Assistive technology used All campuses (07/08)	100%	Principals report level of satisfaction of school community that all students using adaptive/assistive technology as per IPP.	Current: New Initiative
Third Academy's education system meets the needs of all K-12 students, society and the economy.	Negotiate Long Term Leases Red Deer (04/05) Lethbridge (05/06) Calgary North & Calgary South (07/08)	100%	CEO reports that Calgary North Lease is extended to June 2012. CEO reports that Calgary South Lease negotiated to August 2023.	04/05 Red Deer Accomplished 05/06 Lethbridge Accomplished Calgary South New Initiative Calgary North New Initiative
Children at risk have their needs addressed through effective programs and supports.	Principals to take responsibility for Community Relations/Marketing in Red Deer & Lethbridge (2007/2008) Special Assistant to the CEO to take responsibility for Community Relations/Marketing in Calgary and Calgary South (2007/2008)	100%	CEO reports level of satisfaction of school community that Community Relations/Marketing is effective.	Current: New Initiative
Students complete their programs.				
Students demonstrate high standards.				
Students are well prepared for lifelong learning.	Develop and implement a Community Relations/Marketing Action Plan. All campuses. (2007/2008)	100%	CEO reports level of satisfaction of school community that Community Relations/Marketing is effective.	Current: New Initiative
Students are well prepared for employment.	Increase student enrollment on a year to year basis. Revised: Red Deer 20 (08/09) Calgary North 120 (08/09) Calgary South 120 (08/09) Lethbridge 40 (08/09) Total 300 (08/09)	10%	CEO reports student enrollment numbers.	05/06 243 06/07 239
Students model the characteristics of active citizenship.				
The Third Academy demonstrates effective leadership and continuous improvement.				
The Third Academy demonstrates leadership and continuous improvement.				

THIRD ACADEMY PRIORITIES FOR IMPROVEMENT

LOCAL GOAL ONE: SUSTAINABLE DEVELOPMENT OF THIRD ACADEMY'S LEARNING SYSTEM

Outcomes	Key Strategies/Tasks (Implementation Dates)	Target	Performance Measures	Results
Third Academy will provide a safe and caring environment for students.	Review of Foundational Statements- Vision, Mission, and Beliefs. All campuses (2007/2008)	100%	Board approves revised Foundational Statements given input of school community.	Current: New Initiative
Third Academy's education system meets the needs of all K-12 students, society and the economy.	Broaden ownership of school by allowing senior administrators to take non-controlling shareholding. (2007/2008)	25%	New shareholders approved at Annual General Meeting.	Current: New Initiative
Children at risk have their needs addressed through effective programs and supports.	Develop a transition plan for CEO position. All campuses (2008/2009)	100%	Board adopts plan.	Current: New Initiative
Students complete their programs.	Actively involve Third Academy Patrons. (2007/2008)	100%	CEO reports all Patrons actively involved.	Current: New Initiative
Students demonstrate high standards.	Concerted effort to meet financial targets. All campuses (2007/2008).	100%	CFO reports financial targets met.	Current: New Initiative
Students are well prepared for lifelong learning.	Provide Access to Vocational Programs through Partnership with external agencies. Calgary South revised (2008/2009) Red Deer & Lethbridge (2008/2009)	100%	Percentage of Senior High students identified (IPP) and offered a Work Experience placement	04/05 100% Calgary 05/06 100% Calgary 06/07 100% Calgary Other campuses: New Initiative
Students are well prepared for employment.	Provide Access to Vocational Programs through Partnership with external agencies. Calgary South revised (2008/2009) Red Deer & Lethbridge (2008/2009)	>12	Number of Vocational programs offered for Credit in the Senior High School	04/05 3 Calgary 05/06 1 for 12 students Calgary 06/07 1 Calgary Other campuses: New Initiative
Students model the characteristics of active citizenship.	Provide a variety of test materials and Life Skills resources to meet student needs. Calgary South revised (2008/2009) Red Deer & Lethbridge (2008/2009)	As per dates	Test materials accessible Resources accessible	04/05 Ongoing Calgary 05/06 Achieved Calgary 06/07 Achieved Calgary Other campuses: New Initiative
The Third Academy demonstrates effective leadership and continuous improvement.				
The Third Academy demonstrates leadership and continuous improvement.				

THIRD ACADEMY PRIORITIES FOR IMPROVEMENT

LOCAL GOAL ONE: SUSTAINABLE DEVELOPMENT OF THIRD ACADEMY'S LEARNING SYSTEM

Outcomes	Key Strategies/Tasks (Implementation Dates)	Target	Performance Measures	Results
Third Academy will provide a safe and caring environment for students.	Renewed emphasis on Personal Development component of programming. All campuses (2007/2008)	100%	Principals report that Personal Development is core to programming.	05/06 GO program Red Deer 06/07 GO program Calgary Current: New Initiative
Third Academy's education system meets the needs of all K-12 students, society and the economy.	Development and implementation of a Communication Plan. All campuses (2007/2008)	100%	Principals report level of satisfaction of school community.	Current: New Initiative
Children at risk have their needs addressed through effective programs and supports.	Development and implementation of Code of Conduct- students, parents and staff. All campuses (2007/2008) Revised All campuses (2008/2009)	100%	Principals report that expectations being met.	Current: New Initiative
Students complete their programs.	Develop transition plan for move to Calgary South campus. (2007/2008)	100%	Principal reports on level of satisfaction of school community.	Current: New Initiative
Students demonstrate high standards.				
Students are well prepared for lifelong learning.				
Students are well prepared for employment.				
Students model the characteristics of active citizenship.				
The Third Academy demonstrates effective leadership and continuous improvement.				
The Third Academy demonstrates leadership and continuous improvement.				

THIRD ACADEMY PRIORITIES FOR IMPROVEMENT

LOCAL GOAL TWO: HIGH QUALITY PROFESSIONAL DEVELOPMENT FOR ALL STAFF

Outcomes	Key Strategies/Tasks (Implementation Dates)	Target	Performance Measures	Results
Third Academy will provide a safe and caring environment for students.	Implement Special Education Programming Standards. All campuses (2004/2005)	100%	Principals report on level of satisfaction within school community.	04/05 >90% 05/06 Ongoing 06/07 Ongoing
Third Academy's education system meets the needs of all K-12 students, society and the economy.	Adopt recommendations of Special Education Programming Standards Review (SEPSR). All campuses (2007/2008)	100%	CEO reports SEPSR Action Plan implemented.	Current: New Initiative
Children at risk have their needs addressed through effective programs and supports.	Conduct independent Review. All campuses (2007/2008) Revised (2009/2010)	100%	Independent reviewers report.	Current: New Initiative (Revised)
Students complete their programs.	Increased monitoring of teaching staff to ensure the Teaching Quality Standard is met All campuses (2008/2009)	100%	Principals report all staff meeting TQS	Current: New Initiative
Students demonstrate high standards.	Conduct independent review All campuses (2008/2009)	100%	Independent reviewers report.	Current: New Initiative
Students are well prepared for lifelong learning.				
Students are well prepared for employment.				
Students model the characteristics of active citizenship.				
The Third Academy demonstrates effective leadership and continuous improvement.				
The Third Academy demonstrates leadership and continuous improvement.				

THIRD ACADEMY PRIORITIES FOR IMPROVEMENT

LOCAL GOAL TWO: HIGH QUALITY PROFESSIONAL DEVELOPMENT FOR ALL STAFF

Outcome	Key Strategies/Tasks (Implementation Dates)	Target	Performance Measures	Results
Third Academy will provide a safe and caring environment for students.	All staff to develop Professional Growth Plans. All Campuses (2007/2008) Revised Principals to be more directive in PGP development (2008/2009)	100%	Principals/Special Assistant to the CEO to report on percentage of staff that have written and implemented a Professional Growth Plan.	Current: New Initiative (Revised)
Third Academy's education system meets the needs of all K-12 students, society and the economy.	Minimum of two in-service instructional sessions each month (Wednesday afternoons) (2005/2006)	>2	Number of in-service instructional sessions held.	05/06 Achieved 06/07 Achieved 07/08 Achieved
Children at risk have their needs addressed through effective programs and supports.	The Third Academy will host workshops and seminars. (2005/2006)	>2	Number of workshops/ seminars hosted	05/06 10 06/07 <10
Students complete their programs.	Teachers will make presentations to their peers following each off campus Professional Development opportunity. (2005/2006)	>10	Number of presentations made to peers.	05/06 20 06/07 >20
Students demonstrate high standards.	Teachers will take an active role in mentoring new teachers or teaching partners. All campuses (05/06) Revised Focus on Team Teaching (08/09)	100%	Teachers will indicate their level of satisfaction with mentorship.	05/06 Ongoing 06/07 Ongoing
Students are well prepared for lifelong learning.	All staff will attend local seminars/ conventions/ workshops to better meet the needs of their students. All campuses (05/06)	1 each	Number of workshops/ seminars/conventions attended.	05/06 Ongoing 06/07 Achieved >20
Students are well prepared for employment.	AISI project: 'The Teacher as a Therapist First' (06/07-08/09)	100%	CEO to report the level of satisfaction amongst the school community.	Current: New initiative
Students model the characteristics of active citizenship.	All staff to attend an overseas professional development retreat. (08/09)	100%	CEO to report the level of satisfaction amongst the school community.	Current: New initiative
The Third Academy demonstrates effective leadership and continuous improvement.	Professional development translates into professional practice. All campuses (2007/2008)	100%	Principals report level of satisfaction of positive changes to school program and climate.	Current: New initiative
The Third Academy demonstrates leadership and continuous improvement.				

THIRD ACADEMY PRIORITIES FOR IMPROVEMENT

LOCAL GOAL FOUR: FRIENDS OF THE THIRD ACADEMY

Outcome	Key Strategies/Tasks (Implementation Dates)	Target	Performance Measures	Results
Third Academy will provide a safe and caring environment for students.	Develop our network- past students, parents, staff and key members of the community. All campuses (2007/2008)	100%	Principals to report level of satisfaction within the school community.	Current: New initiative
Third Academy's education system meets the needs of all K-12 students, society and the economy.	Develop relationships with Third Academy Patrons. All campuses (2007/2008)	100%	Principals to report level of satisfaction within the school community.	Current: New initiative
Children at risk have their needs addressed through effective programs and supports.	Develop relationships with Parent Advisory Committees. All campuses (2007/2008)	100%	Principals to report level of satisfaction within the school community.	Current: New initiative
Students complete their programs.	Develop relationships with Alberta Education. All campuses (2007/2008)	100%	Principals to report level of satisfaction within the school community.	Current: New initiative
Students demonstrate high standards.	Develop relationships with School Jurisdictions. All campuses (2007/2008)	100%	Principals to report level of satisfaction within the school community.	Current: New initiative
Students are well prepared for lifelong learning.	Develop relationships with Health Regions. All campuses (2007/2008)	100%	Principals to report level of satisfaction within the school community.	Current: New initiative
Students are well prepared for employment.	Develop relationships with Children's Services. All campuses (2007/2008) Revised (2008/2009)	100%	Principals to report level of satisfaction within the school community.	Current: New initiative
Students model the characteristics of active citizenship.	Develop relationships with the Universities/Colleges. All campuses (2007/2008)	100%	Principals to report level of satisfaction within the school community.	Current: New initiative
The Third Academy demonstrates effective leadership and continuous improvement.	Develop relationships with Professional Organizations. All campuses (2007/2008) Revised (2008/2009)	100%	Principals to report level of satisfaction within the school community.	Current: New initiative

THIRD ACADEMY PRIORITIES FOR IMPROVEMENT

LOCAL GOAL FOUR: FRIENDS OF THE THIRD ACADEMY

Outcome	Key Strategies/Tasks	Target	Performance Measures	Results
Third Academy will provide a safe and caring environment for students.	Develop relationships with the non-profit sector. All campuses (2007/2008) Revised (2008/2009)	100%	Principals to report level of satisfaction within the school community.	Current: New initiative
Third Academy's education system meets the needs of all K-12 students, society and the economy.	Develop relationships with the business community. All campuses (2007/2008)	100%	Principals to report level of satisfaction within the school community.	Current: New initiative
Children at risk have their needs addressed through effective programs and supports.	Develop relationships with Local Government. All campuses (2007/2008)	100%	Principals to report level of satisfaction within the school community.	Current: New initiative
Students complete their programs.	Develop relationships with the Provincial Government. All campuses (2007/2008)	100%	Principals to report level of satisfaction within the school community.	Current: New initiative
Students demonstrate high standards.	Develop relationships with Service Organizations. All campuses (2007/2008)	100%	Principals to report level of satisfaction within the school community.	Current: New initiative
Students are well prepared for lifelong learning.	Develop database. All campuses (2005/2006)	100%	Principals to report level of satisfaction within the school community.	05/06 Ongoing 06/07 Ongoing
Students are well prepared for employment.	Develop relationships with DayCare and ECS operators. (2007/2008)	100%	CEO to report level of satisfaction within the school community.	Current: New initiative
Students model the characteristics of active citizenship.	Students to attend community job fairs, work experiences, do community service as per IPPs. (2007/2008)	100%	Principals to report level of satisfaction within the school community.	Current: New initiative
The Third Academy demonstrates effective leadership and continuous improvement.				
The Third Academy demonstrates leadership and continuous improvement.				

THIRD ACADEMY PROVINCIAL PROJECTS

AISI

The 2006-2009 AISI cycle has started. Third Academy has initiated the '**Teacher as a Therapist First**' project. Third Academy's intervention model is a therapeutic model. Our students have typically had a negative experience in their learning. For whatever reason, the conventional learning systems have not been able to provide the kind of supports our students have needed to succeed. They have come to us 'dented' and 'blunted'... and all those dents and blunts represent pain. Third Academy, firstly, takes away that pain. Once that pain is gone, then the learning can begin. The final step is to assist students to transition back to their local school.

Therapists can only give what they have got. The '**Teacher as a Therapist First**' project is firstly intended to give teachers the ability to intervene therapeutically by enabling them to understand and manage themselves better. 2006/2007 has seen the process start with various professional development activities and resources made available to teachers. A key professional development component is a series of seminars being offered by Energy in Motion Consulting. Taron Puri and Tom Grbich will lead all staff through a process that encourages Professional Wellness. This, in turn, will lead our staff to greater capacity in terms of supporting student needs.

The 2007/2008 saw a continuation of seminars being offered by Energy in Motion Consulting. Some teachers have implemented their understandings into their teaching practice. The hope is that this will become more widespread. Global impact has been indirectly seen in terms of staff retention, the highest it has been in the previous five years, as a result of improved professional wellness.

Year three of the '**Teacher as a Therapist First**' project will see the mode of seminars adapted to suit teacher preferences.

STUDENT HEALTH

Student Health (formerly known as Student Health Initiative) is a joint endeavour of Alberta Education, Health and Wellness, and Children's Services. These provincial government partners work collaboratively to support local partnerships to strengthen the province's collective capacity to support students with special health needs. The goals of Student Health are:

- To improve access to integrated health and related services for children and youth with special health and support needs registered in school programs
- To enable children and youth with health and support related needs to be successful in their school programs

Third Academy campuses are part of three different SHIP regions: Central Alberta SHIP, Calgary Rocky View SHIP, and Chinook Country SHIP. The various SHIPS allow access to services in slightly different ways. Long waiting times are not conducive to supporting student programming in a timely way. Inability to access services in Central Alberta SHIP through DTHR is of greatest concern. Services that Third Academy students have been able to access include Speech & Language Assessment and Consultation, Occupational Therapy, and Psychological Assessment.

PROVINCIAL GOALS, OUTCOMES, AND PERFORMANCE MEASURES

PROVINCIAL GOAL ONE: HIGH QUALITY LEARNING OPPORTUNITIES FOR ALL

CATEGORIES	OUTCOMES	STRATEGIES	PERFORMANCE	TARGET	RESULTS
Student learning opportunities	Third Academy's education system meets the needs of all K-12 students, society and the economy.	Meet, plan and review goals, strategies and achievements with parents and students while preparing individual program plans for instruction.	Percentage of teachers, parents, and students satisfied with the opportunity for students to receive a broad program of studies including fine arts, career, technology, and health and physical education.	90%	04/05: >90% 05/06: >90% 06/07: >85%
		Meet, plan and review goals, strategies and achievements with parents and students while preparing transition plans.	Percentage of teachers, parents and students satisfied with overall quality of basic education.	85%	04/05: >90% 05/06: >90% 06/07: >85%
			Percentage of teachers, parents and students satisfied with access and timeliness of services for students in schools (eg, academic counseling, career counseling, library services, supports for students with special needs.) (07/08)	90%	Current: New Initiative
Safe and caring schools	Third Academy provides a safe and caring environment for students.	Focus on personal development component of programming.	Percentage of teacher, parent and student agreement that: students are safe at school, are learning the importance of caring for others, are learning respect for others and are treated fairly at school.	90%	04/05: 100% 05/06: 90% 06/07: 91%
		Develop system wide code of conduct for students, staff, and parents. Provide small classes with a large amount of time allocated for direct instruction.			
Children at risk have their needs addressed through effective programs and supports	Students complete programs	Teacher as a Therapist first, with Psychological, Speech & Language, Occupational Therapy, and Physiotherapy supports in severe cases.	Annual dropout rate of students aged 14 to 18 (<i>high school programs</i>).	<5%	05/06: 2.5% 06/07: 8.6%
		Provide opportunity for instruction given milieu and attachment therapy approaches.	Teacher, parent and student agreement that programs for children at risk are easy to access and timely.	90%	Current: New Initiative
		Implement online, independent and distance learning resources to facilitate course completion.	Percentages of students who completed high school within three years of entering Grade 10 (<i>high school programs</i>).	30%	05/06: 13.2% 06/07: 46.8%

PROVINCIAL GOALS, OUTCOMES, AND PERFORMANCE MEASURES

PROVINCIAL GOAL TWO: EXCELLENCE IN STUDENT LEARNING OUTCOMES

PROVINCIAL ACHIEVEMENT TESTS/ DIPLOMA EXAMINATIONS

Third Academy has an effectively 100% special needs population. Students attend in order to receive support in their areas of need while building on their strengths. These needs may include mild/moderate or severe: academic weakness, emotional issues, behavioural challenges, cognitive/developmental challenges. The results of PATs and Diploma Examinations are only one indicator of student success. Success needs to be understood broadly within the overall context of individual student achievement.

Due to the wide diversity of the student body, Third Academy's student performance on PATs and Diploma Examination accordingly varies from year to year. A number of students receive accommodations to assist in or are completely exempted from writing PATs and Diploma Exams, due to the nature of their special need. This is also the case in the conventional school systems. Because there may be less than six students writing any one Diploma Examination, Third Academy reports the Three-Year average for each examination (acceptable standard and standard of excellence). This number would then be re reported instead of the last actual percentages and targets given for each year of the plan.

The results indicated below show that Third Academy students have performed well in PATs. Despite the fact of their special needs, a large proportion of these students have performed at the Acceptable Standard. Diploma Examination results are not indicated (N/A) if an individual or group of less than six students took the examination. A number of Third Academy graduands, however, have gone on to attend trade/technical schools, colleges, and university programs.

Performance Measure:

- Percentages of students in grades 3, 6 and 9 who achieved the acceptable standard and the percentages who achieved the standard of excellence on overall results.
- Measures for the provincial priorities of improving early literacy and numeracy and for improving student achievement in secondary mathematics are shaded.

PROVINCIAL GOALS, OUTCOMES, AND PERFORMANCE MEASURES

PROVINCIAL GOAL TWO: EXCELLENCE IN STUDENT LEARNING OUTCOMES

DIPLOMA EXAMINATION RESULTS

According to Guidelines for Interpreting the Diploma Examinations: MultiYear Reports, results on provincial assessments for individual students and for groups of fewer than six students are not to be publicly released. For more information, please visit: http://www.education.gov.ab.ca/k_12/testing/multipublic/dip/subjects.cfm.

Subject	Standard	Results 2006/07		Previous 3 Yr Average		Target 2008/2009
		Auth%	Prov%	Auth%	Prov%	Auth
English 30-1	Acceptable	N/A	87.7	N/A	89.7	N/A
	Excellence	N/A	19.0	N/A	18.6	N/A
English 30-2	Acceptable	87.5	88.7	100.0	86.9	87.5
	Excellence	25.0	9.7	0.0	8.4	25.0
Social Studies 30	Acceptable	N/A	86.1	N/A	85.5	N/A
	Excellence	N/A	24.6	N/A	24.0	N/A
Social Studies 33	Acceptable	66.7	84.8	81.7	83.8	81.7
	Excellence	44.4	19.6	5.0	17.2	5.0
Pure Math 30	Acceptable	N/A	81.1	N/A	82.4	N/A
	Excellence	N/A	24.6	N/A	28.1	N/A
Applied Math 30	Acceptable	N/A	77.6	N/A	83.5	N/A
	Excellence	N/A	12.1	N/A	16.0	N/A
Biology 30	Acceptable	N/A	81.4	N/A	81.5	N/A
	Excellence	N/A	26.4	N/A	25.0	N/A
Chemistry 30	Acceptable	N/A	88.4	N/A	74.5	N/A
	Excellence	N/A	37.1	N/A	20.8	N/A
Physics 30	Acceptable	N/A	84.4	N/A	77.8	N/A
	Excellence	N/A	30.0	N/A	14.5	N/A
Science 30	Acceptable	N/A	82.8	N/A	81.8	N/A
	Excellence	N/A	17.3	N/A	21.8	N/A

PROVINCIAL GOALS, OUTCOMES, AND PERFORMANCE MEASURES

PROVINCIAL GOAL TWO: EXCELLENCE IN LEARNER OUTCOMES

CATEGORIES	OUTCOMES	STRATEGIES	PERFORMANCE	TARGET	RESULTS
Student Learning Achievement Grades 1-9	Students demonstrate high standards.	Focus on personal development component of programming.	Percentage of students who achieve the acceptable standard and the standard of excellence on Grades 3, 6, and 9 Provincial Achievement Tests (Cohort Results).	Acceptable/ Excellence: See tables above.	Current: See tables above
Student Learning Achievement Grades 10-12		Focus on math, reading and written expression at all grade levels.	Percentage of students who achieve the acceptable standard and the standard of excellence on Diploma examinations.	Acceptable/ Excellence: See tables above.	Current: See tables above
		Implement utilization of online, independent and distance learning resources to facilitate course completion.	Diploma examination participation rates 4+ exams (for high school programs).	50%	04/05: 42.2% 05/06: 39.6% 06/07: 51.5%
		Provide opportunity for instruction given mileu and attachment therapy approaches.	Percentages of students who have written four or more diploma exams by the end of their third year of high school.	10%	04/05: 6.0% 05/06: 0.0% 06/07: 14.0%
Preparation for Life Long Learning, Employment, and Citizenship	Students are well prepared for lifelong learning.	Focus on personal development component of programming.	Percentages of Grade 12 students eligible for Rutherford scholarships.	5%	04/05: 9.1% 05/06: 0.0% 06/07: 0.0%
	Students are well prepared for employment.	Focus on personal development component of programming.	High school to post-secondary transition rate within six years of entering Grade 10. (<i>high school programs</i>)	25%	05/06: 25.6% 06/07: 0.0%
		All Grade 12 students to be assessed using Strong Interest Inventory.	Teacher and parent satisfaction that high school graduates demonstrate the knowledge and skills for lifelong learning. (<i>required for K-9 private schools and optional for high school programs</i>)	90%	Current: New Initiative
		Grade 12 students to have access to Work Experience programming opportunity.	Teacher and parent agreement that students are taught attitudes and behaviours that will make them successful at work when they finish school.	90%	Current: New Initiative
	Students model the characteristics of active citizenship.	Focus on personal development component of programming.	Teacher, parent and student agreement that students model the characteristics of active citizenship.	90%	Current: New Initiative

PROVINCIAL GOALS, OUTCOMES, AND PERFORMANCE MEASURES

PROVINCIAL GOAL THREE: HIGHLY RESPONSIVE AND RESPONSIBLE JURISDICTION

CATEGORIES	OUTCOMES	STRATEGIES	PERFORMANCE	TARGET	RESULTS
Involvement	Third Academy demonstrates effective working relationships with partners and stakeholders.	Set regular evaluation periods with parents and students to ensure participation and support.	Percentage of teachers and parents satisfied with parental and student participation and involvement.	90%	04/05 90% 05/06 80% 06/07 90%
		Principals to actively engage community, including service providers.	Academic Dean reports on level of community engagement.	High	Current: New Initiative
		CEO to assume responsibility in building relationships with community at large and in particular corporate community as well as developing Friends of Third Academy.	CEO reports on progress in building community/corporate relationships and development of Friends of Third Academy.	High	Current: New Initiative
Continuous Improvement	The jurisdiction demonstrates leadership and continuous improvement.	Take regular input of community in developing Three Year Plan.	Percentages of teachers and parents indicating that their school has improved or stayed the same the last three years.	90%	Current: New Initiative
		Instructional staff sent to at least one professional development activity of their choice.	Percentages of teachers reporting that in the past 3-5 years the professional development and in-servicing received from the school authority has been focused on priorities, systematic and contributed significantly to their ongoing professional growth.	90%	Current: New Initiative
		Principals to identify priorities at school level and coordinate those with system wide priorities.			
		Five system wide professional development sessions per year.			

BUDGET HIGHLIGHTS

The Third Academy Calgary South is to begin its operations from September 2nd, 2008.

Enrolment Assumptions: Calgary North: 120 / Calgary South: 120 / Red Deer: 20 / Lethbridge: 40

Total Count: 300

Revenue

1. AB Funding has been increased by 4.53%.
2. There is no increase in school fees and the amount of Bursaries and Waived fees is calculated based on historical data. For student retention purposes, an additional 10% provision is made for bursaries in order to reduce the number of students leaving due to possible financial reasons. Bursaries/Waived fees in part or full are provided to low income families after the Finance Department determines the amount based on their Income Tax Assessments and personal interview with the parents and/or guardian.
3. Bussing services currently being provided to Mountain View Academy shall be discontinued in 2008-2009 and as such there is an anticipation of drop in income from other transportation. There is no increase in transportation fees.
4. The school will make every effort to generate additional revenue from Bingos and Casinos in order to cover the shortfall from Bursaries and Waived Fees. Third Academy Calgary will have a Casino in the last quarter of 2008.

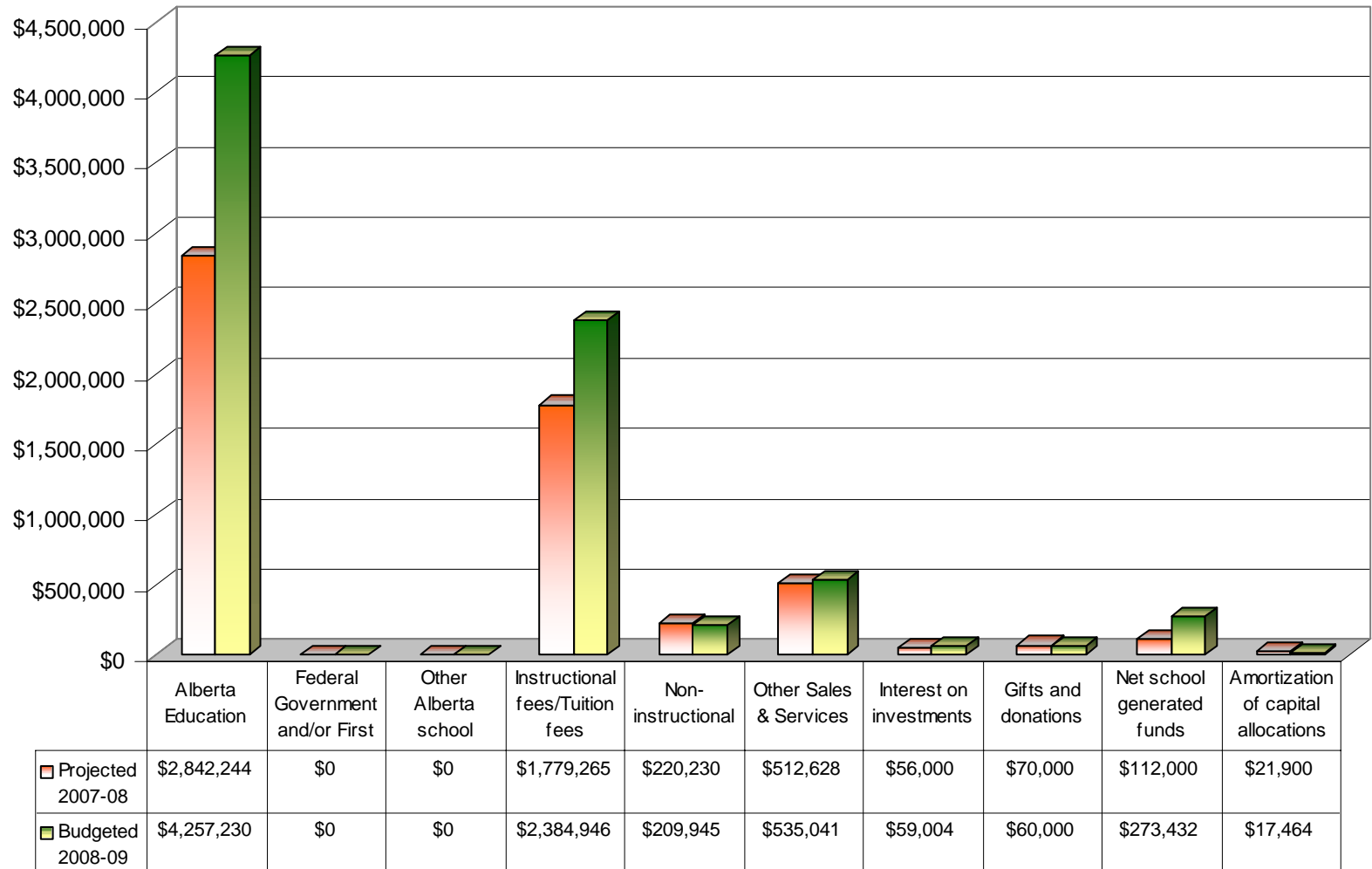
Expenses

1. 5% Salary increase is budgeted for the school year.
2. An additional \$175,000 is included for startup resources for Third Academy Calgary South for operational resources.
3. An additional school bus @ \$1,800 per month is budgeted in order to cover possible additional routes due to Calgary campus split.
4. In order to promote the school in the communities, the advertising budget has been significantly raised.
5. The lease agreement for the Third Academy Calgary South is backend loaded in order to enable the school to sustain the increased costs during the initial years of operations. This will also allow time to build the student body. The Third Academy has a one-third stake (\$500,000 investment) in the consortium (1227890 Alberta Ltd.) that owns the property. Revenue generated from this investment offsets Lease expenses.

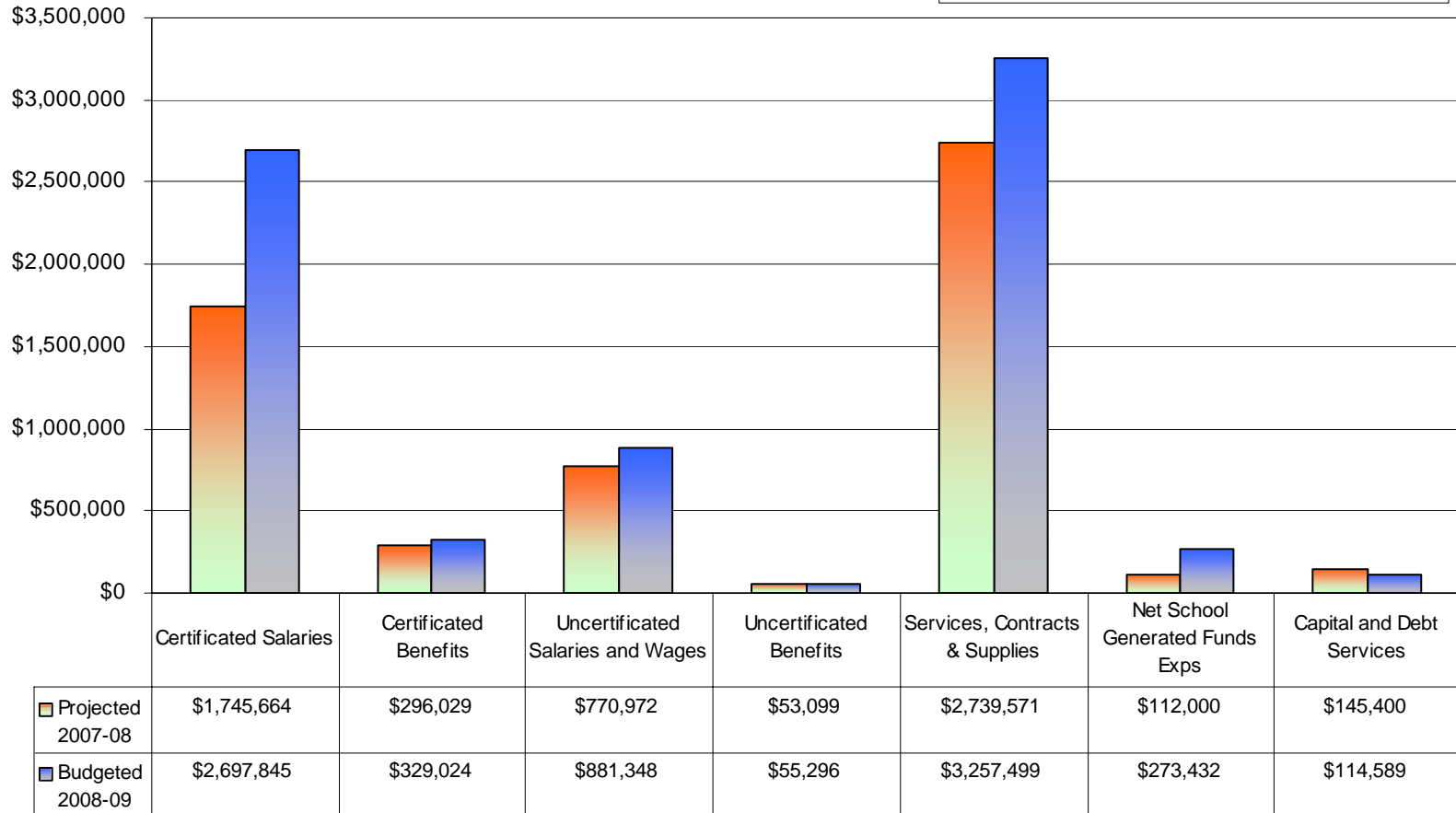
Significant Business and Financial Risks:

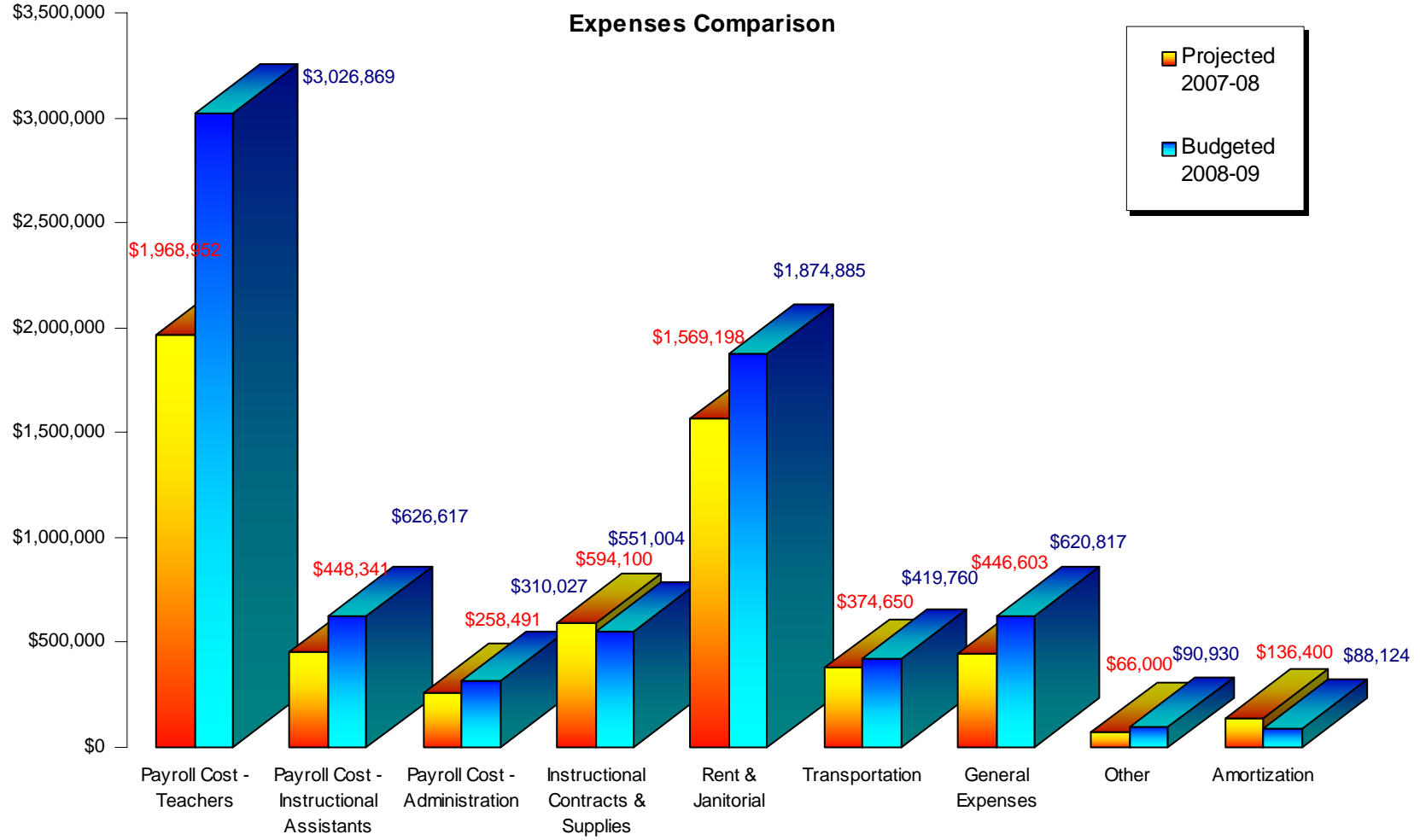
1. Enrollment of the budgeted number of students is critically important to ensuring revenue inflow. Failure to achieve the budgeted enrollment could have an impact on the overall financial stability.
2. Cash flow inconsistencies and the amount of bursaries that would be allotted could expose the Academy to high borrowing costs although necessary action has been taken to ensure that bursaries are allotted to deserving students after careful evaluation of the income tax assessments of the parents.
3. Overall economic risks may impact the Academy affecting the stability of receiving tuition fee revenue.
4. Third Academy is unable to rely on severe student funding as the yearly outcome of the Severe Audit Process is highly variable/uncertain.

Revenue Comparison & Analysis



Expenses Comparison & Analysis





HIGHLIGHTS OF FACILITY AND CAPITAL PLANS

SUMMARY

As part of Third Academy's plan for sustainable development, securing better facilities on long term basis is critical. Private schools are faced with tremendous challenges in finding appropriate sites. Alberta Education does not provide access to capital funding. This demands creative solutions to access capital in the open market. These costs, unfortunately, represent funds that cannot be spent on student programming. Dr. S. Lal Mattu, CEO, will take on the specific responsibility in 2008-2009 to establish Friends of Third Academy, a group committed to raising the estimated \$12M to build the new Calgary North site. 2007-2008 saw how better facilities and the prospect of better facilities impact Third Academy's system. The purchase and \$700 000 renovation of the Calgary South campus has produced very positive feedback from 99% of parents, students, staff and other stakeholders. The attributable sense of security within the community is demonstrated by the higher than usual retention rate of staff and rate of re-registration of students.

2008-2009 marks a transitional year that will see Third Academy Calgary's enrollment split between the Calgary North (Currie Barracks) site and Calgary South (22X) site. Students normally resident south of Glenmore Trail will attend Calgary South while student north of this dividing line will continue to attend Calgary North. The plan is to continue pursuing development of the Calgary South site in conjunction with our community partners to provide, in particular, better access to sports facilities.

The current Lease of Calgary North will come to an end June 30, 2009. Remaining at the current site is not an option as the Landlord intends to eventually develop the site and our building in particular into commercial office spaces. The plan is to continue to negotiate with the Landlord to secure a two year extension to the Lease, thereby allowing time to bring on stream a planned new Calgary North site in September 2011. This three year period, although tight, is hoped to be enough to allow for planning (which began November 2007), site preparation, tendering, construction, and setup of the new school which will be built on a parcel of donated land on the Bears paw Road, in the MD of Rockyview 10 minutes north of the Calgary city limits. In time, the two sites will well serve the needs of students with special learning needs from Calgary and all surrounding communities.

Third Academy Red Deer saw the establishment of an onsite daycare facility under the management of our partner, TLC Daycare.

In addition to TLC Daycare at Third Academy Lethbridge, onsite services have expanded to include a Headstart Program and Kaliedoscope ECS program. The plan is for Third Academy to purchase outright this currently leased space.

Third Academy's busing fleet in Calgary may be expanded as needed in 2008-2009. There is also some discussion about beginning busing services for Third Academy Red Deer and Lethbridge.

Another area demanding significant capital investment continues to be technology. Third Academy is committed to investing in hardware, assistive technology and specialized software so that technology can be integrated into teaching and learning in every classroom. 2007-2008 saw the upgrading of the computer labs at Calgary North as well as installation of Q-2 software and more Soundfield Systems. Upgrading/installation of labs/systems at Calgary South, Red Deer, and Lethbridge is a priority for 2008-2009. Successmaker software is being used in both Red Deer (plus Academy of Reading & Math) and Lethbridge.

