



ALBERTA LEARNING

Optimizing human potential

**Annual Report
2001/2002**



Government of Alberta

**2001 IPAC
Gold Award**
for Innovative
Management

Alberta
LEARNING

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2. Preface

Public Accounts 2001/02

The Public Accounts of Alberta are prepared in accordance with the *Financial Administration Act* and the *Government Accountability Act*. The Public Accounts consist of the annual report of the Government of Alberta and the annual reports of each of the 24 Ministries.

The annual report of the Government of Alberta released June 2002 contains the Minister of Finance's accountability statement, the consolidated financial statements of the Province and a comparison of the actual performance results to desired results set out in the government's business plan, including the *Measuring Up* report.

This annual report of the Ministry of Learning contains the Minister's accountability statement, the audited consolidated financial statements of the Ministry and a comparison of actual performance results to desired results set out in the ministry business plan. This Ministry annual report also includes:

- **other financial information as required by the Financial Administration Act and Government Accountability Act, either as separate reports or as a part of the financial statements, to the extent that the Ministry has anything to report.**
 - **financial information relating to accountable organizations and trust funds which includes the Alberta Teachers' Retirement Fund, school authorities in the public education system (public and separate school boards and charter schools), the universities, technical institutes, public colleges and the Banff Centre for Continuing Education.**
- **the financial statements of entities making up the Ministry including the Department of Learning and the Alberta School Foundation Fund for which the Minister is responsible,**

3. Minister's Accountability Statement

The Ministry's Annual Report for the year ended March 31, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as at September 10, 2002 with material economic or fiscal implications of which I am aware have been considered in the preparation of this report.

[Original Signed]

**Dr. Lyle Oberg
Minister of Learning**

4. Minister's Message

Albertans have long been recognized for their pioneering spirit. Dedication to realizing a greater vision for ourselves and our communities continues to be demonstrated across Alberta's learning system. Building upon a strong foundation, Alberta Learning focuses on improving what is already a world-class system.

This past year we accomplished a lot, but it was also a year with challenges. Our basic learning community experienced the strain of differing positions that impacted relationships, the school year and some Ministry activities. Nevertheless the excellent work within the Ministry and the system had a positive effect on our results.

In 2001/2002, the Ministry provided leadership in a number of key areas, including expansion of apprenticeship opportunities, implementing a student loan relief program, supporting community adult learning programs, promoting innovative approaches to learning and much more.

The Ministry also further defined the direction of our learning system with a variety of new policy initiatives. The *Campus Alberta Policy Framework*, and recommendations from the *MLA Forum on Lifelong Learning* are helping to foster a culture of lifelong learning and shape the seamless, learner-centered system envisioned by all Albertans. Alberta's *International Education Strategy* and the *First Nations, Métis and Inuit Policy Framework* further enhance learning opportunities. Plus, post-secondary institutions are focused on ensuring they have the necessary professionals needed in the classroom, and the *Faculty Attraction and Retention Working Group* consultative report is contributing to this objective. These are just a sample of recent strategic initiatives that harness the power of collaboration with our education stakeholders.

Alberta's pioneer spirit shines through in the use of learning technology. SuperNet has begun to traverse the map to bring Internet access to all corners of the province. This comprehensive

access will boost other leading-edge initiatives such as LearnAlberta.ca. The array of curriculum-based multi-media resources available online will be enriched by top-notch science materials from National Geographic. Technology holds many possibilities for education, and Alberta Learning is working to make the most of what it offers.

Whether it's work done within the Ministry or the classroom, there is much to celebrate. In the *Programme for International Student Assessment (PISA 2000)*, Alberta's students scored highest in reading, and ranked among the top three jurisdictions in science and math. Plus, Alberta's students achieved their best overall results on the *Canadian 2001 School Achievement Indicators Program (SAIP) Mathematics Assessment*, and moved to number one in problem solving. A quality assessment program, excellent teaching and a standardized, high quality curriculum play a key role in ensuring that Alberta students attain the skills and knowledge they need.

The success of Alberta's students and the learning system is also a testament to the collaborative environment that enables stakeholders to make valuable contributions while working toward common goals. Together we can turn challenges into opportunities and share in the satisfaction of success. The memorandum of agreement I signed with the Alberta School Boards Association and the Alberta Teachers' Association is a prime example of how we can work together for the benefit of students. As a Ministry we will continue to honour Alberta's pioneer spirit, responding to and anticipating the needs of our learners now and in the future.

[Original Signed]

**Dr. Lyle Oberg
Minister of Learning**

5. Management's Responsibility for Reporting

The Ministry of Learning includes:

- the Alberta School Foundation Fund
- the Department of Learning

The executives of the individual entities within the Ministry have the primary responsibility and accountability for the respective entities.

Collectively, the executives ensure the Ministry complies with all relevant legislation, regulations and policies.

Ministry business plans, annual reports, performance results and the supporting management information are integral to the government's fiscal and business plans, annual report, quarterly reports and other financial and performance reporting.

Responsibility for the integrity and objectivity of the consolidated financial statements and performance results for the Ministry rests with the Minister of Learning. Under the direction of the Minister, I oversee the preparation of the Ministry's annual report, including consolidated financial statements and performance results. The consolidated financial statements and the performance results, of necessity, include amounts that are based on estimates and judgments. The consolidated financial statements are prepared in accordance with the government's stated accounting policies.

As Deputy Minister, in addition to program responsibilities, I establish and maintain the Ministry's financial administration and reporting functions. The Ministry maintains systems of financial management and internal control which give consideration to costs, benefits, and risks that are designed to:

- provide reasonable assurance that transactions are properly authorized, executed in accordance with prescribed legislation and regulations, and properly

recorded so as to maintain accountability of public money,

- provide information to manage and report on performance,
- safeguard the assets and properties of the Province under Ministry administration,
- provide Executive Council, Treasury Board, the Minister of Finance and the Minister of Learning any information needed to fulfill their responsibilities, and
- facilitate preparation of Ministry business plans and annual reports required under the *Government Accountability Act*.

In fulfilling my responsibilities for the Ministry, I have relied, as necessary, on the executive of the individual entities within the Ministry.

[Original Signed]

Maria David-Evans
Deputy Minister
Alberta Learning

September 10, 2002

6. Overview

Introduction

In 2001/02, Alberta Learning continued to build on its strong foundation and to focus on providing the best possible lifelong learning system for Albertans in implementing the ministry's business plan for 2001-2004.

In pursuing this focus, the Ministry is guided by our **Vision:**

Optimizing Human Potential,

our **Mission:**

Alberta Learning's leadership and work with stakeholders build a globally recognized lifelong learning community that enables Albertans to be responsible, caring, creative, self-reliant and contributing members of a knowledge-based and prosperous society,

and our **Values:**

- Respect
- Integrity
- Trust
- Openness
- Caring

Through its core businesses of basic learning, apprenticeship and industry training, and adult learning, the Ministry continued working toward establishing a lifelong learning system that is based on the following **principles:**

learner centered: focusing the business of the lifelong learning system on the learner,

accessible: providing Albertans with access to quality learning opportunities,

collaborative: working with partners and stakeholders to develop seamless lifelong learning,

accountable: ensuring system and fiscal accountability,

responsive: creating a flexible learning system that meets and anticipates learner needs,

innovative: implementing the latest global learning and technology solutions, and

equitable: providing equitable access to lifelong learning opportunities.

The Ministry continued to play a key role in promoting cross-ministry initiatives and administrative priorities. These are established by the provincial government to address priorities that transcend the mandate of individual ministries. Alberta Learning collaborated on the following cross-ministry priority initiatives:

- Aboriginal Policy Initiative
- Economic Development Strategy
- Seniors Policy Initiative
- Alberta Children and Youth Initiative

and on the following administrative priorities:

- Alberta Corporate Service Centre (ACSC)
- Corporate Human Resource Development Strategy
- Corporate Information Management/ Information Technology Strategy
- Alberta One-Window Initiative

In 2001/02, Alberta Learning maintained its emphasis on the achievement of results. The Ministry's performance and accomplishments are profiled on the pages that follow, organized by the five goals of the business plan:

- High Quality Learning Opportunities
- Excellence in Learner Achievement
- Well Prepared Learners for Lifelong Learning, World of Work and Citizenship
- Effective Working Relationships with Partners
- Highly Responsive and Responsible Ministry

Ministry performance for 2001/02 is highlighted on pages 7 and 10. Performance results are presented in more detail in the Results Analysis section starting on page 15. The Ministry's accomplishments for the year are highlighted on pages 8 and 9 and summarized in Section 9, starting on page 187.

Highlights: Performance at a Glance

The table below highlights results and assesses performance in 2001/02 on Ministry core measures since the base year (1997/98 or earliest subsequent year data are available; see legend below). Targets are considered met if the result is within 95% of the target, except for provincial achievement tests (see Endnote B, page 208). Factors influencing results are discussed in the Deputy Minister's message on page 15.

Outcomes	Core Measures	Results for 2001/02
Goal One: High Quality Learning Opportunities		
Programs meet learner needs	Satisfaction with quality of education or training	<ul style="list-style-type: none"> ↓ A majority of the public (63%) is satisfied with the overall quality of basic education. = A very large majority of recent apprenticeship graduates continues to be satisfied with their on-the-job training (92%) and their technical training (95%).*⁺ √ A large majority (81%) of graduating post-secondary students remains satisfied with the overall quality of their post-secondary education.
Programs are accessible	Satisfaction with access Adult participation	<ul style="list-style-type: none"> ↓ A majority of the public (63%) is satisfied that adults have access to education and training.*⁺ √ 36% of adult Albertans reported participating in learning in the past 12 months.
Programs are affordable	Perception of affordability Financial assistance	<ul style="list-style-type: none"> ↓ A majority of the public (63%) agrees that the learning system is within the means of most Albertans. *⁺ √ The average financial assistance award to post-secondary students increased to \$7,577.
Goal Two: Excellence in Learner Achievement		
Learners demonstrate high standards	Student achievement	<ul style="list-style-type: none"> √ Overall results at the acceptable standard for students who wrote provincial achievement tests increased to 85.2%. ↑ Overall results at the standard of excellence for students who wrote increased to 19.7%. ↑ Overall results for all students in grade increased to 76.8% at the acceptable standard and to 17.8% at the standard of excellence. = Students met or exceeded the acceptable standard on three diploma exams and met or exceeded the standard of excellence on six exams.
Learners complete programs	High school completion Educational attainment	<ul style="list-style-type: none"> ↑ The high school completion rate within 5 years of entering grade 10 rose to 73%.* √ High school completion of Alberta 25-34 year-olds remains high at 90%. √ Post-secondary completion of Alberta 25-34 year-olds increased to 59%.
Goal Three: Well Prepared Learners for Lifelong Learning, World of Work, and Citizenship		
Preparation for lifelong learning	Readiness to learn Perception of preparation for lifelong learning	<ul style="list-style-type: none"> ↑ The percentage of grade 1 students who participated in an Early Childhood Services program the previous year increased in 1998/99 and remains very high at 95%.* √ About three out of four Albertans (76%) continue to agree that adult learners are well prepared for lifelong learning.
Preparation for work	Employment rates of post-secondary graduates	<ul style="list-style-type: none"> √ The employment rate of post-secondary graduates has remained very high at 93%.
Preparation for citizenship	Satisfaction with preparation for citizenship	<ul style="list-style-type: none"> √ Public satisfaction that high school students are well prepared for citizenship (59%) has increased substantially each year since 1999/2000. √ Public satisfaction that adult learners are well prepared for citizenship (68%) has increased since 1999/2000.
Goal Four: Effective Working Relationships with Partners		
Partnerships meet the learning needs of Albertans	Partner and stakeholder satisfaction	<ul style="list-style-type: none"> √ A large percentage (86%) of cross-ministry partners and learning system stakeholders agrees that Alberta Learning staff are collaborative, an increase over previous years. √ A very high percentage (90%) of these partners and stakeholders agree that Alberta Learning staff are responsive; results have increased each year. ↑ Two-thirds of partners and stakeholders (66%) agree that Alberta Learning staff are flexible.
Goal Five: Highly Responsive and Responsible Ministry		
Leadership and continuous improvement	Employee perceptions	<ul style="list-style-type: none"> ↓ A substantial majority of Alberta Learning staff (77%) agrees they understand how their work contributes to the Ministry business plan. ↓ A substantial majority of Alberta Learning staff (75%) agrees that they understand how the work of the Ministry contributes to government goals.
Value for dollars	Administrative efficiency	<ul style="list-style-type: none"> √ At 1.8%, spending on ministry functions remains a very small proportion of total ministry spending on the learning system.

* No target was set for 2001/02.

+ Core measure added after publication of the ministry business plan 2001-04.

√ Target met Trend since base year for measures without targets, or not meeting target: ↑ Improved results = No change ↓ Performance decline

Highlights: Key Accomplishments, 2001/02

Goal One: High Quality Learning Opportunities

High quality learning opportunities are accessible to all learners, offer flexibility to meet diverse needs, while employing results oriented, affordable funding.

Ministry Initiatives:

- Implemented 37 Special Education Review Report recommendations and continue to work on 24 others, including an accountability framework and revision of the *Guide to Education for Students with Special Needs*.
- Assumed responsibility from the banks on August 1, 2001 for the direct issuance of over \$82 million in Alberta Student Loans.
- Improved the Student Loan Relief Program by eliminating the need for students to submit an application for loan relief, and enabling benefits to be calculated and awarded automatically.
- Created more than 1,300 new post-secondary entry spaces in the high demand fields of health, business, teacher education, and information and communication technology with an increase of \$11 million in funding.
- Launched the LearnAlberta.ca website, providing teachers, students and parents with access to a variety of online learning resources including science resources from National Geographic.
- Completed the Native Education Policy Review, established priorities for action and released the *First Nations, Metis and Inuit Policy Framework*.
- In collaboration with industry and Aboriginal groups, piloted the Alberta Aboriginal Apprenticeship Project in northern Alberta to assist Aboriginal peoples to enter and complete apprenticeship programs.
- Enhanced curriculum in a number of key areas including junior high science, international languages (Ukrainian, Spanish, and Italian), Career and Technology Studies (CTS), Aboriginal Studies, high school Applied Mathematics courses, K-9 Health and the Career and Life Management (CALM) Program of Studies.
- Developed draft discussion paper for the Learning and Technology Policy Framework following preliminary stakeholder consultation.

Goal Two: Excellence in Learner Achievement

Evaluate, encourage, and support learner achievement through a full-range of educational options, as well as recognize and reward excellence.

Ministry Initiatives:

- Supported more than 700 Alberta Initiative for School Improvement (AISI) projects and funded the first AISI conference to promote sharing of best practices used in AISI projects that enhance student achievement.
- Alberta students scored highest in reading, and ranked among the top three jurisdictions in science and mathematics, in the Organization for Economic Cooperation and Development (OECD) Programme for International Student Assessment (PISA 2000) of 15 year olds.
- Alberta's students achieved their best ever results on the 2001 School Achievement Indicators Program (SAIP) Mathematics Assessment and moved to number one in Canada on problem solving.
- Developed and implemented a new method for calculating high school completion rates annually for school jurisdictions and released the *Removing Barriers to High School Completion* report.
- Introduced a new graduate student scholarship program to assist 1,000 students with awards totaling \$2 million.
- Added 2 Grant MacEwan United World College Scholarships, bringing the total to 8 scholarships for grade 11 students to attend United World Colleges around the globe.
- Awarded fifty \$1000 Registered Apprenticeship Program (RAP) Scholarships in the program's first year.
- Contributed \$2 million in matching funds to industry's \$1.3 million to create a new \$3.3 million scholarship program that annually will provide 165 apprentices with \$1,000 each.
- Increased the number of Heritage Scholarships and awarded over \$19 million to about 9,300 Albertans.
- Increased athletic scholarships by \$1.4 million through the Jimmie Condon Athletic Award Scholarship program, and expanded the Jason Lang Scholarship program to 1,500 third year students, issuing about \$5 million to students in their second or third year of study.
- A large majority (83%) of Alberta's graduating apprentices received the Interprovincial Standards (Red Seal) Program designation that allows them to work across Canada in their trade.

Goal Three: Well Prepared Learners for Lifelong Learning, World of Work and Citizenship

Foster lifelong learning by providing for a strong educational foundation; preparing learners for the work world; encouraging continued learning, and promoting citizenship.

Ministry Initiatives:

- Provided \$2 million to implement the Parent-Child Literacy Strategy and to enhance and increase access to community-based literacy, English as a Second Language, immigrant services, and non-credit adult learning programs across Alberta.
- Responded to the shortage of qualified nurses with \$6.6 million in funding to introduce the Registered Nurse Accelerated Track Education Program.
- Adopted the International Education Strategy to guide efforts to internationalize the province's education system.
- Increased student participation in the Registered Apprenticeship Program (RAP) by 29% with over 180 high schools participating in RAP.
- Completed the Campus Alberta report, providing goals and principles for creating a learner-centered system.
- Released the MLA Committee on Lifelong Learning "What We Heard" report and provided recommendations.
- Revised the Achievement in Business Competencies (Blue Seal) Program in collaboration with the Alberta Apprenticeship and Industry Training Board and post-secondary institutions. This program enables individuals with trade or occupation certificates to apply their skills and knowledge towards a business credential.
- Launched high school and post-secondary student exchanges with Jalisco, Mexico.

Goal Four: Effective Working Relationships with Partners

Effective partnerships generate joint initiatives to enhance learning, and contribute to achieving the province's social and economic goals by involving stakeholders in planning, development and evaluation processes.

Ministry Initiatives:

- Supported government-wide goals through participation in the Aboriginal Policy and Alberta Children and Youth Initiatives, and the Alberta Youth Employment and Economic Development Strategies.
- Implemented a faculty retention grant program to aid post-secondary institutions in attracting and retaining top quality faculty, researchers and graduate students.
- Implemented the Ever Active Schools project in partnership with Children's Services, Community Development, and Health and Wellness, to promote the benefits of a healthy, active lifestyle.
- Adopted the Provincial Nominee Program in agreement with Citizenship and Immigration Canada to aid Alberta employers in attracting highly skilled workers to meet the needs of Alberta's economy.
- Established inter-provincial online learning priorities as a result of an inter-provincial Ministers' conference and was selected as the province to lead initiatives.
- Co-sponsored the 5th annual Online Learning Symposium in partnership with the Alberta Online Consortium, which was attended by more than 650 educators and leaders.
- Developed initiatives, measures and targets for the Alberta Government's new Labour Force Strategy.

Goal Five: Highly Responsive and Responsible Ministry

A responsive and responsible learning system demonstrates leadership, value for dollars, and continuous improvement in administrative and business processes and practices.

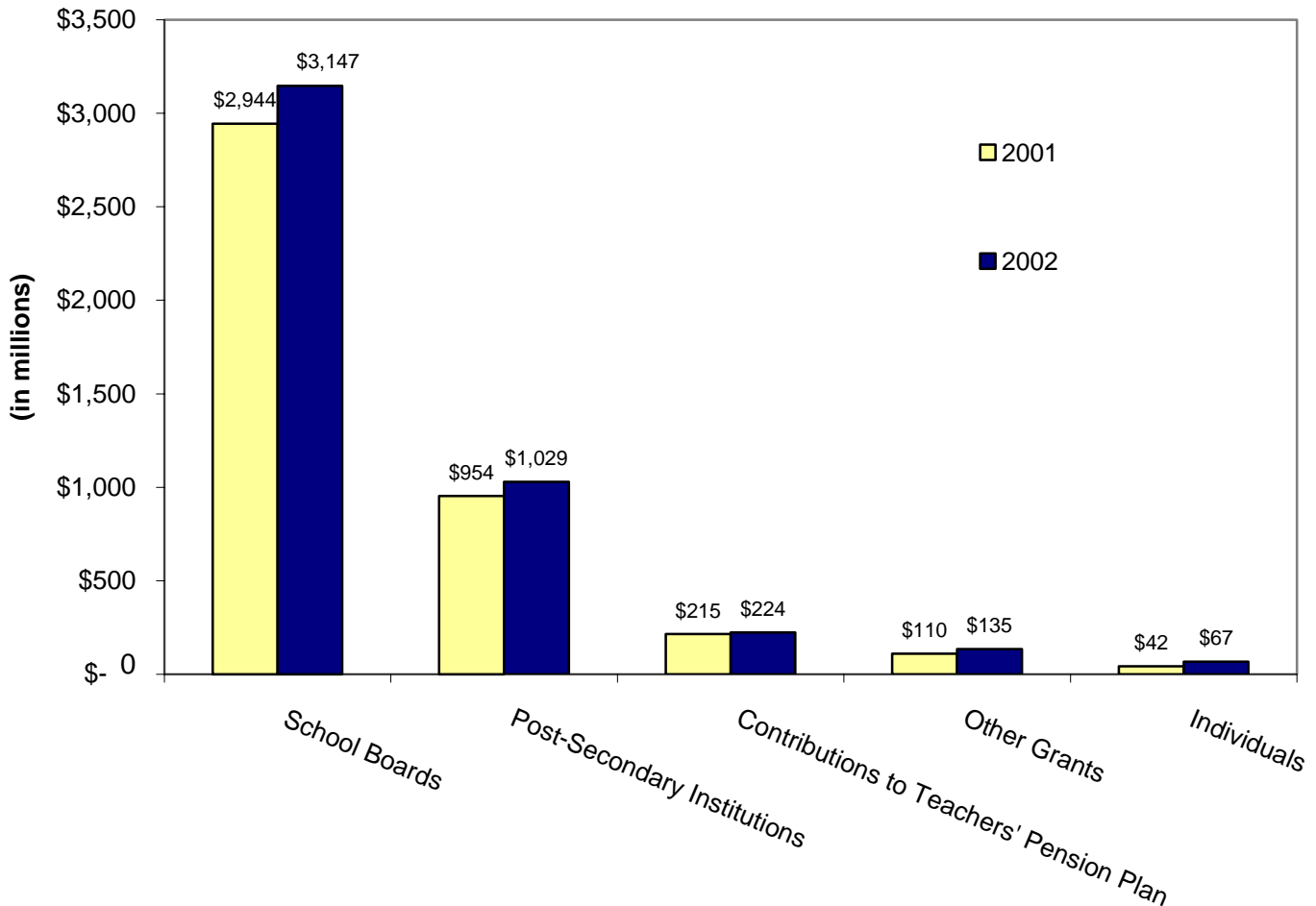
Ministry Initiatives:

- Increased kindergarten to grade 12 grant funding by 6.9% from \$2.9 billion in 2000/01 to \$3.1 billion in 2001/02.
- Increased grant funding to post-secondary institutions by 7.9% to approximately \$1 billion.
- Reviewed current North American education funding frameworks as part of the Funding Framework Review.
- Endorsed 37 outcomes from the Review Committee on Outcomes for the Kindergarten to Grade 12 learning system and developed a draft set of indicators and measures for the outcomes.
- Improved business planning guidelines and developed annual report guidelines for post-secondary institutions to improve accountability through consultation with stakeholders.
- Began development of the Apprenticeship, Trade and Occupation Management System (ATOMS) project, revising the Apprenticeship and Industry Training electronic databases to enhance client service, effectiveness and efficiency.
- Developed a Web Communications Management Plan to ensure high-quality on-line communications to Albertans and across the Ministry.

A more comprehensive list of accomplishments can be found in the Summary of Accomplishments in Section 9, pages 187-203.

Financial Highlights

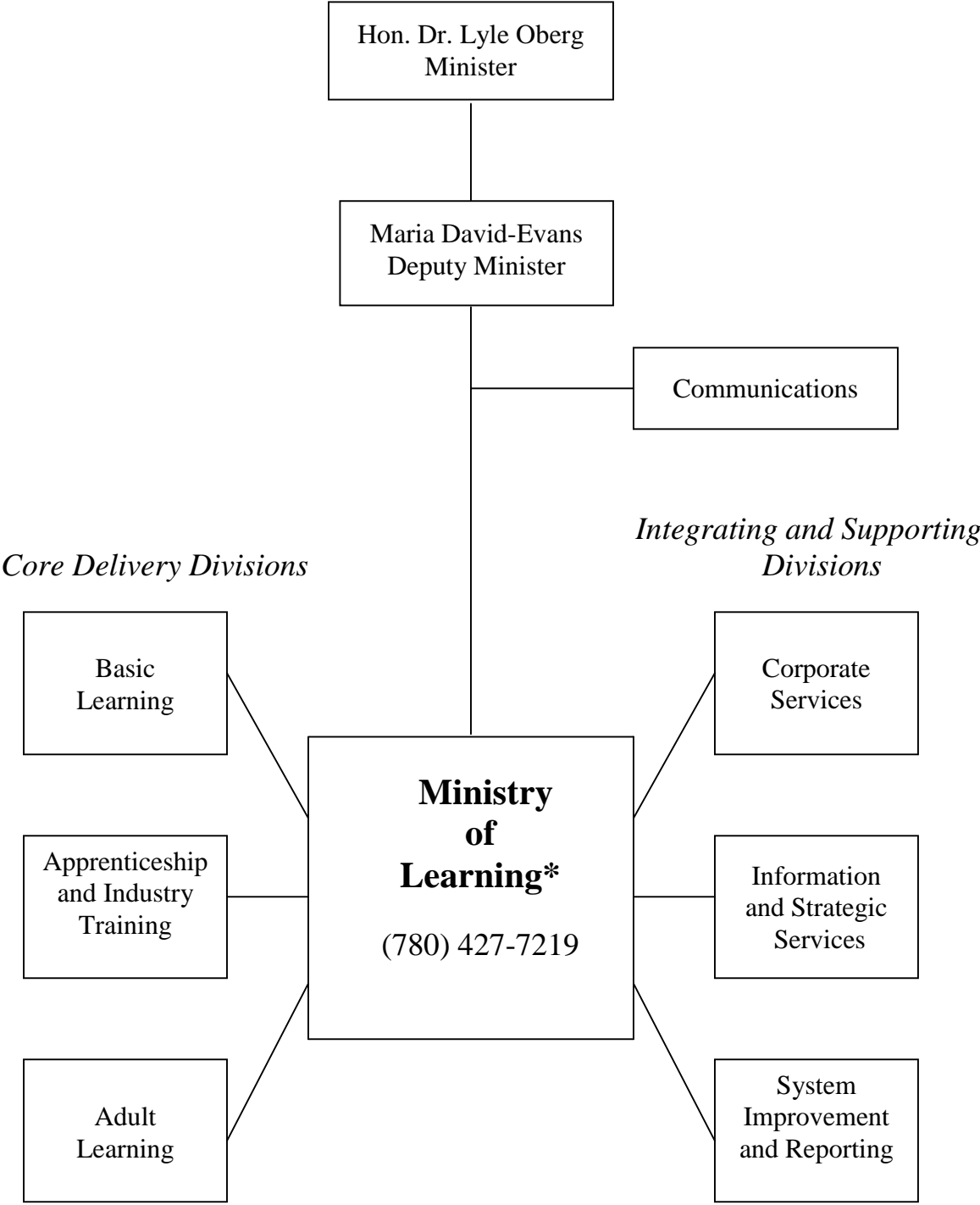
Ministry Grants



Grants account for 95% of the Ministry's expenses, and are categorized as follows:

- Grants to School Boards include instruction grants, as well as support for early childhood services, the Student Health Initiative, and the Alberta Initiative for School Improvement.
- Post-Secondary Institution support includes operating grants, grants to improve the accessibility of post-secondary learning and grants for faculty retention and equity.
- Contributions to the Teachers' Pension Plan include grants for both current and past service.
- Other grants include financial assistance to private schools for instruction and early childhood services, as well as grants to other areas including community education and learning television.
- Grants to Individuals consists of funding to post-secondary students based on achievement and need, including scholarships and maintenance grants.

Ministry of Learning Structure



*Includes:

- Department of Learning
- Alberta School Foundation Fund

Operational Overview: Ministry of Learning

The Ministry of Learning is comprised of two entities: the Alberta School Foundation Fund and the Department of Learning.

ALBERTA SCHOOL FOUNDATION FUND

The Alberta School Foundation Fund receives tax revenues from municipalities based on:

- the equalized assessment of real property in Alberta, and
- education mill rates established by the Lieutenant Governor in Council.

These monies, along with those from provincial General Revenues, are allocated on a fair and equitable basis to school boards.

DEPARTMENT OF LEARNING

Learners are the central focus of the Ministry. Each year, about 750,000 Albertans, from preschoolers to seniors, access the learning system. In order to focus on their varied needs, the Ministry leads a learning system that continually adapts to learner circumstances. It allows learners to move easily between school and the workplace, between high school and post-secondary learning and among post-secondary institutions across the province.

Core Businesses

The Ministry supports Alberta's learning system through three core businesses.

1. Basic learning

- Develop curriculum and set standards
- Evaluate curriculum and assess outcomes
- Certify teachers
- Support students with special needs
- Fund school authorities

2. Apprenticeship and industry training

- Develop program standards with industry
- Counsel apprentices and employers
- Provide funding for approved programs
- Certify individuals in designated trades and occupations

3. Adult learning

- Approve programs of study
- License and certify educational providers
- Fund educational providers
- Provide student financial assistance to Albertans who require it to learn

Ministry Division Descriptions

Reflecting the core businesses, the Ministry of Learning is organized into core delivery divisions and integrating and supporting divisions. Each division provides specific expertise to the learning system. All divisions share responsibility for providing integrated service by partnering with one another, as well as with other Alberta ministries, school authorities, post-secondary institutions, adult learning providers, stakeholder organizations and industry. The Communications Branch represents the Ministry to the public.

Core Delivery Divisions

The three core delivery divisions – Basic Learning, Apprenticeship and Industry Training, and Adult Learning provide learning services and standards for the learning system. These divisions work closely to ensure program continuity and smooth transitions for learners.

Basic Learning Division works collaboratively with the province's school authorities and Early Childhood Service (ECS) operators to provide learning programs for preschool children through to early adulthood. The division:

- develops curriculum and sets standards;
- certifies teachers, and sets and implements policies related to certificated staff throughout the province.
- provides services to support program implementation;
- provides educational leadership responsive to the community;
- supports programs such as Aboriginal and Francophone education and programs for students with special needs; and
- coordinates projects such as the Alberta Children and Youth Initiative and the Alberta Initiative for School Improvement.

Phone: (780) 427-7484

Apprenticeship and Industry Training (AIT)

Division works with industry, employer and employee organizations, technical training providers, government and Ministry divisions to support the development, maintenance and delivery of designated trade and occupation programs. These programs:

- contribute to the development of a trained and skilled workforce, which supports the economic progress of the province and its competitive role in the global market;
- respond to current technological advancements and workplace needs; and
- support labour mobility through continued development of interprovincial standards and certification programs.

AIT works with the Alberta Apprenticeship and Industry Training Board, industry and others to ensure:

- high school and adult apprentices receive on-the-job training, work experience and technical training to acquire skills in designated trades;
- standards are developed in consultation with industry for technical training and industry examinations;
- technical training for apprentices is scheduled;
- long-term training needs are identified;
- institutions offer training in response to industry needs;
- records of apprentice contracts and their progress in the program are maintained; and
- the workplace is monitored for compliance with the *Apprenticeship and Industry Training Act* and regulations.

Phone: (780) 427-4601

Adult Learning Division works with adult learners, public and private post-secondary institutions and community adult learning councils to support learners, provide learning opportunities and enhance the adult learning system. The division:

- with post-secondary institutions and community adult learning councils:
 - identifies learning needs and approves programs of post-secondary study;

- licenses and certifies private educational providers;
 - approves and coordinates community-based programs such as family literacy, academic upgrading and English as a Second Language;
 - provides funds to meet the operational needs of both individual institutions and the adult learning system as a whole, and
 - targets funds based on analysis of institutions' business plans and key performance indicators.
- assists adult learners financially through scholarships, bursaries and loans;
 - helps adult learners access information on available learning opportunities through the province's public and private post-secondary institutions and community adult learning councils;
 - evaluates and recognizes prior credentials of new Albertans; and
 - provides support to the Alberta Council on Admissions and Transfer (ACAT) and the Private Colleges Accreditation Board (PCAB).

Phone: (780) 427-5607

Integrating and Supporting Divisions

These divisions provide services that focus on ministry-wide operations and facilitate integration and accountability across all divisions and the learning system.

Corporate Services Division fosters system and fiscal accountability. The division:

- calculates and awards funding to all school authorities and analyzes financial reports submitted by school authorities;
- reviews funding support provided to school authorities to ensure a high percentage of dollars are directed to student learning;
- develops, produces and distributes learning materials;
- develops and implements the Ministry's human resource planning initiatives, policies and programs;

-
- develops budgets for the Ministry business plan, monitors budget compliance; and
 - oversees Ministry administration, corporate records management, and financial and legal services.

Phone: (780) 427-2051

Information & Strategic Services (ISS)

Division provides ministry policy options and policy research, and planning and information management and technology services. The division:

- develops Ministry policy positions, options and responses, coordinates immigration and federal/provincial policy, conducts research and integrates policy direction;
- facilitates and coordinates processes related to Ministry planning, decision making, consultation and information;
- manages information management and technology systems and functions;
- designs and develops print and electronic learning resources to support program delivery in the learning system; and
- provides leadership and support for the implementation of evolving technologies in learning.

Phone: (780) 427-3663

System Improvement & Reporting (SIR)

Division facilitates continuous improvement and ensures accountability throughout the Ministry and learning system. The division:

- leads the development of accountability frameworks, performance indicators, measures and targets;
- reports Ministry results;
- conducts applied research and program evaluations;
- identifies best practices for achieving continuous improvement;
- develops and administers provincial Achievement Tests and Diploma Examinations and provides individual, school, jurisdiction and provincial level results to support teaching and learning in the ECS to grade 12 education system;

- coordinates Alberta's participation in national and international assessments, and
- administers General Education Development Tests to adult learners.

Phone: (780) 422-1608

Email: measurement.learning@gov.ab.ca

In addition:

Communications works with the Ministry and its stakeholders to provide communications support related to Ministry work. The Branch:

- provides useful, timely and clear information to Albertans on achievements and initiatives in the learning system;
- supports the Ministry in reaching its goals by providing strategic communications advice, planning services, specialized writing and editing skills.
- facilitates effective communications among Ministry employees, and
- represents the Ministry to the public and the media.

Phone: (780) 427-2285

Email: comm.contact@gov.ab.ca