

Unaudited Information

Summary of Accomplishments - Alberta Learning Business Plan

April 1, 2002 to March 31, 2003

Presented below are Alberta Learning's accomplishments for 2002/03 in implementing the Ministry's Business Plan for 2002-2005. These are organized by the goals, outcomes and strategies of the business plan. (More information is available on selected accomplishments in Alberta Learning news releases between April 2002 and March 2003 on the Ministry's website at www.learning.gov.ab.ca/news/newsreleases/asp).

Goal 1: High Quality Learning Opportunities

Responsiveness and Flexibility

Enhance the use of strategic information and consultation to identify and assess priority needs of learners and stakeholders.

- Established five goals for the renewed vision for the K-12 learning system: all students will
 - be able to read, write and perform basic arithmetic by the time they leave grade 3
 - acquire proficiency in a language in addition to English
 - use technology effectively to enhance their learning
 - make healthy choices in a safe and caring environment, and
 - make informed choices from alternative learning pathways that lead to post-secondary education options, employment opportunities and other future decisions.
- Completed work to address the needs of preschool and kindergarten to grade 3 students through initiatives such as the Alberta Children and Youth Initiative (ACYI), Alberta Initiative for School Improvement (AISI) and a new Program of Studies for primary grades.
- Developed the draft *Learning and Technology Policy Framework* for consultation.
- Released the report of the MLA Committee on Lifelong Learning, which contains recommendations on ways to help adults return to learning.
- Reported on the 2001/02 Apprenticeship and Industry Training Employer Satisfaction Survey and used the results to inform policy and program development.
- Assisted the Alberta Apprenticeship and Industry Training Board to develop a new Strategic Plan for 2003-2006 that is in line with Alberta Learning's 2003-2006 Business Plan and addresses the challenges facing the apprenticeship and industry training system.

Ensure learning policies and programs meet priority needs of all learners, society and the economy.

- Developed initial performance measures relevant and specific to the expected outcomes of the First Nations, Métis and Inuit Policy Framework (FNMI) implementation plan.
- Developed an online version of the 2003/04 *Guide to Education: ECS to Grade 12* for posting on the Alberta Learning website.
- Implemented revised programs in Applied Mathematics 10-20-30 and Science 9 and 14 for students in the basic learning system.
- Authorized new student basic and support learning resources, and resources for teachers to support provincial implementation of new programs of study in senior high English Language Arts, Aboriginal Studies 10-20-30, and senior high English as a Second Language.
- Developed the framework for the Campus Alberta Board of Accreditation and Coordination, which was accepted in principle by institutions as the means to expand access to degree programs in Alberta.
- Released the *Campus Alberta Policy Framework* to promote access to learning opportunities for Albertans through collaboration across the learning system.
- Published 94 provincially authorized student module booklets with integrated multimedia to support new programs of study for core courses, grades 1-12.
- Published a French language multimedia Information and Communication Technologies classroom integration model on LearnAlberta.ca website.
- Communicated Alberta Initiative for School Improvement (AISI) results and successes including project learnings through reports, conferences, and the Clearinghouse to facilitate continuous improvement in the basic education system.

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- Developed in collaboration with partners the structure and design for the next Three-Year AISI cycle.
 - Aligned the design of the Native Education Projects with the First Nations, Métis and Inuit (FNMI) Education Policy Framework.
 - Included the FNMI Education Program Plans within the *Guide for School Board Planning and Results Reporting*.
 - With the Minister's Advisory Committee analyzed the program implications for small schools on a number of initiatives (e.g. Funding Framework, Removing Barriers to High School Completion).
 - Continued to implement Phase 3 of the Safe and Caring Schools Initiative which infuses objectives, activities and strategies into related resources of Alberta Learning's Program of Studies.
 - Reviewed school jurisdictions' planning and reporting documents to ensure compliance with requirements, and provided implementation support for related initiatives and issues.
 - Included a unit on Cardio-Pulmonary Resuscitation (CPR) in grade 10 Physical Education.
 - Initiated an agreement with the German province of Saxony for school twinnings and exchanges of information, teachers, students and language assistants.
 - Signed four agreements with Australia and New Zealand, including renewal of teacher exchanges with New South Wales, new teacher exchange agreements in Queensland and New Zealand, and new collaborative e-learning projects with the Learning Federation of Australia and New Zealand.

Partner with industry to ensure that the learning system responds to the changing needs of the economy.

- Negotiated an agreement with the federal government which enabled Alberta to expedite the entry of skilled foreign workers to fill employers' skills needs.
- Conducted a satisfaction survey of 2001/02 Apprenticeship and Industry Training (AIT) Graduates.
- Collaborated with the Ministry of Innovation and Science and SuperNet vendors to establish a connection with over 20 learning institutions in the Red Deer/Rocky Mountain House area.
- Announced a project with Sun Microsystems Inc. and Chinook's Edge School Division to pilot the latest in available desktop computing technology. The pilot will look at computer use by students and teachers, teacher preparation, and the impact on technical upgrades, administrative support, and operational costs.
- Enhanced relationships with the technology industry by hosting two Ministry Invitational Sessions for vendors to share information on Alberta's vision and direction with respect to learning and technology.
- Created a Web page for the technology industry and initiated a process for vendors to showcase their products to the ministry.

Ensure learning programs are flexible to accommodate diverse learner needs. Provide alternate delivery approaches to meet diverse learner needs.

- Developed modular learning resources and alternate delivery approaches for technical training of Alberta apprentices as follows:
 - Alternative delivery of training is available in 14 trades, as requested by industry
 - Distance delivery – welder, electrician, millwright, locksmith
 - Competency Based Apprenticeship Training – electrician, carpenter, welder, locksmith
 - Weekly – parts technician, cook
 - Mobile – roofer, communication technician, bricklayer, tilesetter.
 - Individual Learning Modules (ILMs) under development:
 - Electrician – 70% complete
 - Carpenter – 40% complete
 - Plumber – 33% complete
- Implemented ILMs for the automotive service technician, heavy equipment technician, machinist, millwright and welder.
- Implemented new record books to improve the monitoring and evaluation of on-the-job training and to improve the consistency of on-the-job training of apprentices in 40 of 51 trades.

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- Developed and implemented the *Charter Schools Regulation 212/2002* to ensure consistency with *School Act* revisions. This new regulation clarified the application process and the Ministry's responsibility to evaluate charter schools. Also revised the *Charter Schools Handbook* to reflect the changes in the *Regulation* and posted it on the department's website.

Accessibility

Enhance access to learning opportunities.

- Initiated development of a technology research process to identify research priorities related to effective uses of Internet Protocol (IP) applications on SuperNet. Contributed to several stakeholder-sponsored events regarding SuperNet applications and research.
- Provided a conditional grant to support the Computers for Schools program.
- Coordinated and conducted evaluations of two private college applications for first degree programs; and completed a comprehensive evaluation and approved an additional degree program at institutions with existing accredited degree programs.
- Used the Access Fund to maintain an additional 5,175 apprenticeship technical training seats.

Ensure that there is the physical, technological and human resource capacity to meet the demands of the learning system.

- Implemented a formal research process for the development of e-textbooks.
- Developed a SuperNet rollout database and worked with stakeholders to confirm the connectivity status of over 99% of learning institutions.
- Developed a SuperNet planning toolkit and provided funding support to NAIT to develop and deliver SuperNet technical training for learning system Information Technology personnel.
- Developed SuperNet Access Funding guidelines and processes.
- Implemented the electronic Teaching Authority Validation System that provides schools and ECS operators a quick and convenient mechanism for confirming the certification of teachers being considered for employment.
- Implemented the International Qualifications Assessment Services (IQAS) system.
- Completed major components of the Student Finance System redevelopment.
- In conjunction with the cross-government Corporate Capital Overview, developed criteria for prioritizing the needs of the post-secondary system in developing capital asset policies.
- Implemented action plans and accountability measures on accepted recommendations of the Faculty Attraction and Retention Working Group.
- Completed transfer of Operations and Maintenance funds (\$309 million) and related files from Alberta Learning to Infrastructure.

Affordability

Encourage learners and their families to prepare financially for learning opportunities.

- Developed and implemented a three-year strategic plan for the Accessibility Communication Framework which was adopted as the Pan-Canadian model.
- Provided information sessions to the College of Alberta School Superintendents (CASS) and the Alberta School Boards Association (ASBA) at Zone meetings regarding the Student Finance Board and support for student financial planning for post-secondary education.

Ensure resources are available to enable learners to participate in learning opportunities.

- Issued approximately \$27 million in loan relief benefits and approximately \$39 million in loan relief completion payments to help reduce student debt levels.
- Announced the Apprenticeship Tuition Fee Policy (effective August 2003) after considering feedback from industry (employers, associations, apprentices) and post-secondary institutions across the province.

Improve flexibility and responsiveness of funding mechanisms for the learning system.

- Developed a new funding allocation model for basic education and presented it to stakeholders for information and feedback.

Continue to monitor and respond to critical cost pressures.

- Led the passage of amendments to the *Teachers' Pension Plan Act* to facilitate payment by the province of the equivalent of one-year of teachers' contributions for the unfunded liability to the pension plan.

Goal 2: Excellence in Learner Achievement

Learners Demonstrate High Standards

Ensure that teaching and instruction in Alberta's learning system is consistently of high quality.

- Held the second annual Alberta Initiative for School Improvement (AISI) Conference with more than 700 attendees, including parents. Sessions highlighted effective practices and projects that others could use to inform future AISI projects.
- Provided funding support to Information and Communications Technology (ICT) professional development partnership initiatives, including the TELUS Learning Connection and the Galileo Educational Network Association.
- Provided funding support to the Alberta Regional Consortia to facilitate teacher in-service on Web Awareness professional development materials and distributed Web Awareness CD-ROM to schools and post-secondary institutions.

Improve the assessment of learner achievement.

- Led the development of the Pan-Canadian Assessment Program (PCAP) to replace the School Achievement Indicators Program (SAIP).
- Designed a process to anchor a portion of diploma examination questions to enhance the comparability of results over time (anchored questions remain the same from one administration to the next).
- Designed multiple choice field tests in language arts and math for schools piloting the new Integrated Occupational Program.
- In response to Motion 505 in the Legislature, renewed the Provincial Achievement Testing Program to examine the effectiveness of the program and posted the report on the Internet.
- Generated the first exams from the apprenticeship Inter-provincial Computerized Examination Management System (ICEMS), which improves the efficiency of the production and administration of Red Seal trade exams across Canada.

Recognize learner achievement.

- Alberta's students ranked third in the SAIP writing assessment of Canadian 13- and 16-year-olds, at levels 2 and 3 respectively. (Performance is reported on the basis of five levels: 13-year-olds are expected to achieve level 2 or higher and 16-year-olds are expected to achieve level 3 or higher.)
- Certificated approximately 1,800 new Alberta teacher education graduates, one thousand (1,000) out-of-province North American teachers, and assessed 175 overseas teachers.
- Issued 1,500 assessment certificates to individuals with foreign education to facilitate access to employment, professional licensing and further education.
- Facilitated the negotiation of 455 new transfer agreements among post-secondary institutions in Alberta.

Encourage and reward excellence.

- Responded to an increase in academic excellence by raising the maximum amount available for Heritage Scholarships from \$20 million to \$22 million. There was an increase of 9% in recipients of Alexander Rutherford Scholarships, awarded to high school students with high academic achievement.
- Issued over \$13 million in Achievement Scholarships to over 11,000 Alberta post-secondary students.
- Implemented new awards including Queen Elizabeth II Golden Jubilee Awards, the Premier's Citizenship

Awards, and the Earl and Countess of Wessex – Edmonton 2001 World Championships in Athletics Scholarship.

- Awarded the first scholarships of \$1,000 each to 165 apprentices from the new \$3.3 million scholarship fund to recognize apprentice excellence in their training and trade.
- Presented 49 apprentices with a Top Apprentice Award at the Alberta Apprenticeship and Industry Training Board Awards.
- Recognized over 400 outstanding, innovative Alberta teachers nominated for Excellence in Teaching Awards.

Learners Complete Programs

Develop initiatives to assist learners to complete programs.

- Supported school jurisdictions in using the findings of the *Removing Barriers to High School Completion Report* to increase high school completion rates.

Goal 3: Well Prepared Learners for Lifelong Learning, World of Work and Citizenship

Learners are Well Prepared for Lifelong Learning

Develop, implement, and evaluate early childhood initiatives.

- Through the Parent-Child Literacy Strategy, 31 projects assisted over 6,000 parents and their preschool children.
- Developed an evaluation framework for project proposals that request funding under the Parent-Child Literacy Program. An overall evaluation and accountability framework for the program and associated projects has been completed and included in program materials.
- Collaborated with Council of Ministers of Education Canada (CMEC) in the development of a K-2 French language recovery teacher training kit.
- Piloted a revised version of the Early Development Instrument (EDI) in five participating jurisdictions, provided results to school jurisdictions, and initiated an evaluation of the three-year project on developing a readiness to learn measure.

Introduce initiatives that will help Albertans succeed in learning throughout all stages of their lives.

- Increased annual grants by 3% to over 150 community-based learning providers which enabled 2,130 adult Albertans to improve their basic literacy skills, 14,000 new immigrants to access English as a second language and settlement services, and 77,000 participants to access 5,600 courses or workshops in over 83 communities across the province.
- Community Adult Learning Council initiatives aimed at increasing access to learning opportunities in rural communities resulted in an additional 7,700 participants in 600 courses and workshops.
- Developed an Activity Report on French minority education and French language instruction for Kindergarten to Post-Secondary.

Learners are Well Prepared for Employment

Create diverse opportunities that prepare learners to achieve career goals in local and global markets.

- Implemented new material for students in CTS Career Transitions and Communication Technology and Information Processing modules.
- Awarded \$50,000 in scholarships to 50 high school graduates participating in the province's innovative Registered Apprenticeship Program (RAP) to encourage them to continue their apprenticeship training.
- Worked with organizations such as CAREERS, Skills Canada-Alberta, and the Careers in Construction CD-ROM Youth Ambassador Project to promote the skilled trades within schools and the community.
- Initiated promotional activities focused on encouraging high school guidance counsellors and teachers to promote apprenticeship training and a career in the trades. Apprenticeship information sessions with guidance counsellors, other school staff and parents were presented in Calgary, Grande Prairie, Red Deer and Lethbridge.

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- Increased participation in the Registered Apprenticeship Program (RAP) from 980 in 2001 (January to December) to 1,163 for the same time period in 2002.
 - Enhanced inter-provincial mobility for trades persons by issuing 3,974 individuals trade certificates with Red Seals in 2002 (January to December, 2002).
 - Certified 609 people through the Qualification Certificate Program, which recognizes prior work experience, knowledge and skills in designated trades and occupations in Alberta (January to December, 2002).
 - Developed new agreements, so that gasfitter certificates issued in Ontario, Manitoba, Saskatchewan and British Columbia are recognized as being equivalent to an Alberta trade certificate.
 - Worked with the Department of National Defense (Canada) to improve mobility and recognize certification in automotive service technician and cook trades.
 - In partnership with NAIT, produced multimedia-welding resources for apprentices consistent with apprenticeship standards to support the Individual Learning Modules. The resources were then redesigned to produce multimedia learning resources appropriate for CTS students studying welding in high school.
 - In collaboration with partners, surveyed over 200 recent teacher education graduates, 400 plus beginning teachers and more than 200 school principals about the efficacy of Alberta teacher preparation programs and beginning teachers' opportunities for professional growth.

Learners are Well Prepared for Citizenship

Develop learning opportunities that will build an active and responsible citizenry.

- Incorporated citizenship and identity into the learning outcomes for the revised K-12 Social Studies curriculum.
- Implemented revised programs for students in Career and Life Management (CALM) and K-9 Health and Life Skills.

Create learning opportunities to help Albertans become successful in a global society.

- Led a mission to Asia, accompanied by 23 representatives of school jurisdictions, post-secondary institutions and key stakeholder groups. Participants in the mission signed nine co-operative agreements and began further opportunities for collaboration.
- Implemented the following revised second language programs that support preparation for participating in a global society:
 - Spanish Language Arts (K-3) (Optional implementation)
 - Spanish Language and Culture (7-9, 10-20-30, and 10S-20S-30S)
 - German Language and Culture (7-9, 10-20-30, and 10S-20S-30S)
 - Italian Language and Culture (10-20-30)
 - Ukrainian Language Arts (K-9)
- As part of the Canadian International Development Agency (CIDA) funded Canada-South Africa Teacher Development Project, conducted teachers workshops on Inclusive Education, and facilitated the delivery of teacher in-services on the Application of Computers to Teaching and Learning.
- Participated with the Universities of Alberta and Calgary, Athabasca University and Agriteam Consulting of Calgary in a consortium for the Western China Basic Education Project.

Goal 4: Effective Working Relationships

Effective Working Relationships Meet the Learning Needs of Albertans

Collaborate with stakeholders in the design, delivery and evaluation of the learning system.

- Worked with Alberta Council on Admissions & Transfer (ACAT) to improve student transitions between the basic and post-secondary sectors, resulting in post-secondary admissions policy decisions for the new English Language Arts course.
- Provided registration and counselling services to apprentices and employers through 13,000 shop visits. Registered over 13,000 new apprentices (January to December, 2002).

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- In partnership with the Alberta Apprenticeship and Industry Training Board work progressed on enhancements to the industry network of trade and occupational training committees.
 - Contributed to the development of the ministerial statement adopted at Council of Ministers of Education Canada (CMEC), which is expected to lead to a Pan-Canadian system of credit transfer among colleges and universities.
 - Led the development of a Pan-Canadian Education Portal for online resources.
 - In collaboration with the federal government and CMEC, led the provinces in the development of a pan-Canadian framework to guide the long-term evolution of financial assistance to promote accessible and affordable post-secondary education.
 - Participated in CMEC priority setting for post-secondary, including university research.
 - Continued to partner with 10 publishers to help schools save money when purchasing learning and teaching resources through the Aggregate Order Discount (AOD) Program, which has saved customers \$600,000 over two years.
 - Hosted the 6th Annual Online Learning Symposium in partnership with the Alberta Online Consortium, which was attended by over 650 educators from across Alberta and Canada.
 - Raised awareness of and elicited feedback on the LearnAlberta.ca initiative at over 80 external and internal events including information sessions, regional forums, specialist council events, association and organization board meetings, consultations and teachers' conventions.
 - Hosted three conferences for Jurisdiction Technology Contacts, each attended by about 125 technology managers, to share information and receive input on Learning and Technology initiatives.
 - Strengthened the New Brunswick/Alberta Memorandum of Agreement through the development of Physics/Physique 20-30 French language multimedia applets (software applications that respond to user inputs and allow learners to manipulate variables), which support a discovery approach to learning.
 - Designed and developed provincially authorized, multimedia learning resources for grade 6 science students, parents, and teachers called *The Thrill of Flight*, in partnership with the Alberta Aviation Council, SAIT, Mount Royal College, Chestermere Lake Middle School (Rocky View School District), and many Alberta aviation-related businesses and agencies.
 - Maintained a solid working relationship with the post-secondary system as indicated by the results of the Roles and Responsibilities and Legislation discussions.
 - Provided Cardio-Pulmonary Resuscitation (CPR) training to teachers in 91 high schools across 35 school jurisdictions in collaboration with the Advanced Cardiac Treatment (ACT) Foundation.
 - Strengthened relationships with the Alberta Home and School Councils' Association (AHSCA) to support increased parental involvement in school.

Initiate, develop, and support cross-ministry initiatives.

Government has established cross-ministry priority initiatives and administrative priorities that transcend the mandate of individual ministries. Each year, some of these are selected for special emphasis. The following briefly highlights Alberta Learning's major involvement in these priorities for 2002/03.

Priority Policy Initiatives

Health Sustainability Initiative

- Worked with Alberta Health and Wellness and stakeholders to develop, implement and pilot Alternative Funding Plans for academic physicians in the province's medical schools to increase the quality time spent teaching students, caring for patients, and conducting research.
- Supported the Alberta Alcohol and Drug Abuse Commission *Alberta Youth Experience Survey*, which surveyed 3,394 students in grades 7-12 regarding their involvement with alcohol, tobacco, other drugs, and gambling activities.

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- Supported the Alberta Tobacco Reduction Strategy and *Prevention of Youth Tobacco Use Act* legislation effective April 1, 2003. Assisted with the development of a school resource on creating policy for tobacco-free schools and distributed it to schools and school authorities across the province.
 - Implemented the *Health and Life Skills K-9 and Career and Life Management (CALM)* curriculum and posted the related Guides to Implementation and list of learning and teaching resources on the Alberta Learning website.
 - Contributed to the development of the strategic plan and performance measures for the Health Sustainability Initiative.

Aboriginal Policy Initiative

- As part of the Alberta Aboriginal Apprenticeship Program (AAP):
 - registered Aboriginal people into apprenticeship positions in the Edmonton and Fort McMurray areas
 - established a project office in High Level
 - implemented communications strategies to support and improve Aboriginal participation in the trades, including setting up the Aboriginal Apprenticeship network and developing student guides for distribution through school orientations and presentation events.
- Coordinated funding to introduce the Alberta Youth Apprenticeship Program (YAP) in selected northern communities to help young people become aware of and consider the designated trades as viable career options.
- Began two Aboriginal Family Literacy Projects to educate Aboriginal Literacy and Parenting Skills trainers, and to purchase Aboriginal family literacy resources for use in family literacy programs across Alberta.
- Established a Ministry task group to review tuition agreements between school boards and First Nations and make recommendations regarding best practices.
- Completed Phase I of the Aboriginal Data Collection Initiative, which involved working with school jurisdictions and post-secondary institutions that collect information on Aboriginal ancestry as part of their registration process. The number of post-secondary institutions that collected information on Aboriginal Student employment doubled since last year.
- Set baseline data on the number of Aboriginal people in apprenticeship programs and increased to 262 the number of apprentices self-identified as Aboriginal learners, up from 144 the previous year.
- Initiated communication with Aboriginal communities regarding voluntary self-declaration of Aboriginal ancestry on public school and post-secondary registration forms.
- Encouraged enhanced Aboriginal participation in post-secondary studies by guiding policy direction and examining program approval options.

Economic Development Strategy

- Led representatives of Alberta's education community on a mission to Asia to strengthen and expand international education initiatives in Japan, China, Vietnam and Thailand.
- In conjunction with industry and other government departments, identified labour force supply and demand for the Alberta economy and developed strategies to address skilled trades shortages.
- Developed a framework and strategic direction in support of Alberta's Value-Added Strategy and transition to a knowledge-based economy.
- Developed new measures and selected targets for Learning's measures for 2010 based on long-term trends.

Alberta Children and Youth Initiative

- Streamlined administrative processes and transferred increased responsibility for planning and accountability of delivery of student health services to Student Health Partnerships. All 20 Partnerships have been approved to submit an Abbreviated Service Plan for the 2003/04 school year.
- Provided Student Health funds to the Partnership as a whole instead of allocating by individual school authorities.

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- Implemented a number of strategies to provide flexibility for Partnership service planning that was needed during the boundary changes to the Regional Health Authorities and Child and Family Services Authorities.
 - Published *Teaching for the Prevention of Fetal Alcohol Spectrum Disorder (FASD) grades 1-12, A Resource for Teachers of Health and Life Skills, and Career and Life Management*.
 - Revised and expanded *Building Strengths, Creating Hopes*, the guide for teaching students with Fetal Alcohol Spectrum Disorder (FASD).
 - Provided cross ministry awareness workshops for the Protection of Children Involved in Prostitution (PCHIP) in Lethbridge, Fort McMurray, Edmonton, and Grande Prairie.
 - Implemented recommendations from the *Youth in Transitions Policy Framework*.
 - Provided copies of *Responding to Child Abuse Handbook* to superintendents.
 - Developed a cross-ministry policy framework and model for integrated services for children and youth with special and complex needs.
 - Developed guidelines for provincial ministries and regional authorities to use for sharing privacy information when providing integrated services for children and youth.
 - Contributed to the development of the priorities, performance measures and annual report for the Alberta Children and Youth Initiative.

Key Administrative Initiatives

Alberta Corporate Service Centre (ACSC)

- Collaborated with ACSC, establishing service level agreements for the delivery of Information and Communication Technology (ICT) services to Alberta Learning consistent with Government of Alberta directions. The new agreements resulted in improved planning, implementation and delivery of ICT services.
- Collaborated with ACSC to deliver a seamless Human Resource Service to the Ministry of Learning.
- Collaborated with ACSC to improve the level of financial service and reporting to the Ministry of Learning.

Corporate Human Resource Development Strategy

- Developed and implemented strategies of addressing performance management, building leadership capacity, and attracting and retaining talent for the Human Resources Plan.

Corporate Information Management/Information Technology (IM/IT) Strategy

- Collaborated with Innovation and Science on identifying initiatives and priorities that contributed to the Information and Communication Technology plan.
- Participated in the development of government's Enterprise Architecture that defined corporate principles, standards and guidelines that will guide provincial IM/IT investment and design decisions.
- In consultation with stakeholders, developed a Technology Standards and Standard Solutions proposal to improve the ability to share information and resources and increase access to learning opportunities across the province, and implemented interim management strategies.

Service Alberta Initiative

- Delivered One-Window information sessions and Quality Customer Service training to front-line staff.
- Ensured that service provision initiatives support One-Window access for Albertans, for example, the redevelopment of the Students Finance System and the redevelopment of the Apprenticeship, Trades and Occupations Management System (ATOMS).
- Provided input on the strategy development and website standards for the Service Alberta initiative.

Joint Initiatives Contribute to the Achievement of the Social and Economic Goals of the Province
Clarify roles, responsibilities and accountabilities in the development and delivery of learning in Alberta in consultation with stakeholders.

- Worked collaboratively with Alberta Human Resources and Employment and Alberta Home and School Councils Association (AHSCA) to reinforce the important role of parents in career and post-secondary planning and to help parents access up-to-date and accurate information on these topics.
- Signed a Conditional Grant Agreement with the Alberta Home and School Councils' Association (AHSCA) that incorporated a performance-based accountability framework.
- Initiated a partnership with British Columbia's Ministry of Education to further strengthen the learning systems in both provinces.

Strengthen partnerships with industry.

- Worked actively with government, training institutes and private industry in countries such as Cuba, Trinidad, China and Bermuda to assist them in building their apprenticeship training systems and to facilitate the training of workers.
- Negotiated a three-year contract with the organization CAREERS to provide proportional funding based on performance in meeting goals and targets.

Goal 5: Highly Responsive and Responsible Ministry

The Ministry Demonstrates Leadership and Continuous Improvement in Administrative and Business Processes and Practices

Optimize the use of technology to support knowledge management, decision-making and communication.

- Developed and implemented an operational planning process and database.
- Implemented a new framework to manage the redesign and maintenance of the post-secondary Program Registry System.
- Completed the functional and technical design phases of the new Apprenticeship Trades and Occupations Management System (ATOMS) in alignment with Service Alberta.
- Provided strategic human resource and financial services to the Ministries of International and Intergovernmental Relations and Aboriginal Affairs and Northern Development (AAND).
- Implemented a web-based service for students to look up their own Alberta Student Numbers (ASN) and, if not already available, to submit an on-line request for an ASN.

Continuously review programs and administrative practices for opportunities to improve effectiveness.

- Developed the post-secondary strategic framework, including the revised Tuition Policy, policy direction for legislation, and clarification of status and mandates of institutions.
- Developed and implemented a Human Resource Plan for the Ministry that included strategies for performance management, building leadership capacity, and attracting and retaining qualified, capable employees, as identified in the Corporate Human Resource Development Strategy.
- Created the *Manual for Establishment of Separate School Districts for Boundary Expansions* to support the process of boundary change requests.
- Developed a new process for licensing private vocational schools.
- Reported on the *2003 Students Finance Client Satisfaction Survey*, which indicated increased satisfaction levels with information available on the Alberta Learning Information Services (ALIS) website, ease of application process, and decision notification timelines. In response to the Auditor General, expanded monitoring of school jurisdiction compliance with Credit Enrollment Unit (CEU) funding criteria.
- Reviewed applications for the designation of 31 new occupations for the Petroleum Services Association of Canada.
- Began consultations on designating Oil and Gas Drillers as a compulsory certification trade and Steep Slope Roofer as an occupation.

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- The survey of apprenticeship graduates showed that 93% were satisfied with the services of Apprenticeship and Industry Training staff.
 - In support of affordable learning opportunities, processed over 128,000 applications for student loans, scholarships, and loan relief completion payments, from over 83,000 clients, an increase of 3.9% applicants.
 - By assuming the responsibility for the issue of student loans, the Ministry saved about \$4.0 million annually in service premium costs previously paid to the banks.
 - Administered and scored over 1.2 million achievement tests and diploma examinations and provided the results to schools and school jurisdictions.
 - Implemented leadership development and succession planning activities, including participation of 88 staff members in the Senior and Executive Development and the Management Development programs provided by of the University of Alberta, as well as 15 in the Corporate Executive Management Program, for a total of 103 participants.

Work with stakeholders to jointly review and evaluate initiatives to improve effectiveness.

- Revised the *Guide to School Board Planning and Results Reporting* to include accountability requirements for jurisdictions to report high school completion rates in Annual Education Results Reports (AERRs) and to set targets in Three-Year Education Plans.
- Worked with a number of post-secondary institutions in the development of their performance measurement and accountability frameworks.
- Completed the International Qualifications Assessment Services (IQAS) client follow up study, with 90% of respondents reporting overall high satisfaction levels with IQAS.
- Reviewed school board 2001-2004 three-year education plans and used the information to provide feedback to school jurisdictions and provide input to the Ministry's business plan and accountability process.
- Completed analysis of 2001/02 Charter School Annual Education Results Reports (AERRs).
- Created a post-secondary learning and technology committee, facilitated stakeholder consultations on learning and technology initiatives and continued stakeholder consultations with K-12 learning and technology committees.
- Simplified and improved the Early Childhood Services (ECS) Budget Report to provide clear, concise information to stakeholders.
- Established a review team to work with school boards to help address anticipated accumulated operating deficits and completed 10 reviews.

Improve the linkage between strategic, business, financial, human resource, information technology and performance measurement planning.

- Refined Results Oriented Government (ROG) learning strategy with the addition of Operational Planning, Risk Management and Managing Performance through Coaching modules.
- As co-lead on the Government of Alberta Business Planning Working Group, developed a set of business plan guidelines that was approved by the Council of Deputy Ministers and Treasury Board.
- Established and worked with divisional Performance Measurement Working Groups in the development of operational measures for division core responsibilities to coordinate for reporting in the operational plan.
- Developed an interim post-secondary completion rate measure for the Business Plan and Annual Report.
- Developed a methodology for measuring annual drop out rates and annual returning rates of students in the basic learning system for discussion with stakeholders.
- Initiated a study of accountability within the learning system.
- Developed a methodology for a potential Return on Investment to Education measure.

Implement approaches to reporting and communication to raise public awareness of the challenges and accomplishments of the Learning System.

- Shared information with Albertans on new initiatives, programs and developments in the learning system through a variety of communication tools including news releases, fact sheets and information bulletins.
- Showcased the work of Alberta Learning and provided improved access to information on the learning system through the redesign of the Alberta Learning website, including the addition of feature articles, videos and expanded information, as well as enhanced navigation for key audiences.
- Enhanced regular communications with key stakeholder groups with the addition of targeted communications products, which included the creation of a newsletter developed specifically for teachers to establish a better connection with and direct feedback mechanism for teachers.
- Shared information on planning for post-secondary and student finance resources through targeted information for students and parents.
- Supported Service Alberta One-Window access through timely and efficient response to EdNet, Alberta Connects, and department information line enquiries.
- Received the Premier's Award of Excellence for development of the Annual Report Item Management System (ARIMS) to improve efficiency and accuracy of Annual Report process.
- Received the Premier's Award of Excellence for the Post-Secondary Funding Review, which is helping to shape the strategic agenda for the post-secondary system and make educational opportunities more accessible, affordable and responsive through the adoption of new funding arrangements to institutions.
- Created a Learning and Technology website (www.lnt.ca) and produced a bi-weekly e-mail newsletter (tech.news) for stakeholders.
- Participated in the Pan-Canadian launch of International Adult Learners' Week, which was coordinated by the United Nations Educational, Scientific and Cultural Organization (UNESCO).
- Posted a variety of performance information on the Ministry's website, including:
 - Results of the 2001/02 employer satisfaction survey – <http://www.learning.gov.ab.ca/department/satisfaction/EmployerSurveyReport.pdf>
 - Results of the 2001/02 public/adult learner survey – <http://www.learning.gov.ab.ca/department/satisfaction/LearnerSurveyReport.pdf>
 - Provincial and school jurisdiction three-year high school completion rates for 1997/98 through 2000/01 and five-year high school completion rates for 1999/2000 and 2000/01 – http://www.learning.gov.ab.ca/k_12/completion/
 - The Apprenticeship and Industry Training Board 2001/02 Annual Report – http://www.tradesecrets.org/forms_publications/board_annual_report/pdf/board_ann_rep02-03.pdf
 - Alberta Learning's 2001/02 Annual Report – <http://www.learning.gov.ab.ca/annualreport/2002/introduction.pdf>
- Distributed the Results Report (an excerpt of the Annual Report) to school jurisdictions, schools and post-secondary institutions.