

Authority: 0170 The Canadian Montessori School Ltd.



Calgary Montessori School

Three Year Education Plan
2017/2018 to 2019/2020
&
Annual Education Results Report (AERR)
2016/2017

Message from the Board Chair

The Calgary Montessori School was founded in 1919 as a day and boarding school for Grades One to Twelve to educate Calgary families following the Montessori method. Over the years the school has evolved based on Calgary's economy and the needs of our families. Its primary focus for over fifty years was quality Montessori preschool and elementary education. In 2005, the Board shifted its focus to offering only Preschool/Kindergarten. Based on the continued success of the program and the needs and wishes of our families to continue receiving excellent Montessori education past Kindergarten, the Board made the exciting decision to establish an elementary program in September 2015.

With the blessing of Alberta Education, we opened a classroom with nine students in Grades One to Three for the 2015/16 school year. For the 2016/17 school year, the elementary enrolment more than doubled to twenty students. The B.Ed. and AMI Montessori certified teacher was joined by a second B.Ed. and AMI certified teacher. Our Parent Advisory Council was established in the fall of 2016 and has been so supportive of various classroom activities including a parent appreciation tea in May and coordinating the ordering and distribution of uniforms. The Board is so pleased to have support from our families. The PAC plans to enhance their role in special school events, by organizing a fundraising event in the fall of 2017.

As Chair, I enjoyed taking part in the monitoring visit by representatives of Alberta Education. It was so great to receive such positive feedback from our visitors. I also enjoyed continuing to connect with Board Chairs from other private schools by attending meetings organized by Alberta Education and AISCA.

The Board is very pleased that enrolment in the elementary has increased again for the 2017/18 school year to 32 and is excited about the future of CMS.

Accountability Statement

The Education Plan for Calgary Montessori School for the three years commencing September 1st, 2017 was prepared under the direction of the Board of Directors in accordance with the responsibilities under the *Private School Regulation* and the *Education Grants Regulation*. This Education Plan was developed in the context of the provincial government's business and fiscal plans. The Board is committed to implementing the strategies contained within the plan to improve student learning and results.

The Board approved the Three-Year Education Plan for 2017/2020 and the AERR for 2016/2017 on November 13th, 2017.

Created and Prepared by:

Teresa Sabiston, Principal

Alison O'Dwyer, Board Chair

Foundation Statements

Vision

Guided by Dr. Maria Montessori's philosophy and educational principles, Calgary Montessori School strives to be a centre of excellence in teaching and learning, creating and nurturing global citizens committed to peace, sustainability and cohesive communities on a local, national and international level.

Mission

Calgary Montessori School offers students and their families a quality Montessori Elementary program committed to implementing A.M.I. educational principles and practices as outlined in the Canadian Montessori Quality Assurance Program.

Core Values

Respect
Integrity
Independence
Community
Trust
Peace
Global Citizenship

Philosophy

Calgary Montessori School is committed to the provision of quality Montessori education to students from Preschool through Grade Six based on these key concepts:

- To honor the dignity of all children and trust in their innate desire to learn. Each child learns at their own pace with the teacher guiding and monitoring the learning environment.
- To have learning occur in an inquisitive, cooperative and nurturing atmosphere, with students increasing their own knowledge through self and teacher initiated experiences.
- The atmosphere at Calgary Montessori School is one that promotes academic excellence and instills a love of learning, leading to a positive self-image.
- To foster autonomous, competent, responsible, adaptive citizens who are life-long learners and problem solvers.
- To respect the whole personality of the student, not merely his/her intellectual faculties but also his/her powers of deliberation and initiative. The physical, emotional, social, aesthetic and cognitive needs and interests of the student being inseparable and equally important.
- To instill in students a respect for one-self, others, the environment and life, as necessary precursors to developing both their full potential as well as a caring attitude towards all people and the planet.

A Profile of the School Authority

Authority: 0170 The Canadian Montessori School Ltd. (Operating as *Calgary Montessori School*)

- Calgary Montessori School offers an authentic Montessori program that strives to meet the criteria outlined by the Canadian Montessori Quality Assurance Program. <http://www.montessoriqualityassurance.org/contactus.html>
- All classrooms at Calgary Montessori School are comprised of multi-aged, multi-graded groupings of children. These groupings reflect the planes of development put forth by Dr. Maria Montessori: 0-6, 6-12, 12-18 & 18-24. Calgary Montessori School currently offers Preschool/Kindergarten for ages 3 to 6 and Lower Elementary for ages 6 to 10 (Grades 1 – 4).
- Montessori guides with Primary/Elementary credentials work with the age level of students they are qualified to teach (Primary: 3 to 6, Elementary: 6 to 12). These guides also have Alberta B.Ed. certification. Students remain with the same teachers/classroom community for a three-year cycle.
- Each prepared environment has a full complement of Montessori materials and activities that foster independence (physical, emotional, cognitive and social). These exercises encourage spontaneous activity, self-directed learning and with repeated practice, promote mastery of concepts/skills.
- Students work at their own pace, at their own level and receive lessons on an individual, small group and large group basis. Collaboration, peer teaching and mentoring are core values of authentic Montessori practice.
- Each school day is structured with long, uninterrupted blocks of time, allowing children time to delve deeply into subject areas. Uninterrupted three-hour work cycles allow children time to absorb new concepts, make meaningful connections, practice new skills and reflect on newly acquired knowledge. Learning is mastery-based with each child progressing to the next lesson/concept acquisition when success has been observed by the Montessori guide and/or demonstrated by the child.
- Curriculum specialists work with the children on certain subject areas such as second language instruction and physical education. Every effort is made to ensure these lessons are scheduled so as to involve minimal disruption to the daily three-hour uninterrupted work cycle.
- Dr. Maria Montessori's Cosmic Curriculum and the Great Lessons provide the children in the Elementary program with a jumping off point for exploration and discovery learning that integrates with Alberta Education's Program of Studies.

Observations and New Initiatives

Continued Growth (Elementary Program)

Calgary Montessori School continues to attract students to its Elementary program and currently has a total enrolment of 32 students. Planning for future growth is again at the forefront of future planning decisions. The administration will plan for any additional space requirements for 2018-2019 year. Discussions regarding this topic are ongoing with the facility manager at Temple B'Nai Tikvah.

Renewed Focus on Promoting Student Retention (Kindergarten - The Third Year)

It is important Calgary Montessori School's preschool children stay to complete their third year (Kindergarten) at Calgary Montessori School. The third year in a Montessori Preschool program allows kindergarten students an opportunity to consolidate and synthesize the skills and concepts they have explored in their preschool learning communities. A series of parent education evenings for parents of 3, 4 and 5-year-old children each fall helps parents understand the importance of completing this three-year cycle. Renewed efforts by administration and staff to get parents out to these evenings is being met with support from C.M.S.'s parent community.

Advertising, Open Houses and Parent Information Evenings (Elementary)

With the Montessori Lower Elementary program now fully established, families with children at Calgary Montessori School have an additional choice when deciding where to enrol their child for Grade One. More of our preschool families are expressing interest in continuing their child's educational journey in a Montessori program. *Open Houses* and *Parent Education Evenings* regarding the Montessori Elementary program are scheduled for the fall of 2017 and throughout the school year. As word about C.M.S.'s Elementary program spreads, more inquiries are being fielded from parents outside of the C.M.S. community wanting to enrol their child.

Before and After School Care Program (New)

Calgary Montessori School reached out to families last year to determine the level of need and/or interest in providing before and after-school care at all locations. Currently, before-school care is being offered at all locations for families that expressed a need for this service. In addition, after-school music and yoga programs from 3.00pm to 4.00pm are being offered twice a week for kindergarten and elementary students at the Britannia location

Redesigned Parent Satisfaction Survey

The Parent Satisfaction Survey underwent a redesign in the spring of 2017 before being distributed to parents of kindergarten and elementary students. A total of 69 surveys were distributed to parents and 30 surveys were returned. 11/20 surveys were returned from elementary parents and 19/30 surveys were from parents with children in kindergarten. Survey results offer valuable insights into what is working well at C.M.S. and informs strategies designed to address any areas/issues needing attention. Increasing parent participation in completing and returning these surveys will be a focus in June 2018.

Parent Advisory Council (New Fundraising Initiative)

Calgary Montessori School's *Parent Advisory Council* now has a core executive of 4 directors consisting of a council chair, treasurer, secretary and social coordinator, as well as two members-at-large that joined the executive in the fall of 2017. The P.A.C. was excited to coordinate the year-end elementary school picnic in June 2017, as well as coordinate school uniforms for new and returning elementary students. The P.A.C. executive launched a fundraising initiative in November 2017 to raise funds for facilitating enrichment activities for kindergarten and elementary students.

Outcome One: Alberta's students are successful

The performance measures listed below* do not apply to students that attended Calgary Montessori School for the 2016-2017 school year.

*High School Completion rate, Drop-Out rate, High School to Post Secondary transition rate, Percentage of Grade 12 students eligible for a Rutherford Scholarship and the Percentage of students writing four or more diploma exams within three years of entering Grade 10.

Comments

Calgary Montessori School is committed to ensuring students are successful in the pursuit of learning and to ensuring each child experiences a high-quality Montessori educational experience. In so doing, students will acquire the knowledge, skills and attributes necessary to set them up for successful completion of student learning outcomes and schooling in general. Calgary Montessori School firmly believes in 'educating the whole child'. Teachers, staff and administration believe that time spent ensuring each child feels valued and respected is a worthwhile endeavor. Developing a strong sense of self-esteem, belonging and purpose within each child will nurture successful, active citizens in the future.

Strategies

- Individualized instruction, based on daily observations of students and their work.
- Instruction and lessons will accommodate each individual child's learning style and needs.
- Engaging students through self-selected/peer-selected project based work, with opportunities to represent learning using diverse media.
- Students in the elementary program will learn to set daily/weekly/monthly goals, make responsible choices and be accountable for their decisions.

Outcome Two: The achievement gap between First Nations, Métis, and Inuit students and all other students is eliminated

Comments

Calgary Montessori School does not currently have any self-identified FNMI students attending our program. Montessori's *cosmic curriculum* offers students a global perspective where culture and history are concerned and as such, provides students with opportunities to better understand and appreciate aboriginal cultures/all cultures on a national and international level.

Strategies

- Students will develop their understanding of FNMI history through studying the Social Studies curriculum outlined in Alberta Education's Program of Studies.
- Students will visit the Glenbow Museum to access exhibits on Canadian aboriginal history and culture. (Indigenous Studies School Program)
- Students and staff will host a school-wide cultural celebration/host an Elder at school.

Outcome Three: Alberta's education system is inclusive

Performance Measures

Overall teacher, parent and student agreement that students are safe at school, learning the importance of caring for others, learning respect for others and are treated fairly at school.

Security, Safety and Personal Well-Being

1. Strongly Agree 63%
2. Agree 29%
3. Disagree 2%
4. Don't Know 9%



Comments

Calgary Montessori School offers students and their families an intimate, caring, nurturing learning environment. Relationships are key and play a crucial role in creating the strong sense of community that pervades the entire Calgary Montessori School community. Relationships are formed over time. Calgary Montessori School is deeply committed to the concept of a three-year cycle, beginning at the preschool level and continuing at the elementary level. Children remain in the same classroom community for a full three-year cycle, with the same teachers/Montessori guides. This allows deep relationships to develop between peers as well as between teachers/Montessori guides and children.

Strategies

- Lessons in Grace and Courtesy lie at the heart of Montessori pedagogy and inform students on how to interact and socialise with peers and adults.
- Peace as a core value is a pedagogical focus in each Montessori learning community. Conflict resolution strategies are introduced to the children and modelled by the teachers.
- Safety, security and supervision practices are carried out on a regular basis, ensuring students feel safe and secure at school.
- Policies and procedures regarding school safety, health and safety, student code of conduct and an inclusive learning environment are in place.
- Parents and staff are asked to review Calgary Montessori School's Code of Conduct/Discipline Policy on an annual basis.

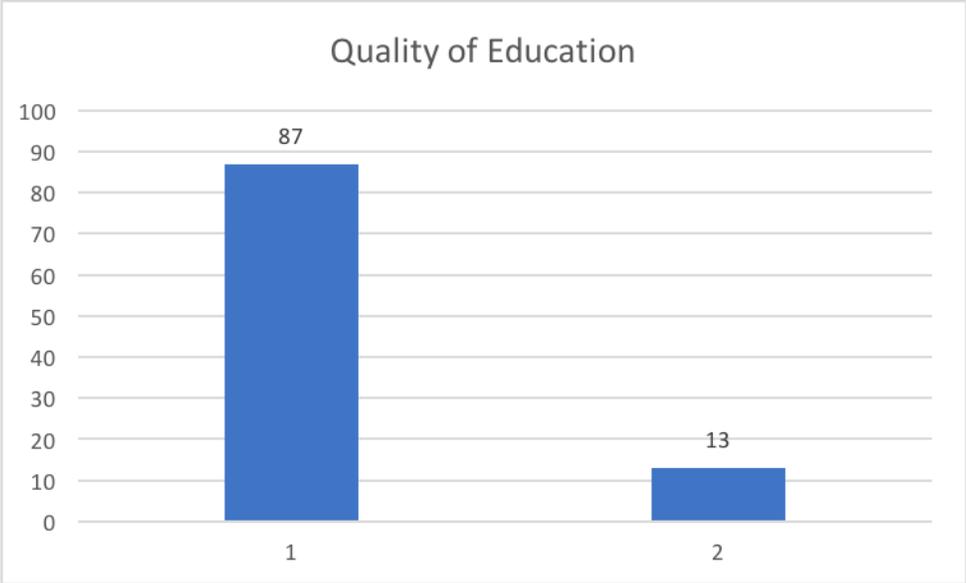
Outcome Four: Alberta has excellent teachers, school and school authority leaders

Performance measure

1. Parents are satisfied with the quality of education their child is receiving at school.

Quality of Education

- 1. Very Satisfied 87%
- 2. Satisfied 13%



Comments

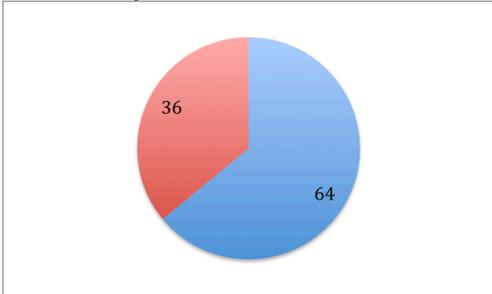
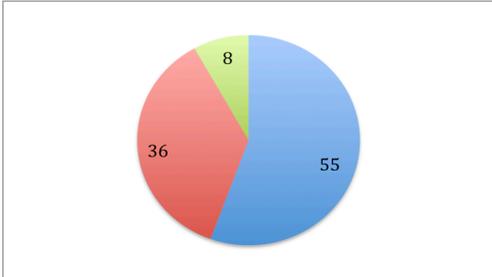
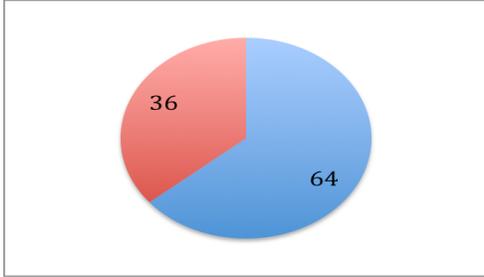
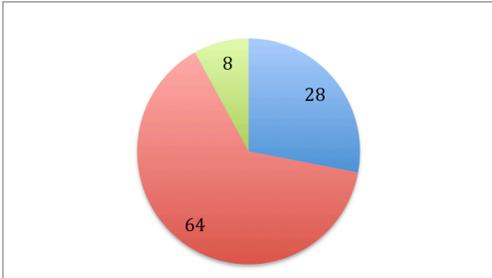
A combined 100% of parents reported being very satisfied/satisfied with the quality of education being provided by the teaching staff and administration at Calgary Montessori School (Very satisfied 87%, Satisfied 13%). The staff at Calgary Montessori School is deeply committed to building relationships with students and parents. These strong relationships translate into a sincere desire by staff to ensure students get the support and resources they need to be successful students.

A more detailed breakdown regarding opportunities C.M.S. students have to receive a broad program of studies reveals equally high levels of parent satisfaction.

- Physical Education
- Music
- Art
- Second Language (French)

Performance Measure

2. Overall teacher, parent and student satisfaction with the opportunity for students to receive a broad program of studies including fine arts, health and physical education.

<p>(a)Physical Education</p> <p>1. Very Satisfied 64%</p> <p>2. Satisfied 36%</p>	<p>Physical Education</p>  <table border="1"><thead><tr><th>Satisfaction Level</th><th>Percentage</th></tr></thead><tbody><tr><td>Very Satisfied</td><td>64%</td></tr><tr><td>Satisfied</td><td>36%</td></tr></tbody></table>	Satisfaction Level	Percentage	Very Satisfied	64%	Satisfied	36%		
Satisfaction Level	Percentage								
Very Satisfied	64%								
Satisfied	36%								
<p>(b) Music</p> <p>1. Very Satisfied 55%</p> <p>2. Satisfied 36%</p> <p>3. Dissatisfied 8%</p>	<p>Music</p>  <table border="1"><thead><tr><th>Satisfaction Level</th><th>Percentage</th></tr></thead><tbody><tr><td>Very Satisfied</td><td>55%</td></tr><tr><td>Satisfied</td><td>36%</td></tr><tr><td>Dissatisfied</td><td>8%</td></tr></tbody></table>	Satisfaction Level	Percentage	Very Satisfied	55%	Satisfied	36%	Dissatisfied	8%
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<p>(c) Art</p> <p>1. Very Satisfied 64%</p> <p>2. Satisfied 36%</p>	<p>Art</p>  <table border="1"><thead><tr><th>Satisfaction Level</th><th>Percentage</th></tr></thead><tbody><tr><td>Very Satisfied</td><td>64%</td></tr><tr><td>Satisfied</td><td>36%</td></tr></tbody></table>	Satisfaction Level	Percentage	Very Satisfied	64%	Satisfied	36%		
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Very Satisfied	64%								
Satisfied	36%								
<p>(d) Second Language</p> <p>1. Very satisfied 28%</p> <p>2. Satisfied 64%</p> <p>3. Don't Know 8%</p>	<p>Second Language (French)</p>  <table border="1"><thead><tr><th>Satisfaction Level</th><th>Percentage</th></tr></thead><tbody><tr><td>Very Satisfied</td><td>28%</td></tr><tr><td>Satisfied</td><td>64%</td></tr><tr><td>Don't Know</td><td>8%</td></tr></tbody></table>	Satisfaction Level	Percentage	Very Satisfied	28%	Satisfied	64%	Don't Know	8%
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Very Satisfied	28%								
Satisfied	64%								
Don't Know	8%								

Comments

Parents report a consistently high level of satisfaction with the quality and range of subjects being delivered to students at C.M.S.

Close examination of survey results for **(b) Music** reveal some parents of kindergarten children are dissatisfied and/or lack knowledge regarding the delivery of music instruction to their children. Unlike French or physical education, music is not a scheduled subject for kindergarten children. Given that subjects such as music are experienced holistically and organically on a daily basis in C.M.S's preschool programs, it can be difficult for parents to make a determination regarding how much music their child is being exposed to in their respective classroom environments. In this context, it is understandable that parents may have difficulty responding to this survey question.

The majority of parents that left the **(d) Second Language** measure blank or responded they 'Don't Know' were parents of children in Kindergarten. This survey result deserves further investigation by C.M.S. staff and administration. It is hoped conversations and/or future surveys will reveal what additional information C.M.S's parent community need/would like regarding second language instruction at C.M.S.

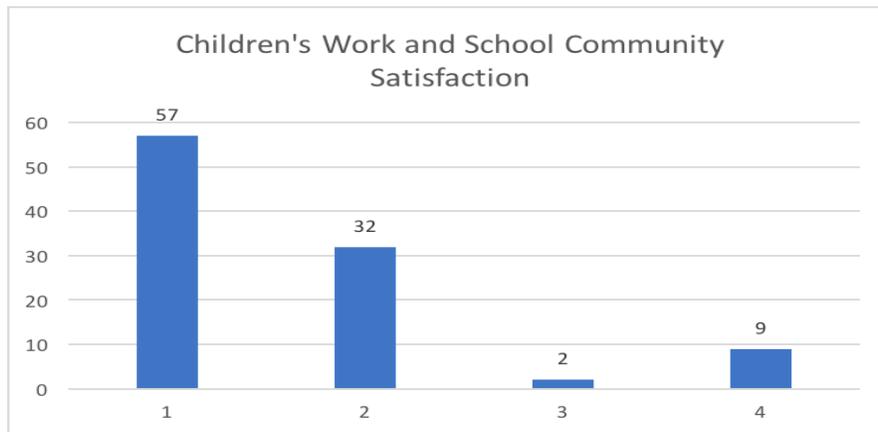
Strategies

- C.M.S. will continue to put a broad program of studies in place for all students.
- Staff will continue to plan and deliver quality programming for all C.M.S. students.
- Administration and teaching staff will discuss additional ways to showcase students accomplishments in these subject areas. Dramatic plays, 'art walks', 'athletics day' and seasonal concerts are all opportunities for students to showcase their learning.

Performance Measures

3. Parents are satisfied with what and how their child is learning. Children are challenged and encouraged to develop critical thinking skills. In addition, children are encouraged to develop an awareness about their school community and the larger, local community.

Children's Work and School Community Satisfaction



1. Strongly Agree 57%
2. Agree 32%
3. Disagree 2%
4. Don't Know 9%

Comments

A combined 89% of parents are very satisfied/satisfied with *what* C.M.S. students are learning at school and equally important, with *how* C.M.S. students feel/believe about their school experience. Calgary Montessori School's self-directed approach to learning appeals to the parent community as they strongly agree/agree (89%) their children are encouraged to develop critical thinking skills and reasoning ability. Parents also reported a strong belief that C.M.S. students are encouraged to work hard and put forth their best effort.

Strategies

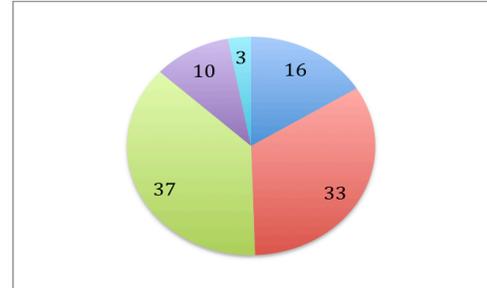
- Teaching staff host regular parent evenings during the school year on a variety of topics such as school culture, how to nurture motivated, self-directed learners etc. Continued efforts will be made by C.M.S. administration and teaching staff to encourage parents to attend and participate in these events.
- C.M.S. staff and administration will work on facilitating additional conversations and more teacher-parent engagement during scheduled parent education evenings, student-led conferences (Elem), 'Be Our Guest' (Kindergarten) events as well as during scheduled parent-teacher interviews.

Outcome Five: The education system is well governed and managed.

Performance Measures – Parental Involvement

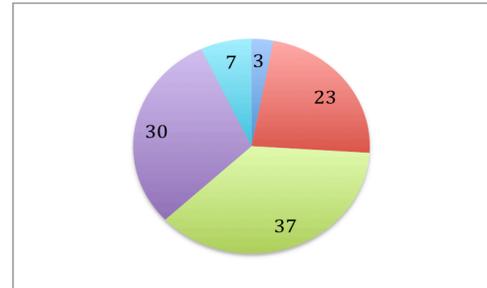
1. To what extent are parents involved at their child's school?

A lot: 16%
Some: 33%
Very Little: 37%
Not At All: 10%
Don't Know: 3%



2. To what extent are parents involved in decisions at their child's school?

A lot: 3%
Some: 23%
Very Little: 37%
Not At All: 30%
Don't Know: 7%



Comments

(Measure #1)

Calgary Montessori School parents understand the importance of facilitating children's independence, resilience and self-reliance. Parents understand that for pedagogical reasons such as these, parental involvement in Montessori environments will be minimal at the Kindergarten level, with the exception of observation visits and support with field trips.

(Measure #2)

The survey results show there is room for growth on the second performance measure, with a significant number of parents feeling little or no involvement in decisions at their child's school. It is expected the Parent Advisory Council (P.A.C.) will provide C.M.S.'s parent community with more opportunities to get involved in school decisions.

Strategies

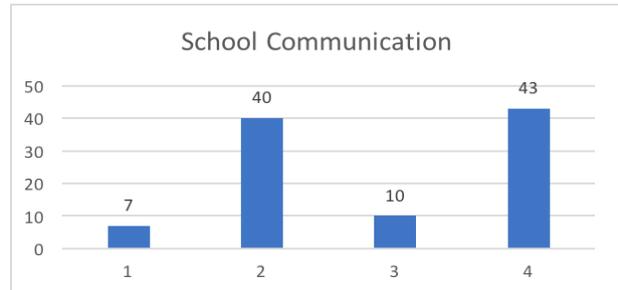
- The P.A.C. provides parents of children in Kindergarten through Grade 4 with opportunities to get involved in various school projects, as well as with school related decisions/activities that support the students, teachers and parents at C.M.S.
- Parents are encouraged to support the 'Going Out' program in place for students in the Elementary program. It is expected parents will feel a greater sense of involvement at their child's school as they participate in the children's 'Going Out' endeavors.

Performance Measure – Communication

3. Overall parent satisfaction with communication from school: website, e-mail, parent evenings, written reports (Elem), student-led conferences (Elem) and be-our-guest (K).

(a) Website

- 1. Very Satisfied 7%
- 2. Satisfied 40%
- 3. V. Dissatisfied 10%
- 4. Don't Know 43%

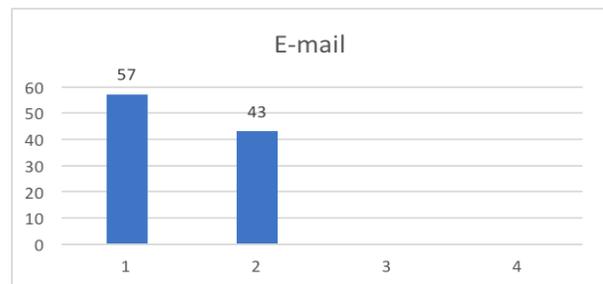


Comment

Survey results reveal a large number of parents (43%) reported they 'don't know' about or are 'very dissatisfied' with the school's website. It is anticipated the current overhaul and imminent relaunch of Calgary Montessori School's website will provide current families/new families with quality, up to date content. Visitors to the school website will find contact details, welcoming messages, school mission and values statements as well as fresh images of students, classrooms etc. on the school homepage.

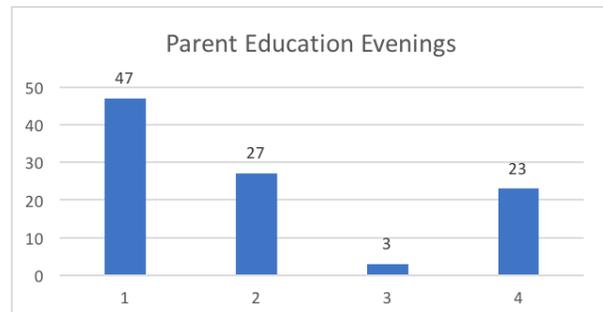
(b) E-mail

- 1. Very Satisfied 57%
- 2. Satisfied 43%



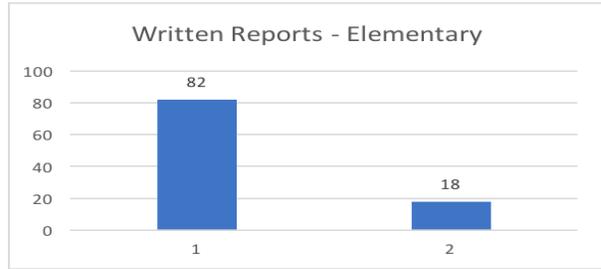
(c) Parent Education Evenings

- 1. Very Satisfied 47%
- 2. Satisfied 27%
- 3. Very Dissatisfied 3%
- 4. Don't Know 23%



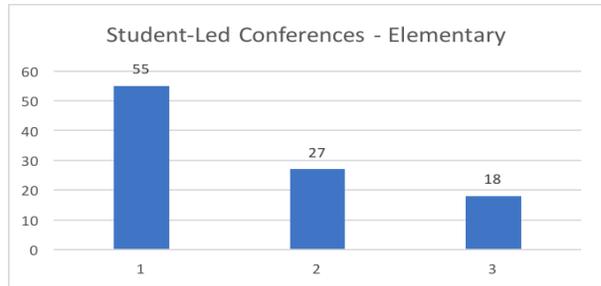
(d) Written Reports (Elementary)

- 1. Very Satisfied 82%
- 2. Satisfied 18%



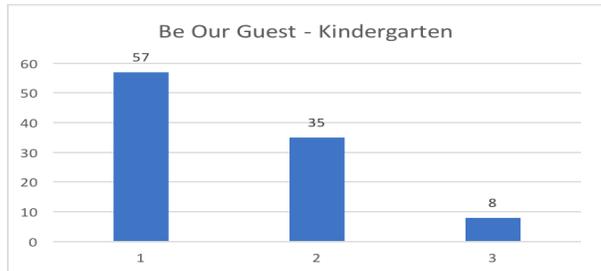
(e) Student-Led Conferences (Elementary)

- 1. Very Satisfied 55%
- 2. Satisfied 27%
- 3. Don't Know 18%



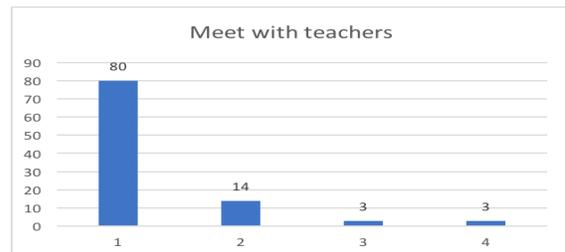
(f) Be Our Guest (Kindergarten)

- 1. Very Satisfied 57%
- 2. Satisfied 35%
- 3. Don't Know 8%



(g) Opportunities to meet with teachers

- 1. Very Satisfied 80%
- 2. Satisfied 14%
- 3. Dissatisfied 3%
- 4. Don't Know 3%



Comments

Survey results for communication reveal consistently high levels of parent satisfaction with opportunities to communicate with staff at Calgary Montessori School. Developing positive relationships, cohesive communities, modeling respect, integrity and trust are all integral values at C.M.S. Parents feel connected to their child's school and to C.M.S. staff. These survey results indicate C.M.S. staff and administration are creating strong two-way communication portals with parents.

Strategies

- Continue offering parent evenings throughout the school year. Renewed efforts will be made to make sure parents know about these evenings well in advance so they can arrange for child care at home. Written notices, newsletters and face-to-face conversations with parents will help ensure parents know the topic for each parent evening.
- Classroom observations are usually scheduled for January/February of each school year. Remind parents they are always welcome to schedule a classroom observation and a face-to-face meeting with their child's teacher if they have any questions or need clarification on any matter.

Future Challenges

Calgary Montessori School currently serves families with children in its Preschool (Kindergarten) Montessori program, as well as students in its Lower Elementary program (Grades 1 – 4).

- Continuing to attract new families/students to Calgary Montessori School's preschool program is an on-going, important consideration.
- Student retention for the third/kindergarten year is important as children in their third year have an opportunity to consolidate knowledge and experience leadership in meaningful, purposeful ways. These third-year children bring important skills and abilities to the multi-age (3 to 6) learning environment.
- Second language schools/charter schools etc. are in direct competition for kindergarten students. Keeping enrolment strong at the preschool/kindergarten level means more families with children graduating from Kindergarten will be in a position to consider Elementary Montessori.
- Plans to establish an Upper Elementary program is an important part of Calgary Montessori School's future growth plan, as this will allow students and their families the opportunity to remain at the same school for the entire six-year elementary cycle.
- A strong financial plan, facility space and staffing are integral aspects of this future growth.

Capital and Facilities Projects

- Currently, there are no capital plans or facility projects being considered.

Timelines and Communication

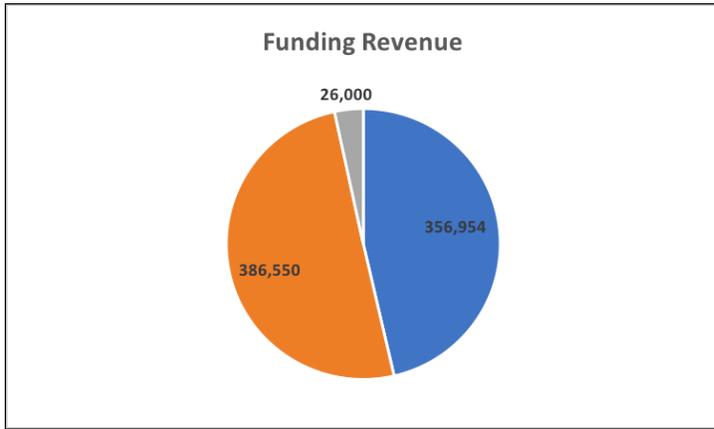
The Board of Directors of The Canadian Montessori School Ltd. will approve Calgary Montessori School's Three-Year Education Plan during its annual fall meeting. It will be submitted to Alberta Education by November 30th, 2017. The Three-Year Education Plan/ AERR will be circulated to parents and hard copies will be available on site at each school location. Members of the general public will have access to this document on the school's website.

Whistleblower Protection

There are no disclosures to report.

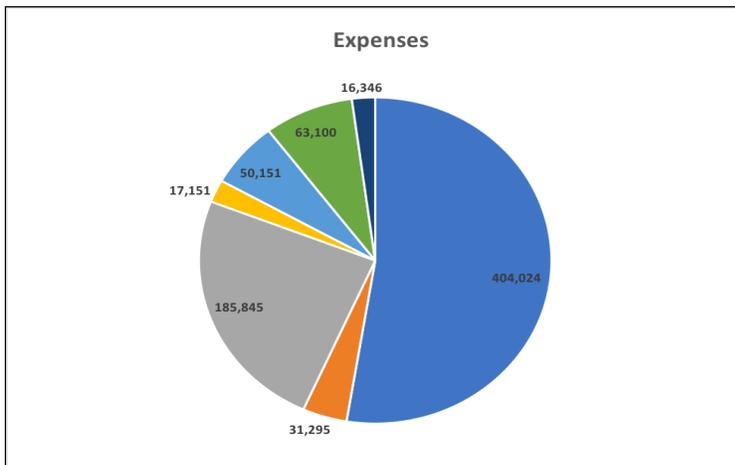
Summary of Financial Results for 2016-2017

Revenue



Government Funding	\$356,954
Tuition Fees	\$386,550
Gifts and Donations	\$ 26,000
Total	\$769,504

Expenses

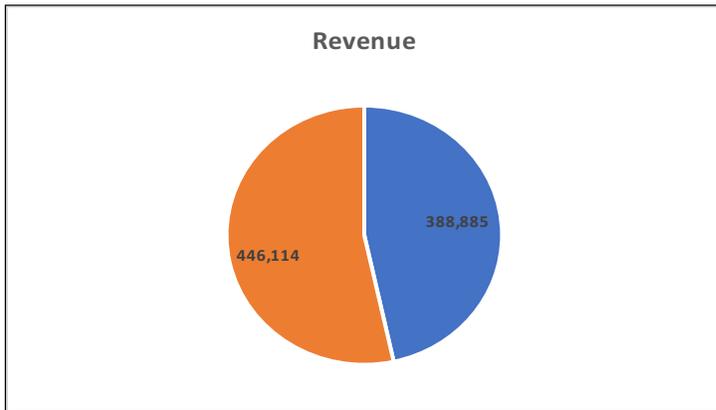


Certificated Salaries	\$404,024
Certificated Benefits	\$ 31,295
Non-Certificated Salaries	\$185,845
Non-Certificated Benefits	\$ 17,151
Service Contracts & Supplies	\$ 50,151
Leases	\$ 63,100
Severe Disabilities (PUF)	\$ 16,346
Total	\$768,736

Surplus (Deficit) of Revenues Over Expenses **\$768**

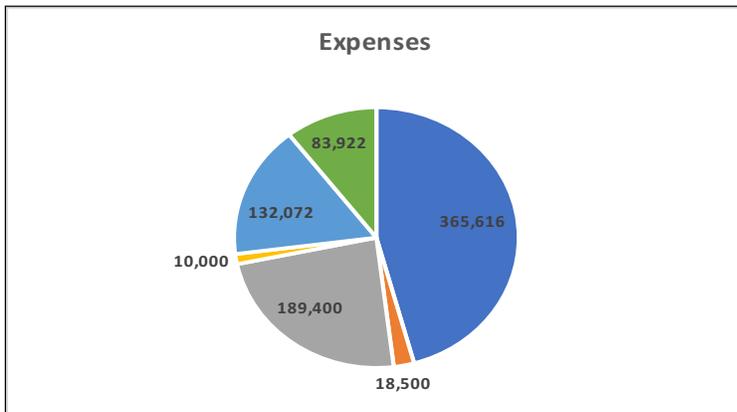
Budget Summary 2017-2018

Revenue



Government Funding	\$388,885
Tuition Fees	\$446,144
Total	\$834,999

Expenses



Certificated Salaries	\$386,308
Certificated Benefits	\$ 38,918
Non- Certificated Salaries	\$186,680
Non-Certificated Benefits	\$ 17,549
Service Contracts and Supplies	\$ 93,850
Leases	\$ 80,705
Severe Disabilities (PUF)	\$ 25,051
Total	\$829,061

Surplus (Deficit) of Revenues Over Expenses **\$5,938**